



AGENDA

Executive, Audit & Risk

Tuesday 24 October 2023, 10.00am

Executive Audit and Risk Committee

24 October 2023 10:00 AM



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21. [Agenda Authorisation](#)

644



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 te 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 24 September 2023

Subject: **Executive, Audit and Risk Committee Minutes – 11 September 2023**

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

Document: 3213812

Recommendations

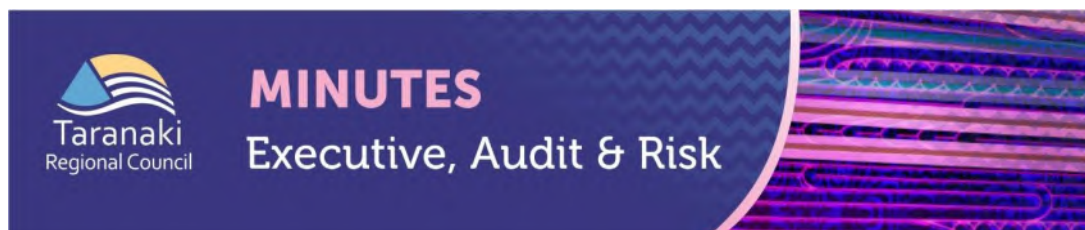
That the Taranaki Regional Council:

- 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 11 September at 10am
- b) notes the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 19 September 2023.

Matters arising

Appendices/Attachments

Document: 3205189 [Minutes Executive Audit and Risk Committee - 11 September 2023](#)



Date Monday 11 September 2023 10.00am
Venue: Taranaki Regional Council Boardroom, 47 Cloten Road, Stratford
Document: 3205169

Members	Councillors	M J Cloke	<i>Chair</i>
		S W Hughes	
		A L Jamieson	<i>(joined meeting at 10.10am)</i>
		D H McIntyre	
		C L Littlewood	<i>ex officio</i>
		N W Walker	<i>ex officio</i>
Attending	Mr	S J Ruru	Chief Executive
	Mr	M J Nield	Director – Corporate Services
	Mrs	R Johnson	Financial Services Manager
	Mrs	M G Jones	Governance Administrator
	Miss	N Chadwick	Executive Assistant
	Mr	C Woollin	Communication Advisor
	Ms	L Hawkins	Policy Manager

One media representative

The meeting opened with a group Karakia at 10.00am.

Apologies: Were received and sustained from Councillor Williamson
 Cloke

1. Confirmation of Minutes Executive Audit and Risk – 31 July 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 31 July 2023 at 10am
- b) noted the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 8 August 2023.

Littlewood/Walker

2. Financial and Operational Report

- 2.1 Mr M J Nield spoke to the memorandum to update the committee on the annual report process. The Annual report will be presented at the next Ordinary Council Meeting.

Resolved

That the Taranaki Regional Council:

- a) received the memorandum *Financial and Operational Report*
- b) noted the digital media update.

Cloke/Hughes

3. 2023/2024 Insurance Programme

- 3.1 Mrs R Johnson spoke to the memorandum to update the committee of the insurance renewal process, noting the increase of costs.

Resolved

That the Taranaki Regional Council:

- a) noted the renewal and placement of insurance policies for 2023/2024.

Walker/McIntyre

4. Health and Safety Report

- 4.1 Mr M J Nield spoke to the memorandum to provide the members with a Health and Safety update

Resolved

That the Taranaki Regional Council:

- a) received the July 2023 Health and Safety Report.
- b) requested that summary indicators of overall staff leave balances be inserted into future reports.

Jamieson/McIntyre

5. Better Travel Choices for Taranaki incorporating the Regional Transport Plan

- 5.1 Ms L Hawkins spoke to the memorandum to provide the committee with an update on the *draft Better Travel Choices for Taranaki* and the benefits it will bring to the community.

Resolved

That the Taranaki Regional Council:

- a) received the memorandum, *Better Travel Choices for Taranaki incorporating the Regional Public Transport Plan 2024*

- b) received the draft *Better Travel Choices for Taranaki* (incorporating the *Regional Public Transport Plan 2024*) and noted that these are content drafts to which minor changes will be made to improve presentation for public consultation
- c) noted that a workshop with the Committee and the Regional Transport Committee was held to confirm key aspects of the draft *Better Travel Choices for Taranaki* strategy (incorporating the *Regional Public Transport Plan 2024*) on Wednesday 6 September 2023
- d) endorsed the draft *Better Travel Choices for Taranaki* (incorporating the *Regional Public Transport Plan 2024*) for public consultation, subject to any amendments tabled at the workshop on 6 September
- e) determined that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- f) determined that it has complied with the decision-making provisions of the *Local Government Act 2002* to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determined 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.

Littlewood/Walker

6. Proposed Change to the Commencement of Meeting Time

- 6.1 Miss N Chadwick spoke to the memorandum providing an update on the poll that was put to the committee for their consideration of a proposed change to the standard start time of this committee meeting.

Resolved

That the Taranaki Regional Council:

- a) received the memorandum *Proposed change to Committee meeting time*
- b) selected and approved option C: leave the start time for meetings of this Committee as 10:00am. Based on the survey poll of members, this is the preferred option.
- c) determined that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- d) determined that it has complied with the decision-making provisions of the *Local Government Act 2002* to the extent necessary in relation to this decision; and in accordance with section 79 of the Act; determined 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.

McIntyre/Walker

Public Excluded

In accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987*, resolved that the public is excluded from the following part of the proceedings of the Executive Audit and Risk Meeting on 31 July 2023 for the following reason/s:

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:

Item 12 – Confirmation of Public Excluded Executive Audit and Risk Minutes – 31 July 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 13 – Yarrow Stadium Plus: Project Steering Group Report

Item 14 – Port Taranaki Ltd: Annual Report and Annual General Meeting

General subject of each matter to be considered	Ground(s) under section 48(1) for the passing of this resolution	Reason for passing this resolution in relation to each matter
Item 13: Yarrow Stadium Plus: Project Steering Group Report	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information 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> .	This report contains commercially sensitive information. The public interest in knowing the details is not outweighed by the harm that could be caused to negotiations and commercial activities.
Item 14: Port Taranaki Ltd: Annual Report and Annual General Meeting	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) of the <i>Local Government Official</i>	To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities and to protect the privacy of natural persons. In this report the Council will be evaluating the

	<i>Information and Meetings Act 1987.</i>	performance of Port Taranaki and its board of directors. It will also be considering whether it should reappoint a current sitting director. Information relating to the performance of Port Taranaki Ltd and decisions regarding the appointment of directors will be made available following the annual general meeting.
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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 11.09am.

Executive, Audit and Risk

Committee Chairperson: _____

M J Cloke



Date: 24 October 2023

Subject: **Financial and Operational Report**

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

Document: 3213859

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 July and August 2023 Monthly Financial Reports
- b) notes the digital media update.

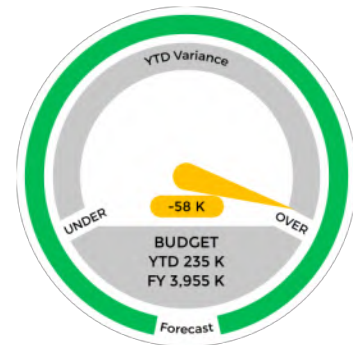
Background

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

Discussion

3. Attached are the Monthly Financial Reports for July and August 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 overall financial result is ahead of budget to the estimates established for 2023/2024 in the 2023/2024 Annual Plan. This is early in the new financial year. There are no significant trends or concerns at this stage.
9. Significant income and expenditure variances by activity (plus or minus \$100,000) are:
 - *Enhancement grants* - \$110,440 under budget due to the timing of STRESS expenditure. This is expected to be on budget at year-end.
 - *Resource management direct charges revenue* - \$167,292 over budget mainly due to earlier timings in revenue received, this is expected to equalise during the year.
 - *Towards Predator-Free Taranaki* - \$149,856 under budget as more significant project spend is planned for later in the financial year.
 - *Passenger Transport* - \$287,025 under budget due to infrastructure and bus trials costs being planned for later in the financial year.



Communications and Engagement

10. Communications and engagement activities are delivered across publications, media releases, advertising, digital media, events, through stakeholders and through education. Recent points of note are:
11. Two major community consultations are currently underway. This phase of the Freshwater consultation has so far seen 94 surveys completed on Freshwater Management Units and their respective discussion documents. The Volcanic Ring Plan FMU is the most popular, with 43 completed surveys. A series of nine community and stakeholder hui are being held this month tailored to various stakeholder groups as well as the general public.
12. The Better Travel Choices consultation is also tracking well, with 172 survey responses to date. This follows an advertising campaign on social media, digital channels and radio. There has also been coverage in local media.
13. Nominations for the Environmental Awards have closed. We are pleased with both the quality and quantity of entries received. Planning is now in full swing for the awards night on 15 November, when the winners will be revealed.
14. In September, 1,461 preschool, primary and high schools students participated in TRC led environmental or sustainability education programmes on a diverse range of topics including a soil study, invertebrate investigations, rocky shore study and planting and propagation.
15. Media releases and response to queries resulted in a range of media coverage over the past 4-6 weeks from the region's first electric bus (print and radio interview) to the Dow site remediation (Newshub TV interview).

Taranaki Regional Council website overview 30 days to 8 October (compared to previous 30 days) Users that visited the website in the last 30 days: 18k (↑6.8%) Top 3 most viewed pages:		Reach
1	Environmental data / Taranaki Regional Council	7.4K
2	Routes & timetables / Taranaki Regional Council	4.8K
3	Home / Taranaki Regional Council	4.1K

Taranaki Regional Council social media overview 30 days to 8 October (compared to previous 30 days) Combined reach (number of people who saw our posts): 80K (↑23K) Top 3 pages:		Reach
1	Taranaki Regional Council Facebook	36K
2	Hollard Gardens Facebook	10K

Taranaki Regional Council social media overview 30 days to 8 October (compared to previous 30 days)		
Combined reach (number of people who saw our posts): 80K (↑23K)		
Top 3 pages:		Reach
3	Towards Predator-Free Taranaki Facebook	10K
Top 3 posts:		
1	Good morning Taranaki! (mountain photo)	6.9K
2	Pop up pirate party at Hollard Gardens	3.1K
3	Monday Memory Kāwaroa Baths	3K

Combined engagement (reactions, comments and shares): 2.6K (↑43.5%)

Number of posts across all social media channels: 88 (↑29)

Financial considerations—LTP/Annual Plan

16. 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

17. 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

18. 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

19. 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

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

Appendices/Attachments

Document 3214353: [July 2023 Monthly Financial Report](#)

Document 3214451: [August 2023 Monthly Financial Report](#)



JULY 2023

MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL






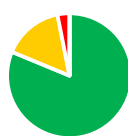

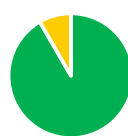
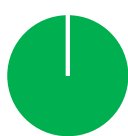
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Executive summary

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:
\$1.0M	\$133.0K under budget 	\$3.1M	\$595.2K under budget 	\$-2.1M	\$414.7K ahead of budget 
Against a YTD budget of \$1.1M and a full year budget of \$50.5M.		Against a YTD budget of \$3.7M and a full year budget of \$53.4M.		Against a YTD budget of \$-2.6M and a full year budget of \$-2.9M.	

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

Commentary and variances

As at 31 July 2023, the overall financial result is ahead of budget.

Key

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

Introduction

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

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

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

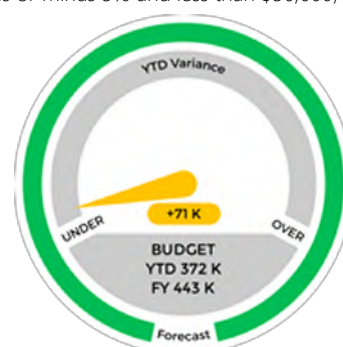
For each Group of Activities:

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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
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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

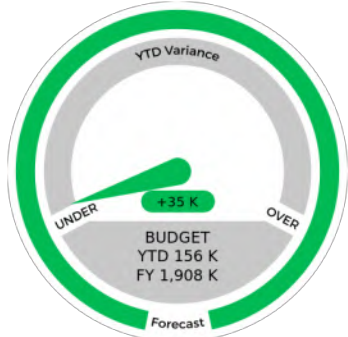
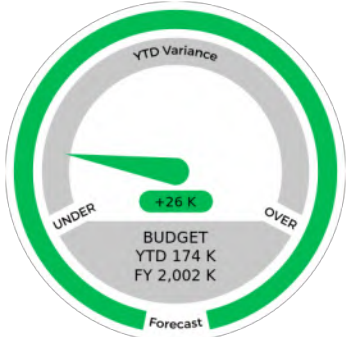
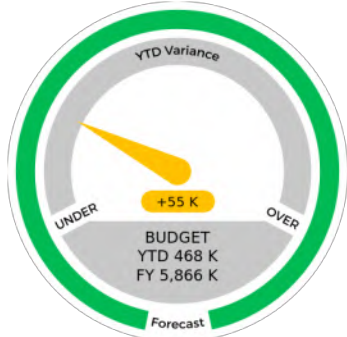
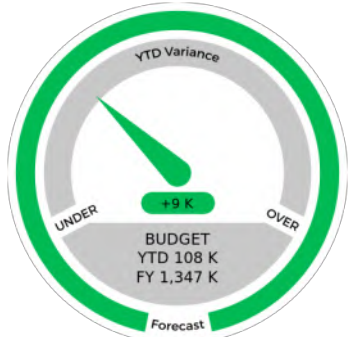
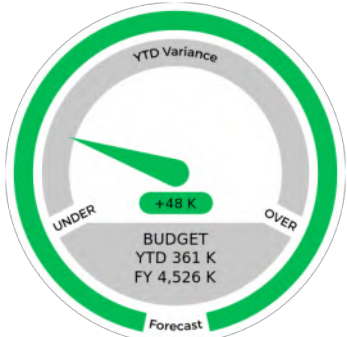
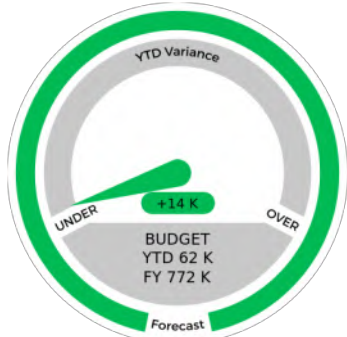
This statement summarises performance against budget for the month and for the year to date.

	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Cost of services							
Resource management	1,488,516	1,755,952	267,436	1,488,516	1,755,952	267,436	25,570,737
Biosecurity and biodiversity	508,690	629,614	120,924	508,690	629,614	120,924	9,388,521
Transport	480,953	617,648	136,695	480,953	617,648	136,695	7,625,531
Hazard management	72,271	90,993	18,722	72,271	90,993	18,722	1,142,834
Recreation culture and heritage	356,580	364,616	8,036	356,580	364,616	8,036	5,945,371
Regional representation advocacy and investment management	174,852	194,660	19,808	174,852	194,660	19,808	2,432,053
Total operating expenditure	3,081,861	3,653,483	571,622	3,081,861	3,653,483	571,622	52,105,047
Revenue from exchange transactions							
Direct charges revenue	353,092	421,670	-68,578	353,092	421,670	-68,578	6,106,317
Rent revenue	83,513	165,417	-81,904	83,513	165,417	-81,904	1,590,000
Dividends	0	0	0	0	0	0	8,000,000
Revenue from non-exchange transactions							
General rates revenue	0	0	0	0	0	0	13,571,535
Targeted rates revenue	0	0	0	0	0	0	5,306,108
Direct charges revenue	104,764	208,172	-103,408	104,764	208,172	-103,408	9,978,882
Government grants	288,778	229,611	59,167	288,778	229,611	59,167	3,969,805
Vested assets	0	0	0	0	0	0	0
Total income	830,146	1,024,870	-194,724	830,146	1,024,870	-194,724	48,522,647
Operating surplus/(deficit) before finance income/expenses & taxation	-2,251,715	-2,628,613	376,898	-2,251,715	-2,628,613	376,898	-3,582,400
Finance income	124,739	63,333	61,406	124,739	63,333	61,406	1,960,000
Finance expense	-23,560	0	-23,560	-23,560	0	-23,560	-1,272,000
Net finance expense	101,179	63,333	37,846	101,179	63,333	37,846	688,000
Operating surplus before taxation	-2,150,537	-2,565,280	414,743	-2,150,537	-2,565,280	414,743	-2,894,400
Other gains/losses							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
Operating surplus before taxation	-2,150,537	-2,565,280	414,743	-2,150,537	-2,565,280	414,743	-2,894,400
Income tax expense	0	0	0	0	0	0	10,000
Surplus/(deficit) for the period	-2,150,537	-2,565,280	414,743	-2,150,537	-2,565,280	414,743	-2,904,400
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)	-2,150,537	-2,565,280	414,743	-2,150,537	-2,565,280	414,743	-2,904,400

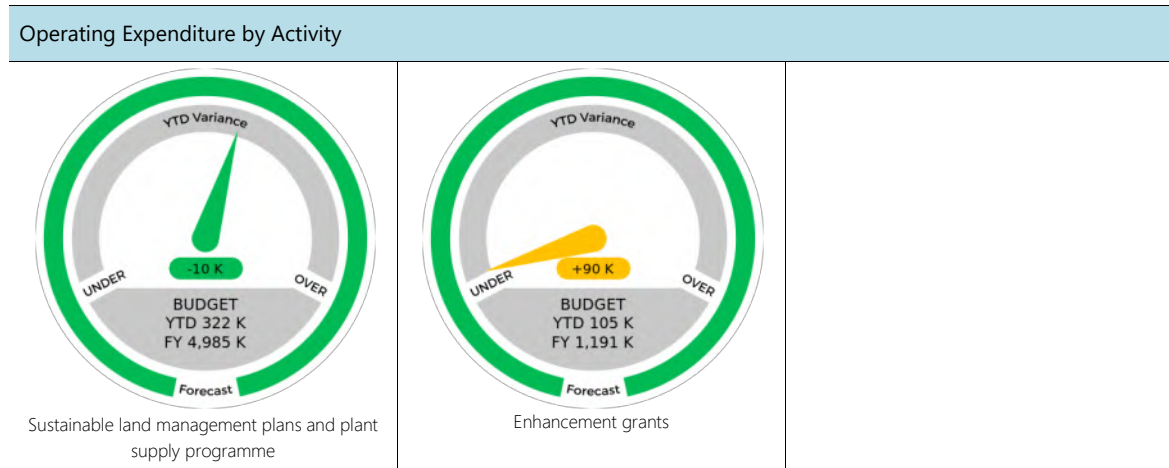
Resource management

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:
\$0.5M	\$73.7K over budget 	\$1.5M	\$267.4K under budget 
Against a YTD budget of 0.5M and a full year budget of 11.5M.		Against a YTD budget of 1.8M and a full year budget of 25.6M.	

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

RESOURCE MANAGEMENT



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

Commentary and variances

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



RESOURCE MANAGEMENT


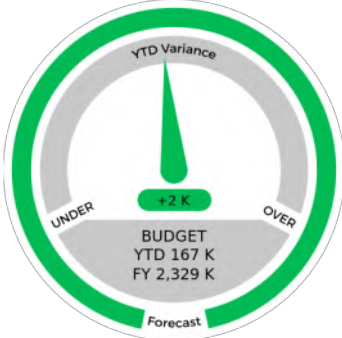

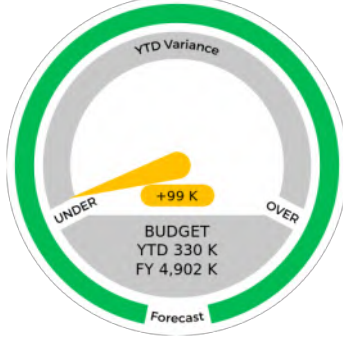
Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Resource management planning	121,424	155,950	34,526	121,424	155,950	34,526	1,908,418
Consent processing and administration	147,750	174,095	26,345	147,750	174,095	26,345	2,002,490
Compliance monitoring programmes	412,320	467,791	55,471	412,320	467,791	55,471	5,866,122
Pollution incidents and response	98,364	107,765	9,401	98,364	107,765	9,401	1,347,097
State of the environment monitoring	312,613	360,767	48,154	312,613	360,767	48,154	4,525,739
Resource investigations and projects	48,282	62,173	13,891	48,282	62,173	13,891	771,899
Sustainable land management plans and plant supply programme	332,199	322,123	-10,076	332,199	322,123	-10,076	4,984,608
Waitara River catchment	0	0	0	0	0	0	2,973,375
Enhancement grants	15,563	105,288	89,725	15,563	105,288	89,725	1,190,989
Total expenditure	1,488,516	1,755,952	267,436	1,488,516	1,755,952	267,436	25,570,737
Income							
General rates	682,528	682,528	0	682,528	682,528	0	7,674,131
Direct charges	475,660	454,509	21,151	475,660	454,509	21,151	10,628,234
Government grants	52,500	0	52,500	52,500	0	52,500	909,500
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-98,882	0	-98,882	-98,882	0	-98,882	-600,000
Investment funds	376,710	618,915	-242,205	376,710	618,915	-242,205	6,958,872
Total income	1,488,516	1,755,952	-267,436	1,488,516	1,755,952	-267,436	25,570,737
Operating surplus/(deficit)	0	0	0	0	0	0	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:
\$0.0M	\$9.9K under budget 	\$0.5M	\$120.9K under budget 
Against a YTD budget of 0.0M and a full year budget of 4.8M.		Against a YTD budget of 0.6M and a full year budget of 9.4M.	

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> <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. There are no material activity variances (> or < than \$100,000).



BIOSECURITY AND BIODIVERSITY

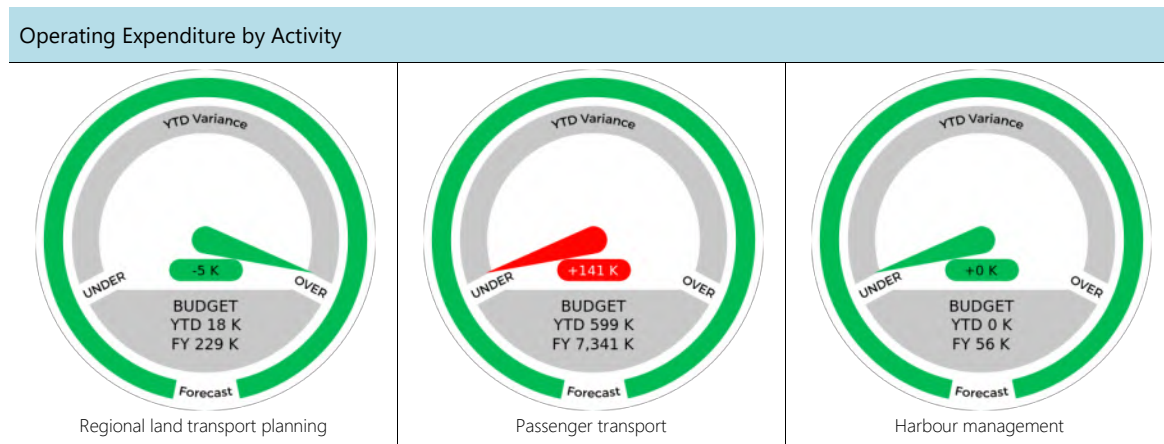
Cost of services statement

BIOSECURITY AND BIODIVERSITY							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Biosecurity and biodiversity planning	8,104	10,433	2,329	8,104	10,433	2,329	128,079
Biosecurity/pest management	165,245	166,748	1,503	165,245	166,748	1,503	2,329,210
Biodiversity	104,680	122,286	17,606	104,680	122,286	17,606	2,028,783
Towards Predator-Free Taranaki	230,661	330,147	99,486	230,661	330,147	99,486	4,902,449
Total expenditure	508,690	629,614	120,924	508,690	629,614	120,924	9,388,521
Income							
General rates	319,747	319,747	0	319,747	319,747	0	2,199,219
Direct charges	9,925	19,922	-9,997	9,925	19,922	-9,997	4,845,059
Transfer from reserves	0	0	0	0	0	0	350,000
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	179,018	289,945	-110,927	179,018	289,945	-110,927	1,994,243
Total income	508,690	629,614	-120,924	508,690	629,614	-120,924	9,388,521
Operating surplus/(deficit)	0	0	0	0	0	0	0

Transport

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:
\$0.3M	\$32.5K under budget 	\$0.5M	\$136.7K under budget 
Against a YTD budget of 0.3M and a full year budget of 4.3M.		Against a YTD budget of 0.6M and a full year budget of 7.6M.	



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

Commentary and variances

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

Passenger Transport - \$140,745 under budget due to infrastructure and bus route trials not planned until later in the year.

TRANSPORT

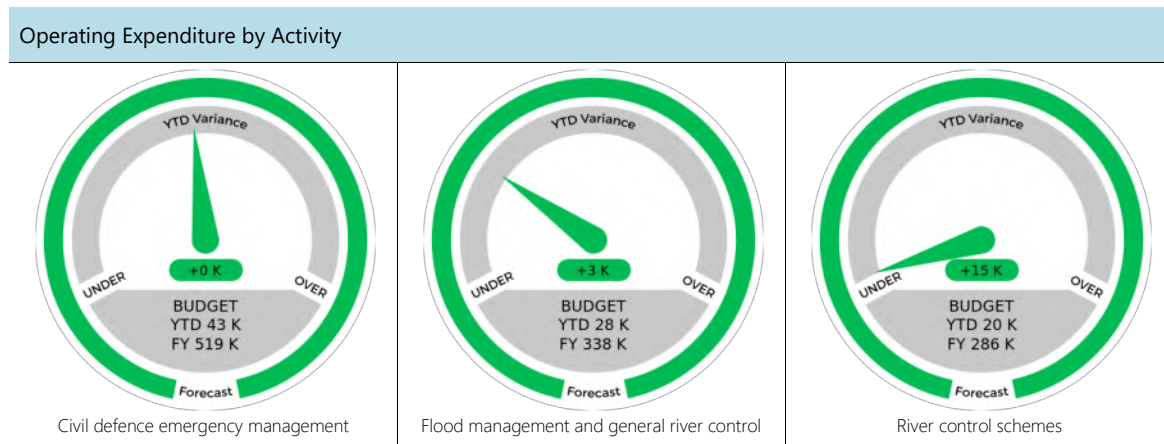
Cost of services statement

TRANSPORT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional land transport planning	22,932	18,382	-4,550	22,932	18,382	-4,550	228,874
Passenger transport	458,021	598,766	140,745	458,021	598,766	140,745	7,340,657
Harbour management	0	500	500	0	500	500	56,000
Total expenditure	480,953	617,648	136,695	480,953	617,648	136,695	7,625,531
Income							
General rates	147,428	147,428	0	147,428	147,428	0	481,051
Targeted rates	0	0	0	0	0	0	2,364,932
Direct charges	74,449	106,921	-32,472	74,449	106,921	-32,472	1,283,028
Government grants	229,611	229,611	0	229,611	229,611	0	3,060,305
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	29,465	133,688	-104,223	29,465	133,688	-104,223	436,215
Total income	480,953	617,648	-136,695	480,953	617,648	-136,695	7,625,531
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	\$0.0K over budget ↑	\$0.1M	\$18.7K under budget ↑
Against a YTD budget of 0.0M and a full year budget of 0.0M.		Against a YTD budget of 0.1M and a full year budget of 1.1M.	



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

Commentary and variances

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



HAZARD MANAGEMENT

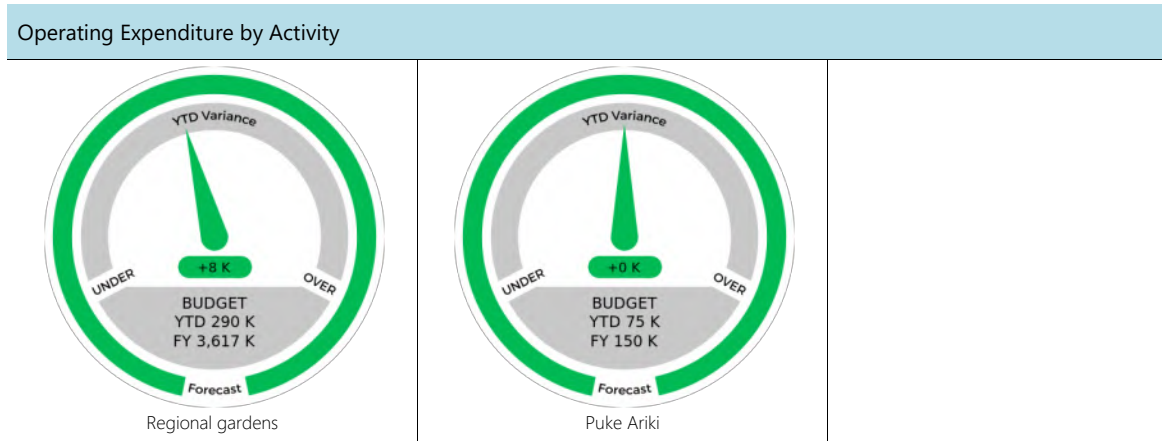
Cost of services statement

HAZARD MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Civil defence emergency management	42,756	43,237	481	42,756	43,237	481	518,838
Flood management and general river control	24,766	27,613	2,847	24,766	27,613	2,847	337,534
River control schemes	4,750	20,143	15,394	4,750	20,143	15,394	286,462
Total expenditure	72,271	90,993	18,722	72,271	90,993	18,722	1,142,834
Income							
General rates	47,720	47,720	0	47,720	47,720	0	271,419
Targeted rates	0	0	0	0	0	0	762,507
Direct charges	44	0	44	44	0	44	0
Government grants	0	0	0	0	0	0	0
Transfer from reserves	12,166	0	12,166	12,166	0	12,166	0
Transfer to reserves	0	0	0	0	0	0	-58,942
Investment funds	12,341	43,273	-30,932	12,341	43,273	-30,932	246,122
Total income	72,271	90,993	-18,722	72,271	90,993	-18,722	1,221,106
Operating surplus/(deficit)	0	0	0	0	0	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:
\$0.0M	\$7.6K under budget 	\$0.4M	\$8.0K under budget 
Against a YTD budget of 0.0M and a full year budget of 0.1M.		Against a YTD budget of 0.4M and a full year budget of 5.9M.	



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

Commentary and variances

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

RECREATION, CULTURE AND HERITAGE

Cost of services statement

RECREATION CULTURE AND HERITAGE							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional gardens	281,580	289,616	8,036	281,580	289,616	8,036	3,616,702
Puke Ariki	75,000	75,000	0	75,000	75,000	0	150,000
Yarrow Stadium	0	0	0	0	0	0	2,178,669
Total expenditure	356,580	364,616	8,036	356,580	364,616	8,036	5,945,371
Income							
General rates	185,586	185,586	0	185,586	185,586	0	1,907,821
Targeted rates	0	0	0	0	0	0	2,178,669
Direct charges	3,091	10,741	-7,650	3,091	10,741	-7,650	128,877
Investment funds	167,903	168,289	-386	167,903	168,289	-386	1,730,004
Total income	356,580	364,616	-8,036	356,580	364,616	-8,036	5,945,371
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	\$37.5K under budget ↓	\$0.2M	\$19.8K under budget ↑
Against a YTD budget of 0.0M and a full year budget of 0.5M.		Against a YTD budget of 0.2M and a full year budget of 2.4M.	

Operating Expenditure by Activity		
<p>Investment management</p>	<p>Community engagement</p>	<p>Advocacy and response</p>
<p>Governance</p>	<p>Key</p> <ul style="list-style-type: none"> 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 regional representation and advocacy expenditure is under 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			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Investment management	0	500	500	0	500	500	6,000
Community engagement	48,201	53,382	5,181	48,201	53,382	5,181	669,086
Advocacy and response	39,453	50,111	10,658	39,453	50,111	10,658	607,322
Governance	87,198	90,667	3,469	87,198	90,667	3,469	1,149,645
Total expenditure	174,852	194,660	19,808	174,852	194,660	19,808	2,432,053
Income							
General rates	82,290	82,290	0	82,290	82,290	0	1,037,894
Direct charges	235	37,750	-37,515	235	37,750	-37,515	453,000
Investment funds	92,326	74,620	17,706	92,326	74,620	17,706	941,159
Total income	174,852	194,660	-19,808	174,852	194,660	-19,808	2,432,053
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 \$	2023/2024 Estimates \$	2022/2023 Annual Report \$
Current Assets			
Cash and cash equivalents	1,222,650	820,034	3,360,640
Current portion of investments	22,669,524	-	22,263,780
Trade and other receivables	3,196,414	3,605,000	5,792,130
Inventories	209,863	206,000	209,863
Term deposits and treasury investments	50,000	-	50,000
Prepayments	459,911	257,500	396,787
Work in progress	533,004	206,000	337,990
Total current assets	28,341,366	5,094,534	32,411,190
Non-current assets			
Treasury investments	437,500	24,487,500	437,500
Port Taranaki Ltd	26,000,000	26,000,000	26,000,000
Civic Assurance Ltd	1,000	1,000	1,000
Regional Software Holdings Ltd	798,118	798,118	798,118
Loan to Taranaki Stadium Trust	19,500,000	30,000,000	19,500,000
Investment properties	21,859,000	22,054,000	21,859,000
Intangible assets	1,608,626	278,250	1,640,887
Property plant and equipment	37,086,159	37,378,816	37,170,523
Deferred tax asset	175,390	260,000	175,390
Total non-current assets	107,465,794	141,257,684	107,582,418
Total assets	135,807,160	146,352,218	139,993,608
Current liabilities			
Trade and other payables	6,512,922	7,725,000	8,445,424
Work-in-progress	1,143,639	1,030,000	1,296,743
Employee entitlements current	1,282,772	1,339,000	1,233,077
Borrowings	2,000,000	-	2,000,000
Total current liabilities	10,939,333	10,094,000	12,975,244
Non-current liabilities			
Employee entitlements term	275,860	412,000	275,860
Borrowings	17,500,000	30,000,000	17,500,000
Total non-current liabilities	17,775,860	30,412,000	17,775,860
Total liabilities	28,715,193	40,506,000	30,751,104
Public equity			
Retained earnings	67,650,940	69,222,756	69,888,192
Reserves	32,285,273	30,609,040	32,198,557
Asset revaluation reserves	7,155,755	6,014,422	7,155,755
Total public equity	107,091,968	105,846,218	109,242,504
Total liabilities and equity	135,807,160	146,352,218	139,993,608

Capital expenditure and disposals

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

DESCRIPTION	AMOUNT \$
Nissan X-Trail	46,062
Subaru Outback Sport	50,239
Electrofisher	20,500

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

DESCRIPTION	AMOUNT \$
Subaru Impreza	20,770
Nissan X-Trail	15,770

Local Authorities (Members' Interests) Act 1968

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

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
4427	Wiessing, Lizzy	PO Box 128, Maungatapere	3-Jul-23
4428	The Dogs Balls Limited	23 Ryburn Road, RD 6, Hamilton	3-Jul-23
4429	Magnify Ltd	35 Pufflett Road, Havelock North	3-Jul-23
4430	Kindred Psychology at work	118A Woburn Road, Lower Hutt	3-Jul-23
4432	Supreme Enterprises Limited	79 Hurlstone Drive, New Plymouth	5-Jul-23
4433	Regen Veg Ltd	99 Frankely Road, Frankleigh Park	6-Jul-23
4434	Bell, Mr Stewart	750 Salisbury Road, RD 24, Stratford	12-Jul-23
4435	DS & KJ Lovatt	1666A Okau Road, RD 48, Urenui	13-Jul-23
4436	Kiwi Station Limited	163 Carrs Road, RD 44, Urenui	18-Jul-23
4437	NZ Fernz Limited	371 Fairdown Road, RD 1, Westport	18-Jul-23
4438	Mobile Automotive Servicing Limited	395 Carrington Street, New Plymouth	18-Jul-23
4439	Inglewood Community Mini Putt	2 Hodge Park Lane, Inglewood	19-Jul-23
4440	AmbiLogique Ltd	347 Broadway, Stratford	19-Jul-23
4441	CoLab Planning Limited	3 Glenside Crescent, Auckland	21-Jul-23
4442	Yarrows 2011 Limited	PO Box 28, Manaia	21-Jul-23
4443	Intergrated Planning Solutions Ltd	12A Mace Terrace, Oakura	25-Jul-23
4444	Robert & Glenda Meehan	11 Tunakotekote Road, RD 2, Taumaranui	25-Jul-23
4446	Text A Truck Limited	11B Harris Street, Te Puke	25-Jul-23
4447	Land and Water Science Ltd	231 Dee Street, Invercargill	28-Jul-23
4448	Outdoor Training New Zealand Taranaki	13 Manu Crescent, New Plymouth	31-Jul-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 31 July 2023 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	-

Aged debtors analysis

The total debtors outstanding at 31 July 2023 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	1,618,348	76
30 days balance	67,017	3
60 days balance	76,508	4
90 days and over balance	375,348	18
Total debtors	2,137,221	100

Reserves

As at 31 July 2023 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	1,566,616
South Taranaki Rivers Control Scheme Reserve	3,537
Dividend Equalisation Reserve	4,331,829
Egmont National Park Control Reserve	2,935,000
Endowment Land Sales Reserve	813,000
Waitara Lands Act 2018 Reserve	21,549,291
Total reserves	32,285,273

Borrowing

The total LGFA borrowing at 31 July 2023 was as follows:

MATURITY DATE	AMOUNT \$	INTEREST RATE %
15/04/2024	2,000,000	1.4
15/04/2025	1,000,000	4.0
15/04/2025	1,500,000	5.8
15/04/2026	1,000,000	2.5
15/04/2026	1,000,000	3.3
15/04/2026	2,000,000	3.7
15/04/2027	1,500,000	6.4
15/04/2027	1,000,000	3.8
15/04/2027	1,500,000	2.6
15/05/2028	3,000,000	6.2
15/05/2028	2,000,000	5.8
20/04/2029	2,000,000	4.3
Total borrowings	19,500,000	4.4*

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

Borrowing limits

Council borrowing against policy limits at 31 July 2023 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	-9.7%
Net Interest/Total Revenue	≤15%	-1.4%
Net Interest/Annual Rates Income	<20%	-3.6%
Liquidity	>110%	225%
Debt Cap	\$55 million	\$19.5 million

Bank and investment balances

As at 31 July 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	3		692,003			0.3	On Call
Current Account	2		501,073			0.1	On Call
Waitara Lands Account	0		1,564			0.1	On Call
Waitara Lands Term Investment	2		556,081			5.5	20/11/2023
Waitara Lands Term Investment	6		1,433,589			5.4	6/11/2023
Waitara Lands Term Investment	2		525,054			5.5	30/11/2023
Total BNZ	15	50	3,709,364	30,000,000	AA-		
ASB:							
Cheque Account	0		10			0.0	On Call
Waitara Lands Term Investment	2		560,532			5.5	30/09/2023
Waitara Lands Term Investment	9		2,262,153			6.1	3/11/2023
Waitara Lands Term Investment	5		1,231,499			6.1	5/11/2023
Waitara Lands Term Investment	19		4,617,064			6.2	30/01/2024
Total ASB	36	50	8,671,259	30,000,000	AA-		
Westpac:							
Waitara Lands Account	0		2,058			0.1	On Call
Term Investment	6		1,576,579			5.4	20/09/2023
Waitara Lands Term Investment	12		2,806,615			5.0	6/10/2023
Waitara Lands Term Investment	10		2,376,317			5.7	20/01/2024
Waitara Lands Term Investment	10		2,380,489			5.6	22/12/2023
Total Westpac	37	50	9,142,058	30,000,000	AA-		
TSB:							
Cheque Accounts	0		20,779			0.0	On Call
Call Account	0		5,163			0.5	On Call
Waitara Lands Term Investment	10		2,343,551			5.3	31/01/2024
Total TSB	10	25	2,369,493	15,000,000	A-		

Executive Audit and Risk Committee - Financial and Operational Report

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
LGFA:							
Borrower Notes x 12	2		487,500	Unlimited	N/A	3.1	Various
Total	100		24,379,674			5.6	Total

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

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AUGUST 2023

MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL








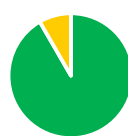
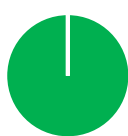
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Executive summary

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:
\$6.8M	\$161.8K under budget 	\$7.0M	\$735.9K under budget 	\$-0.2M	\$574.1K ahead of budget 
Against a YTD budget of \$7.0M and a full year budget of \$50.5M.		Against a YTD budget of \$7.8M and a full year budget of \$53.4M.		Against a YTD budget of \$-0.8M and a full year budget of \$-2.9M.	

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

Commentary and variances

As at 31 August 2023, the overall financial result is ahead of budget.

Key

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

Introduction

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

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

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

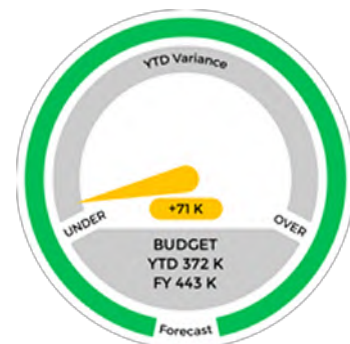
For each Group of Activities:

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

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

The key components of each dial are:

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



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

Statement of comprehensive revenue and expense

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

	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Cost of services							
Resource management	1,739,248	1,744,042	4,794	3,227,765	3,499,994	272,229	25,570,737
Biosecurity and biodiversity	526,822	577,128	50,306	1,035,511	1,206,742	171,231	9,388,521
Transport	464,366	616,319	151,953	945,318	1,233,967	288,649	7,625,531
Hazard management	77,399	89,829	12,430	149,670	180,822	31,152	1,142,834
Recreation culture and heritage	842,086	831,508	-10,578	1,198,666	1,196,124	-2,542	5,945,371
Regional representation advocacy and investment management	197,281	191,820	-5,461	372,133	386,480	14,347	2,432,053
Total operating expenditure	3,847,201	4,050,646	203,445	6,929,063	7,704,129	775,066	52,105,047
Revenue from exchange transactions							
Direct charges revenue	388,951	434,803	-45,852	742,043	856,473	-114,430	6,106,317
Rent revenue	91,143	165,417	-74,274	174,656	330,834	-156,178	1,590,000
Dividends	0	0	0	0	0	0	8,000,000
Revenue from non-exchange transactions							
General rates revenue	3,392,884	3,392,884	0	3,392,884	3,392,884	0	13,571,535
Targeted rates revenue	1,326,529	1,326,527	2	1,326,529	1,326,527	2	5,306,108
Direct charges revenue	268,332	243,912	24,420	373,096	452,084	-78,988	9,978,882
Government grants	261,278	229,611	31,667	550,055	459,222	90,833	3,969,805
Vested assets	0	0	0	0	0	0	0
Total income	5,729,117	5,793,154	-64,037	6,559,263	6,818,024	-258,761	48,522,647
Operating surplus/(deficit) before finance income/expenses & taxation	1,881,916	1,742,508	139,408	-369,799	-886,105	516,306	-3,582,400
Finance income	158,912	123,333	35,579	283,651	186,666	96,985	1,960,000
Finance expense	-75,636	-60,000	-15,636	-99,196	-60,000	-39,196	-1,272,000
Net finance expense	83,276	63,333	19,943	184,454	126,666	57,788	688,000
Operating surplus before taxation	1,965,192	1,805,841	159,351	-185,345	-759,439	574,094	-2,894,400
Other gains/losses							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
Operating surplus before taxation	1,965,192	1,805,841	159,351	-185,345	-759,439	574,094	-2,894,400
Income tax expense	0	0	0	0	0	0	10,000
Surplus/(deficit) for the period	1,965,192	1,805,841	159,351	-185,345	-759,439	574,094	-2,904,400
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)	1,965,192	1,805,841	159,351	-185,345	-759,439	574,094	-2,904,400

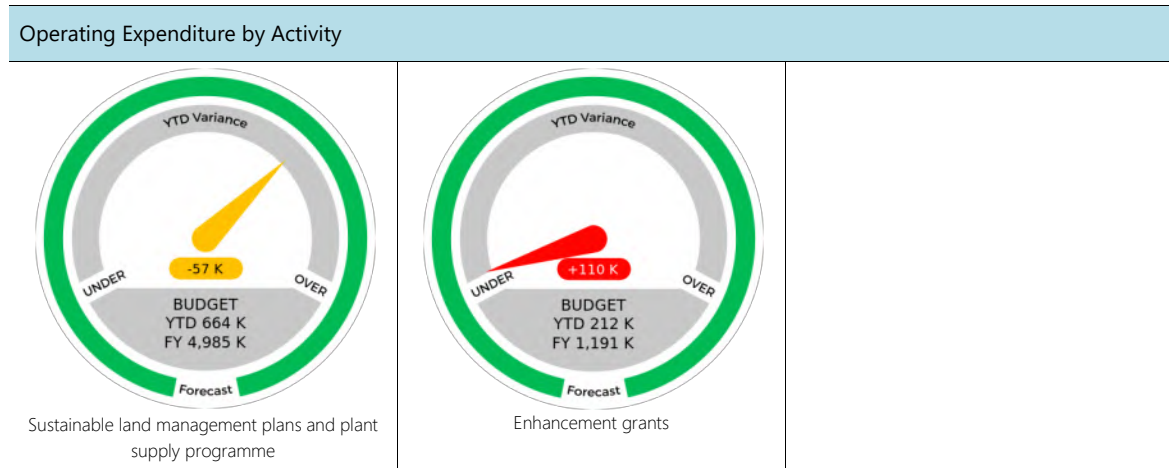
Resource management

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:
\$1.2M	\$219.8K over budget ↑	\$3.2M	\$272.2K under budget ↑
Against a YTD budget of 1.0M and a full year budget of 11.5M.		Against a YTD budget of 3.5M and a full year budget of 25.6M.	

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

RESOURCE MANAGEMENT



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

Commentary and variances

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

Enhancement grants - \$110,440 under budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.

Direct charges revenue - \$167,292 over budget due to earlier timings in revenue received, this is expected to equalise during the year.

RESOURCE MANAGEMENT

Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Resource management planning	114,744	151,832	37,088	236,169	307,782	71,613	1,908,418
Consent processing and administration	170,776	155,265	-15,511	318,526	329,360	10,834	2,002,490
Compliance monitoring programmes	468,245	462,376	-5,869	880,565	930,167	49,602	5,866,122
Pollution incidents and response	113,251	105,998	-7,253	211,615	213,763	2,148	1,347,097
State of the environment monitoring	348,041	358,056	10,015	660,654	718,823	58,169	4,525,739
Resource investigations and projects	49,613	61,727	12,114	97,895	123,900	26,005	771,899
Sustainable land management plans and plant supply programme	388,149	341,644	-46,505	720,348	663,767	-56,581	4,984,608
Waitara River catchment	0	0	0	0	0	0	2,973,375
Enhancement grants	86,429	107,144	20,715	101,992	212,432	110,440	1,190,989
Total expenditure	1,739,248	1,744,042	4,794	3,227,765	3,499,994	272,229	25,570,737
Income							
General rates	650,652	650,652	0	1,333,180	1,333,180	0	7,674,131
Direct charges	649,524	503,382	146,142	1,125,183	957,891	167,292	10,628,234
Government grants	0	0	0	52,500	0	52,500	909,500
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-100,920	0	-100,920	-199,801	0	-199,801	-600,000
Investment funds	539,993	590,008	-50,015	916,703	1,208,923	-292,220	6,958,872
Total income	1,739,248	1,744,042	-4,794	3,227,765	3,499,994	-272,229	25,570,737
Operating surplus/(deficit)	0	0	0	0	0	0	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:
\$0.0M	\$15.2K under budget ↓	\$1.0M	\$171.2K under budget ↑
Against a YTD budget of 0.0M and a full year budget of 4.8M.		Against a YTD budget of 1.2M and a full year budget of 9.4M.	

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> <ul style="list-style-type: none"> 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 biosecurity and biodiversity expenditure is under budget. Material activity variances (> or < than \$100,000) are:

Towards Predator Free Taranaki - \$149,856 under budget as more significant project spend is planned for later in the financial year.



BIOSECURITY AND BIODIVERSITY

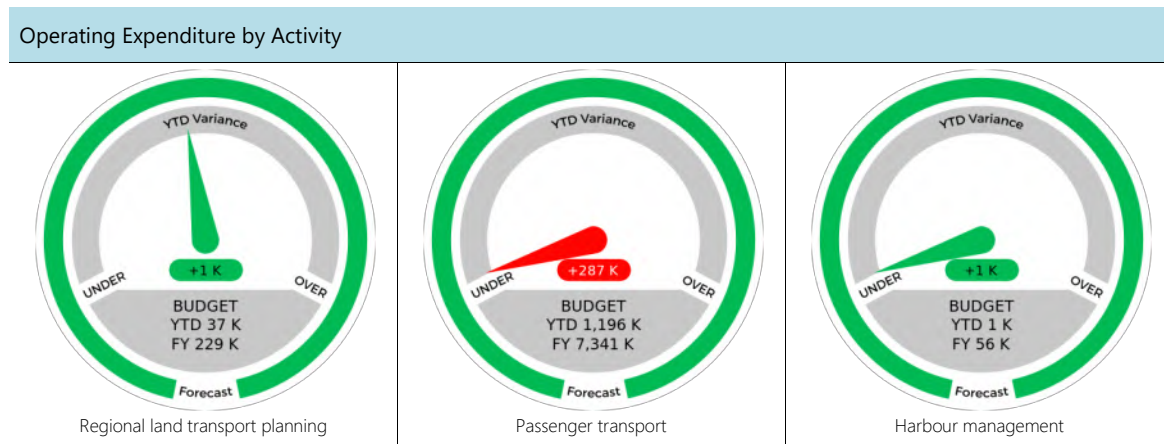
Cost of services statement

BIOSECURITY AND BIODIVERSITY							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Biosecurity and biodiversity planning	7,567	10,201	2,634	15,671	20,634	4,963	128,079
Biosecurity/pest management	171,491	165,677	-5,814	336,735	332,425	-4,310	2,329,210
Biodiversity	120,359	123,475	3,116	225,039	245,761	20,722	2,028,783
Towards Predator-Free Taranaki	227,406	277,775	50,369	458,066	607,922	149,856	4,902,449
Total expenditure	526,822	577,128	50,306	1,035,511	1,206,742	171,231	9,388,521
Income							
General rates	292,221	292,221	0	611,968	611,968	0	2,199,219
Direct charges	14,642	19,922	-5,280	24,567	39,844	-15,277	4,845,059
Transfer from reserves	0	0	0	0	0	0	350,000
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	219,959	264,985	-45,026	398,977	554,930	-155,953	1,994,243
Total income	526,822	577,128	-50,306	1,035,511	1,206,742	-171,231	9,388,521
Operating surplus/(deficit)	0	0	0	0	0	0	0

Transport

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:
\$0.6M	\$42.7K under budget 	\$0.9M	\$288.6K under budget 
Against a YTD budget of 0.7M and a full year budget of 4.3M.		Against a YTD budget of 1.2M and a full year budget of 7.6M.	



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

Commentary and variances

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

Passenger Transport - \$287,025 under budget due to infrastructure and bus route trials costs being planned for later in the year.

TRANSPORT

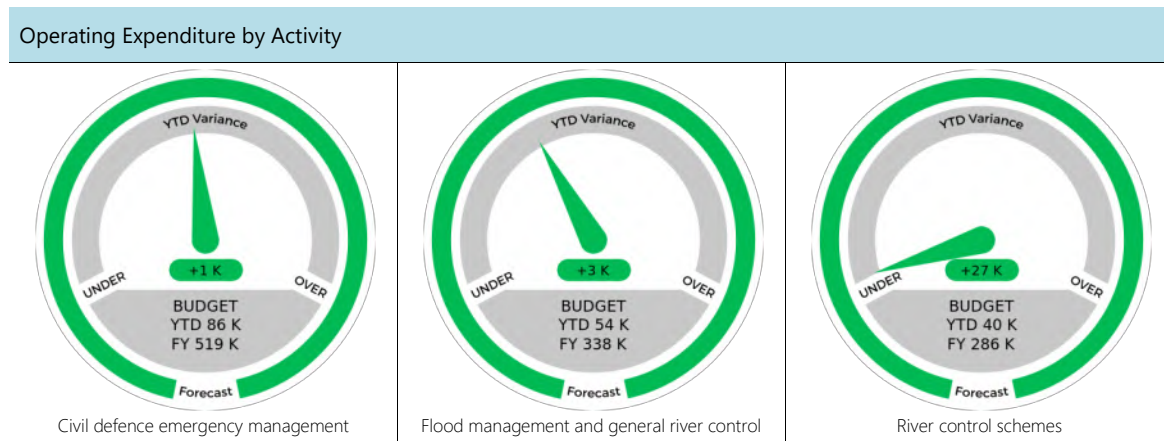
Cost of services statement

TRANSPORT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional land transport planning	13,084	18,258	5,174	36,016	36,640	624	228,874
Passenger transport	451,282	597,561	146,279	909,302	1,196,327	287,025	7,340,657
Harbour management	0	500	500	0	1,000	1,000	56,000
Total expenditure	464,366	616,319	151,953	945,318	1,233,967	288,649	7,625,531
Income							
General rates	-163,335	-163,335	0	-15,907	-15,907	0	481,051
Targeted rates	591,233	591,233	0	591,233	591,233	0	2,364,932
Direct charges	96,664	106,921	-10,257	171,113	213,842	-42,729	1,283,028
Government grants	229,611	229,611	0	459,222	459,222	0	3,060,305
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	-289,807	-148,111	-141,696	-260,343	-14,423	-245,920	436,215
Total income	464,366	616,319	-151,953	945,318	1,233,967	-288,649	7,625,531
Operating surplus/(deficit)	0	0	0	0	0	0	0

Hazard management

Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● $\geq 5\%$ and ● $< 10\% \geq 10\%$			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.0M	\$25.1K over budget ↑	\$0.1M	\$31.2K under budget ↑
Against a YTD budget of 0.0M and a full year budget of 0.0M.		Against a YTD budget of 0.2M and a full year budget of 1.1M.	



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

Commentary and variances

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

HAZARD MANAGEMENT

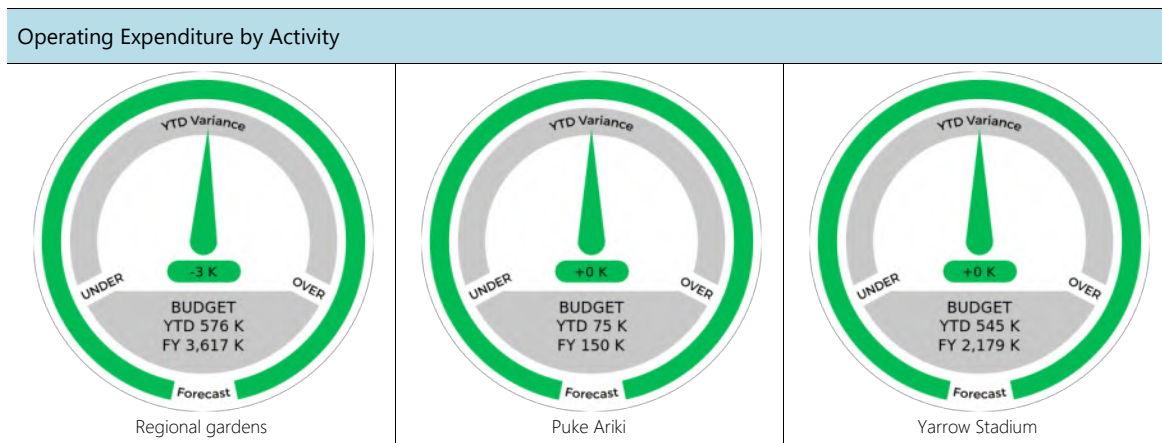
Cost of services statement

HAZARD MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Civil defence emergency management	42,756	43,237	481	85,512	86,474	962	518,838
Flood management and general river control	26,399	26,475	76	51,164	54,088	2,924	337,534
River control schemes	8,244	20,117	11,873	12,994	40,260	27,266	286,462
Total expenditure	77,399	89,829	12,430	149,670	180,822	31,152	1,142,834
Income							
General rates	-42,600	-42,600	0	5,120	5,120	0	271,419
Targeted rates	190,629	190,627	2	190,629	190,627	2	762,507
Direct charges	58	0	58	102	0	102	0
Government grants	25,000	0	25,000	25,000	0	25,000	0
Transfer from reserves	0	0	0	12,166	0	12,166	0
Transfer to reserves	-174,483	0	-174,483	-174,483	0	-174,483	-58,942
Investment funds	98,363	-38,629	136,992	110,704	4,644	106,060	246,122
Total income	96,968	109,398	-12,430	169,239	200,391	-31,152	1,221,106
Operating surplus/(deficit)	19,569	19,569	0	19,569	19,569	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:
\$0.0M	\$14.6K under budget ↓	\$1.2M	\$2.5K over budget ↓
Against a YTD budget of 0.0M and a full year budget of 0.1M.		Against a YTD budget of 1.2M and a full year budget of 5.9M.	



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

Commentary and variances

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

RECREATION, CULTURE AND HERITAGE

Cost of services statement

RECREATION CULTURE AND HERITAGE							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional gardens	297,419	286,841	-10,578	578,998	576,457	-2,541	3,616,702
Puke Ariki	0	0	0	75,000	75,000	0	150,000
Yarrow Stadium	544,667	544,667	0	544,667	544,667	0	2,178,669
Total expenditure	842,086	831,508	-10,578	1,198,666	1,196,124	-2,542	5,945,371
Income							
General rates	144,798	144,798	0	330,384	330,384	0	1,907,821
Targeted rates	544,667	544,667	0	544,667	544,667	0	2,178,669
Direct charges	3,746	10,741	-6,995	6,837	21,482	-14,645	128,877
Investment funds	148,875	131,302	17,573	316,777	299,591	17,186	1,730,004
Total income	842,086	831,508	10,578	1,198,666	1,196,124	2,542	5,945,371
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	\$75.0K under budget ↓	\$0.4M	\$14.3K under budget ↓
Against a YTD budget of 0.1M and a full year budget of 0.5M.		Against a YTD budget of 0.4M and a full year budget of 2.4M.	

Operating Expenditure by Activity		
<p>Investment management</p>	<p>Community engagement</p>	<p>Advocacy and response</p>
<p>Governance</p>	<p>Key</p> <ul style="list-style-type: none"> 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 regional representation and advocacy expenditure is on budget. There are no material activity variances (> or < than \$100,000).

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT

Cost of services statement

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Investment management	0	500	500	0	1,000	1,000	6,000
Community engagement	66,739	53,056	-13,683	114,940	106,438	-8,502	669,086
Advocacy and response	38,394	48,156	9,762	77,847	98,267	20,420	607,322
Governance	92,148	90,108	-2,040	179,345	180,775	1,430	1,149,645
Total expenditure	197,281	191,820	-5,461	372,133	386,480	14,347	2,432,053
Income							
General rates	80,800	80,800	0	163,090	163,090	0	1,037,894
Direct charges	236	37,750	-37,514	471	75,500	-75,029	453,000
Investment funds	116,245	73,270	42,975	208,572	147,890	60,682	941,159
Total income	197,281	191,820	5,461	372,133	386,480	-14,347	2,432,053
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 \$	2023/2024 Estimates \$	2022/2023 Annual Report \$
Current Assets			
Cash and cash equivalents	1,439,912	820,034	3,360,640
Current portion of investments	22,777,566	-	22,263,780
Trade and other receivables	7,607,284	3,605,000	5,792,130
Inventories	209,863	206,000	209,863
Term deposits and treasury investments	50,000	-	50,000
Prepayments	591,438	257,500	396,787
Work in progress	753,014	206,000	337,990
Total current assets	33,429,077	5,094,534	32,411,190
Non-current assets			
Treasury investments	437,500	24,487,500	437,500
Port Taranaki Ltd	26,000,000	26,000,000	26,000,000
Civic Assurance Ltd	1,000	1,000	1,000
Regional Software Holdings Ltd	798,118	798,118	798,118
Loan to Taranaki Stadium Trust	19,500,000	30,000,000	19,500,000
Investment properties	21,859,000	22,054,000	21,859,000
Intangible assets	1,576,367	278,250	1,640,887
Property plant and equipment	37,102,365	37,378,816	37,170,523
Deferred tax asset	175,390	260,000	175,390
Total non-current assets	107,449,740	141,257,684	107,582,418
Total assets	140,878,818	146,352,218	139,993,608
Current liabilities			
Trade and other payables	7,608,922	7,725,000	8,445,424
Work-in-progress	1,082,862	1,030,000	1,296,743
Employee entitlements current	1,354,015	1,339,000	1,233,077
Borrowings	4,000,000	-	2,000,000
Total current liabilities	14,045,798	10,094,000	12,975,244
Non-current liabilities			
Employee entitlements term	275,860	412,000	275,860
Borrowings	17,500,000	30,000,000	17,500,000
Total non-current liabilities	17,775,860	30,412,000	17,775,860
Total liabilities	31,821,658	40,506,000	30,751,104
Public equity			
Retained earnings	69,340,729	69,222,756	69,888,192
Reserves	32,560,676	30,609,040	32,198,557
Asset revaluation reserves	7,155,755	6,014,422	7,155,755
Total public equity	109,057,160	105,846,218	109,242,504
Total liabilities and equity	140,878,818	146,352,218	139,993,608

Capital expenditure and disposals

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

DESCRIPTION	AMOUNT \$
MG Excite	26,029
Ford Everest Platinum	71,263
Subaru XV Hybrid E Boxer	48,527
Pukeiti New Outer Tracks - Capital WIP	24,563
Pukeiti Staff Services Area - Capital WIP	10,565
Accommodation Refurbishment - Capital WIP	21,647

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

DESCRIPTION	AMOUNT \$
Subaru XV	19,596

Local Authorities (Members' Interests) Act 1968

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

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
4450	Gibson Family Trust	PO Box 35, Okato, 4348	9-Aug-23
4451	The Creatives	575A Devon St East, New Plymouth 4312	9-Aug-23
4452	Cathie, B A & F C	1595 Mangorei Rd, RD 1, New Plymouth	9-Aug-23
4453	SLR Consulting NZ Limited	6A Cambridge Street, 7020	9-Aug-23
4454	EM Consulting Ltd	30 Newcastle Street, Invercargill 9810	9-Aug-23
4455	Waitara Initiatives Supporting Employment	PO Box 57, Waitara 4346	9-Aug-23
4456	Market Economics Ltd	PO Box 331297, Auckland 0622	9-Aug-23
4457	Duke Farm Partnership	28 Hurford Road, RD 4, New Plymouth	9-Aug-23
4458	TransNational (NZ) Ltd	35B Riccarton Road, Christchurch 8011	9-Aug-23
4459	Fuseworks Ltd	PO Box 8572, Hastings	9-Aug-23
4463	Made-Right Services	107 Ngamotu Road, New Plymouth 4310	23-Aug-23
4464	Johnson Controls Australia Pty Ltd	PO Box 112325, Auckland 1642	23-Aug-23
4465	Michael Mansvelt Design	57 Colson Road, RD 2, New Plymouth 4372	25-Aug-23
4466	Pingadeez Trust	793 Hastings Road, RD 15, Hawera 4675	25-Aug-23
4467	Forgotten 43 Brewing Ltd	PO Box 180, Stratford 4352	30-Aug-23
4468	Te Nehenehenui Trust	49 Taupiri Street, Te Kuiti 3910	30-Aug-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 31 August 2023 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	-

Aged debtors analysis

The total debtors outstanding at 31 August 2023 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	5,766,904	85
30 days balance	661,268	10
60 days balance	17,955	0
90 days and over balance	325,489	5
Total debtors	6,771,616	100

Reserves

As at 31 August 2023 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	1,724,873
South Taranaki Rivers Control Scheme Reserve	19,763
Dividend Equalisation Reserve	4,331,829
Egmont National Park Control Reserve	2,935,000
Endowment Land Sales Reserve	813,000
Waitara Lands Act 2018 Reserve	21,650,210
Total reserves	32,560,676

Borrowing

The total LGFA borrowing at 31 August 2023 was as follows:

MATURITY DATE	AMOUNT \$	INTEREST RATE %
16/11/2023	2,000,000	5.9
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	6.4
15/04/2027	1,000,000	3.8
15/04/2027	1,500,000	2.6
15/05/2028	3,000,000	6.2
15/05/2028	2,000,000	5.8
20/04/2029	2,000,000	4.3
Total borrowings	21,500,000	4.0*

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

Borrowing limits

Council borrowing against policy limits at 31 August 2023 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	-6.4%
Net Interest/Total Revenue	≤15%	-1.4%
Net Interest/Annual Rates Income	<20%	-3.6%
Liquidity	>110%	214.9%
Debt Cap	\$55 million	\$21.5 million

Bank and investment balances

As at 31 August 2023 the following cash, bank and investment balances were held:

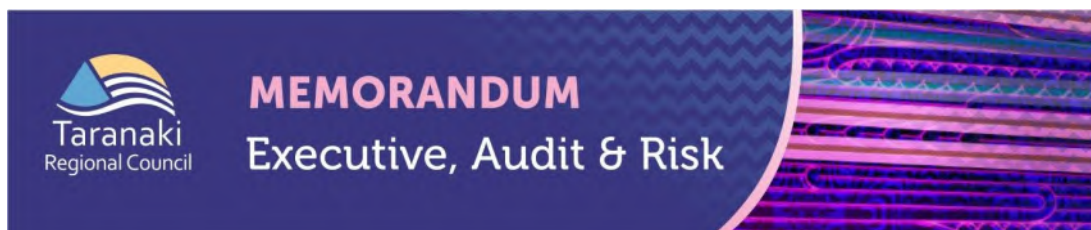
	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
BNZ:							
Call Account	3		645,054			0.3	On Call
Current Account	1		312,562			0.1	On Call
Waitara Lands Account	2		454,263			0.1	On Call
Waitara Lands Term Investment	2		558,652			5.5	20/11/2023
Waitara Lands Term Investment	6		1,440,023			5.4	6/11/2023
Waitara Lands Term Investment	2		527,483			5.5	30/11/2023
Total BNZ	16	50	3,938,037	30,000,000	AA-		
ASB:							
Cheque Account	0		10			0.0	On Call
Waitara Lands Term Investment	2		563,117			5.5	30/09/2023
Waitara Lands Term Investment	9		2,273,670			6.1	3/11/2023
Waitara Lands Term Investment	5		1,237,771			6.1	5/11/2023
Waitara Lands Term Investment	19		4,641,255			6.2	30/01/2024
Total ASB	35	50	8,715,822	30,000,000	AA-		
Westpac:							
Waitara Lands Account	0		2,063			0.1	On Call
Term Investment	6		1,583,706			5.4	20/09/2023
Waitara Lands Term Investment	11		2,818,347			5.0	6/10/2023
Waitara Lands Term Investment	10		2,387,700			5.7	20/01/2024
Waitara Lands Term Investment	10		2,391,744			5.6	22/12/2023
Total Westpac	37	50	9,183,560	30,000,000	AA-		
TSB:							
Cheque Accounts	0		20,779			0.0	On Call
Call Account	0		5,182			0.5	On Call
Waitara Lands Term Investment	10		2,354,099			5.3	31/01/2024
Total TSB	10	25	2,380,060	15,000,000	A-		

Executive Audit and Risk Committee - Financial and Operational Report

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
LGFA:							
Borrower Notes x 12	2		487,500	Unlimited	N/A	3.1	Various
Total	100		24,704,978			5.6	

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

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Date: 24 October 2023

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

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

Document: 3213824

Purpose

1. The purpose of this memorandum is to receive and consider the Quarterly Operational Report (QOR) for the quarter ended 30 September 2023.

Executive summary

2. For the quarter ended 30 September 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 2023/2024.
3. The following performance measures are noted as being orange. That is, performance to date is at risk of not achieving:
 - Nil
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.

Recommendation

That the Taranaki Regional Council:

- a) receives the *Quarterly Operational Report for the quarter ended 30 September 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 first quarter of the 2023/2024 year and reports upon the achievement of the approved programme of work for 2023/2024 as adopted in the *2023/2024 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 *2023/2024 Annual 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 30 September 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 2023/2024.
9. Except as noted below the Council is achieving all the measures and targets established for 2023/2024 in the *2023/2024 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:
 - Nil.
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 3215407: Quarterly Operational Report - September 2023



September 2023

QUARTERLY OPERATIONAL REPORT

TARANAKI REGIONAL COUNCIL

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Document 3215407

Executive summary

This is the Quarterly Operational Report (QOR) for the three months ended 30 September 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 2023/2024 in the *2023/2024 Annual Plan*.

Except as noted below the Council is achieving all the measures and targets established for 2023/2024 in the *2023/2024 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:

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:

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.
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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. The Minister of Conservation has approved the Plan. Work on the Natural Resources Plan that will implement the Government's Essential Freshwater programme, is underway. The programme represents a significant shift for the 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. There are doubts about there being sufficient resources and time to complete the RPS review process.

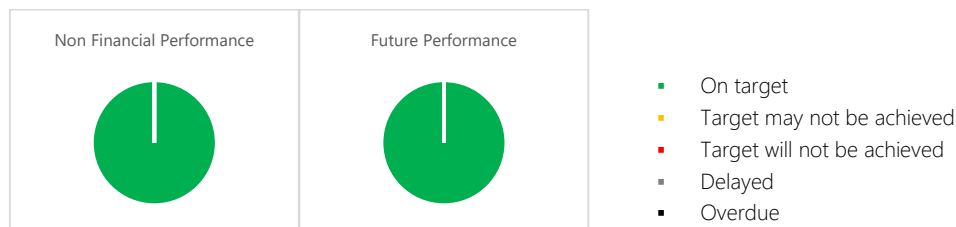
Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Complete preparation/full reviews and interim reviews of resource management policies, plans and strategies:</p> <p>Regional Policy Statement: Continue the full review in 2023/2024 as part of the development of a combined natural resource management plan</p>	<p>The Regional Policy Statement for Taranaki (RPS) was made operative in January 2010. An interim review of the RPS has been completed, involving the preparation and targeted consultation of an Interim Review Report in 2017. 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. Work on the Freshwater Chapter, Air, climate change, natural hazards, biodiversity, historic heritage and cultural values is underway. Progress to date has focussed on investigations and policy drafting, engagement yet to be undertaken.</p> <p>N E</p>
<p>Regional Coastal Plan: Full review continued in 2023/2024.</p>	<p>Adoption of the Plan by Council at meeting 13 December 2022. Approval from the Minister for Conservation received and Coastal Plan made operative 4 September 2024.</p> <p>N E</p>
<p>Regional Air Quality Plan: Commence full review in 2020/2021 as part of the development of a combined natural resource management plan.</p>	<p>The review of the Regional Air Quality Plan for Taranaki was completed and made operative on 25 July 2011. A draft interim review report of the efficiency and effectiveness of that Plan has been completed with the report adopted. Decision made to commence 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 and rules.</p> <p>N E</p>

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Regional Fresh Water and Land Plan: Review continued in 2023/2024 and will form part of the development of a combined natural resource management plan	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, ongoing engagement with iwi. Setting out visions, values and environmental outcomes is now the focus of the programme through the NOF, with consultation being undertaken in September / October 2023. 

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.

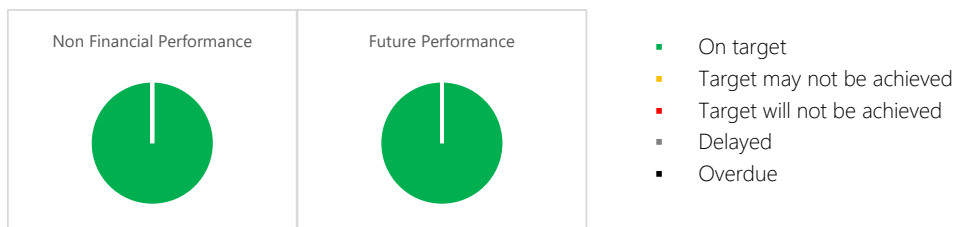
Commentary/Highlights

The number of consents processed for the quarter was higher than 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 have been 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. Response times are usually quicker than the estimated 14 days. N E
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. N E
Successfully defend 100% of consent decisions appealed to the Environment Court.	No consent decisions have been appealed. N E
Minimise the number and duration of resource consent hearings by resolving, through the pre-hearing process, at least 50% of submissions received on resource consent applications.	No applications with submissions were processed during September 2023. N E

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.

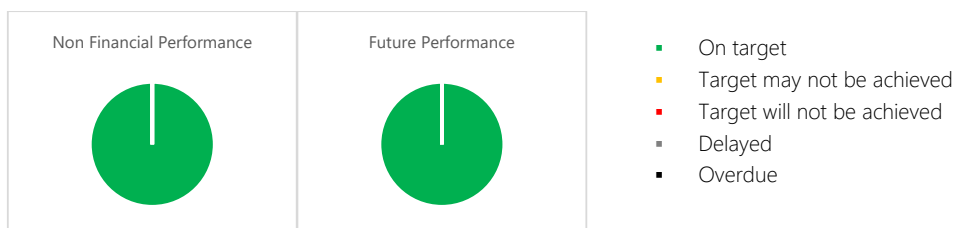
Commentary/Highlights

Compliance monitoring for the 2023/2024 year is underway, along with annual reporting of 108 individual compliance monitoring programmes undertaken during 2022/2023. To date, 182 inspections of minor industrial operations have been completed, along with 194 annual dairy inspections. Council continues to undertake 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.	108 individual scheduled compliance programmes were designed and implemented in the 2022/2023 year. A summary of findings and recommendations for these programmes are regularly reported to Council's Consents and Regulatory Committee. Monitoring of programmes for 2023/2024 began in July. 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).	182 inspections of minor industrial operations have been completed. These inspections are to ensure good environmental practices are being achieved. 194 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.

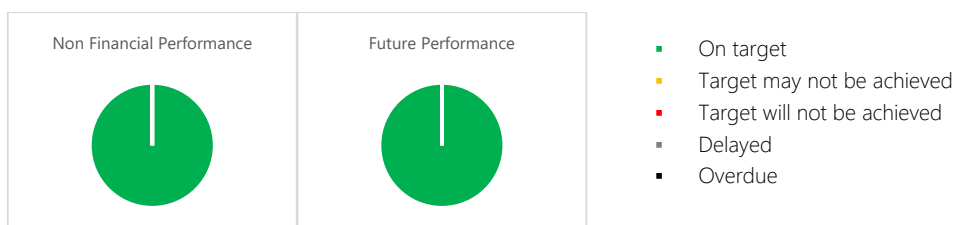
Commentary/Highlights

Implemented the Enforcement Policy and successfully used a wide range of enforcement tools, including initiating prosecutions for major non-compliance.

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, 23 non-compliance with resource consent conditions were identified. Issued 13 fourteen day letters, 19 abatement notices and 13 infringement notices. No prosecutions have been initiated as a result of consent non-compliance. 
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 136 reported incidents (100%) within the required timeframe. Instigated control and clean-up where required. Issued 23 fourteen day letters, 16 abatement notices and 29 infringement notices. No prosecutions have been initiated as a result of unauthorised incidents. 
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. 

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 continues as scheduled. The annual update of the LAWA website was completed during September 2023. Weekly monitoring of popular coastal and freshwater recreation sites for the 2023/2024 season is scheduled for November 2023. A key focus is data analysis and reporting to inform the implementation of national freshwater policy, with work continuing to better align our state of environment programmes to national policy requirements.

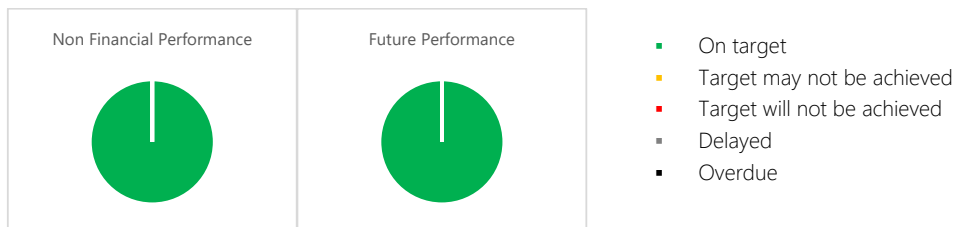
Outputs/Key performance indications

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 recognized and reputable methods of data collection, analysis and reporting in accordance with the Council’s State of the Environment Monitoring Procedures document and State of the Environment Monitoring Programmes.	Implementing 100% of the state of the environment monitoring programmes, in accordance with the programmes prepared for 2022/2023. 
Monitor, review and where appropriate, further develop existing programmes by 30 June of each year.	Existing programmes were reviewed during 2021/2022. These programmes were implemented in 2022/2023. 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 comprehensive freshwater state of environment review was carried out in 2022/23. This review identified the current monitoring components, and compared those to requirements stipulated in the National Policy Statement for Freshwater Management. This review has highlighted gaps in the monitoring network that will be addressed by consolidating and optimising existing programmes, and adding new programmes where required. 

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 40 hydrology sites (41), 29 meteorology sites (29), 12 soil moisture sites (10), 22 freshwater bathing (18) and 18 marine bathing (17) 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 environmental science investigations with partner agencies were undertaken during the reporting period, with a focus on science and modelling to advance our understanding of the effects of land use and other contaminant sources on catchment water quality. Engagement in the MBIE-funded 'Curious minds' community-based science programme will continue this year. Envirolink advice grants are currently being scoped, with a focus on bridging knowledge gaps in both freshwater and coastal environments.

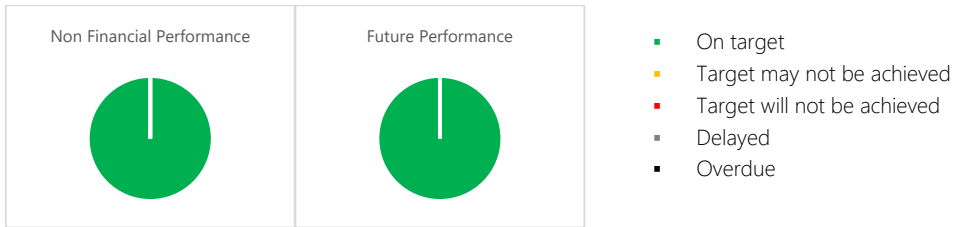
Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Over the period of the <i>2021/2031 Long-Term Plan</i> we intend to undertake a range of resource investigations and applied research projects. These are normally undertaken in partnership with science providers, other councils or resource users but may also include a range of other parties, including iwi, as potential partners for resource investigations and projects. Specifically for 2021/2022:</p>	
<p>Investigate mitigation, migration and attenuation of usage and loss of water, nutrients and sediment through land and water.</p>	<p>Specific investigations and modelling work is being commissioned as data gaps and research needs are identified and prioritised. A number of these investigations will be commissioned to support NPS-FM implementation and regional plan development processes. During the 2022/2023 year, bacteria (E. coli), nutrient and sediment load assessments were carried out, and work began on quantifying load reductions in response to existing and future mitigation scenarios. A twelve month investigation into the contribution of 'natural' sources of phosphorous to Taranaki waterways was also carried out.</p> <p>N E</p>
<p>Support studies into the behaviour and bioavailability of cadmium and other contaminants in agricultural soils and fertilizer.</p>	<p>Monitoring of soil cadmium concentrations continues as part of Council's soil monitoring programme. Catchment-scale modelling of nutrients, sediment and bacteria continues to inform freshwater policy development. Officers are engaged in a three-year MfE-funded 'Catchment Solutions' programme investigating edge-of-field technologies to reduce the impacts of intensive farming land use, lead by Massey University.</p> <p>N E</p>

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. Projects for 2023/24 are currently being scoped. 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

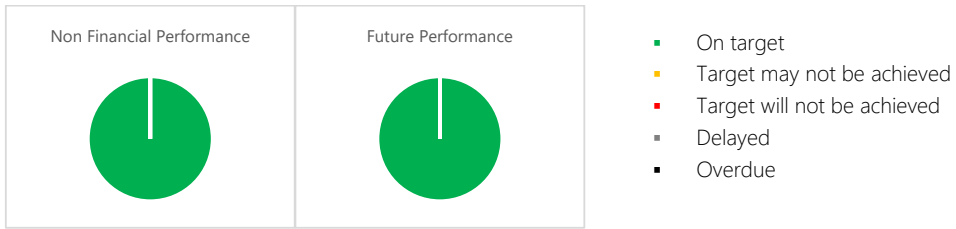
There has been 15,000ha of new farm planning commissioned in the hill country. During cyclone Gabrielle, we were activated by CDEM to provide intel. The review of riparian management in the Waitotoroa Catchment has now been completed. Designed and implemented a riparian width measuring study to feed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

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Planning services. Provide property planning services to landholders. Prepare plans covering 10,000 ha of land use capability mapping in the hill country and 30 riparian plans in the intensive water management zone.</p>	<p>For the month of September 2023, 0 new riparian plans (plus 0 add-ons) were prepared. 0 (incl 0 add-on) have been completed for the year. Year to date, new hill country plan promotion totals 3,900ha, with 0 ha plans signed and delivered. Plans cover 76% (excluding the 22/23 mapped hectares) or 233,319.77 hectares of the land in private ownership in the hill country.</p> <p>N E</p>
<p>Monitoring and reporting. Liaise with and monitor approximately 2,600 riparian plans and 150 farm plans and report on the implementation of the recommended fencing and planting.</p>	<p>As at end of September 2023, there have been 1,937 riparian liaisons (411 observations and 1,526 events). For the year to date (June 2024), 0% of the hill country farm plans have had an erosion risk monitoring (partial monitor to high risk erosion zones).</p> <p>N E</p>
<p>Provision of advice. When requested, provide advice on sustainable land management practices within ten working days.</p>	<p>Responded to 6 requests for the month. YTD = 14 requests responded to.</p> <p>N E</p>
<p>Provide, on a cost-recovery basis, approximately 150,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.</p>	<p>128,794 plants ordered YTD.</p> <p>N E</p>
<p>Implement the South Taranaki and Regional Erosion Support Soil Conservation Programme including an estimated 4,000 poplar poles, 183 ha of protection forestry and construction of 8 km of retirement fencing to retire 120 ha of marginal land.</p>	<p>Total budget for 23/24 \$909,500. For the October 2023 reporting period, expenditure proposed \$472,522. For May 2024, expenditure proposed is \$238,155. Surplus of \$102,823.00 still to allocate to projects. Audited expenditure is \$66,097.00 YTD. STRESS = 2,900 3m poles ordered, 610 2.5m poles and 4,761 1m wands.</p> <p>N E</p>

Resource management

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

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.

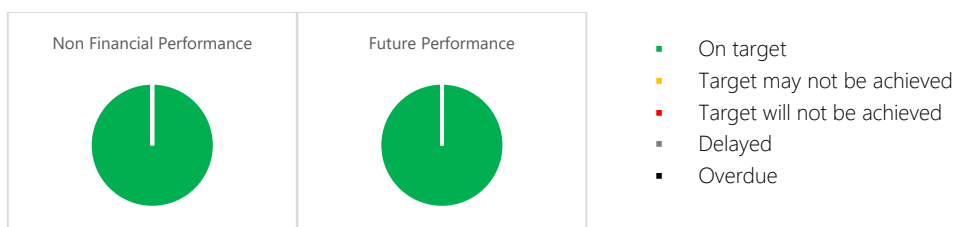
Commentary/Highlights

In initial stages of working with iwi to develop a management plan. Committees 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
<p>After the establishment of the Waitara River Committee, 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.</p>	<p>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.</p> <p>N E</p>
<p>After the establishment of the Waitara River Subcommittee, 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.</p>	<p>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.</p> <p>N E</p>

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

N/A

Resource management

Enhancement grants

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

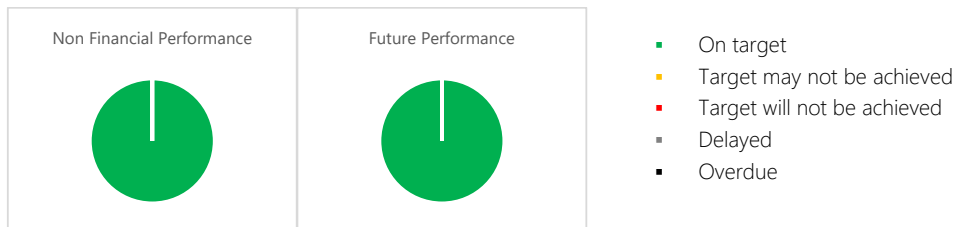
Commentary/Highlights

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>Environmental Enhancement Grants allocation is \$85,632 with \$3,973 paid out in grants. \$55,889 is allocated for LM WCF wetland projects with \$3,119 paid out in grants. Willow Control Fund: \$0 allocated to projects in 2023/2024 with \$0 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 biosecurity functions.

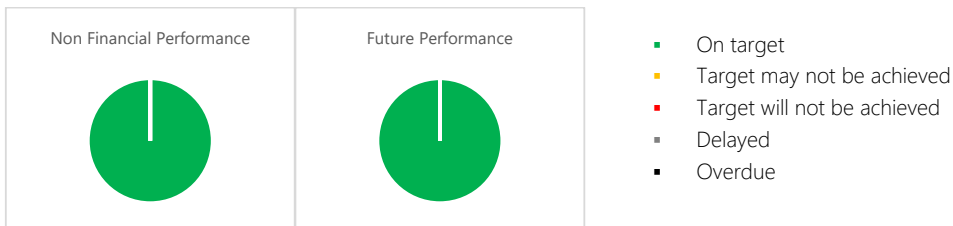
Commentary/Highlights

Pest management plan and strategy, delivering efficient and effective management of biosecurity functions, are in place in accordance with statutory requirements. 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 2023/2024 and in 2027/2028.	<p>A review of the pest plant and animal strategies was completed with a new Pest Management Plan and TRC Biosecurity Strategy adopted in February 2018. A partial review of the Pest Plan has been completed relating to a proposal to include mustelid rules. The revised Plan was adopted at the Ordinary meeting of May 2021. Behind on getting the interim review 22/23 underway, consultant now appointed, first draft of report received in August 2023.</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/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 and undertaking property inspections to check compliance with the RPMP. Pest plant inspections have started to increase as we approach spring with Notices being issued where required. Planning for the next round of Old Man's Beard control within the Waingongoro catchment commenced. 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>Council recorded 417 infestations of eradication pest plants as at 1 July 2023. Direct control will occur at all sites where it is warranted. Infestations include; 145 Mignonette Vine, 36 Climbing Spindleberry, 2 Senegal Tea, 61 Giant Reed, 173 Moth Plant. In Q1 FY23-24; 147 Direct Control inspections/observations have been undertaken (3 Climbing Spindleberry, 24 Giant Reed, 106 Madeira Vine, 14 Moth plant) and 45 remediation's were completed (2 Giant Reed, 17 Madeira Vine, 26 Moth plant), with 54 new sites identified (1 Climbing Spindleberry, 5 Giant Reed, 35 Madeira Vine, 13 Moth Plant). A total of 20 small scale unwanted plant organism observations were completed 4 Alligator Weed (1 remediation) and 14 Boneseed (14 remediation's), 2 Chameleon Plant (no remediation). A total of 8 new sites identified: 7 Boneseed, 1 Chameleon Plant. Pest plant observations and remediation will increase during Spring.</p> <p>N E</p>
Inspection, monitoring and where necessary, enforcement of sustained control pest programmes.	<p>Work has been started for properties/plans within the Self-help possum control programme for 2023/2024 (Wax Tagging and Trap Catch monitoring). The latest issue of the Pest Bulletin is to be published and distributed in September 2023. In Q1 FY23-24: The Shelf-help Possum control programme undertook 88 monitoring observations, which consisted of: 54 Wax Tags, 30 Trap Catch, 3 Boundary Control Operations. 1 Notice of Direction was issued (1YTD). 1 Annual RTC monitoring line has been completed. Annual RTC Monitoring will begin in October 2023. In Q1 FY23-24: The Sustained Pest Plant Programme undertook 1,069 property inspections and 17 Notices of Direction have been issued.</p> <p>N E</p>
Raising public awareness of and respond to enquiries related to pest issues.	<p>In 2023/2024, we will continue to respond to enquiries from the community and raise public awareness through social media, the Pest Bulletin, in person and at events. In Q1 FY23-24, we responded to 76 requests for service from the community. 28 enquiries were related to pest plants and 48 enquiries were related to pest animals. Action was taken to resolve each of these requests.</p>

Biosecurity and biodiversity

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
	N E

Scoreboard – Outputs/Key performance indications

- On target
- Target may not be achieved
- Target will not be achieved
- Delayed
- Overdue

[empty summary]

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.	<p>The inventory of Key Native Ecosystems is updated once per annum. As at 1 October, 44 potential sites have been identified for investigation. More will be added once the ecosystem prioritisation has been finalised. 4 new KNEs have been added as they met the criteria and have landowner approval. We will work with the landowners, undertake Condition Assessments and prepare inventory sheets and maps. We are working closely with the QE2 Trust reps for Taranaki to promote open space covenants.</p> <p style="text-align: center;">N E</p>
Prepare at least 20 biodiversity plans per annum for properties containing key native ecosystems (KNE).	<p>As at 1 October, 14 Biodiversity Plans have been identified for development. They are at various stages in the process. 0 Biodiversity Plans have been completed.</p> <p style="text-align: center;">N E</p>
Initiate and support implementation of work programmes on all KNE's with a biodiversity plan.	<p>As at 1 October, facilitation and implementation was planned or underway for the 229 sites with Biodiversity Plans.</p> <p style="text-align: center;">N E</p>

Scoreboard – Outputs/Key performance indications

- On target
- Target may not be achieved
- Target will not be achieved
- Delayed
- Overdue

[empty summary]

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

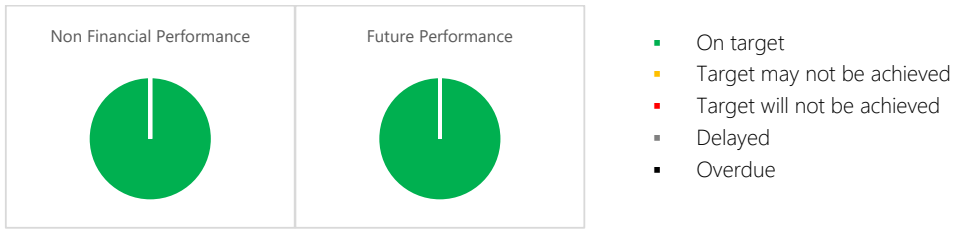
Following receiving increased funding for the Zero Possum area a new team have been set up and are making significant gains removing possums between the Timaru and the Stoney Rivers. The farmland areas of the original Zero possum trial area have not detected any resident possums in the last 28 months, 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: Mustelid trapping around the Waimate area was completed and landowners continue to be trained and supported in all areas to undertake ongoing control. Planning to the next phase has begun.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support voluntary control of rodents in urban areas aiming for 1 in 5 properties trapping or baiting.	The urban programme’s focus is on encouraging trap checking and reporting rather than getting more traps sold. We continue to support household trappers and volunteers undertaking trapping through reserves.
	
Undertake mustelid control on 15,000ha in the Māngatoki area.	Planning for the roll out of new area continued in conjunction with ongoing battery changes and auditing of previous operations to ensure landowners are able to efficiently maintain the gains.
	
Complete/maintain possums at zero density over 9,000 ha surrounding the Kaitake range and prevent re-infestation using a virtual barrier and electronic incursion detection system.	We are confident that the farmland area has now been possum free for 28 months, we are confident that any individuals who re-infest the area are quickly identified and removed. 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 hectares is continuing with good possum numbers being removed using bait traps and detection dogs. Early indications are that the coastal strip between SH45 and the coast is very close to being possum free.
	

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.

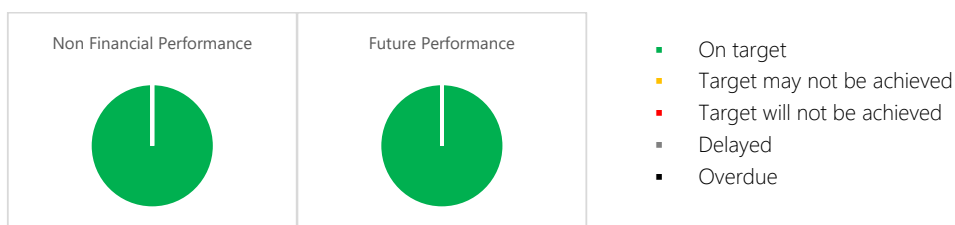
Commentary/Highlights

Our focus continues the Regional Public Transport Plan for Taranaki and in particular, the Better Travel Choices for Taranaki strategy that will support the step-change required to assist the move away from high private vehicle use, lower emissions and better connect communities. Community engagement is underway and progressing well.

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.	<p>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.</p> <p>No new variations to the plan are anticipated.</p> <p>N E</p>
Review and make adjustments to the Regional Public Transport Plan, as required, in accordance with statutory requirements.	<p>The Council is currently combining the Regional Public Transport Plan for Taranaki and the Regional Walkways and Cycleways Strategy to develop one Better Travel Choices for Taranaki strategy that will support the step-change required to assist the move away from high private vehicle use, lower emissions and better connect communities.</p> <p>N E</p>
Review and make adjustments to the Transport Activity Procurement Strategy, as required, in accordance with statutory requirements.	<p>The Taranaki Activity Procurement Strategy was completed and signed off by Waka Kotahi in June 2023.</p> <p>N E</p>

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

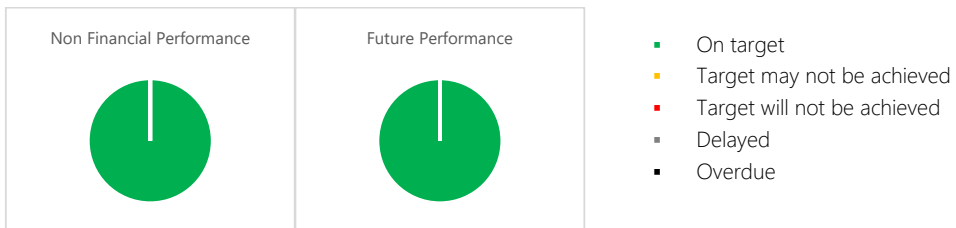
Public transport continues to operate services across the region. As at June 2023 patronage was up 12% on the Connector service for the same quarter last year and up 76% on the annual figures for 2021/22. The three Southlink services; Opunake to Hawera, Opunake to New Plymouth, and Waverley to Hawera collectively were up 40% on Q4 last year but down 14% compared to the annual 2021/22 patronage. The Citylink service was comparative to the same quarter last year, and up 19% annually compared to 2021/22. The Total Mobility scheme and Ironside continue to assist people with impairments throughout the region and both were up on the same quarter as last year with 20% and 7% respectively. Annually they both showed growth on the 2021/22 financial year with increases of 23% for Total Mobility and 17% for Ironside.

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.	Operations of passenger transport services in the New Plymouth district and regional Taranaki were consistent with the Regional Public Transport Plan. 
Monitor the region's bus service contracts including patronage growth and fare box recovery. Monitor the commerciality ratio of the region's public transport services and publish the ratio annually.	For the month of September 2023 across all of PT, compared to previous month, commerciality ratios are 21.4% (down from 23.6%). Broken down as; Citylink was 21.4% (down from 23.8%) and the Connector was 21.7% (down from 23.6%). The social and accessibility Southlink services continue to be low with 8.1% or under. Introduction of new Government fares has impacted commerciality ratio, potentially due to high percentage of students carried on Taranaki bus services, and we continue to monitor trends and look at ways to increase attractiveness of PT travel. 
Provide Total Mobility subsidy assistance to qualifying persons through the New Zealand Transport Agency supported Total Mobility Scheme.	Total Mobility services provided throughout the Taranaki region was 15,104 vs 13,344 trips YTD (up 13.2% on 2022) taken in the month of September 2023. Ironside services provided total was 888 vs 1,128 YTD trips (down 21.3% on 2022). Figures show Total Mobility services were up 7.4% and Ironside down 10.2% compared to the previous quarter. Patronage has remained steady with Total Mobility trips due to the increase in applications received and Ironsides figures currently reflect the transition to the Ridewise swipe card system, with clients now requiring a Total Mobility card to be eligible for the scheme's subsidy. Total mobility patronage for September 2023 was incomplete at the time of reporting and will increase slightly once all data has been received. 

Transport

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

N/A

Transport


Harbour management

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

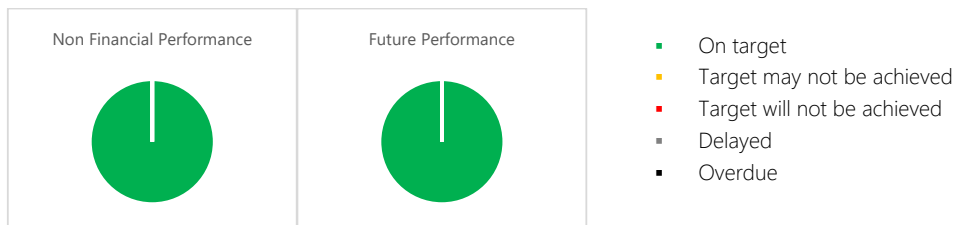
Commentary/Highlights

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

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Provide harbourmaster and harbour warden services for Port Taranaki and implement the Navigation Bylaw for Port Taranaki and Approaches. No significant breaches of the requirements of the New Zealand Port and Maritime Safety Code, including the Port Taranaki Harbour Safety Management System.	To date, no breaches have been reported. The Harbourmaster is continuing to make positive changes and strengthen the management of navigation safety, including the implementation of the Code. 

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.

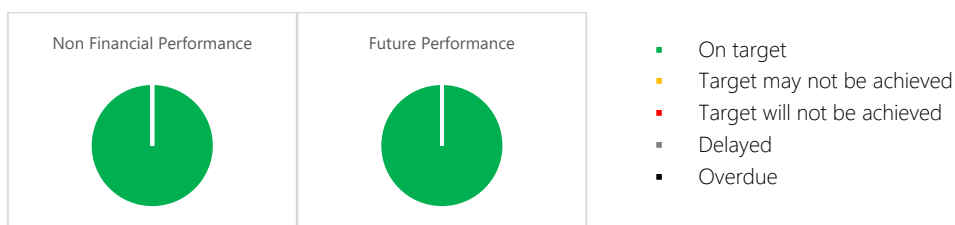
Commentary/Highlights

The work by TEMO to maintain, review and update, and implement effective preparation for response and recovery in Taranaki continues at ECC and TA EOC levels. Standard Operating Procedures are being kept up to date and added to as needs are identified.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support the Emergency Management office to implement, monitor and report upon the operative Civil Defence Emergency Management Group Plan for Taranaki, and each Civil Defence Emergency Management Annual Business Plan	The Group is continuing to operate in accordance with its approved annual business plan and budget for 2023/2024. A quarterly report detailing progress against the annual business plan is provided to the joint committee each quarter.
Support the Emergency Management office to maintain, review, and as needs be, implement effective response and recovery procedures to minimise harm or damage to people and property arising from emergency events.	Work by TEMO supporting New Plymouth, Stratford and South Taranaki District Councils, for the support of EOCs and welfare delivery, continues. Appointments and development of Local Controllers, Welfare Managers, and Local Recovery Managers are being maintained. The CDEM Group's response and recovery framework is predicated on local response and recovery delivery (via District Council Emergency Operations Centres), and regional coordination through the Taranaki Emergency Management Office (TEMO) and the regional Emergency Coordination Centre. An MOU between TRC and the TEMO office clarifies expectations around roles and staff deployment resourcing in the event of incidents and emergencies.

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Hazard management






Flood management and general river control

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

Commentary/Highlights

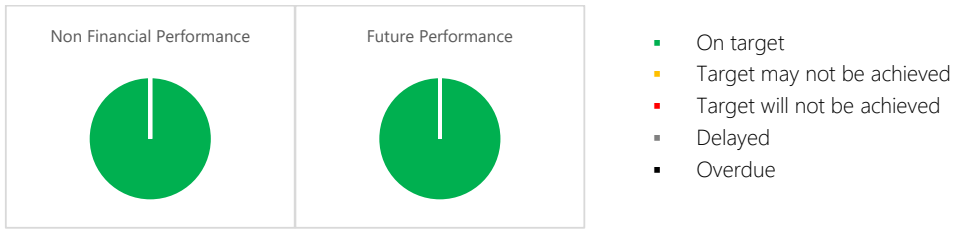
Accurate and timely flood warnings were provided where applicable. In addition to this, flood control advice was provided where required and required minor work actioned to minimise and prevent damage by floods and river erosion.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Effectively monitor rainfall and river levels and issue timely flood warnings. Maintain continuous monitoring systems (100% functional) and issue timely warnings for all cases, where necessary, in accordance with the Flood Event Standard Operating Procedure (approximately 35 warnings per annum).	Meteorological and hydrometric monitoring sites were maintained to high level of operational standard, with no significant maintenance works required. All incoming telemetry data is monitored continuously and responded to in accordance with the procedures for the monitoring of severe weather and flood events. Two severe weather watch alerts (3 in 2022-2023) and no warning (0 in 2022-2023) have been received from MetService in the year through September 2023. The Council has issued no flood warnings in this same period (1 in 2022-2023). 
Undertake minor emergency river and flood control works when necessary.	The flood protection schemes didn't experience significant damage in the last reporting period, either from extreme events or other means. 
Respond to 100% of requests for drainage, river and flood control advice and assistance within ten working days.	Provided advice, predominantly to farmers and TA's, on a range of requests for general advice on works in streams. 'Dial Before You Dig' plan requests responded to within 2 working days. 
Facilitate river control projects for the environmental enhancement of the region's waterways.	The willow control programme continues, focusing on removal of willow in riparian areas and wetlands to improve flood flows and enhance riparian vegetation/habitat. 
Resource management planners are given advice to ensure regional plan rule and consent conditions will not increase the risk of flooding or river erosion.	Advice has been given on a range of matters regarding the interpretation of regional plan rules and flood protection bylaw, and to provide technical assistance during the processing of resource consent applications. 

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.

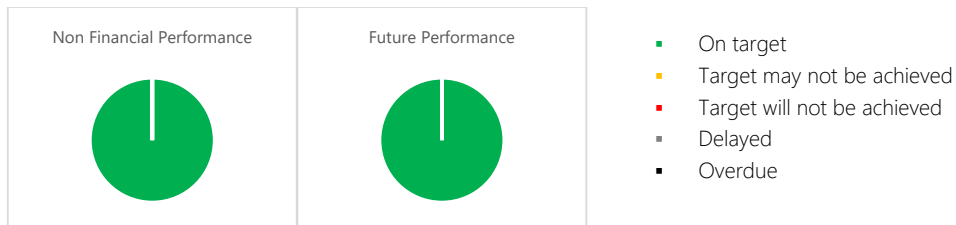
Commentary/Highlights

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 March 2024.

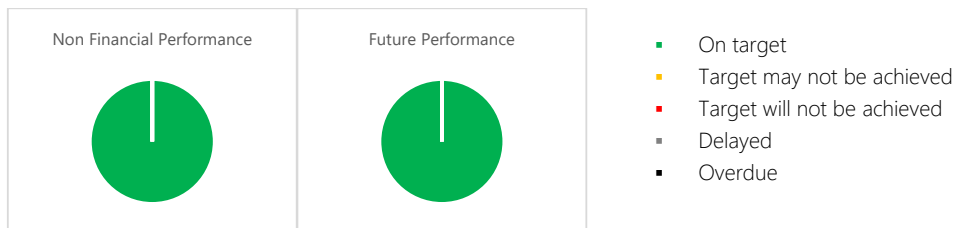
Outputs/Key performance indications

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. N E
Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events.	In September 2023 Pukeiti had 4,284 visitors (4897 previous year), Tupare 2,273 (1897), Hollards 1,046 (1456). N E
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 back-up power supply. 	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 and we are waiting on this. 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. A new track from the garden to the family hut is being constructed, this includes a series of footbridges. Half of this track is complete. N E

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 new stylized play equipment. 	New service area created with storage bins. Old teepee structure has been removed and replacement has been completed. Pirate ship designed and built.
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. 	Investigating technological interpretation for house tours. Replacing and updating timber signage is underway.
Review and adopt asset management plans for Tupare, Hollard Gardens and Pukeiti by 31 October 2023.	Asset management plans for the three gardens have been updated and sent forward for approval

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.

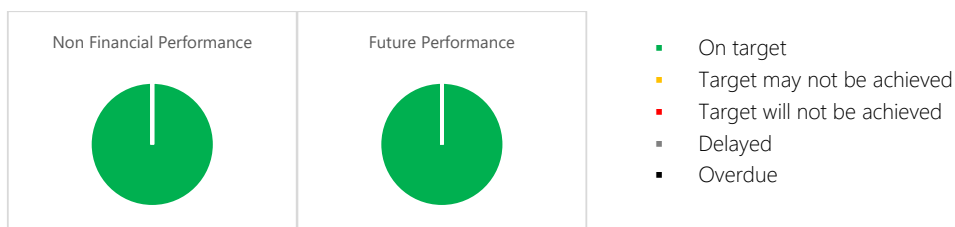
Commentary/Highlights

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, the fields and the lights. The Stadium is operational once again. The contracts and designs for the new East Stand are complete. The below ground works are complete with construction above ground underway. The East Stand is due to open in April 2025.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Contract with New Plymouth District Council for the operation and management of Yarrow Stadium.	The Trust and the New Plymouth District Council have a management agreement for the operation and management of Yarrow Stadium. New Plymouth District Council are operating and managing Yarrow Stadium under this agreement. N E
Undertake asset management planning for the future maintenance, enhancement and development of Yarrow Stadium.	A joint committee of the Council and the New Plymouth District Council have developed and adopted a strategic plan and associated 2015/2025 asset management plan for the long-term development of Yarrow Stadium. The Yarrow Stadium Joint Committee is being reconstituted. The Committee will set the process for the development of the next set of asset management plans. N E
Provide regional funding for the future maintenance, enhancement and development of Yarrow Stadium.	Regional funding is provided to the Taranaki Stadium Trust for long-term maintenance and development at Yarrow Stadium. The 2023/2024 funding is being used for the repair and reinstatement programme. N E

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

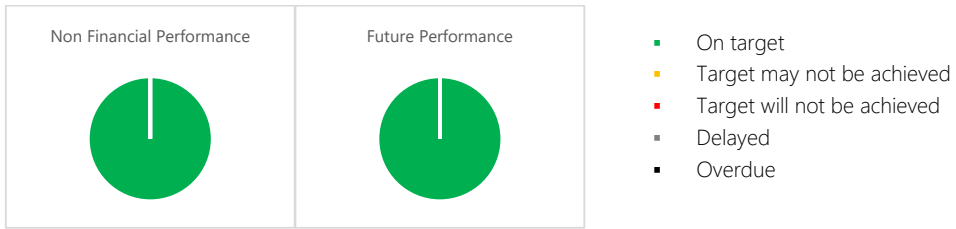
Investment management activities are working well within defined policies and procedures. The annual general meeting of Port Taranaki Ltd has occurred with one director reappointed. Investment activity continues to balance interest returns with the cost of debt.

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 2022/2023 Annual Report in September 2023. Performance for the half year to 31 December 2023 will be reviewed in March 2024. Performance against standards set in the statement of corporate intent is reported in the Council's annual report. N E
Appoint Directors at Port Taranaki Ltd's annual general meeting and at other times as required.	There was one Director reappointment to the Board of Directors at the Port Taranaki Ltd annual general meeting (AGM). N E
Undertake on-going liaison with port company directors and management.	Regular formal and informal briefings and discussions between the company/board and the Council are continuing throughout 2023/2024. N E
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 2023/2024. N E
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. N E

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

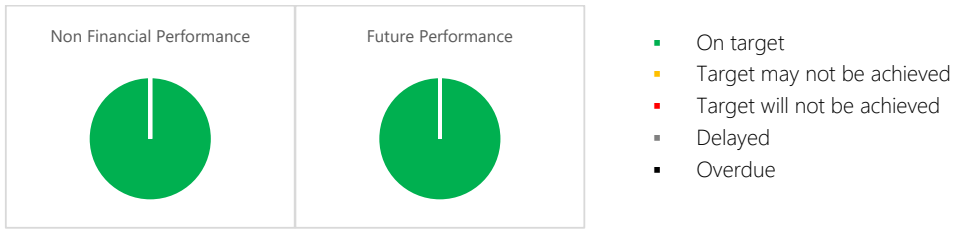
A range of communication activities have been undertaken to support our programmes: digital channels continue to be important and new content is added to the website each week and approximately 44K people visiting the website in the three months; social media activity continues with an audience of approx 23.5K across 8 accounts. Points of note in the communications and engagement programme this quarter include widespread promotion of the opportunity to have a say on the Regional Land Transport Plan, a series of community and stakeholder meetings to discuss freshwater values and outcomes (related to the development of the Natural Resources Plan), seeking of nominations for the annual environmental awards programme, and stakeholder update about progress on the Yarrow Stadium redevelopment. In addition, our annual report results were communicated to the public via the media and paid advertising. The Pest Bulletin and Talking Taranaki were among the newsletters published during the period. There continues to be strong demand for the education programme, with 5,018 students participating in the first three months of the year.

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.	A range of communication activities have been undertaken to support Council programmes: 18,000 people visited the website in September and our social channels reached approx 75,000 (non-unique) people across eight accounts. Of particular note are the public engagement campaigns around Better Transport Choices and freshwater which encourage the community to provide feedback. This month there was publicity around the release of the Council's results and Annual Report and the addition of a new coastal bus route was also promoted. The council responded to media enquiries about bus routes and other matters. 
Implement the environmental awards programme.	All awards workstreams are underway: nominations closed in September and judging was completed; award winners and losers have been notified; arrangements to video and photograph winners are underway; invitation list vetting is complete and invites will go out in mid October. 
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.	Across Education and Enviroschools, our educators are working with preschool, primary, intermediate and high school students throughout the region. In September, 1,461 students participated in TRC led learning activities inside and outside the classroom (some students participated in multiple activities). For the quarter ending 30 September 2023, 5,018 students have been involved in the Taranaki Regional Council education programme. 

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.

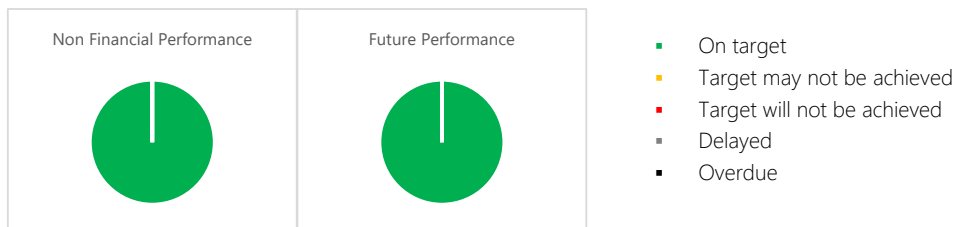
Commentary/Highlights

So far in 2023/2024, 6 submissions have been prepared. We 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.	In total 6 submissions prepared so far this year. <div style="display: flex; gap: 10px;"> NF E </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.

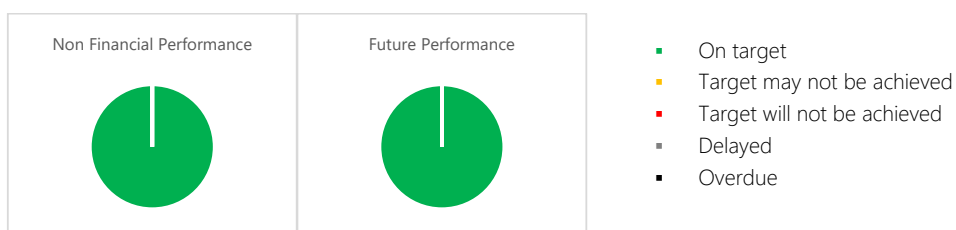
Commentary/Highlights

The Council remains on target with all its statutory governance and engagement obligations. The 2022/2023 Annual Report was adopted on 19 September 2023. Preparations for the 2024/2034 Long-Term Plan have commenced.

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 2022/2023 Annual Report was adopted on 19 September 2023. The current focus is on the 2024/2034 Long-Term Plan process. 
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. 
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. 

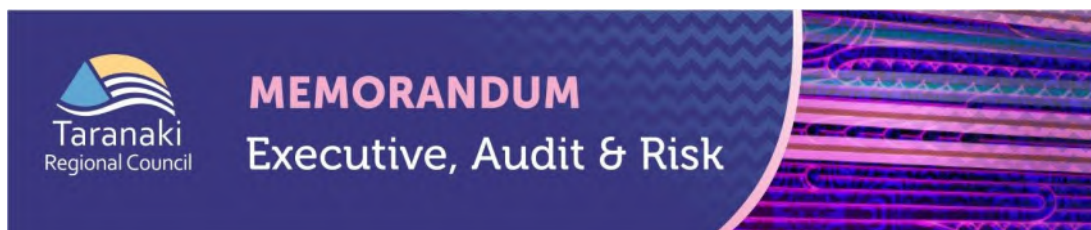
Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

www.trc.govt.nz



Date 24 October 2023

Subject: **Health and Safety Report**

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

Document: 3213873

Purpose

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

Recommendation

That the Taranaki Regional Council:

- a) receives the August and September 2023 Health and Safety Reports.

Discussion

2. The health and safety reports for August and September 2023 are attached. There are no significant health and safety issues to report on.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

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

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

Community considerations

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

Legal considerations

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

Appendices/Attachments

Document 3214846: [Health and Safety Report August 2023](#)

Document 3215109: [Health and Safety Report September 2023](#)



Health and Safety Dashboard

Reporting Period:
1 – 31 August 2023

Incidents (1 July 2023 – 30 June 2024)

Illness 0 (0)	Incidents 3 (7)	Injury 6 (8)
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ACC Claims 0 (3)	Near Miss 2 (8)	Notifiable 0 (0)
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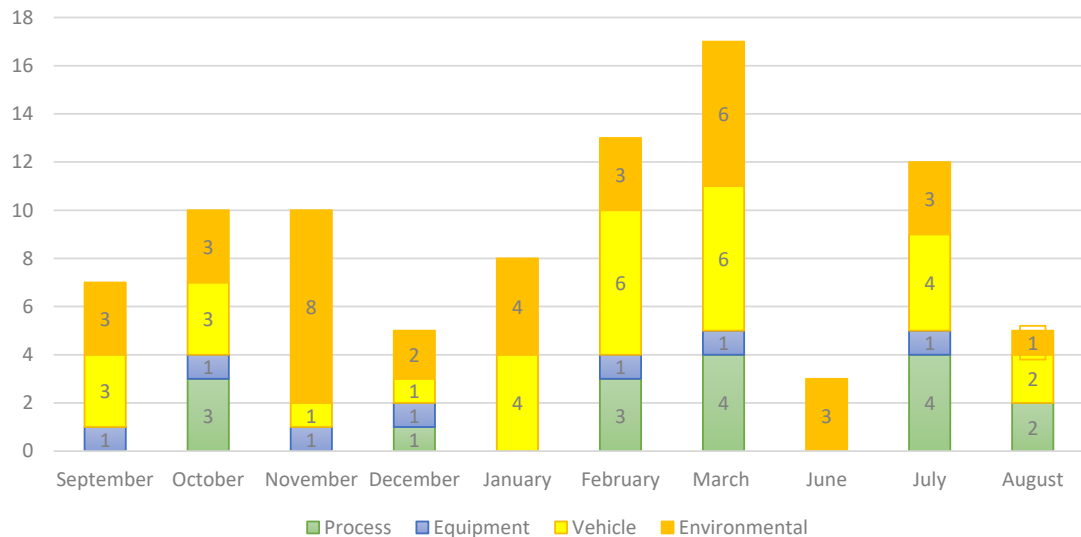
Types of Incidents and Injuries

Slips/Trips/Falls (no injury)	1
Sprains/Strains	4
Cuts/Abrasions	1
Bruising	1
Near Miss	2
Vehicle Damage	1
Insect Stings	
Other	1

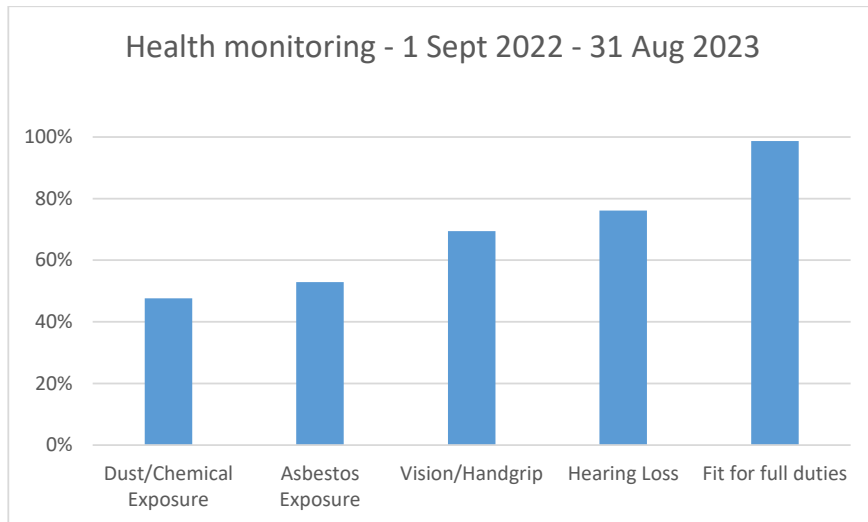
No Treatment	4
First Aid	1
Medical Centre	1
Physiotherapy/Osteopath	
Hospitalisation	

Formal Investigation	
WorkSafe Investigation	

Incidents and Near Misses by Incident Mechanism



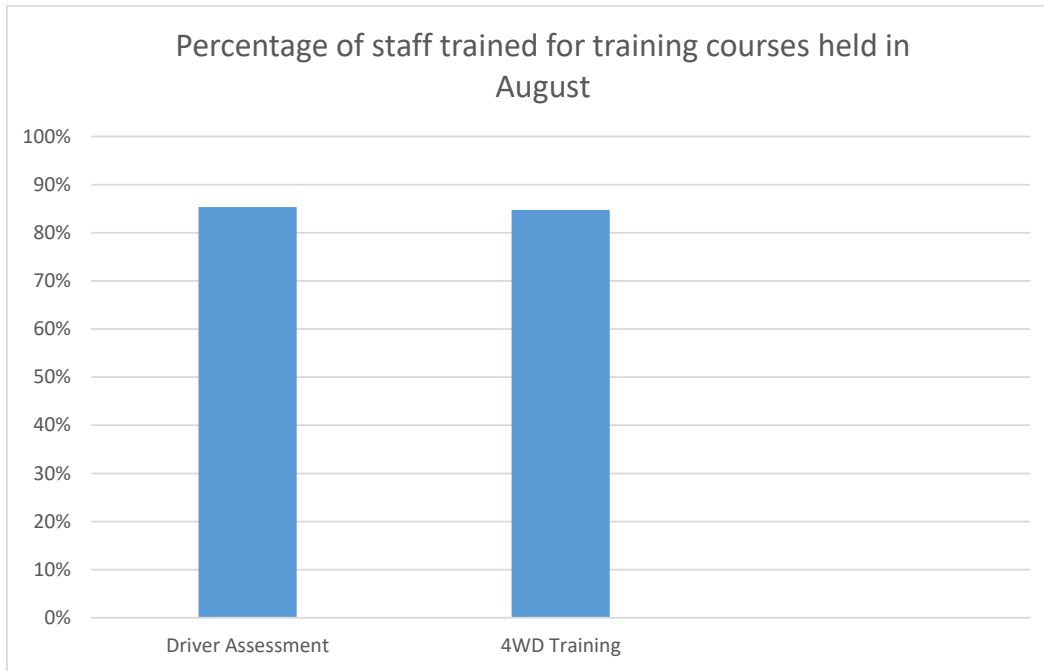
Health and Wellbeing



Health and Safety Objectives Update

Work in Progress

- Ongoing audit and deeper dive into the current training framework for all departments (both internally and externally), firstly prioritising roles that involve field-work and high-risk activities/environments.
- E-learning/Moodle modules in progress of being generated for various induction-level topics, forming the basis of an internal training framework that can be delivered to all workers.



Critical events or have the potential to be critical

No critical events or events with the potential to be critical recorded for the month of August.



Health and Safety Dashboard

Reporting Period:

1 – 30 September 2023

Incidents (1 July 2023 – 30 June 2024)

Illness 0 (0)	Incidents 3 (13)	Injury 5 (19)
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ACC Claims 0 (3)	Near Miss 8 (17)	Notifiable 0 (0)
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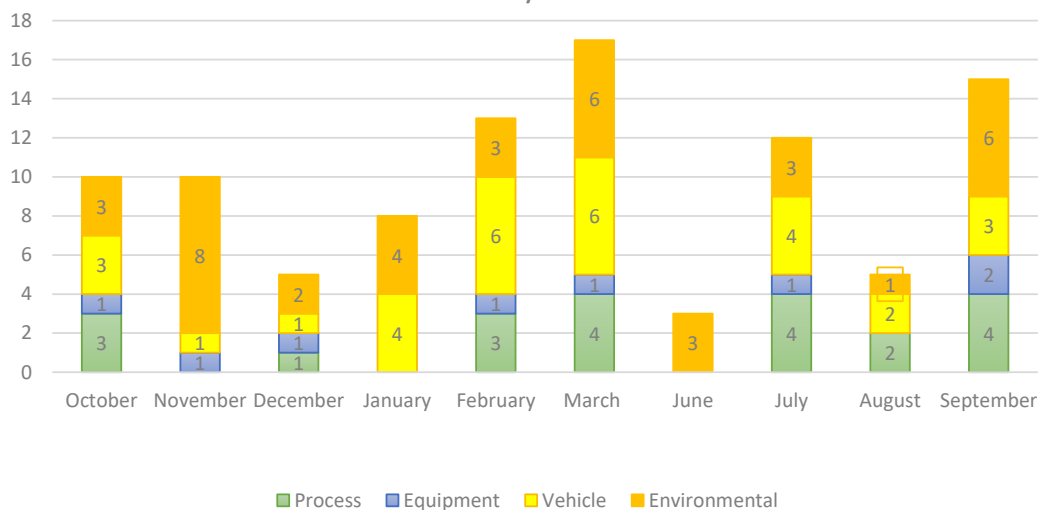
Types of Incidents and Injuries

Slips/Trips/Falls (no injury)	2
Sprains/Strains	
Cuts/Abrasions	3
Bruising	
Near Miss	8
Vehicle Damage	1
Insect Stings	
Other	3

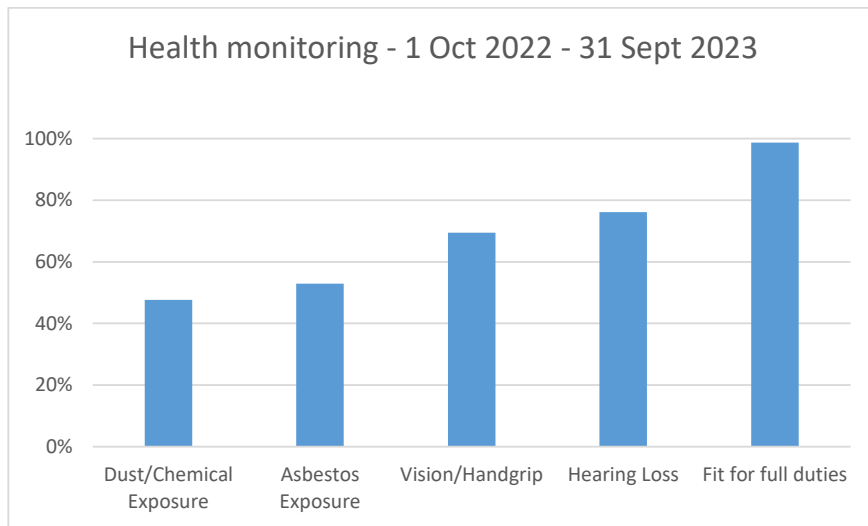
No Treatment	2
First Aid	1
Medical Centre	
Physiotherapy/Osteopath	
Hospitalisation	

Formal Investigation	
WorkSafe Investigation	

Incidents and Near Misses by Incident Mechanism



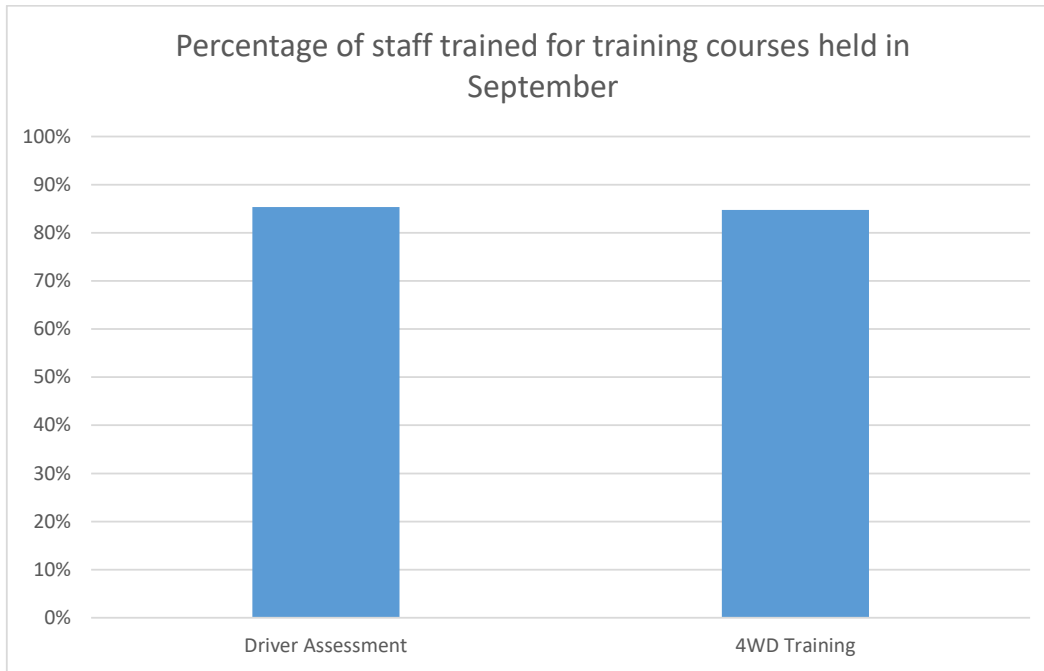
Health and Wellbeing



Health and Safety Objectives Update

Work in Progress

- Currently working alongside the EQ team to create a robust training framework associated with working in and around water which will benefit all individuals involved in water-related fieldwork at TRC including workers, contractors and students.
- Re-development of 4WD training and ATV training courses underway following a meeting with external training provider on course content, expectations and specific training requirements in relation to the activities TRC do.



Critical events or have the potential to be critical

There has been a reasonable increase in event reporting this month however, no critical events or events with the potential to be critical were recorded for the month of September.

Annual leave balances

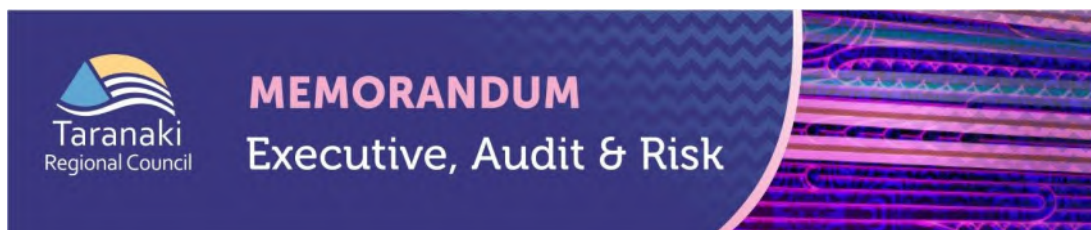
Staff accrue either 21 or 26 days annual leave per year, depending on their employment agreement or length of service. Employees don't become entitled to leave until the anniversary of each 12 month period since they commenced employment. Hence, as an employer we have no ability to require an employee to take leave until after their employment anniversary each year. Despite this we accrue leave against the employees leave balance during the year (before they are technically entitled to it and before we can require them to take it) and hence we are overstating the leave that legally the employee is entitled to take. Hence, we should on average, at any point in time, be allowing an employee to have at least 4 or 5 weeks accrued leave plus six months being half of the year in which the leave balances are being reported before we start actively managing their leave. Thus, anyone with 6 – 8 weeks (or 1.5 years of leave accrued) is within what we would consider a 'normal/expected' range of leave outstanding.

We allow employees to take leave before they have been here for a year and/or in the year in which they are still earning. This is proactive in terms of employee welfare and managing leave balances.

We operate a partial shutdown each year between Christmas and New Year and staff are required to take annual leave during this close down period and are actively encouraged to take longer. We expect all staff to take leave within twelve months after it has become due. On occasion, staff are able to accrue their leave in agreement with their manager if they are planning an extended holiday. Departmental Managers are sent their staff leave reports on a monthly basis and expected

to have regular conversations with staff whose entitled leave balances are getting high, making a plan as to how they intend to use their leave balance.

Average Annual Leave Balance per employee	2.8 weeks
Annual Leave Balances	Number of Employees
0 > 2 weeks	120
2 > 4 weeks	67
4 > 6 weeks	26
6 > 8 weeks	14
8 > 10 weeks	10
10 > 12 weeks	3
12 > 14 weeks	1
Total Staff	241



Date: 24 October 2023

Subject: **Regional Software Holdings Ltd Annual Report for the period ending 30 June 2023**

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

Document: 3206778

Purpose

1. The purpose of this memorandum is to receive and consider Regional Software Holdings Ltd's *Annual Report* for the period ending 30 June 2023.

Recommendation

That the Taranaki Regional Council:

- a) receives Regional Software Holdings Ltd's *Annual Report* for the period ending 30 June 2023.

Background

2. Regional Software Holdings Ltd is a council-controlled organisation of nine regional councils (Northland, Bay of Plenty, Hawke's Bay, Gisborne District Council, Waikato, Taranaki, Horizons, West Coast and Southland). The Council has a 15.5% shareholding in Regional Software Holdings Ltd.
3. Regional Software Holdings Limited is a not-for-profit council controlled organisation (CCO) that exists to help the regional sector achieve outcomes through collaboration and shared services. Regional Software Holdings Limited's strategic focus is to deliver a broad scope of shared services to the regional sector. Regional Software Holdings Limited provides services to all organisations in the regional sector.
4. Attached is the *2022/2023 Annual Report* for Regional Software Holdings Ltd (RSHL).

Discussion

5. RSHL is the shared services organisation of Te Uru Kahika. All 16 regional and unitary councils in New Zealand are customers of RSHL. RSHL delivers a wide range of digital, operational and financial programmes, on behalf of Te Uru Kahika and participating councils.

6. Over the 2023 financial year, RSHL has taken a leap forward towards the vision of providing high-quality shared services for Te Uru Kahika (and associated agencies) that delivers value to customers, shareholders and the sector.
7. In November 2022, RSHL completed the process, started in 2021, when the RCEOs Group approved the business case for the creation of a Regional Sector Shared Services organization based on RSHL.
8. The restructure of RSHL into the Te Uru Kahika Shared Services organisation is complete. RSHL has a new constitution and shareholders agreement. The new share structure makes it simple, low risk and low cost for additional councils to join.
9. Along with the original 6 founding shareholders, Bay of Plenty Regional Council, Gisborne District Council and Hawkes Bay Regional Council joined as shareholders. More councils are expected to become shareholders in the next year.
10. As part of the transformation of the company, the staff establishment has grown from 2 to 8 staff, including the Regional Sector Office staff and the EMAR/LAWA Project Manager.
11. Financially, the company is in a healthy position, with an end of year surplus of \$357k against a budgeted loss of \$651k. The favourable position is largely due to timing differences in planned expenditure for work programmes.
12. The Integrated Regional Information System (IRIS) programme is RSHL's longest running. The six member councils developed a software solution (IRIS) for regional council specific functions. Hawkes Bay Regional Council also uses IRIS. The programme has been in place for nearly 10 years and has been a remarkable success.
13. As the IRIS system reaches the end of its useful life, RSHL has made the strategic decision to prioritise planning for the next generation of IRIS (IRIS NextGen).
14. Overall, we expect that the IRIS activity will continue to operate slightly favourable to budget and with reduced member contributions as the product is managed into retirement.
15. Expenditure on the IRIS solution is no longer being treated as a capital investment. As a result, the book value of the asset is depreciating rapidly. This is appropriate as the product nears the end of its life and the company looks to reinvest in IRIS NextGen. Cash balances remain healthy as the losses are resulting from depreciation rather than trading activities.
16. In September, the IRIS NextGen Partnership agreement was signed by RSHL and 9 councils. IRIS NextGen will provide the replacement for the IRIS product but has a bigger goal of delivering game-changing productivity improvements to the sector, achieved through alignment around consistent good practice processes, supported by fit for purpose software. The development of good practice processes and the build of the underpinning software product are progressing to plan and preparations are underway for the pilot implementation at Otago Regional Council starting July 2024.
17. IRIS Next Generation will be cloud based and be more efficient for staff and customers. Basing the solution on sector agreed best practice processes will enable sharing of resources, training, along with continuous improvement.
18. RSHL also operates the Sector Financial Management System (SFMS) on behalf of Te Uru Kahika. Under this agreement, RSHL supports a range of sector work programmes and projects. RSHL manages funding collected from the sector to support shared sector activities, as well as providing project management support.

19. The Sector Financial Management System is also favourable to budget with a surplus of \$485k versus budget of \$nil. This difference is purely driven by the timing of SFMS expenditure.
20. Notably 39% of the revenue collected for the SFMS in FY23 came from central government. This funding was provided in support of work in the Essential Freshwater Programme, EMAR, iwi capability building and spatial projects. This investment from central government is an endorsement of the work of Te Uru Kahika, as well as the operating model that RSHL provides.
21. Te Uru Kahika is a local government success story that will continue to evolve and grow. RSHL and the shareholding councils can be proud of the role that we are playing in enabling this success.

Financial considerations—LTP/Annual Plan

22. 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

23. 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

24. 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

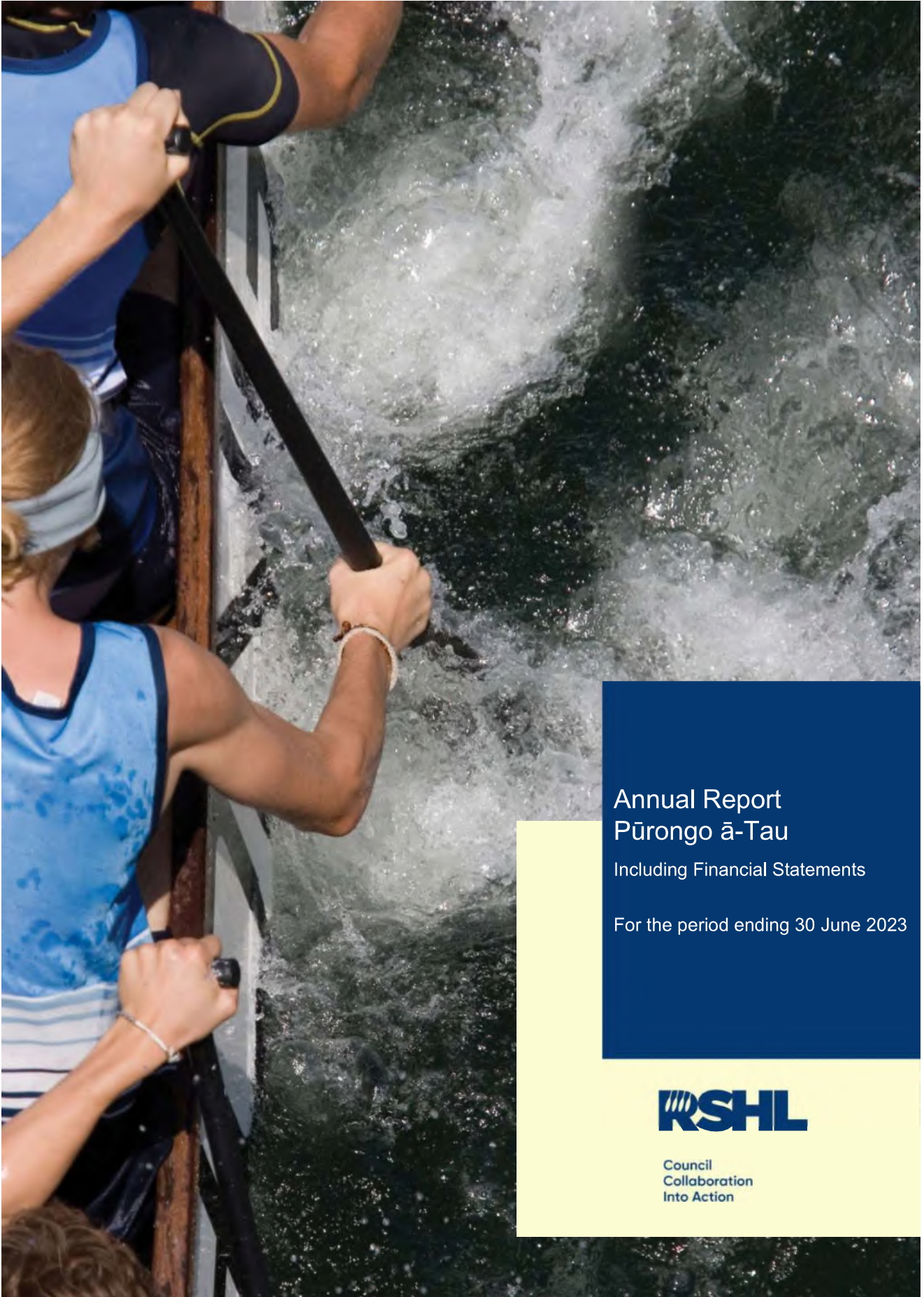
25. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

Legal considerations

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

Appendices/Attachments

Document 3206783: [Regional Software Holdings Ltd Annual Report for the period ending 30 June 2023](#)



Annual Report
Pūrongo ā-Tau
Including Financial Statements

For the period ending 30 June 2023



Council
Collaboration
Into Action



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Directors Report | Te Pūrongo a ngā Kaiwhakahaere Matua

Regional Software Holdings Limited For the year ended 30 June 2023

Tēnā koutou katoa

On behalf of Regional Software Holdings Ltd (RSHL), and the nine regional sector shareholders, it is our pleasure to present the 2022/2023 Annual Report.

RSHL is the Shared Services organisation of Te Uru Kahika. All 16 Regional and Unitary Councils in New Zealand are customers of RSHL.

RSHL delivers a wide range of Digital, Operational and Financial programmes, on behalf of Te Uru Kahika and participating councils.

Over the 2023 financial year RSHL has taken a leap forward towards our vision of *providing high-quality shared services for Te Uru Kahika (and associated agencies) that delivers value to customers, shareholders and the sector.*

In November 2022, RSHL completed the process started in 2021 when the RCEOs Group approved the business case for the creation of a Regional Sector Shared Services organization based on RSHL.

The restructure of RSHL into the Te Uru Kahika Shared Services organisation is complete. RSHL has a new constitution and shareholders agreement. The new share structure makes it simple, low risk and low cost for additional councils to join.

Along with the original 6 founding shareholders, we welcome Bay of Plenty Regional Council, Gisborne District Council and Hawkes Bay Regional Council as shareholders. We anticipate more councils becoming shareholders in the next year.

As part of the new constitution, RSHL directors are elected and retire by rotation. The process to elect an inaugural board of eight for the new entity concluded at a special general meeting on 23 February 2023.

As part of the transformation of the company, our staff establishment has grown from 2 to 8 staff, including the Regional Sector Office staff and the EMAR/LAWA Project Manager.

Financially the company is in a healthy position, with an end of year surplus of \$357k against a budgeted loss of \$651k. The favourable position is largely due to timing differences in planned expenditure for work programmes.

The Integrated Regional Information System (IRIS) programme is RSHL's longest running. The six member councils developed a software solution (IRIS) for regional council specific functions. Hawkes Bay Regional Council also uses IRIS. The programme has been in place for nearly 10 years and has been a remarkable success.

As the IRIS system reaches the end of its useful life, RSHL has made the strategic decision to prioritise planning for the next generation of IRIS (IRIS Next Generation).

Overall, we expect that the IRIS Activity will continue to operate slightly favourable to budget and with reduced member contributions as the product is managing into retirement.

Expenditure on the IRIS solution is no longer being treated as a capital investment. As a result, the book value of the asset is depreciating rapidly. This is appropriate as the product nears the end of its life and the company looks to reinvest in IRIS NextGen. Cash balances remain healthy as the losses are resulting from depreciation rather than trading activities.

In September, the IRIS NextGen Partnership agreement was signed by RSHL and 9 councils. IRIS NextGen will provide the replacement for the IRIS product but has a bigger goal of delivering game-changing productivity improvements to the sector, achieved through alignment around consistent good practice processes, supported by fit for purpose software. The development of good-practice processes and build of the underpinning software product are progressing to plan and preparations are underway for the pilot implementation at Otago Regional Council starting July 2024.

The scope of IRIS Next Generation includes development of good practice processes for the regional sector, as well as selection of a vendor and partner to deliver the software solution. This approach builds on a key lesson learnt from the IRIS programme,



that having councils agree on consistent good practice processes significantly reduces the cost of developing and operating software.

IRIS Next Generation will be cloud based and be more efficient for staff and customers. Basing the solution on sector agreed best practice processes will enable sharing of resources, training, along with continuous improvement.

Datacom have been selected as our partner for the implementation of IRIS NextGen, with an offering based on their ERP platform "Datascape" and professional services to support the development of good practice process.

The IRIS NextGen Activity is markedly different to budget because the costs and expenditure for that programme was not confirmed until September 2022. Revenue and expenditure are in line with the budget agreed with the 9 participating councils.

RSHL also operates the Sector Financial Management System (SFMS) on behalf of Te Uru Kahika. Under this agreement, RSHL supports a range of sector work programmes and projects. RSHL manages funding collected from the sector to support shared sector activities, as well as providing project management support.

The Sector Financial Management System allows RSHL to further achieve its vision "To provide a high-quality shared service for the regional council sector (and associated agencies) that delivers value to customers, shareholders and the sector."

RSHL continues to extend the services and value it provides to Te Uru Kahika.

The Sector Financial Management System is also favourable to budget with a surplus of \$485k versus budget of \$nil. This difference is purely driven by the timing of SFMS expenditure. It should be noted that any surplus remaining at the end of the financial year will be refunded to councils or allocated to FY24 programmes at the discretion of the RCEOs Group.

Notably 39% of the revenue collected for the SFMS in FY23 came from central government. This funding was provided in support of work in the Essential Freshwater Programme, EMAR, iwi capability building and spatial projects. This investment from central government is an endorsement of the work of Te Uru Kahika, as well as the operating model that RSHL provides.

Te Uru Kahika is a local government success story that will continue to evolve and grow. RSHL and the shareholding councils can be proud of the role that we are playing in enabling this success.

In this period Malcolm Nicolson, Jane Carroll, John Crane, Heather Mabin and Amy Kubrycht resigned as board members. We thank them for their service to the organisation. We particularly note John Crane's contribution to RSHL, first as the General Manager and more recently as a director for a period of four years.

We also acknowledge former director Malcolm Nicolson who was made a Member of the New Zealand Order of Merit in the Kings Birthday honours for his services to local government and the community.

Signed on behalf of the Board of Directors:

G Shirley - Director

Date: 24 August 2023

A Aakjaer - Director

Date: 24 August 2023



Statement of Service Performance | Hei Ine i te Mahi

Regional Software Holdings Limited For the year ended 30 June 2023

Who are we and why do we exist?

Vision

To provide high-quality shared services for Te Uru Kahika (and associated agencies) that delivers value to customers, shareholders and the sector.

Mission

Deliver shared solutions to Te Uru Kahika along with collaborative outcomes through sector special interest groups to achieve:

- Consistent, good-practice regional sector specific processes and functions
- Value through economies of scale
- Greater influence for Te Uru Kahika with central government through cohesion and collaboration
- Reduced risk through ensuring continuity of supply and control of the destiny of regional sector specific software.

Values

In all RSHL decisions and interactions the Board and staff, together with sector participants who may be working within the RSHL framework, will observe the following values and ethos:

- We are forward thinking and innovative
- We are responsive and deliver value
- We are professional and accountable
- We are flexible and open.

Guiding Principles

- The best decision is that which provides the best end result, primarily for regional sector councils and indirectly the communities they serve.
- Our solutions will be practical, appropriate to the scale of the problem and affordable.
- Where appropriate we will utilise codes of practice and standards produced by industry groups.
- All parties to any decision or interaction will be treated with respect, dignity, integrity, and honesty.

What did we do?

Activities

RSHL provides a framework for collaboration between shareholders and across the regional sector. It supports the procurement or development of shared solutions in a manner that provides greater consistency in how we operate. RSHL provides a more cost-effective alternative than individual councils can achieve on their own.

The company operates by facilitating collaborative initiatives between councils and through managed contractual arrangements. Some councils are both customers of RSHL and providers of service to RSHL.

In the 2023 Financial year RSHL activities were grouped as follows:

IRIS	<p>The IRIS Programme delivers the IRIS software platform to shareholder and customer councils. The IRIS software has been in use for 8 years and is currently in use at 7 councils.</p> <p>The 7 councils actively collaborate on the use of IRIS and the future development roadmap.</p>
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	<p>RSHL and the member councils have determined that the IRIS software platform will need to be replaced within the next 2-4 years.</p>
IRIS Next Generation	<p>RSHL and the member councils have determined that the IRIS software platform will need to be replaced within the next 2-4 years.</p> <p>IRIS Next Generation (IRIS NextGen) will be a cloud-based Software as a Service solution (SaaS) with better online and mobile features. IRIS NextGen will be more efficient for staff and customers.</p> <p>Along with the SaaS, we will implement consistent “good practice” processes for the sector.</p> <p>Over the next two years, RSHL will confirm:</p> <ul style="list-style-type: none"> • The IRIS NextGen solution • A transition plan for existing users • A growth plan to attract new councils to the programme.
Environmental Monitoring and Reporting (EMAR)	<p>The objective of EMAR is to improve the collection, accessibility and presentation of environmental data in New Zealand. The EMAR Programme has three projects.</p> <ul style="list-style-type: none"> • National Environmental Monitoring Standards (NEMS) – Aims to ensure consistency in the way environmental monitoring data is collected and handled throughout New Zealand. • Environmental Data Management System (EDMS) – Aims to provide a single access point to environmental data from multiple sources in a consistent format. • Land, Air Water Aotearoa (LAWA) – Shares data and information to tell the story of our environment. <p>EMAR is an all-of-sector programme, and includes partner agencies from central government (MfE, Stats NZ and DoC) and the Cawthron Institute (and others).</p> <p>The EMAR programme is managed by RSHL and governed by the EMAR Steering Group. Each project has its own Steering Group who oversee operational activities.</p> <p>The EMAR/LAWA Programme Manager is employed by RSHL and is part of the Regional Sector Programme office. EMAR/LAWA project administration (financial and contractual) is managed by RSHL on behalf of project partners.</p> <p>The NEMS project is managed by Horizons on behalf of the project partners.</p>
Regional Sector Office	<p>The Regional Sector Office supports the activities of Te Uru Kahika and the Regional Sector Special Interest Groups (SIG) network.</p> <p>The Regional Sector Office supports the activities of Te Uru Kahika including the Te Uru Kahika Network (formerly the SIG Network).</p>



	<ul style="list-style-type: none"> • The Sector Office is made up of four roles: • Executive Policy Advisers – Regional CEOs Group • Chief Science Advisor • Resource Management Reform Director • Regional Sector SIG Network Administrator <p>Sector Office staff are employed by RSHL.</p>
Sector Financial Management System	<p>In 2020 the Regional Council Collaboration (ReCoCo) Programme was superseded by the Sector Financial Management System (SFMS). As part of the SFMS RSHL is responsible for the management of the funding for regional sector collaborative programmes.</p> <ul style="list-style-type: none"> • Sector Business Plan • River Managers Programme • ReCoCo Technology Projects • Bio Managers Programme • Bio Control Programme. <p>The sector has a budget of over \$2M for these initiatives. RSHL collects this funding from councils and engages suppliers to deliver services to achieve the outcomes from each of the programmes.</p> <p>ReCoCo is one of the programmes within the SFMS. Under the ReCoCo banner RSHL delivers collaborative technology projects for groups of regional councils under the ReCoCo Programme. The ReCoCo programme is led by the Corporate and Finance Special Interest Group.</p>

Ngā Mahi e Rapua Nei Te Utu Paremata | Activities for Which Compensation Is Sought

Funds for the operation of the Sector Office, The Sector Financial Management System, EMAR/LAWA, IRIS and IRIS NextGen are received by way of levies from the councils participating in each programme. Each programme pays a share of the overhead costs of the company proportional to the size of the programme.

These levies are set annually in the Statement of Intent.

For some projects additional funding is collected from central government entities.

Payment of annual fees will be sought for the following activities:

Activity	Description
Sector Financial Management System	<p>Payment of annual contributions will be sought from all Te Uru Kahika councils for the operation of the Programmes in the Sector Financial Management System.</p> <p>For some programmes, additional contributions may be sought from other local government organisations and government ministries.</p> <p>Contributions will be according to the agreed models. This activity includes:</p> <ul style="list-style-type: none"> • Sector Business Plan • River Managers Business Plan • River Managers Climate Resilience

- ReCoCo Technology Projects
- EMaR
- Bio Managers
- Bio Control
- Science Programme
- Sector Office Special Projects
- Regional Sector Office

The funding contributions for the Sector Office, EMAR and the most of the SFMS programmes is based on the size of the Council. The total amounts to be collected vary year to year based on the work programmes.

Tier 1 – 9.4% each	Tier 2 – 6.2% each	Tier 3 – 3.2% each
Auckland Council	Horizons RC	Tasman DC
Environment Canterbury	Otago RC	Nelson City Council
Greater Wellington RC	Hawkes Bay RC	Gisborne DC
Waikato RC	Northland RC	Marlborough DC
Bay of Plenty RC	Taranaki RC	West Coast RC
	Environment Southland	
Total 47%	Total 37%	Total 16%

BioControl, Climate Change Resilience and the Science Programme have custom funding models based on the value of the programmes to the region.

The budget and funding arrangements for the SFMS are documented in the SFMS Briefing Paper which is approved with the Te Uru Kahika Business Plan before the start of each financial year.

In FY23 RSHL collected \$8.9M in support of Te Uru Kahika, of which \$5.3M came from central government.

IRIS

Payment of an Annual Fee for IRIS will be sought from all councils that use the Software for annual support and development fees, as set out in the License Agreement.

Proportion of Contributions to the IRIS Programme

Contributions for IRIS will be collected in the following proportions.

Shareholder	Percentage
Waikato Regional Council	32.39%
Northland Regional Council	11.93%
Horizons Regional Council	16.00%
Taranaki Regional Council	11.93%
Southland Regional Council	11.93%
West Coast Regional Council	3.87%
Hawkes Bay Regional Council	11.93%



	Total	100%															
	In FY23 RSHL collected \$1.4M of funding from participating councils.																
IRIS Next Generation	<p>The IRIS NextGen Partnership agreement sets out the funding to be collected from each participating council and the activities that the funds will be used for. The 9 Participating Councils share the programme costs of the IRIS NextGen programme according to the following contribution model:</p> <table border="1"> <thead> <tr> <th>Large Councils</th> <th>Medium Councils</th> <th>Small Councils</th> </tr> </thead> <tbody> <tr> <td>17.93% per council (Total 35.87%)</td> <td>10.87% per council (Total 43.48%)</td> <td>4.35% per council (Total 4.35%)</td> </tr> <tr> <td>Waikato Regional Council Bay of Plenty Regional Council</td> <td>Horizons Regional Council Otago Regional Council Northland Regional Council Hawke's Bay Regional Council</td> <td>Nelson City Council</td> </tr> <tr> <td></td> <td>8.15% per council (Total 16.30%)</td> <td></td> </tr> <tr> <td></td> <td>Taranaki Regional Council Environment Southland</td> <td></td> </tr> </tbody> </table> <p>Over the 10-year term of the Partnership Agreement, the programme costs are expected to total ~\$26 million.</p> <p>Programme costs are budgeted and approved by the IRIS NextGen Steering Group annually.</p> <p>In FY23 RSHL collected \$3.7M from participating councils for IRIS NextGen.</p>		Large Councils	Medium Councils	Small Councils	17.93% per council (Total 35.87%)	10.87% per council (Total 43.48%)	4.35% per council (Total 4.35%)	Waikato Regional Council Bay of Plenty Regional Council	Horizons Regional Council Otago Regional Council Northland Regional Council Hawke's Bay Regional Council	Nelson City Council		8.15% per council (Total 16.30%)			Taranaki Regional Council Environment Southland	
Large Councils	Medium Councils	Small Councils															
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	8.15% per council (Total 16.30%)																
	Taranaki Regional Council Environment Southland																
RSHL Overhead Costs	<p>Overhead costs are costs that cannot be allocated to a specific work programme.</p> <p>All work programmes contribute to overhead costs of RSHL, with the proportion of the contribution based on actual revenue in that financial year.</p> <p>In the 2023 Financial year the proportion of overheads to each programme is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>IRIS</td> <td>11%</td> </tr> <tr> <td>IRIS NextGen</td> <td>34%</td> </tr> <tr> <td>SFMS</td> <td>55%</td> </tr> </tbody> </table>			2023	IRIS	11%	IRIS NextGen	34%	SFMS	55%							
	2023																
IRIS	11%																
IRIS NextGen	34%																
SFMS	55%																



How did we perform?

<p>IRIS</p>	<p>As the focus shifts to the future and IRIS NextGen, we reduced the frequency of IRIS releases. The 4.06 release was provided to councils in November 2022. This was the last functional release to include minor enhancements.</p> <p>Future releases will focus on data cleansing and data migration tools. Functional enhancements will only be developed if there is an approved business case or to support legislative changes.</p> <p>In this period, we completed the IRIS Data Migration Project Definition Phase to provide guidance to councils on how to approach data migration, scope the data to be migrated from IRIS to Datascape and determine what tools will be used export, cleanse and transform data.</p> <p>The councils agreed that Microsoft SQL Master Data Services will be used to validate and transform data to prepare it for loading into Datascape. Work has been completed to develop the tools to identify data issues and cleanse, export and transform the data.</p> <p>Councils now require baseline templates to collect and structure data within the newly created IRIS Master Data Platform. During this year, work has commenced to:</p> <ul style="list-style-type: none"> • Structure data so councils can access agreed subsets of data for each of the IRIS modules, • Support identification of data issues such as redundant data, • Support development business rules to cater for customisations and council specific quality requirements, and • Support the fixing of reported data errors.
<p>IRIS Next Generation</p>	<p>In this period, 9 councils signed a Partnership Agreement to participate in the IRIS NextGen Programme, signalling a 10-year commitment to develop good-practice processes for the Regional Sector and implement the IRIS NextGen solution.</p> <p>The Datascape design and build phase commenced in October 2022. This is a fixed price development and will take 21 months. The initial focus was on enhancements to the Datascape platform to allow delivery of the functional requirements specific to the regional sector.</p> <p>The good practice workstream began in March 2023 with a workshop during the official launch. The workshop was designed to align key stakeholders with the good practice approach. This was followed by individual council assessments (using a mix of surveys and in-person workshops) in May.</p> <p>In the financial statements the IRIS Next Generation Activity revenue and expenditure is markedly different to budget because the costs and expenditure for that programme were not confirmed until September 2022. Revenue and expenditure are in line with the budget agreed with the 9 participating councils.</p>
<p>Sector Shared Services</p>	<p>On 3 August 2021, the RCEOs forum approved the business case for the creation of a Regional Sector Shared Services organization based on RSHL.</p> <p>The restructure of RSHL into the Te Uru Kahika Shared Services organisation is complete. RSHL now has 9 shareholders, with 2 additional councils completing their internal processes to join.</p> <p>Along with the original 6 founding shareholders, we welcome Bay of Plenty Regional Council, Gisborne District Council and Hawkes Bay Regional Council as shareholders.</p> <p>As part of the new constitution RSHL directors are elected and retire by rotation. The process to elect an inaugural board for the new entity concluded at a special general meeting on 23 February 2023.</p>



	<p>As at 30 June 2023 RSHL employs or engages 7 permanent, 1 seconded and 7 contracted resources that support sector work programmes.</p> <p>RSHL has enabled the continued growth of Te Uru Kahika, providing a vehicle for sustainable growth by employing sector staff, managing the sectors finances and providing a structure for sector implementation programmes.</p>
Regional Sector Office	<p>The Regional Sector Office supports the activities of Te Uru Kahika including the Te Uru Kahika Network (formerly the SIG Network).</p> <p>The Sector Office is made up of four roles:</p> <ul style="list-style-type: none"> • Executive Policy Advisers – Regional CEOs Group • Chief Science Advisor • Resource Management Reform Director • Regional Sector SIG Network Administrator <p>In September 2022, we welcomed these roles as employees of RSHL.</p> <p>Over the first part of the year the Executive Policy Advisors focussed on coordinating sector submissions to a raft of central government proposals including:</p> <ul style="list-style-type: none"> • RM Reform Legislation • The Future for Local Government Review • Freshwater Farm Plan Regulations • Water Services Legislation • LGOIMA Act Amendments. <p>The policy advisors also coordinated the preparation of induction material for incoming Elected Members.</p> <p>The Regional Sector SIG Network Administrator has been extremely active in the first part of this year. Along with normal duties the role has taken responsibility for coordinating the RCEOs meetings along with the induction sessions for incoming mayors and chairs.</p> <p>The Resource Management Reform Director role was filled in June 2023. The purpose of this role is to work across the sector to coordinate, communicate and advise councils and develop shared projects, where possible, to ensure resource management reform is delivered efficiently and effectively.</p> <p>The Chief Science Advisor role has been in place for 12 months. The role is a part-time secondment from NIWA to RSHL, on behalf of Te Uru Kahika. While there are more opportunities ahead, progress in the first year has been positive and several important results have been delivered or are in train, including:</p> <ul style="list-style-type: none"> • Implementation of several initiatives that enhance the coordinated vision for regional sector science, build relationships with key internal and external parties, and champion the regional sector's science capability and capacity; • Establishment of channels for sector science input into Resource Management reform; • Embedding of science input into the regional sector's newly established Climate Group; • Promoting the role and interests of the regional sector in current reform of the New Zealand science system.
Environmental Monitoring and Reporting (EMAR)	<p>In August 2022, we welcomed the National EMAR/LAWA Project Manager as an employee of RSHL.</p> <p>EMAR Programme</p> <p>The EMAR Steering Group have started discussions on the long-term strategy for EMAR.</p>



	<p>LAWA project</p> <p>Outcome: Trusted, accessible, high quality, up-to-date environmental data and information from Te Uru Kahika on LAWA.</p> <p>LAWA is now 10-years old, and is a well-known platform for authoritative environmental data and information. Since launch in 2014, we have had over 1.3 million users and 6.4 million page views. Visits to the LAWA website continue to grow, which means LAWA is continuing to further the reach and value of the information from the Te Uru Kahika and securing our place as a strategic asset for authoritative environmental information for New Zealand.</p> <p>LAWA contains data and information for eight topics covering surface and groundwater quality, water quantity, air quality, estuary health and land cover.</p> <p>Much of the data in the topics are updated in 'real-time' or annually, enabling us to provide annual summary snapshots on the State of our Environment, and to support National Environmental Reporting by Stats NZ and MfE.</p> <p>In addition to ensuring the environmental monitoring data and information is kept up-to-date so New Zealanders have the latest information to track the State of our Environment, LAWA is expanding in a new direction to start to capture on the ground actions from catchment groups, with a view to linking these to improved water health outcomes over time. A new topic 'Actions for Healthy Water' was initiated in the past year.</p>
Sector Financial Management System	<p>In 2020, the Regional Council Collaboration (ReCoCo) Programme was superseded by the Sector Financial Management System (SFMS). As part of the SFMS RSHL is responsible for the management of the funding for Te Uru Kahika collaborative programmes.</p> <p>The sector recognises the benefits of collaboration between councils and acting as one. The number and size of collaborative projects is growing each year.</p> <p>It is important that sector has efficient processes for collection of funding and the payment of suppliers. It is also increasingly important that the sector can demonstrate the outcomes achieved from collaboration.</p> <p>The Te Uru Kahika network was extremely active in FY23. As a result of this the SFMS experienced a high level of activity.</p> <p>RSHL held 30 service contracts on behalf of Te Uru Kahika over this financial year.</p> <p>\$8.9M dollars of funding was collected for sector work programmes including \$5.3M from central government. The support from central government highlights the value of the SFMS as a focus point for funding.</p>



Key Judgements

IRIS	<p>When assessing the performance of the IRIS Programme we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.</p> <p>We place an emphasis on predictability, delivery and consistency.</p> <p>Performance against budget, delivery of releases, customer and user feedback are used.</p>
IRIS Next Generation	<p>When assessing the performance of the IRIS NextGen Programme we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.</p> <p>We place an emphasis on predictability, delivery and consistency.</p> <p>Performance against budget, delivery against milestones, and customer feedback are used.</p>
Sector Shared Services	<p>When assessing the performance of the Sector Shared Services Activity we consider whether RSHL has achieved the objectives of that programme, primarily the creation of a regional sector shared services organisation.</p> <p>Performance against activity outcomes is used to form an assessment.</p> <p>The emphasis is on achieving the necessary change to the structure of RSHL.</p>
Regional Sector Office	<p>When assessing the performance of the Regional Sector Office we consider the extent to which the Sector Office has effectively supported the smooth operation of Te Uru Kahika and enabled the sector to respond to issues and opportunities as they arise.</p> <p>Feedback from stakeholders and achievement of targeted outcomes is used to form an assessment.</p> <p>We place an emphasis on enabling the work of council staff undertaking work within the Te Uru Kahika framework.</p>
EMAR	<p>When assessing the performance of the EMAR we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.</p> <p>An emphasis is placed on predictability, delivery and consistency.</p> <p>Performance against budget, delivery of releases, customer and user feedback are used to form an assessment.</p>
Sector Financial Management System	<p>When assessing the performance of the Sector Financial Management System we assess whether the SFMS is meeting its objectives:</p> <ul style="list-style-type: none"> • Removal and minimising duplication of effort across councils • Greater innovation through a collaborative partnership model • More efficient management of existing sector shared services • Better communication and stakeholder engagement • Better control/consistency of information being provided • Demonstrate new “ways of working” to drive better outputs • Demonstrate to central government that councils are collaborating on areas of national importance for which they have responsibility for and for which a national picture is required • More efficient management of sector shared funding:



	<ul style="list-style-type: none">• Efficient collection of funds from councils• Timely payment of providers, following a clear and appropriate approval pathway.• Clear and transparent reporting on funds applied to programmes, linking to outcomes achieved <p>Feedback from stakeholders and achievement of targeted outcomes is used to form an assessment.</p>
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Performance Measures | Hei Ine i te Mahi

Regional Software Holdings Limited
For the year ended 30 June 2023

The following performance measures were incorporated into the Statement of Intent for the 2022-23 financial year.

		July 1 2022- June 30 2023																																												
Non-Financial	With participating councils, define and agree milestones for the IRIS NextGen Programme.	<p>Achieved - The Partnership Agreement for IRIS NextGen was executed in September. This sets the overarching structure of the programme.</p> <p>The milestones for the programme were endorsed by the Steering Group in November 2022 and are documented in the Programme Plan.</p>																																												
	<p>Undertake an annual survey of IRIS users and shareholder/customer Councils in relation to product performance, Datacom support and RSHL support.</p> <p>Provide a summary of the survey results in the annual report, including performance against the baseline.</p> <p>Survey results to be the same or better than the previous year.</p>	<p>Achieved – This survey was completed in June 2023 to ensure that all councils were on the latest version of the IRIS Software.</p> <p>4 councils completed the customer survey. Results were markedly better across all categories for RSHL and Datacom service performance.</p> <div style="display: flex; flex-direction: column; align-items: center;"> <table border="1"> <caption>Rating RSHL Performance</caption> <thead> <tr> <th>Category</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Communication</td> <td>3.83</td> <td>3.83</td> <td>4</td> <td>4.5</td> </tr> <tr> <td>Vendor Management</td> <td>3.4</td> <td>3.83</td> <td>4.17</td> <td>4.5</td> </tr> <tr> <td>Facilitating collaboration around product development</td> <td>3.83</td> <td>3.67</td> <td>3.86</td> <td>4.25</td> </tr> <tr> <td>Facilitating knowledge sharing around the IRIS product</td> <td>3.5</td> <td>3.17</td> <td>3.5</td> <td>3.75</td> </tr> </tbody> </table> <table border="1"> <caption>Rating Datacom Performance</caption> <thead> <tr> <th>Category</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Quality of software developed</td> <td>2.9</td> <td>3.7</td> <td>3.7</td> <td>3.75</td> </tr> <tr> <td>Quality of user support</td> <td>3</td> <td>3.3</td> <td>4.3</td> <td>4.5</td> </tr> <tr> <td>Leadership around the IRIS programme</td> <td>2.7</td> <td>3.8</td> <td>3.9</td> <td>4.25</td> </tr> </tbody> </table> <p>In these results the scale is 1-Very Poor, 2- Poor, 3- Neutral, 4-Good, 5-Outstanding.</p> <p>83 Continuous or Frequent users of IRIS responded to the user surveys. Compared to previous years, results</p> </div>	Category	2019	2020	2021	2023	Communication	3.83	3.83	4	4.5	Vendor Management	3.4	3.83	4.17	4.5	Facilitating collaboration around product development	3.83	3.67	3.86	4.25	Facilitating knowledge sharing around the IRIS product	3.5	3.17	3.5	3.75	Category	2019	2020	2021	2023	Quality of software developed	2.9	3.7	3.7	3.75	Quality of user support	3	3.3	4.3	4.5	Leadership around the IRIS programme	2.7	3.8	3.9
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Statement of Service Performance | Hei Ine i te Mahi
Performance Measures continued

		July 1 2022- June 30 2023									
		were mixed (within the margin of error) but still generally favourable. For “IRIS provides me the information I need” and “IRIS supports me to do my job”. Results for “Speed of the IRIS application” were well down, but this issue was limited to one council, with users at other councils reporting speed improvements.									
	Prepare and adopt the annual IRIS development roadmap by 30 June for delivery in the subsequent year.	Achieved - The roadmap is constantly reviewed by the IRIS Advisory Group. It was last presented to the board in June 2023.									
	Major IRIS Enhancement projects are completed within approved budget or (for items in progress) on track against their agreed timeline and budget at 30 June of each year.	<p>Achieved</p> <p>The MAJ058 IRIS data migration project definition phase was completed under budget - the budget for the project was \$69K, with the total invoiced \$65K.</p> <p>On track</p> <p>As at 30 June 2023 the following projects are on track:</p> <ul style="list-style-type: none"> MAJ059 IRIS Data Migration Base Platform MAJ060 IRIS Data Migration Base Templates MAJ061 IRIS Data Migration – Loading Data <p>The outputs of this work will be a platform for migration of data from IRIS to Datascope (IRIS NextGen) and tools to identify data issues and cleanse, export and transform the data.</p>									
	Budgets for IRIS support and minor enhancements are approved by the Board by 30 June each year and delivery within these budgets is effectively managed by the Advisory Group and the General Manager.	<p>Achieved- Budgets were approved via the Statement of Intent Process in June 2023.</p> <p>Both support and development were under budget at year end.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Category</th> <th>Expenditure \$000s</th> <th>Budget \$000s</th> </tr> </thead> <tbody> <tr> <td>Develop</td> <td>\$100</td> <td>\$140</td> </tr> <tr> <td>Support</td> <td>\$211</td> <td>\$222</td> </tr> </tbody> </table>	Category	Expenditure \$000s	Budget \$000s	Develop	\$100	\$140	Support	\$211	\$222
Category	Expenditure \$000s	Budget \$000s									
Develop	\$100	\$140									
Support	\$211	\$222									
	Be an effective service delivery vehicle for regional council sector shared programmes under the Sector Financial Management System.	<p>Achieved– RSHL has effectively managed the SFMS.</p> <p>Revenue is well ahead of plan, due to significant funding provided by central government. Expenditure is consistent with the amounts documented in the SFMS Briefing Paper.</p> <p>RSHL held 30 service contracts on behalf of Te Uru Kahika over this financial year.</p> <p>\$8.9M dollars of funding was collected for sector work programmes including \$5.3M from central government. The support from central government highlights the value of the SFMS as a focus point for funding.</p>									



Statement of Service Performance | Hei Ine i te Mahi
Performance Measures continued

		July 1 2022- June 30 2023
	Effectively support the activities of the Regional Sector through the Regional Sector Office	<p>Achieved - Over the first part of the year the Executive Policy Advisors focussed on coordinating sector submissions to a raft of central government proposals including:</p> <ul style="list-style-type: none"> • Resource management reform legislation • The Future for Local Government Review • Freshwater farm plan regulations • Water services legislation • LGOIMA amendments <p>The policy advisors also coordinated the preparation of induction material for incoming Elected Members.</p> <p>With the election of new Chairs and Mayors in October 2022 the Office also undertook a review of the Sector's priorities and work programmes for the 23/24 year and beyond.</p> <p>The Regional Sector SIG Network Administrator has taken responsibility for coordinating the RCEOs meetings along with the induction sessions for incoming mayors and chairs, this is in addition to normal duties.</p> <p>The Chief Science Advisor has focussed on:</p> <ul style="list-style-type: none"> • Implementation of several initiatives that enhance the coordinated vision for regional sector science, build relationships with key internal and external parties, and champion the regional sector's science capability and capacity; • Establishment of channels for sector science input into Resource Management reform; • Embedding of science input into the regional sector's newly established Climate Group; • Promoting the role and interests of the regional sector in current reform of the New Zealand science system.
	Budgets for EMAR are approved by the EMAR Steering Group by 30 June each year, and delivery within these budgets is effectively managed by the EMAR Project Manager	<p>Achieved – The Workplan and Budget for this year was endorsed by the EMAR SG in late 2021/22 FY and formally signed off on the 8th of July 2023 EOFY status - work has been delivered within available budget.</p> <p><u>Workstream activities:</u></p> <p>Ongoing – EMAR and LAWA Strategies to inform longer-term direction.</p> <p>Complete - All planned updates and upgrades to existing topics</p> <p>In train – development of a new topic 'Actions for Healthy Waterways'</p>
	Be a service delivery vehicle for wider regional council sector and related bodies information management programmes and related shared services. Projects to be delivered on time and on	<p>Achieved - Under the SFMS and ReCoCo programmes, RSHL supports the delivery of the following projects:</p> <ul style="list-style-type: none"> • Environmental Data Programme • Sector Reference Model Engagement Project • N-Cap Implementation • INFDP Programme

Statement of Service Performance | Hei Ine i te Mahi
Performance Measures continued

		July 1 2022- June 30 2023
	budget as agreed in each of the Statements of Work between RSHL and the relevant regional sector group.	<ul style="list-style-type: none"> • Essential Freshwater Implementation • Freshwater Farm Plans Implementation. <p>RSHL ensured appropriate project management controls were in place for each project.</p> <p>RSHL also managed the funding for the follow sector programmes:</p> <ul style="list-style-type: none"> • LIDAR PGF Programme Manager • WellsNZ • Retrolens.

		July 1 2022- June 30 2023
Financial	RSHL will operate within approved budget, with any material variations approved by the Board.	<p>Achieved – RSHL is operating within approved operating budgets for all programmes.</p> <p>In November, the Board approved a variation to the budget approved in the SOI, to reflect the additional revenue and expenditure from the IRIS NextGen Implementation Programme, which started in September 2022. The budget for this programme was not confirmed when the SOI was approved.</p>
	Annual charges for shareholders and customers to be at the level approved by the Board and councils based upon the approved operating budget and budgets	Achieved - All charges have been the same or less that approved by the respective programmes.

		July 1 2022- June 30 2023
Growth	Monitor the regional council sector market and explore/respond to opportunities to expand the customer and/or shareholder base of RSHL.	<p>Achieved – In November, RSHL welcomed Bay of Plenty Regional Council, Gisborne District Council and Hawkes Bay Regional Council as shareholders.</p> <p>Additional councils will join when and if they are able, including Otago Regional Council which signed a deed of accession in July 2023.</p>
	Work with the Regional Sector SIG Network to develop shared service opportunities.	<p>Achieved - The Partnership agreement for IRIS NextGen was executed in September.</p> <p>In addition, RSHL is supporting the Essential Freshwater Programme to deliver the Integrated National Farm Data Platform.</p> <p>RSHL is supporting the Environmental Data Group and Digital Solutions Group to deliver the Environmental Data Management System.</p>
	Engage with councils in the regional sector to increase the scope of the usage of IRIS NextGen.	Achieved - The Partnership Agreement for IRIS NextGen was executed in September with 9 councils committing to the programme (two more that use IRIS).



Statement of Service Performance | Hei Ine i te Mahi
Performance Measures continued

	<p>The objective is to increase the number of councils using the solution, and the breadth of the solution in use.</p>	<p>For the remainder of this year the focus will be on fully establishing the programme and planning the implementation schedule for the 9 participating councils.</p>
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Financial Statements | Ngā Tauākī Pūtea

Regional Software Holdings Limited For the year ended 30 June 2023

The financial statements required by section 67 of the Local Government Act 2002 are attached.

Audit of the Performance Report

In the prior year, Auditors were experiencing extended high workloads due to the impact of Covid-19 and it was reported that there was an extension of timeframes to allow audits to be completed without compromising audit quality. RSHL was required under section 67(5)(a) of the Local Government Act 2002 to complete its audited financial statements and service performance information for the year ended 30 June 2022, by 30 November 2022. This timeframe was not met because Audit New Zealand was unable to complete the audit within this timeframe due to an auditor shortage and the consequential effects of Covid-19, including lockdowns.

The previous extension of timeframes does not apply to this Annual Report.

The company's auditor (Audit New Zealand) had informed RSHL that we are considered low risk and low priority. As a result in August 2023, the Annual Report for the year ended 30 June 2022 has not yet been audited, and also this Annual Report for the year ended 30 June 2023 was provided to shareholders unaudited.

Registered Office

C/- O'Fee Next Level Accounting

PO Box 1007, Palmerston North

Auditors

Audit New Zealand on behalf of the Controller and Auditor-General.

Directors

The directors appointed for the period that this Performance Report covers were:

Mike Nield (Chairperson)	Taranaki Regional Council
John Crane	Waikato Regional Council (until 23 February 2023)
Janine Becker	Waikato Regional Council (from 23 February 2023)
Malcolm Nicolson	Northland Regional Council (until 24 August 2022)
Bruce Howse	Northland Regional Council (from 24 August 2022)
Ged Shirley	Horizons Regional Council
Jane Carroll	Southland Regional Council (until 24 August 2022)
Amy Kubrycht	Southland Regional Council (from 24 August 2022 until 23 February 2023)
Wilma Falconer	Southland Regional Council (from 23 February 2023)
Heather Mabin	West Coast Regional Council (until 23 February 2023)
Fiona McTavish	Bay of Plenty Regional Council (from 23 February 2023)
Asbjorn Aakjaer	Independent Director
Bruce Robertson	Independent Director (From 23 February 2023)

Interest Register

All directors listed their interests in the register on being appointed to the company and interest are reviewed at each board meeting. The following interests are registered:

Director	Organisation	Interest
Bruce Howse	Northland Regional Council	Group Manager, Corporate Services of Shareholding Council
Fiona McTavish	Bay of Plenty Regional Council BOPLASS Limited McTavish-Huriwai Investments Limited Quayside Holdings Limited Quayside Securities Limited Quayside Properties Limited	Chief Executive of Shareholding Council Director Director & Shareholder Director Director Director
Janine Becker	Waikato Regional Council	Director, Finance & Business Services of Shareholding Council
Mike Nield	Taranaki Regional Council Taranaki Stadium Trust	Director, Corporate Services of Shareholding Council Trustee
Ged Shirley	Horizons Regional Council	General Manager, Regional Services & Information of Shareholding Council
Wilma Falconer	Southland Regional Council Project Partners Limited	Chief Executive of Shareholding Council Director of Project Partners Limited (jointly owned company with husband)

Asbjorn Aakjaer	Negotiate Limited Aakjaer Trustee Company Ice Bear Holdings Limited One Sheep at a Time Limited <i>Note: Negotiate Consulting may from time to time provide advisory services to Northland Regional Council and Waikato Regional Council.</i>	Director & Shareholder Director & Shareholder Director & Shareholder Director & Shareholder
Bruce Robertson	R Bruce Robertson Limited <u>Local Authorities:</u> Auckland Council Hamilton City Council Thames-Coromandel District Council Waipa District Council Waitomo District Council Taupo District Council Bay of Plenty Regional Council Tauranga City Council Gisborne District Council Napier City Council South Wairarapa District Council Wellington City Council Timaru District Council Invercargill City Council Southland District Council Ministry of Primary Industries (MPI)	Director and Shareholder (consulting and advisory services). Through this business have a range of local authority and central government clients providing generally one off support and services, although sometimes over an extended time period. Audit & Risk Committee Chair (retiring October 2023) Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair (commenced 2023) Audit & Risk Committee Deputy Chair Member of Strategy, Finance & Risk Committee Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair (commenced 2023) Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair Audit & Risk Committee Chair

The following directors received the following payments throughout the year:

A Aakjaer - \$33,000 (Last Year: \$33,000) for independent director services.

B Robertson - \$9,208 (Last Year: Nil) for independent director services.



Statement of Compliance and Responsibility

In terms of the Local Government Act 2002, the Board of Directors is responsible for the preparation of RSHL financial statements and to assist the company to meet its objectives and any other requirements in its Statement of Intent (SOI).

The Board of Directors of RSHL has the responsibility for establishing, and has established, a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the Board of Director's opinion, these financial statements fairly reflect the financial position and operations of RSHL for the twelve months ended 30 June 2023 and confirm that all the statutory requirements in relation to the Performance Report were complied with, as outlined in the Local Government Act 2002 and the Companies Act 1993.

Signed on behalf of the Board of Directors:

A handwritten signature in black ink, appearing to read 'G Shirley', written over a horizontal line.

G Shirley - Director

Date: 24 August 2023

A handwritten signature in black ink, appearing to read 'A. Aakjaer', written over a horizontal line.

A Aakjaer - Director

Date: 24 August 2023



Statement of Comprehensive Revenue and Expense | Te Tauākī Matawhānui mō te Moniwhiwhi me ngā Whakapaunga

Regional Software Holdings Limited
For the year ended 30 June 2023

	NOTES	2022-23	2022-23 SOI	2021-22
Revenue				
Regional Sector Shared Services		5,925,405	2,800,656	5,288,820
Member Contributions	2	4,902,541	1,646,289	1,271,390
Other revenue	2	298,331	128,715	478,942
Interest		38,626	600	3,254
Total Revenue		11,164,903	4,576,260	7,042,406
Expenses				
Administration Costs	3	105,248	101,970	66,222
Audit and Legal Fees		68,033	85,000	116,722
Datacom Support Services		193,129	275,340	225,397
Environmental Charges		23,316	63,768	20,480
External Contractors		3,039,453	170,000	595,447
External Directors Fees		42,728	37,000	33,647
Management Fees		-	-	143,578
Other Direct Software Expenses		424,203	490,682	472,182
Personnel costs		843,340	778,000	302,370
Promotional costs		3,933	84,000	506
Regional Sector Shared Services		4,953,973	2,128,000	3,715,467
Travel and Meeting Costs		120,022	34,500	13,563
Depreciation	7	990,175	979,556	977,272
Total Expenses		10,807,552	5,227,816	6,682,854
Surplus/(deficit) before tax		357,351	(651,556)	359,553
Total comprehensive revenue and expense		357,351	(651,556)	359,553

The accompanying notes form part of these financial statements; all figures are exclusive of GST unless otherwise stated

Explanations of major variances against budget are provided in the notes.



Statement of Financial Position | Te Tauākī mō te Āhua o te Pūtea

Regional Software Holdings Limited As at 30 June 2023

	NOTES	2022-23	2022-23 SOI	2021-22
Assets				
Current Assets				
Cash and cash equivalents		5,851,788	899,799	1,560,358
Accounts Receivable and Accruals	5	2,138,546	-	1,378,096
Goods and Services tax		-	-	79,896
Income Tax Receivable		11,971	-	1,156
Total Current Assets		8,002,306	899,799	3,019,506
Non-Current Assets				
Property, Plant & Equipment (PPE)	6	1,600,380	2,111,430	2,581,597
Other non-current assets		8,905	-	-
Total Non-Current Assets		1,609,285	2,111,430	2,581,597
Total Assets		9,611,591	3,011,229	5,601,103
Liabilities				
Current Liabilities				
Payables and Accruals	8	1,779,295	-	1,410,384
Income Received in Advance		3,022,322	-	20,920
Goods and services tax		282,823	-	-
Total Current Liabilities		5,084,440	-	1,431,304
Total Liabilities		5,084,440	-	1,431,304
Net Assets		4,527,151	3,011,229	4,169,800
Equity				
Contributed Capital		5,149,150	5,149,150	5,149,150
Accumulated Funds		(621,999)	(2,137,922)	(979,350)
Total Equity		4,527,151	3,011,229	4,169,800

The accompanying notes form part of these financial statements; all figures are exclusive of GST unless otherwise stated



Statement of Changes in Equity/Net Assets | Te Tauākī mō ngā Panonitanga o te Whai Tūtanga/ngā Huarawa More

Regional Software Holdings Limited For the year ended 30 June 2023

	2022-23	2022-23 SOI	2021-22
Equity			
Opening Balance	4,169,800	3,662,784	3,810,247
Total Comprehensive Revenue and Expense for the year	357,351	(651,556)	359,553
Balance at 30 June	4,527,151	3,011,229	4,169,800
Total Comprehensive Revenue and Expense Attributable to			
Regional Software Holdings Ltd	357,351	(651,556)	359,553



Statement of Cash Flows | Te Tauākī mō ngā Kapewhiti

Regional Software Holdings Limited For the year ended 30 June 2023

	2022-23	2022-23 S0I	2021-22
Cash Flows from Operating Activities			
Receipts from Members	4,902,541	4,575,660	1,211,619
Interest Received	38,626	600	3,254
ReCoCo Income	4,047,111	-	4,467,814
Other Income	173,962	-	146,979
Income tax received/(paid)	(10,815)	-	(903)
Cash receipts from other operating activities	4,356,053	-	283,026
Payments to suppliers and employees	(9,495,791)	(4,248,260)	(5,011,341)
GST	309,251	-	(3,933)
Management Fees	(11,865)	-	(149,188)
General Expenses	(1,150)	-	-
Total Cash Flows from Operating Activities	4,307,923	328,000	947,327
Cash Flows from Investing and Financing Activities			
Payments to acquire property, plant and equipment	(7,589)	(328,000)	(72,994)
Payments to purchase intangibles	(8,905)	-	-
Cash Flows from Other Investing and Financing Activities	-	-	98
Total Cash Flows from Investing and Financing Activities	(16,494)	(328,000)	(72,896)
Net Increase/ (Decrease) in Cash	4,291,430	-	874,431
Cash Balances			
Cash and cash equivalents at beginning of period	1,560,358	899,799	685,927
Cash and cash equivalents at end of period	5,851,788	899,799	1,560,358
Net change in cash for period	4,291,430	-	874,431

The accompanying notes form part of these financial statements; all figures are exclusive of GST unless otherwise stated



Notes to the Financial Statements | Tuhinga Āpiti ki Te Ngā Tauākī Pūtea

Regional Software Holdings Limited For the year ended 30 June 2023

1. Statement of Accounting Policies | Te Tauākī mō ngā Kaupapa Here Mahi Kaute

Reporting Entity

Regional Software Holdings Limited (RSHL) was incorporated 17 October 2012. RSHL was primarily incorporated for the purposes of managing the investment and development of IRIS software, and had incorporated, and has designated itself a Public Benefit Entity (PBE), in keeping with the designation of the shareholders.

RSHL is a Public Limited Liability Company incorporated and registered under the Companies Act 1993 and is a council-controlled organisation as defined in Section 6 of Local Government Act 2002.

RSHL has no subsidiaries or joint ventures.

Entity Structure

In November 2022 the company was restructured. A new constitution and shareholders agreement were adopted.

At the beginning of the period the Company comprised of a Board of seven Directors. The Board oversees the governance of RSHL. The Board is accountable to its shareholders for the financial and non-financial performance of the company. In addition, there is a Chief Executive who is responsible for the day-to-day operations of RSHL and reports to the Board.

Each of the six shareholder entities were entitled to separately appoint one director each, and one independent director was appointed by the Board.

Following the restructure of RSHL into the Te Uru Kahika Shared Services organisation the company has a board of 8 directors, comprised of 6 council representatives and two independent directors.

RSHL directors are elected and retire by rotation. The process to elect an inaugural board for the new entity concluded at a special general meeting on 23 February 2023.

At the time of formation, the company issued 10,000 shares to its shareholders based on a previously agreed sizing formula.

As part of the restructure of the Company and adoption of a new shareholders' agreement and constitution the Company:

- Issued a single Class A "Controlling" Share to each existing shareholder of the Company.
- Created a Class B shareholding which will hold the ownership rights over IRIS classic asset. All Ordinary Shares in the Company were converted to Class B Shares. This enabled the founding shareholders to retain their rights and ownership of the IRIS asset and to reduce the impact of the transition to the new shareholding.
- Issued a single Class A share to Bay of Plenty Regional Council, Gisborne District Council and Hawkes Bay Regional Council on completion of the necessary processes and documents.



The shareholding of the Company as at 30 June 2023 is as follows:

Organisation	Class A (Control) Shares	Class B (IRIS) Shares
Waikato Regional Council	1	3,275
Northland Regional Council	1	1,675
Horizons Regional Council	1	1,550
Taranaki Regional Council	1	1,550
Southland Regional Council	1	1,550
West Coast Regional Council	1	400
Bay of Plenty Regional Council	1	-
Gisborne District Council	1	-
Hawkes Bay Regional Council	1	-

The financial statements are those of RSHL, for the twelve months ended 30 June 2023, and were authorised for issue by the Board of Directors on 24 August 2023.

Basis of Preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of Compliance

The financial statements of RSHL have been prepared in accordance with the requirements of the Local Government Act 2002, and the Companies Act 1993, which include the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

These financial statements and service performance information have been prepared in accordance with and comply with PBE Standards RDR. RSHL is eligible and has elected to apply the PBE Standards RDR because its expenses are less than \$30 million and it does not have public accountability as defined by XRB A1 Application of the Accounting Standards Framework.

RSHL transitioned to PBE Standards RDR in the year ended 30 June 2022, as stipulated in XRB A1, because total annual expenditure exceeded \$2,000,000 in 2019/20 and 2020/21. RSHL had previously elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting - Accrual (Public Sector) up to 30 June 2021.

Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars (NZ dollars) and all values are rounded to the nearest dollar.

Changes in Accounting Policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.



Summary of Significant Accounting Policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Foreign Currency Transactions

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into NZ\$ (the functional currency) using the spot exchange rate at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in surplus or deficit.

Goods and Services Tax

Items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows. Commitments and contingencies are disclosed exclusive of GST.

Critical Accounting Estimates and Assumptions

In preparing these financial statements, estimates and assumption have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

Additional Disclosure

The companies Act 1993 requires disclosure of the amount of the donations, audit fees, fees for other services from the auditor, and the number of employees of the company who received remuneration and other benefits above \$100,000 per annum, in brackets of \$10,000.

For this financial year eight staff members were employed by RSHL (last year there were two).

Remuneration Bracket	2022-23	2021-22
Up to 100,000	3	0
100,000 - 110,000	0	0
110,000 - 120,000	0	0
120,000 - 130,000	1	0
130,000 - 140,000	1	0
140,000 -150,000	1	1
150,000 - 160,000	0	0
160,000 - 170,000	0	0
170,000 - 180,000	0	1
180,000 - 190,000	1	0



190,000 - 200,000	0	0
200,000 - 210,000	1	0

	2022-23	2021-22
Fees to Auditors		
Fees to Audit NZ for audit of the financial statements and performance information	18,591	11,380
Fees to Audit NZ for other services	-	19,942
Total Fees to Auditors	18,591	31,322

Donations made in the period: none (last year: none).

2. Revenue

Accounting Policy

The specific accounting policies for significant revenue items are explained below:

Revenue is recognised depending on whether the revenue is from exchange or non-exchange transactions.

Exchange Revenue

Exchange revenue from the rendering of services is recognised by reference to the stage of completion of the services.

Other Revenue

Other Revenue includes Consulting Services, and Council Specific Funding (for software and Subscriptions). RSHL recognises revenue from these services in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed based on the work performed or the stage of completion of the subscription period.

Investment Revenue

Interest revenue is recorded as it is earned.

Non-Exchange Revenue

Non-exchange revenue is recognised when it becomes receivable, unless there is a substantive use or return condition attached to the funding for non-performance. If there is a substantive use or return condition, revenue is deferred and recognised as revenue only upon satisfying the condition of the funding.

Non-exchange transactions are those where RSHL receives value from another entity (e.g. cash or other assets) without giving approximately equal value in exchange. Inflows of resources from non-exchange transactions, other than services in-kind, that meet the definition of an asset are recognised as an asset only when:

- It is probable that RSHL will receive an inflow of economic benefits or service potential; and
- The fair value of can be measured reliably.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- It is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- The amount of the obligation can be estimated reliably.

Members Contributions and Regional Sector Shared Services

The revenue from Members Contributions and Regional Sector Shared Services is all regarded as non-exchange revenue and



recognised when it becomes receivable as there is no economic consequences of delivery outlined in the agreements.

	2022-23	2021-22
Members Contributions		
IRIS NextGen Programme	3,671,503	-
IRIS Programme	1,231,038	1,211,619
Members Contributions Non SOI (All Members)	-	59,771
Total Members Contributions	4,902,541	1,271,390

Members contributions include \$2,339,744 income from the shareholder councils as described in note 11. Members contributions from non-shareholder councils total \$316,498.

	2022-23	2021-22
Other Income		
User Funding	-	156,931
Other Revenue	188,293	155,223
Council Specific Funding (Individual councils)	110,038	66,589
ReCoCo Fund Allocation	-	100,199
Total Other Income	298,331	478,942

3. Expenses

Accounting Policy

Expenditure is recognised on an accrual basis when the service was provided, or the goods received. Costs associated with maintaining the IRIS software suite are recognised as an expense when incurred.

	2022-23	2021-22
Administration Expenses		
Accounting & Technical Support	90,542	59,379
Administration Costs	11,455	4,121
Bank Fees	383	371
Insurance	2,868	2,350
Total Administration Expenses	105,248	66,222

4. Cash and Cash Equivalents

Accounting Policy

Cash and cash equivalents include cash on hand, on demand or call deposits, and other short-term investments with original maturities of three months or less, and bank overdrafts.

	2022-23	2021-22
Cash and cash equivalents		
Business Online Saver	283,807	280,577
Credit Card - Mark Donnelly	(1,191)	(290)



	2022-23	2021-22
Current Account	5,569,171	1,280,071
Total Cash and cash equivalents	5,851,788	1,560,358

5. Receivables

Accounting Policy

Short-term receivables are recorded at the amount owed, less an allowance for credit losses. RSHL applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectations of recovery. Indicators that there is no reasonable expectations of recovery include the debtor being in liquidation or the receivable being more than one year overdue.

	2022-23	2021-22
Receivables and accruals		
Accounts Receivable	2,061,425	1,315,336
Prepayments	77,121	62,760
Total Receivables and accruals	2,138,546	1,378,096

6. Property, Plant and Equipment

Accounting Policy

Property, plant, and equipment consists of the following asset classes: Computer Hardware.

All asset classes are measured at cost, less accumulated depreciation, and impairment losses.

Individual assets, or group of assets, are capitalised if their cost is greater than \$5,000.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment, other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of property, plant, and equipment have been estimated as follows:

The useful life and associated depreciation rate for computer hardware is between 50% and 67%.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Impairment

Property, plant, and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to its recoverable amount. For revalued assets, the impairment loss is recognised in other comprehensive revenue and expense and decreases the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in surplus or deficit.



For assets not carried at a revalued amount, the total impairment loss is recognised in surplus or deficit.

The reversal of an impairment loss on a revalued asset is recognised in other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in surplus or deficit, a reversal of an impairment loss is also recognised in surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in surplus or deficit.

	Computer Hardware	Total
Balance as at 1 July 2021	-	-
Additions	-	-
Disposals (net accumulated depreciation)	-	-
Depreciation Expense	-	-
Balance as at 30 June 2022	-	-
Balance as at 1 July 2022	-	-
Additions	8,958	8,958
Disposals (net of accumulated depreciation)	-	-
Depreciation Expense	(1,132)	(1,132)
Balance as at 30 June 2023	7,826	7,826

7. Intangible Assets

Accounting Policy

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the costs of services, software development employee costs, and an appropriate portion of relevant overheads.

From the 2020-21 year all IRIS development is now treated as operating expenses (previously recognised as property, plant and equipment). All determined IRIS development that will not enhance the asset that was previously recognised as property, plant and equipment has now been expensed in the year.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs of software updates or upgrades are capitalised only when they increase the usefulness or value of the software. Costs associated with development and maintenance of the RSHL website are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in surplus or deficit.



The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired computer software 10 years 10%

Internally developed computer software 10 years 10%

Where software in this category is replaced, upgraded or determined by RSHL to be of no further operational benefit, a change in value will be recognised through the Statement of Comprehensive Revenue and Expense. This change in value will be the difference between the carrying value of the original item and its fair value.

Impairment

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, irrespective of whether there is any indicator of impairment.

For further details, refer to the policy for impairment of property, plant, and equipment in Note 6. The same approach applies to the impairment of intangible assets.

Under International Public Sector Accounting Standards (IPSAS) 31 and 21 the management of RSHL is required to consider whether there is an impairment to the suite of intangible assets.

RSHL has considered the external and internal sources of information under IPSAS 21 and considers it likely that on or about 30 June 2027 the current IRIS software platform and attendant e-learning software will be discontinued with no residual value. On this consideration the current IRIS asset and attendant e-learning software has been impaired in 2021 and then further impaired in 2022.

Therefore all software assets will be depreciated so as to have a nil residual value on 30 June 2027. (From the 2020-21 year: to have no residual value by 30 June 2028).

All assets that will not be impacted by impairment will continue to be depreciated on a straight-line basis at 10% and have no residual value on 30 June 2027.

Impaired assets are depreciated on a straight-line basis at variable rates to have no residual value on 30 June 2027.

The impairment adjustments from the 2022 and the 2021 years will form part of the depreciation expense until 30 June 2027.

All assets that will not be impacted by impairment will continue to be depreciated on a straight-line basis at 10% and have no residual value on 30 June 2027.

Impaired assets will be depreciated on a straight-line basis at variable rates to have no residual value on the 30 June 2027.

The impairment adjustment from the 2021 and 2022 years will form part of the depreciation expense until 30 June 2027.

	E-Learning Software	IRIS Software Intellectual Property	Total
Balance as at 1 July 2021	26,933	3,458,942	3,485,875
Additions	-	72,994	72,994
Disposals (net accumulated amortisation)	-	-	-
Amortisation Expense	(4,491)	(972,781)	(977,272)
Balance as at 30 June 2022	22,442	2,559,155	2,581,597
Balance as at 1 July 2022	22,442	2,559,155	2,581,597
Additions	-	-	-
Disposals (net of accumulated amortisation)	-	-	-



Amortisation Expense	(4,491)	(984,552)	(989,043)
Balance as at 30 June 2023	17,951	1,574,603	1,592,554

At 30 June 2023 the work in progress value of the IRIS Asset is \$Nil (30 June 2022: \$Nil). The work in progress written off has been included in other direct software expenses.

The impairment adjustment of E-Learning Software and IRIS Software Intellectual Property from the 2022 year will form part of the depreciation expense until 30 June 2027.

8. Payable and Deferred Revenue

Short term payables are measured at the amount payable.

Employee Entitlements

Employee entitlements that are expected to be settled wholly before 12 months after the end of the reporting period in which the employees provide the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned to but not yet taken at balance date.

Annual leave expected to be settled within 12 months of balance date are classified as a current liability.

	2022-23	2021-22
Payables and accruals		
Accounts Payable	1,689,833	1,353,349
PAYE Payable	22,725	8,554
Employee Entitlements	51,977	20,088
Accrued Expenses	14,760	28,392
Total Payables and accruals	1,779,295	1,410,384

9. Income Tax

Accounting Policy

Income tax expense includes components relating to current tax and deferred tax, and is calculated using tax rates and tax laws that have been enacted or substantively enacted at balance date.

Current tax is the income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.



2022-23

2021-22

Income Tax

Components of Tax Expense

Current Tax	-	-
Deferred Tax	-	-
Tax Expense	-	-
Net surplus/ (deficit) before tax	-	-
Tax at 28%	-	-
Plus / (less) tax effects of:		
Non-Deductible Expenditure	-	-
Effect of changes in recognised tax losses	-	-
Fixed asset adjustment	-	-
Tax credits received subject to tax	-	-

Unused tax losses of x (2022: \$5,086,838) are available to carry forward and offset against future offset against future taxable income.

Deferred tax assets/(liabilities)	Tax losses	Property, plant and equipment	Other temporary differences	Total
Balance at 1 July 2021	844,039	(848,155)	4,116	-
Charged to surplus or deficit				-
Charged to other comprehensive revenue and expense	-	-	-	-
Balance at 30 June 2022	844,039	(848,155)	4,116	-
Charged to surplus or deficit				-
Charged to other comprehensive revenue and expense	-	-	-	-
Balance at 30 June 2023	844,039	(848,155)	4,116	-

A deferred tax asset has not been recognised in relation to tax losses of x (2022: \$343,0222).

10. Equity

Accounting Policy

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as contributed capital and accumulated surplus.

2022-23

2021-22

Equity

Contributed Capital

Balance at 1 July	5,149,150	5,149,150
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	2022-23	2021-22
Capital Contribution	-	-
Balance at end of period	5,149,150	5,149,150
Accumulated Surplus		
Balance at 1 July	(979,350)	(1,338,903)
Surplus/(deficit) for the year	357,351	359,553
Balance at end of period	(621,999)	(979,350)
Total Equity	4,527,151	4,169,800

11. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at 30 June 2023 (Last year - nil).

12. Related party transactions

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect RSHL would have adopted in dealing with the party at arm's length in the same circumstances.

Related Party Transactions Significant to RSHL Requiring Disclosure (excluding GST):

Shareholder	2022/23	2021/22	Description of Services
Waikato Regional Council	93,765	142,808	Management Services - IRIS PMO Manager
Waikato Regional Council	33,006	7,338	Reimbursement for travel booked by WRC on behalf of RSHL
Waikato Regional Council	1,464	-	Purchase of laptop for staff member
Waikato Regional Council	-	49,000	Reimbursement for staff member seconded to the sector farm platform project. Funded from the SFMS.
Horizons Regional Council	51,001	147,751	Reimbursement of Regional Sector Office Costs, funded from the SFMS.
Horizons Regional Council	4,177	-	Reimbursement for travel booked by HRC on behalf of RSHL
Taranaki Regional Council	-	11,331	Reimbursement for staff member seconded to the IRIS NextGen project.
Taranaki Regional Council	-	737	Reimbursement for travel for staff member seconded to the IRIS NextGen project
Taranaki Regional Council	290	-	Reimbursement for Te Uru Kahika Mayors/Chairs induction dinner cost, funded from the SFMS
Taranaki Regional Council	5,270	-	Admin costs for Biosecurity Working Group
Bay of Plenty Regional Council	507,892	-	Reimbursement for BioControl Programme
Bay of Plenty Regional Council	37,240	-	Reimbursement of costs Practices, Methodologies and Standards NZ River Managers SIG
Hawkes Bay Regional Council	78,254	-	River Managers SIG Professional Development Programme expenditure



Revenue of \$4,332,237 was received from the shareholder councils as member contribution in the year ended 30 June 2023 as outlined in note 2 (2022: \$2,339,744)

Member contributions were received as follows:

Shareholder	2022/23	2021/22
Waikato Regional Council	1,054,691	446,833
Bay of Plenty Regional Council	655,945	-
Horizons Regional Council	594,653	217,482
Hawkes Bay Regional Council	544,566	-
Northland Regional Council	544,566	164,616
Taranaki Regional Council	445,059	164,616
Southland Regional Council	445,057	164,616
West Coast Regional Council	47,702	53,455

As at 30 June 2023 \$368,074 (2022: \$317,949) was owed to RSHL by Member Councils and \$425,474 (2022: 152,998) was owed by RSHL to Member Councils.

13. Events After Balance Date

There are no significant events after balance date (2022: Nil).

14. Financial Instruments

PBE IPSAS 41 replaces PBE IFRS 9 Financial Instruments and is effective for the year ending 30 June 2023. RSHL has assessed that there will be little change as a result of adopting the new standard as the requirements are similar to those contained in PBE IFRS 9. The carrying amounts of financial assets and liabilities in each of the PBE IPSAS 41 financial instrument categories are as follows:

	2022-23	2021-22
Financial assets measured at amortised cost		
Cash and cash equivalents	5,851,788	1,560,358
Receivables (excluding taxes receivable)	2,138,546	1,378,096
Total Financial assets measured at amortised cost	7,990,334	2,938,454
Financial liabilities measured at amortised cost		
Payables (excluding income in advance and taxes payable)	1,704,593	1,381,741
Total Financial liabilities measured at amortised cost	1,704,593	1,381,741

Financial Instrument Risks

RSHL's activities expose it to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk. RSHL has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

**Market risk****Currency risk**

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises from recognised liabilities, which are denominated in a foreign currency. RSHL has low exposure to currency risk because it does not have significant overseas liabilities.

Fair value interest rate risk

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate, or the cash flows from a financial instrument will fluctuate, due to changes in market interest rates. RSHL has exposure to interest rate risk because it has interest-bearing bank accounts, but is not reliant on interest income for maintaining liquidity.

Credit risk

Credit risk is the risk that a third party will default on its obligation to RSHL, causing RSHL to incur a loss. In the normal course of its business, credit risk arises from receivables, and deposits with banks. These entities have high credit ratings. For its other financial instruments, RSHL does not have significant concentrations of credit risk.

RSHL's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, receivables, and derivative financial instrument assets. There is no collateral held as security against these financial instruments.

Although cash and cash equivalents as at 30 June 2023 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

RSHL has deposited funds only with Westpac (Standard & Poor's credit rating of AA-), a registered bank.

Liquidity risk**Management of liquidity risk**

Liquidity risk is the risk that RSHL will encounter difficulty raising liquid funds to meet commitments as they fall due. As part of meeting its liquidity requirements, RSHL closely monitors its forecast cash requirements. RSHL maintains the level of available cash to meet liquidity requirements and to meet liabilities as they fall due.



Notes to the Financial Statements | Tuhinga Āpiti ki Te Ngā Tauākī Pūtea

15. Explanations of Major Variances Against Budget

Statement of Financial Performance	Actual	Budget	Variance	Explanation
Regional Sector Shared Services Revenue	5,925,405	2,800,656	3,124,749	Te Uru Kahika did not finalise the SFMS budget until August 2022. As such the budget figure for FY23 was based on the FY22 figure. The shared services revenue budget was set in August 2022 at \$3.3M. In fact \$3.6M was collected from councils. Additional funding was collected for Intensive Winter Grazing Analysis and other Spatial Programmes. In addition, MFE provided over \$2M in funding of the Essential Freshwater Programme.
Member Contributions	4,902,541	1,646,289	3,256,252	Member contributions included \$3.7M for IRIS NextGen. The original budget included only \$0.4M for IRIS NextGen in FY23. This matches the variance.
Interest	38,626	600	38,026	RSHL held significant cash reserves for much of the year because of lump-sum funding received from MFE and timing variances on expenditure for major programmes. Interest was allocated to programmes using the overheads model.
Audit and Legal Fees	68,033	85,000	(16,967)	Budgeted figure included \$20K for HR Consultancy costs, which have been included under personnel costs. Expenditure included \$12K for review of IRIS NextGen legal documents, this was funded by the IRIS NextGen Programme.
Datacom Support Services	193,129	275,340	(82,211)	These are charges for support of the IRIS product. Less support was required than budgeted.
Environmental Charges	23,316	63,768	(40,452)	Budgeted figure included \$40K for hosting of EMAR and LAWA, which has been allocated under regional sector shared services expenses.
External Contractors	3,039,453	170,000	2,869,453	Budgeted figure did not include IRIS NextGen Programme costs as the programme was not approved until November 2022.
Other Direct Software Expenses	424,203	490,682	(66,479)	WRC cancelled it's Cognise subscription, resulting in a \$20K reduction in expenditure, while IRIS Development costs were also underspent by \$40K.
Personnel costs	843,340	778,000	65,340	Te Uru Kahika added additional hours for Sector Office Staff and staff costs were more than budgeted due to additional processing and compliance costs.
Promotional costs	3,933	84,000	(80,067)	Budgeted figure included \$68K for EMAR and LAWA which has been allocated to regional sector shared services expenses.

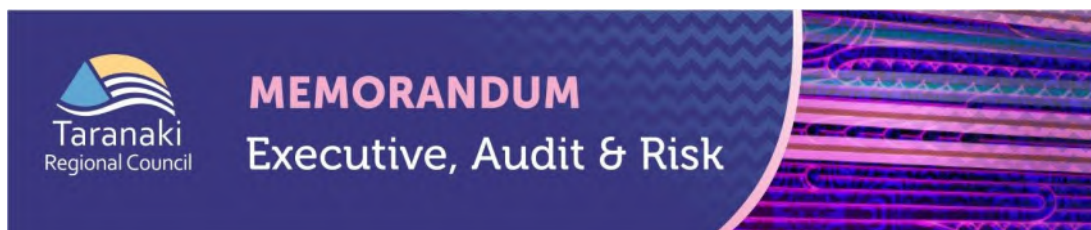


Statement of Financial Performance (cont.)	Actual	Budget	Variance	Explanation
Regional Sector Shared Services Expenses	4,953,973	2,128,000	2,825,973	Te Uru Kahika did not finalise the SFMS budget until August 2022. As such the budget figure for FY23 was based on the FY22 figure. The shared services expenditure budget was set in August 2022 at \$3.3M. The additional expense in the SFMS was for the INFDP Project (funded by MfE), Essential Freshwater, Intensive Winter Grazing Analysis and Spatial Projects.
Travel and Meeting Costs	120,022	34,500	85,522	Variations. IRIS NextGen travel costs of \$14K were unbudgeted because the the programme was not approved until November. Te Uru Kahika, had travel costs of \$91K across all programmes against a budget of \$13K. This is because most Te Uru Kahika travel expenses were not explicitly budgeted for and were "rolled up" into project budgets.
Statement of Financial Position				
Statement of Financial Position	Actual	Budget	Variance	Explanation
Cash and cash equivalents	5,851,788	899,799	4,951,989	At year end RSHL holds substantial cash reserves on behalf of work programmes, including \$3M for the East Coast LIDAR Programme and unspent funds for IRIS, IRIS NextGen and the SFMS.
Accounts Receivable and Accruals	2,138,546	-	2,138,546	Accounts Receivable are not provided for in the budget.
Property, Plant & Equipment (PPE)	1,600,380	2,111,430	(511,050)	Budgeted Capital Expenditure for IRIS in FY22 and FY23 was expensed, following advice. Accordingly the value of the IRIS software asset is less than budgeted.
Payable and Accruals	1,779,295	-	1,779,295	Accounts Payable was not provided for in the SOI budget.
Income Received in Advance	3,022,322	-	3,022,322	At year end RSHL holds substantial cash reserves on behalf of work programmes, including \$3M for the East Coast LIDAR Programme and unspent funds for IRIS, IRIS NextGen and the SFMS. The LIDAR Funds are treated as Income Received in Advance.



Council
Collaboration
Into Action

PO Box 1007, Palmerston North



Date: 24 October 2023

Subject: **Civic Financial Services Ltd Half-Yearly Accounts to 30 June 2023**

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

Document: 3206572

Purpose

1. The purpose of this memorandum is to receive and consider Civic Financial Services Ltd's Half-Yearly Accounts to 30 June 2023.

Recommendations

That the Taranaki Regional Council:

- a) receives Civic Financial Services Ltd's Half-Yearly Accounts to 30 June 2023.

Background

2. The Council holds 1,000 shares in Civic Financial Services Ltd (Civic). This equates to 0.01% of the ownership of the company or \$1,039 of the net assets. The Council's ownership and risk exposure from this investment is immaterial.
3. Our Investment Policy notes that half-yearly accounts will be considered by the Council. The shares continue to be held as the shares are not readily transferrable.

Discussion

4. Civic provides a range of financial services (mainly insurance and superannuation) to the local government sector. Currently, Civic does not provide insurance products. It earns its money from administration fees for services to RiskPool, the LAPP Disaster Fund, the SuperEasy Superannuation Scheme, and the SuperEasy KiwiSaver Superannuation Scheme.
5. The company had a successful half-year with a net profit after tax of \$231,000.
6. Given the lack of risk and exposure to this investment it is recommended that the half-year report be received.

Financial considerations—LTP/Annual Plan

7. 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

8. 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

9. 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

10. 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

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

Appendices/Attachments

Document 3206433: [Civic Financial Services Ltd Half-Yearly Accounts to 30 June 2023](#)



6 September 2023

Steve Ruru
Chief Executive
Taranaki Regional Council
Private Bag 713
STRATFORD 4352
steve.ruru@trc.govt.nz

Kia ora Steve

Civic Financial Services Ltd Half-Yearly Accounts to 30 June 2023

Please find enclosed your copy of the half-yearly accounts for Civic Financial Services Limited ("Civic") to 30 June 2023. You will be pleased to know that the company is tracking above budget and has returned an (unaudited) pre-tax profit of \$320k for the first half of 2023 with the company maintaining a strong financial position as at 30 June 2023.

As reflected in the accounts Civics' income is derived from administration services and investment income. In addition to administering Riskpool, Civic Liability Pool and the LAPP Fund, Civic administers the Local Government Superannuation Scheme (Employer Scheme) and SuperEasy KiwiSaver Superannuation Scheme which are offered to local government on an exclusive basis. Civic (through its Local Government Superannuation Scheme and/or SuperEasy KiwiSaver Scheme) provides superannuation services to 76 councils, has over 11,468 members and funds under management of over \$537 million as at the end June 2023. Of the councils that have a preferred provider for KiwiSaver, 69 out of 73 (94%) have appointed SuperEasy KiwiSaver Superannuation Scheme.

Our journey continues to improve on how we communicate to our members through our refreshed SuperEasy website, Electronic Direct Mail, Fund Manager webinars and our new Facebook site.

We are committed to our mission statement that Civic will be trusted and preferred financial services provider to the local government sector:

- 1) Dedicated to our shareholders.
- 2) Committed to our members.
- 3) A sound and successful business.

We appreciate your support.

Ngā mihi

Charlie Howe
Chief Executive, Civic Financial Services Ltd

CIVIC FINANCIAL SERVICES LTD**STATEMENT OF COMPREHENSIVE INCOME (Unaudited)
FOR THE SIX MONTHS ENDED 30 JUNE 2023**

	Six Months		Full Year	
	Note	2023 \$000	2022 \$000	2022 \$000
REVENUE				
Administration Fees		1,451	1,497	2,905
Income from Investments		278	99	266
TOTAL REVENUE		<u>1,729</u>	<u>1,596</u>	<u>3,171</u>
EXPENDITURE				
Depreciation & Amortisation		45	44	89
Employee Remuneration		451	482	983
Other Expenses		914	970	1,957
TOTAL EXPENDITURE		<u>1,409</u>	<u>1,496</u>	<u>3,029</u>
NET SURPLUS BEFORE TAXATION		<u>320</u>	<u>100</u>	<u>142</u>
Less Taxation Expense	6	89	28	1,165
NET SURPLUS AFTER TAXATION		<u>231</u>	<u>72</u>	<u>(1,023)</u>

**STATEMENT OF MOVEMENTS IN EQUITY (Unaudited)
FOR THE SIX MONTHS ENDED 30 JUNE 2023**

	Six Months		Full Year	
		2023 \$000	2022 \$000	2022 \$000
Equity as at 1 January		10,159	11,182	11,182
Net Surplus After Taxation		231	72	(1,023)
EQUITY AS AT 30 JUNE		<u>10,390</u>	<u>11,254</u>	<u>10,159</u>

**STATEMENT OF FINANCIAL POSITION (Unaudited)
AS AT 30 JUNE 2023**

	2023 \$000	2022 \$000	2022 \$000
EQUITY			
Capital	10,764	10,764	10,764
Retained Earnings	(375)	490	(605)
TOTAL EQUITY	<u>10,390</u>	<u>11,254</u>	<u>10,159</u>
Represented By:			
Current Assets			
Bank & Cash Equivalents	145	68	522
Term Deposits	3,366	5,335	4,557
Sundry Debtors, Prepayments and Accrued Interest	533	511	555
Loans	5,649	3,360	3,800
TOTAL CURRENT ASSETS	<u>9,693</u>	<u>9,274</u>	<u>9,434</u>
Non-Current Assets			
Property, Plant & Equipment & Intangible Assets	92	167	135
Deferred Tax Asset	954	2,181	1,043
TOTAL NON CURRENT ASSETS	<u>1,046</u>	<u>2,348</u>	<u>1,178</u>
TOTAL ASSETS	<u>10,739</u>	<u>11,622</u>	<u>10,612</u>
Current Liabilities			
Sundry Creditors & Accrued Charges	349	368	453
TOTAL CURRENT LIABILITIES	<u>349</u>	<u>368</u>	<u>453</u>
TOTAL LIABILITIES	<u>349</u>	<u>368</u>	<u>453</u>
EXCESS OF ASSETS OVER LIABILITIES	<u>10,390</u>	<u>11,254</u>	<u>10,159</u>

The notes to the accounts on page 3 form part of and are to be read in conjunction with these Statements.

CIVIC FINANCIAL SERVICES LTD**STATEMENT OF CASH FLOWS (Unaudited)
FOR THE SIX MONTHS ENDED 30 JUNE 2023**

	Six Months		FULL YEAR	
	Notes	2023 \$000	2022 \$000	2022 \$000
Cash Flows from Operating Activities				
Cash from operating activities:		1,431	1,612	3,007
Cash applied to operating activities:		1,439	1,583	2,919
Net Cashflow from Operating Activities	5	(8)	29	88
Cash Flows from Investing Activities				
Cash provided from investing activities:		1,225	610	2,440
Cash applied to investing activities:		1,852	958	2,342
Net Cashflow from Investing Activities		(627)	(348)	98
Cash Flows from Financing Activities				
Cash was provided from financing activities:		258	52	-
Cash applied to financing activities:		-	-	-
Net Cashflow from Financing Activities		258	52	-
Net Decrease in Cash Held		(377)	(267)	187
Opening Cash Balance as at 1 January		522	335	335
Closing Cash Balance as at 30 June		145	68	522
Being:				
Bank & Cash Equivalents		145	68	522

The notes to the accounts on page 3 form part of and are to be read in conjunction with this statement.

CIVIC FINANCIAL SERVICES LTD
FOR THE SIX MONTHS ENDED 30 JUNE 2023

Notes to the Financial Statements

1 Statement of Compliance

The Group is a Tier 2 Public Sector Public Benefit Entity and the financial statements have been prepared in accordance with and comply with Tier 2 Public Sector Public Benefit Entity (PBE) Standards.

2 Accounting policies

The accounting policies applied in the preparation of the half year financial statements are consistent with those disclosed in the 2022 annual report.

3 Basis of Preparation

These interim financial statements have been prepared in accordance with PBE IAS 34 - Interim Financial Reporting, and should be read in conjunction with the Company's annual financial report for the year ended 31 December 2022. Disclosures in these interim financial statements are less extensive than those in the annual financial report.

4 Comparative figures.

The comparative figures are for the six months ended 30 June 2022 and the year ended 31 December 2022.

5 Reconciliation of net surplus after tax with cash flow from operating activity.

	Six Months		Full Year
	2023 \$000	2022 \$000	2022 \$000
Reported Surplus After Taxation	231	72	(1,023)
Add/(less) non cash items			
Loan Interest	(258)	(52)	(152)
Depreciation	45	44	89
Deferred Tax Liability	89	28	1,166
Movement in CLP/ Riskpool Admin Fee Reserve	(10)	(10)	(19)
	(134)	10	1,083
Add/(less) movements in other working capital items			
Sundry Debtors, Prepayments and Accrued Interest	22	159	115
Sundry Creditors and Accrued Charges	(93)	(182)	(88)
	(71)	(23)	28
Less Items Classified as investing activity	(34)	(30)	(74)
Less Items Classified as financing activity	-	-	75
Net Cash Outflow from Operating Activities	(8)	29	88

6 Income Tax

The income tax liability for June 2023 is nil as the Company has unused tax credits with which it will use to offset any income tax expense.

7 Loans

Secured loan agreements between the Company and Local Government Mutual Funds Trustee Limited on behalf of New Zealand Mutual Liability Riskpool ("Riskpool") were entered into in February 2017 and August 2017 for \$2,250,000 each, and an additional secured loan agreement of \$2,500,000 entered in March 2023. All three loans are arm's length and on commercial terms to assist with Riskpool's cashflow. Any loan may be repaid by Riskpool at any time without penalty and the agreement terminated by either party with six months' notice.

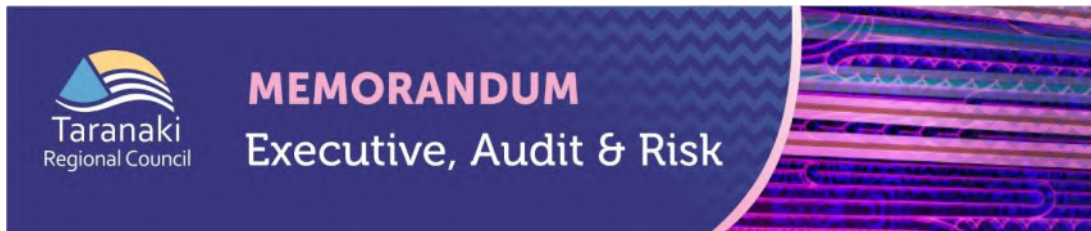
8 Contingent liabilities.

The contingent liabilities are:

- i) 100,000 uncalled shares in the wholly owned subsidiary, Local Government Superannuation Trustee Limited.
- ii) 1,000 uncalled shares in the wholly owned subsidiary, Local Government Mutual Funds Trustee Limited.
- iii) 100 uncalled shares in the wholly owned subsidiary, SuperEasy Limited.
- iv) 100 uncalled shares in the wholly owned subsidiary, Local Government Finance Corporation Limited.

9 Events occurring after reporting date

There have been no significant events since the reporting date that affect the results disclosed in the half year financial statements.



Date: 24 October 2023

Subject: **2024/2034 Long-Term Plan: Financial Strategies and Policies**

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

Document: 3215515

Purpose

1. The purpose of this memorandum is to receive and consider the initial *2024/2034 Long-Term Plan Financial Strategies and Policies* and then to provide feedback.

Recommendations

That the Taranaki Regional Council:

- a) receives the memorandum *2024/2034 Long-Term Plan: Financial Strategies and Policies*
- b) provides feedback to the Chief Executive on the initial *2024/2034 Long-Term Plan: Financial Strategies and Policies*
- c) notes that the Financial Strategies and Policies will be included in the consultation documents for the *2024/2034 Long-Term Plan*
- d) notes that some these policies and strategies will need be updated dependent upon the decisions on the key issues to be consulted upon in the *2024/2034 Long-Term Plan*
- e) notes that the rates remission and postponement policies will be updated to align with the respective policies of the New Plymouth, Stratford and South Taranaki district councils.

Background

2. The process of preparing and adopting the *2024/2034 Long-Term Plan* is underway and will be completed by 30 June 2024.
3. Part of this process is the review and updating of Financial Strategies and Policies.
4. This is an initial opportunity to review the Financial Strategies and Policies, to provide feedback and to identify any areas for further work ahead of the inclusion of the Financial Strategies and Policies in the consultation documents for the *2024/2034 Long-Term Plan*. The Financial Strategies and Policies will go through the full special consultative process adopted in the development of the *2024/2034 Long-Term Plan*.

Discussion

5. The review and updating of Financial Strategies and Policies is underway. To date this has involved an internal review/update and a peer and legal review. Attached is the updated version.
6. There are no significant changes as the existing Financial Strategies and Policies have proved robust and have served the Council well over many years. The minor changes made are largely because of legislative changes and changes in best practice within the sector.
7. This is an initial opportunity to review the Financial Strategies and Policies, to provide feedback and to identify any areas for further work ahead of the inclusion of the Financial Strategies and Policies in the consultation documents for the *2024/2034 Long-Term Plan*.
8. The Council is going to be addressing the key consultation issues for the *2024/2034 Long-Term Plan* over the next few months. Some of these decisions will have direct impact on the Financial Strategies and Policies and subsequent changes will be included in the Financial Strategies and Policies ahead of public consultation and engagement.
9. Historically, the rates remission and postponement policies have been aligned with the respective district council that is collecting the rates on our behalf. That is, the rates remission and postponement policies of each district council are our policies. The attached policies are the policies adopted for the *2021/2031 Long-Term Plan*. The policies will be updated as each district council goes through the process of adopting their rates remission and postponement policies. This process is efficient and effective as the district council collecting the rates on our behalf only have to apply one set of policies.
10. The updated set of Financial Strategies and Policies will be subject to public consultation and engagement as part of the special consultative process applied to the *2024/2034 Long-Term Plan*. The Council will consider and adopt the Financial Strategies and Policies at the February 2024 Ordinary Meeting.

Financial considerations—LTP/Annual Plan

11. 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

12. 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

13. 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

14. 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

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

Appendices/Attachments

Document 3213137: [2024/2034 Long-Term Plan: Financial Strategies and Policies](#)

Financial Strategies and Policies

Document 3213137

Financial Strategy

Purpose

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

Introduction

Our mission is:

To work for a thriving and prosperous Taranaki by:

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

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

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



Summary

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

The key points in this Strategy are:

- the range of programmes provided for in already adopted plans, strategies and policies are being delivered by this Plan and the financial resources required for these programmes included in the estimates
- the financial resources required for the delivery of the preferred options outlined in the Key Issues section of this Plan are fully provided for in the estimates

- the maintenance and development of key assets (flood control schemes, regional gardens and Yarrow Stadium) are provided for in this Plan
- over the life of the Plan, there is a balanced budget, albeit there are surpluses and deficits in individual years that are smoothed by the use of the Dividend Equalisation Reserve
- external public debt is used to align the costs and benefits of some projects over the life of those projects
- the relatively strong financial position is retained over the life of this Plan.

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

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

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

Insert line graph – total rates and general rates increases pa.

Insert bar graphs – revenue sources and expenditure pa.

Background

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

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

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

Current Situation

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

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

Looking Forward

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

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

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

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

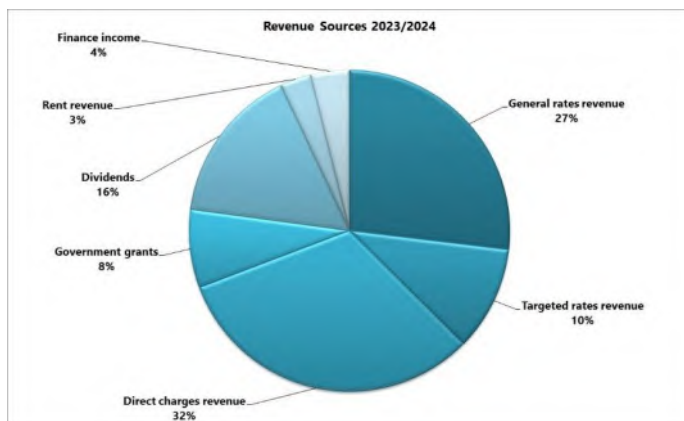
Implications

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

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

Funding Sources

The current funding sources are:



Add commentary here if this changes significantly in the LTP.

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

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

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

Total rates will not exceed 60% of total revenue									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%
total rates increases will not exceed 10% of total expenditure									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34

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

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

Investments

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

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

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

Investment	Value 30 June 2023	Principal reason for holding the investment	Budgeted return
Port Taranaki Ltd	\$26,000,000	Income stream to reduce general rates/strategic benefit to the regional community	\$8,000,000 pa
Cash and treasury investments	\$813,371	Income stream to reduce general rates	3-4% pa
Cash and treasury investments – Waitara Leasehold lands	\$21,450,409	Restoration, protection and enhancement of Waitara River and catchment	3-4% pa
Investment properties	\$21,859,000	Income stream to reduce general rates	4-5% pa
Civic Financial Services Ltd	\$1,000	Inherited investment – limited ability to dispose of	Nil
Regional Software Holdings Ltd	\$798,118	Strategic holding for the benefit of the regional sector/reduction of operating costs	Nil

Debt

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

Total interest expense on net external public debt will not exceed 50% of total annual rates and levies. Net external public debt per capita will not exceed \$1,000. These limits may be exceeded if the Council is required to meet the obligations of Port Taranaki Ltd under a guarantee in respect of any proposed expansion.

Total interest expense on net external public debt will not exceed 50% of total annual rates and levies									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%	Xx%
Net external public debt per capita will not exceed \$1,000.									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34

\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx	\$x,xxx
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External borrowing and interest rate management instruments will generally be secured by way of a charge over rates and rates revenue offered through a Debenture Trust Deed. Under a Debenture Trust Deed, Council’s borrowing is secured by a floating charge over all Council rates levied under the Local Government Rating Act. The security offered ranks equally or pari passu with other lenders.

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

Reserves and Public Equity

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

Revenue and Financing Policy

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

Introduction

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

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

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

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

Funding sources

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

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

- enforcement fees - the purpose of the fee is to promote compliance rather than to raise revenue. At times enforcement fees will recover the full cost of enforcement and at other times it will not depending on the level of compliance and also the extent to which the charges are limited by statute or the courts
- proceeds from asset sales
- financial contributions - financial contributions can be used in certain circumstances – refer to the Policy on Development Contributions and Financial Contributions for further information – financial contributions are not expected to be used over the life of this Plan
- reserve funds - there are a range of reserve funds that are available to fund specific targeted activities. Where allowed by the purposes of the reserve fund, those funds will be utilised to reduce the funding obligations from other sources
- grants and subsidies - grants and subsidies are accessed where they are available
- any other permitted source.

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

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

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

Any other permitted source	Used to fund expenditure	Used to fund expenditure and repay debt
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Revenue and financing sources and mechanisms for activities

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

Group of Activities: Resource Management	
Activity: Resource management strategy	
Community wellbeing/outcome: Thriving Taranaki	Who benefits? Resource management strategy has a regional focus with the benefits accruing to the wider community
Timeframe of benefits: Ongoing benefits	Does anyone cause us to provide this activity? The implementation of the new resource management legislation that will replace the existing Resource Management Act drives activity in this area
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: There is region wide benefit and it is appropriate to fund through general rates.
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: 100% general funds

Group of Activities: Resource Management	
Activity: Consent processing	
Community wellbeing/outcome: Thriving Taranaki	Who benefits? Consent processing is funded by direct charging those who specifically benefit from and/or cause the expenditure, namely, consent applicants and holders. General inquiries, administration and information requests are funded from general funds
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The Resource Management Act and our suite of regional plans specify how we should process, monitor, and provide assurance about how consent holders apply for and comply

	with water allocation, discharge consents, coastal permits and certain types of land use consents. Resource consents are required to meet the policies defined in our suite of regional plans. We also have obligations under National Environmental Standards and National Policy Statement for Freshwater to issue consents
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Consent applicants and holders benefit from the processing of consents. The wider community benefits from the provision of information and assistance
Capital expenditure: Capital costs are funded from the same sources as operational costs.	Policy: 60-70% fees and charges. The balance from general funds.

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

Group of Activities: Resource Management	
Activity: Pollution incidents and response	
Community wellbeing/outcome: Thriving Taranaki	Who benefits? Pollution incidents and response is funded by direct charging those who specifically benefit from and/or cause the expenditure, namely, consent applicants and holders. The wider community benefits if there are no consent applicants and holders
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? Pollution incident response and enforcement is applied to achieve RMA, resource consent, regional plan and/or national environmental standard requirements and expectations. Enforcement actions usually follow our response to pollution incidents. Marine pollution responsibilities are also part of our pollution incidence and response activities. The Taranaki Regional Marine Oil Spill Response Plan provides for

	establishment of an oil spill response capability within the coastal waters of the region.
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Pollution control is funded by general funds provided recovery from the polluter has been pursued as far as practicable. Marine oil spill contingency response is funded by Crown contribution in compliance with the Maritime Transport Act 1994
Capital expenditure: Capital costs are funded from the same sources as operational costs.	Policy: 100% fees and charges from the party responsible for the pollution. General funds when fees and charges are unable to be applied. Maritime Safety Authority contribution for national services (oil spills)

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

Group of Activities: Resource Management	
Activity: Environment science investigations	
Community wellbeing/outcome: Thriving Taranaki	Who benefits? Environment science investigations has a regional focus with the benefits accruing to the wider community

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

<p>Group of Activities: Catchment management</p>	
<p>Activity: Sustainable land management</p>	
<p>Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki</p>	<p>Who benefits? Sustainable land management has both a regional focus with the benefits accruing to the wider community and a local focus with the benefits accruing to the landowner</p>
<p>Timeframe of benefits: Ongoing</p>	<p>Does anyone cause us to provide this activity? The promotion of sustainable land management is a core function under the Resource Management Act. The Soil Conservation and Rivers Control Act also requires us, as a catchment authority, to promote wise land use and to prevent, control and mitigate the damage caused by accelerated erosion. These two statutes are the primary Acts driving our sustainable land management programmes. We primarily meet these requirements by providing sustainable land management plans to landowners. Once prepared, we continue to support plan holders by providing them with one-on-one advice via annual visits and ongoing contact. The National Policy Statement for Freshwater (NPS-FW) and its National Environmental Standards, alongside the requirements of the Natural and Built Environments Act, place greater requirements on us to achieve more rapid improvements to water quality via landowner adoption of land use practices that result in reduced discharges of contaminants – particularly sediment, phosphorous, nitrogen and pathogens, to rivers, streams, lakes, groundwater, wetlands, and coastal waters.</p>

Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Land management services are funded by general funds. These services are principally of an advisory nature and are typically in the range of 10-20% of the costs of the recommended physical works which are funded by the landowners.
Capital expenditure: Capital costs are funded from the same sources as operational costs.	Policy: 100% general funds for sustainable land management plans and for the provision of advice and information

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

Group of Activities: Catchment management	
Activity: Biodiversity	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	Who benefits? The community benefits from a comprehensive regional approach to biodiversity through the Taranaki Biodiversity Strategy that will ensure stakeholders understand their role and contribution to regional biodiversity. In addition, progress towards, and achievement of, agreed restoration and enhancement objectives will be monitored and reported on
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? We intend to work with landowners to achieve increased biodiversity protection and management, particularly on private land. This work is supported by the provisions of the Natural and Built Environment Act, the National Policy Statement for Freshwater Management, and the National Policy Statement for Indigenous Biodiversity. We have developed a Taranaki Biodiversity Strategy. The purpose of this Strategy is to set our priorities, building on existing programmes, and provide

	support to the efforts of others in the community to achieve biodiversity outcomes
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Biodiversity involves the promotion of the protection of the region's indigenous biodiversity through pest and predator control and the use of grants. The protection of biodiversity is a combined effort with landowners. Landowners do not forgo ownership rights to the land but they incur opportunity costs in respect of potential land development. We provide grants for the long-term preservation and protection (e.g., fencing) of the land. Consequently, the activity is funded from general funds. Enhancement grants involve the promotion of the protection of the region's environment through the use of grant funding. The protection of the environment is a combined effort with landowners. Landowners do not forgo ownership rights to the land but they incur opportunity costs in respect of potential land development. The Council provides grants for the long-term preservation and protection (e.g., fencing) of the land. Consequently, the activity is funded from general funds.
Capital expenditure: Capital costs are funded from the same sources as operational costs.	Policy: 100% general funds

Group of Activities: Catchment management	
Activity: Biosecurity	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	Who benefits? The provision of this activity is considered to be a public good. However, there can be a private element of benefit with plant and animal pest monitoring and inspection, incursion response, advocacy, investigations and pathway management. The community benefits from the active control of animal and plant pests and the protection of the region's unique ecosystems. Individuals and the community benefit from the provision of biosecurity activities through improved amenity and retention of productive values of land, reducing adverse effects on natural resources.
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The <i>Biosecurity Act 1993</i> contains powers that enable, but do not require us to carry out pest management. Regulatory pest management activities can only be undertaken in accordance with pest management plans. In turn, these are required to be adopted in compliance with the procedures of the Act. Our management plans may identify pests, set out obligations in relation to managing or controlling those pests, identify funding sources and specify requirements for implementation. We prepared a combined plant and animal <i>Pest Management Plan for Taranaki</i> in 2017. This Plan imposes landowner obligations for pest management, including for possums, giant buttercup, giant gunnera, gorse, nodding, plumeless and variegated thistles, old man's beard, wild broom, kahili and yellow ginger and yellow ragwort. Our approach is to monitor and, where necessary,

	enforce control measures. We supplement this by providing advice and user-pays control services.
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Pest management activities are typically complimented by land owner funded activities several times greater than our costs. Pest management services, with some minor exceptions that are directly charged for or funded by Crown contributions, are funded from general funds. The basis of this approach was developed in accordance with sections 76 and 100T of the Biosecurity Act 1993. Towards Predator-Free Taranaki - Taranaki Taku Tūranga is a large-scale project aimed at restoring Taranaki's unique wildlife, plants and protecting the region's lifestyles and livelihoods by removing introduced predators using the latest trapping techniques, innovation and technology, sharing lessons learned as the country works towards its Predator Free 2050 target. The landscape predator control programme is a partnership programme of funding from external sources, landowners and the Council (general funds). Providing Council and land owner funding allows Predator Free 2050 Ltd funding to be accessed.
Capital expenditure: Capital costs are funded from the same sources as operational costs.	Policy: Crown contributions for national services. Fees and charges for bait stations and enforcement operations. General funds for other services. Combination funding from Predator Free 2050 Ltd, land owner funding and general funds (Council).

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

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

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

Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: 100% general funds
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Group of Activities: Flood protection and hazard management	
Activity: Emergency management	
Community wellbeing/outcome: Resilient Taranaki	Who benefits? The community benefits from the Civil Defence Emergency Management Group (CDEM) ensuring preparedness for emergencies and coordinating multi-agency responses when emergencies occur. This ensures the protection of people, property and the environment during emergencies.
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The <i>Civil Defence Emergency Management Act 2002</i> provides the basis and defines who is accountable for emergency planning and management in New Zealand. The Act also provides for a comprehensive and integrated regional all-hazards approach to emergency management, and requires agencies to focus on risk reduction, readiness, response, and recovery
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: The Civil Defence Emergency Management Group administers the provision of emergency management services. The region's four local authorities contribute to the provision of these services. All services benefit the wider community. Therefore, our share of the Group's costs is funded from general funds.
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: General funds for our portion of these services

Group of Activities: Flood protection and hazard management	
Activity: River and flood risk management	
Community wellbeing/outcome: Resilient Taranaki	Who benefits? Flood and river resilience is considered to be a mix of private and public good. Where specific works are carried out, these works provide a greater benefit to identifiable individuals and groups of individuals.
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The need is created from the public and individuals who benefit from reduced incidence of damage from flood events and in addition individuals and the community who undertake practices which are detrimental to the environment.
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Advice, minor river works and flood response services are provided to the whole region however, the North Taranaki community tends to benefit more from this function than the rest of the regional community because of the higher incidence of flooding events in that part of the region. River control schemes are funded by targeted rate over the community benefiting from the protection. This applies to both operational and capital expenditure.
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: 70% general funds. 30% capital value based targeted rate over the New Plymouth and North Taranaki constituencies. The Waiwhakaiho River and the Waitara River

	Flood Control Schemes: 100% capital value based targeted rate over the New Plymouth and North Taranaki constituencies. For small river control schemes where it is not administratively efficient or cost-effective to established separate targeted rating areas the services are funded by general funds. For the Opunake and the Waitotara River Flood Control Schemes: 100% capital value based targeted rate over the South Taranaki constituency.
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Group of Activities: Regional facilities	
Activity: Regional gardens	
Community wellbeing/outcome: Vibrant Taranaki	Who benefits? The community benefits from the provision of regional garden facilities
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The <i>Taranaki Regional Council Empowering Act 2001</i> provided us with specific powers to undertake, implement, encourage, or maintain any services, works or facilities that are for the recreational or cultural well-being of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region. Taranaki has many outstanding gardens that assist in attracting a significant number of visitors to the region. They are also treasured community amenities. Three of the most significant of these are the. They are owned and managed on behalf of our community by the Council.
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: Regional gardens provide free public-benefit services to the wider community. As such, other than for specific hire services, these amenities are provided free of charge to the regional community and are funded by general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: Direct charges for the use of regional garden amenities. 100% general funds for community use of the facilities

Group of Activities: Regional facilities	
Activity: Yarrow Stadium	
Community wellbeing/outcome: Vibrant Taranaki	Who benefits? The community benefits from the provision of Yarrow Stadium
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? The <i>Taranaki Regional Council Empowering Act 2001</i> provided us with specific powers to undertake, implement, encourage, or maintain any services, works or facilities that are for the recreational or cultural well-being of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region. Yarrow Stadium is owned by the Taranaki Stadium Trust, a council-controlled organisation. There is a partnership funding arrangement between the Trust, the New Plymouth District Council and the Council for the operation, maintenance, and development of Yarrow Stadium. New Plymouth District Council funds the operations and event promotion at Yarrow

	Stadium under a management agreement with the Taranaki Stadium Trust. Annual funding is provided to the Taranaki Stadium Trust for the long-term maintenance and development of Yarrow Stadium
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: For Yarrow Stadium, specific targeting of beneficiaries, as confirmed by independent expert analysis, is utilised.
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: A combination of uniform targeted rates and land value differential targeted rates (New Plymouth and North Taranaki constituencies) that recover approximately 78% of the costs from the New Plymouth and North Taranaki constituencies, approximately 5% of the costs from the Stratford constituency and approximately 17% of the costs from the South Taranaki constituency.

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

Group of Activities: Regional leadership and governance	
Activity: Community engagement	
Community wellbeing/outcome: Resilient Taranaki, Thriving Taranaki and Vibrant Taranaki	Who benefits? The regional community benefits from community engagement activities
Timeframe of benefits: Ongoing	Does anyone cause us to provide this activity? Community engagement activities focus on building communities that are well informed about Council's work, know how to get involved, and are engaged in council processes. This work takes many forms including responding to requests for information, distributing information and undertaking display and extension initiatives in schools and within other forums, including those provided at Puke Ariki. Increasingly, the focus of our community engagement is on

	both providing information and opportunities to engage in conversation about Council's work. Community feedback helps ensure that our work is closely aligned with community aspirations. Our objective is to reach Taranaki residents with messages about our work and to let them know about how they may get involved. The provision of environmental and sustainability education services is also a part of the Council's community engagement programme.
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	Funding rationale: The community engagement activity involves the promotion of functions and activities and in particular community awareness and understanding of sustainable resource management. This function benefits all of the ratepayers and residents of the region. The Council has a policy of charging for Local Government Local Government Official Information and Meetings Act 1987 requests where the information requested is specific in nature and requires significant time and resources to compile.
Capital expenditure: Capital costs are funded from the same sources as operational costs	Policy: Fees and charges for specific large or complex information requests. General funds for regional services

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

Community Project Funding Policy

Purpose

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

Policy

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

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

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

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

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

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

Treasury Policy

Policy Purpose

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

Scope

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

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

Reviews

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

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

Treasury Management Objectives

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

Statutory objectives:

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

General objectives:

- Minimise costs and risks in the management of borrowing
- Minimise exposure to adverse interest rate movements
- Monitor, evaluate and report on treasury performance
- Borrow funds and transact risk management instruments within an environment of control and compliance under the approved Policy so as to protect financial assets and manage costs
- Arrange and structure external long-term funding at an acceptable margin and cost from debt lenders. Optimise flexibility and spread of debt maturity terms within the funding risk limits established by this Policy statement
- Monitor and report on financing/borrowing covenants and ratios under the obligations of lending/security arrangements
- Comply with financial ratios and limits stated within this Policy
- Monitor return on investments
- Ensure the Council, management and relevant staff are kept abreast of the latest treasury products, methodologies, and accounting treatments through training and in-house presentations
- Maintain appropriate liquidity levels and manage cash flows to meet known and reasonable unforeseen funding requirements
- Minimise exposure to credit risk by dealing with and investing in credit worthy counterparties
- Ensure that all statutory requirements of a financial nature are adhered to
- Ensure that financial planning will not impose an unequitable spread of costs/benefits over current and future ratepayers
- Ensure adequate internal controls exist to protect financial assets and to prevent unauthorised transactions
- Develop and maintain relationships with financial institutions, LGFA, credit rating agencies, trustees and investment counterparties.

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

Liability Management Policy

Purpose

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

Objectives

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

- Prudently manage our borrowing to ensure appropriate liquidity and funding risk management practices are adopted
- Borrow only under approved facilities and as permitted by this policy
- Minimise the cost of borrowing by monitoring and implementing the most cost-effective financing techniques
- Mitigate the impact of interest rate volatility
- Ensure our continued ability to meet financial obligations in an orderly manner through active liquidity and funding risk management
- Ensure compliance with our financing and borrowing covenants and ratios
- Evaluate on an ongoing basis the appropriateness of the current risk management processes.

- Maintain adequate internal controls to minimise operational risk while recognising the limited number of personnel who participate in treasury activities
- Control cash in an effective and efficient manner
- Produce accurate and timely information that can be relied on by the elected members and management of the Council that ensures policy compliance and maintains appropriate exposure monitoring procedures.

Introduction

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

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

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

Refer to the Risk Recognition/Identification Management section.

Borrowing Limits

Debt will be managed within the following limits:

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

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

- To minimise concentration risk the LGFA will require that no more than the greater of NZD 100 million or 33% of Council's borrowings from the LGFA will mature in any 12-month period
- Financial covenants are measured on Council only not consolidated group if this becomes applicable
- Disaster recovery requirements are to be met through the liquidity ratio.

Asset Management Plans

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

Borrowing Mechanisms

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

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

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

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

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

Security

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

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

Physical assets will be charged only where:

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

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

Debt Repayment

Debt repayments will be in accordance with long term and annual plans. Additional repayments may be made from surplus funds generated by asset sales or operating surpluses. Debt will be repaid as it falls due in

accordance with the applicable borrowing arrangement. Subject to the appropriate approval and debt limits, a loan may be rolled over or re-negotiated as and when appropriate.

Guarantees – Other Potential Liabilities

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

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

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

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

Internal Borrowing

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

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

New Zealand Local Government Funding Agency (LGFA) Limited

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

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

On-lending to Council Controlled Organisations

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

- Credit risk profile of the borrowing entity, and the ability to repay interest and principal amounts outstanding on due date
- Impact on our credit rating, debt cap amount, lending covenants with the LGFA and other lenders and our future borrowing capacity.
- The form and quality of security arrangements provided.
- The lending rate given factors such as; CCO/CCTO credit profile, external borrowing rates, borrower note and liquidity buffer requirements, term etc.

- Lending arrangements to CCTOs must be documented on a commercial arm's length basis. A term sheet, including matters such as borrowing costs, interest payment dates, principal payment dates, security and expiry date is agreed between the parties.
- Accounting and taxation impact of on-lending arrangement.

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

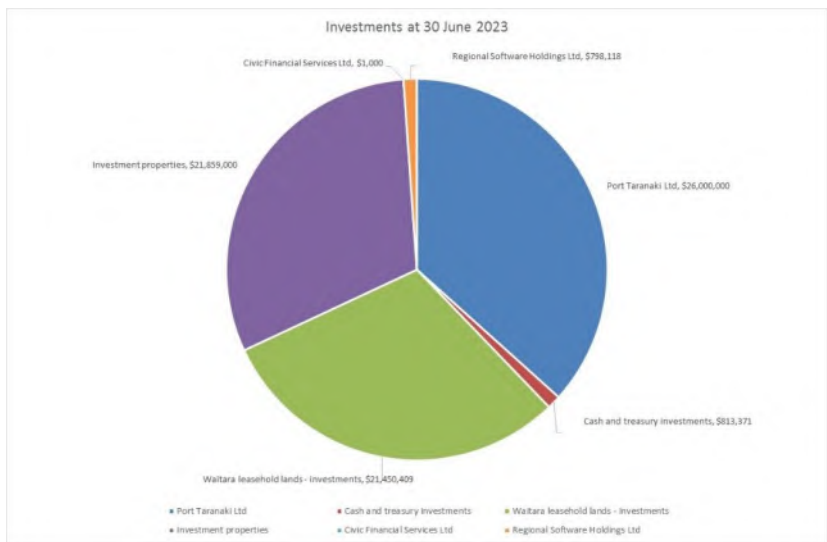
Investment Policy

Purpose

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

Introduction

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



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

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

Objectives

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

- Protect the investments
- Optimise returns and protect the real capital value of investments in the long-term
- Balance the minimisation of risk and the maximisation of returns
- Utilise investments to produce a revenue stream that reduces the reliance on general rates revenue
- Maintain a prudent level of liquidity and flexibility to meet both planned and unforeseen cash requirements

- Maintain certain investments for the strategic rather than financial benefits of the region.

Equity Investments

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

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

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

Port Taranaki Limited

We own 100% of Port Taranaki Ltd (Port Taranaki). Port Taranaki is a port operator established as a CCTO under the *Port Companies Act 1988*. The shares are recorded in the statement of financial position at their par value of \$26 million.

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

Regional Software Holdings Ltd

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

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

Civic Financial Services Ltd

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

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

New Zealand Local Government Funding Agency Limited

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

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

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

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

Treasury Investments

The Council maintains treasury investments in order to invest:

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

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

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

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

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

General funds and special reserves

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

Trust funds

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

Loan Advances

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

We do not lend to CCTOs on more favourable terms than what it can achieve itself, without charging any rate or rate revenue as security.

Advances to CCOs, charitable trusts, and community organisations do not have to be on a fully commercial basis. Where advances are made to CCOs, charitable trusts and community organisations at below our cost of borrowing, the additional cost is treated as an annual grant to the organisation.

Council reviews performance of its loan advances on a regular basis to ensure strategic and economic objectives are being achieved.

All advances are made on a fully secured basis and executed under approved legal documentation.

Acquisition/disposition and revenue

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

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

Property Investments

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

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

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

Acquisition of New Investments

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

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

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

Managing and Reporting on Investments

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

Risk Recognition/Identification Management

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

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

The primary objective of interest rate risk management is to reduce uncertainty relating to interest rate movements through fixing/hedging of interest costs. The secondary objective is to spread and smooth any

concentration of interest rate risks over the medium term. Both objectives can be achieved through the proactive management of our interest rate exposures.

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

Debt Interest Rate Policy Parameters (calculated on rolling monthly basis)		
Debt Period Ending	Minimum Fixed Rate	Maximum Fixed Rate
0 – 1 Year	40%	90%
1 - 2 Years	35%	85%
2 - 3 Years	30%	80%
3 - 4 Years	20%	75%
4 - 5 Years	10%	70%
5 - 6 Years	0%	65%
6 - 7 Years	0%	60%
7 - 8 Years	0%	55%
8 - 9 Years	0%	50%
9 - 10 Years	0%	45%
10 - 11 Years	0%	40%
11 - 12 Years	0%	35%
12 Years +	0%	30%

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

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

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

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

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

- Interest rate options must not be sold outright. However, 1:1 collar option structures are allowable whereby the sold option is matched precisely by amount and maturity, to the simultaneously purchased option
- During the term of the option, the sold option can be closed out by itself (i.e. repurchased). The sold option leg of the collar structure must not have a strike rate “in-the-money”
- Purchased borrower swaptions mature within 12 months
- The forward start period on swaps and collar strategies to be no more than 36 months unless linked to the expiry date of an existing instrument and has a notional amount which is no greater than that of the existing instrument
- Interest rate options with a maturity date beyond 12 months that have a strike rate (exercise rate) higher than 2.00% above the appropriate swap rate, cannot be counted as part of the fixed rate cover percentage calculation (i.e. an ineffective hedge)
- Any interest rate swaps with a maturity date beyond 15 years must be approved by Council.

Treasury Investments: We have interest rate and maturity risk on our treasury investments portfolio. An important objective of the treasury investment portfolio is to match the portfolio’s maturity term to planned expenditure, thereby ensuring that investments are available when required. Treasury investments are restricted to a term that

meets future cash flow projections, liquidity needs and capital expenditure programmes. Our interest rate risk is managed within its liquidity and maturity objectives.

Liquidity Risk/Funding Risk:

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

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

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

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

Liquidity/Funding Risk Control Limits

To ensure funds are available when needed we ensure that:

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

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

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

Foreign Currency

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

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

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

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

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

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

The following matrix guide will determine limits.

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

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

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

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

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

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

Approved Financial Instruments

Category	Instrument
Cash and liquidity management and borrowing	Bank overdraft
	Committed cash advance and bank accepted bill facilities (short term and long term loan facilities)
	Floating Rate Note (FRN)
	Fixed Rate Bond (MTN)
	Commercial paper (CP)/Promissory notes
	Bank registered certificates of deposit (RCDs) less than 181 days
	Forward starting committed debt with the LGFA
Treasury investments	Bank call/term deposits up to 30 days and those linked to debt prefunding activity
	Bank term deposits greater than 30 days
	Bank registered certificates of deposit (RCDs)
	Treasury bills LGFA FRNs/bonds/CP/borrower notes

Category	Instrument
Interest rate risk management	Forward rate agreements ("FRAs") on: Bank bills Interest rate swaps including: Forward start swaps/collars. Start date no more than 36 months, unless linked to existing maturing swaps/collars Swap extensions and shortenings Interest rate options on: Bank bills (purchased caps and one for one collars) Interest rate swaptions (purchased swaptions and one for one collars only)
Foreign exchange management	Spot foreign exchange Forward exchange contracts (including par forwards) Purchased options and collars (1:1 only)

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

Policy on Financial Contributions

Purpose

To present the policy for financial contributions.

Policy

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

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

- Regional Coastal Plan for Taranaki 1997
- Regional Fresh Water Plan for Taranaki 2001
- Regional Soil Plan for Taranaki 2001
- Regional Air Quality Plan for Taranaki 2011.

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

"...a contribution of:

money; or

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

a combination of money and land".

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

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

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

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

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

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

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

Significance and Engagement Policy

Purpose

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

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

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

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

The purpose of this policy is to:

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

Making decisions

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

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

When making any decision, we will be satisfied that:

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

Engagement

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

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

When will we engage

We will engage when:

- there is a statutory requirement
- the matter is deemed significant (see Significance)

- we need community input to ensure we make the best decision for the community (recognising that there will almost always be conflicting interests in the community which must be navigated)
- we need to use open engagement processes to build relationships.

Principles of engagement

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

- **Respect:** We will be open with relevant information, mindful of giving other parties time to consider the information and to influence any outcome. We will be fair and have care for the needs of the other party. Our engagement will be willingly undertaken and based on a proactive interest in their views.
- **Mutual benefit:** It is important that we engage with parties with a range of differing views and build understanding of each other’s viewpoints. We need to agree what the benefit of the engagement is, and tailor our engagement with them accordingly to ensure all parties are able to contribute.
- **Genuine participation:** Our participation will be genuine, providing a safe situation for active listening to, and understanding of, all views. This does not mean we will always agree, but we will genuinely listen and value input, seeking a relationship between all parties that will stand the test of time.
- **Equity:** All parties to the relationship will have equal status in it. Opinions on all sides will be listened to in good faith. By agreeing the mutual benefit of a robust relationship, we are acknowledging the equal importance of the interests of all parties.
- **Inclusivity:** We work for the wider community and our engagement activity will consider accessibility, endeavouring to make it easy for anyone to engage with us. We will be open to engagement with all relevant entities and the communities they represent.
- **Integrity:** We will operate with transparency, on a no-surprises basis, to build a basis of mutual trust.

How Council will engage

Council undertakes engagement in a wide variety of ways, depending on the type of conversation to be had, who we are engaging with, the time and cost allowed for the engagement, and any legislative requirements.

The following table sets out some examples of the tools we will use to engage.

Broadcast Communications Channels	Meetings, Workshops And Hui	People’s Panel, Online Forums	Surveys And Research	Submissions And Hearings	Ongoing Feedback	Representative Groups
Digital (eg newsletters, group email, social media, website) or traditional (eg print media, radio, mail drop).	Dialogue and face-to-face interaction. These can be multi-stakeholder, community, or one-on-one interactions.	Face-to-face or digital interaction designed to share information or views on a specific topic.	Digital or traditional surveys, polls or forms, which can be done face-toface or online.	A formal submission process, usually with the ability for submitters to speak at a hearing.	Feedback via phone calls, emails, face-to-face interaction.	Representative groups may be set-up for a particular topic or ongoing.
To provide information that will support awareness of a topic.	To share differing views and/or reach a common understanding, may also be used for co-design.	To enable differing views to be heard, with a view to hearing from a cross section of the community.	To improve our understanding of the community’s views on a specific topic(s). Or to measure whether views have changed over time.	To consult as a statutory function. They can also be used at our discretion at other times.	To make us accessible to the community at any time on any subject relevant to our work.	To ensure the views of the community are understood and considered within a specific area of work.

Broadcast Communications Channels	Meetings, Workshops And Hui	People's Panel, Online Forums	Surveys And Research	Submissions And Hearings	Ongoing Feedback	Representative Groups
Feedback mechanisms will often be available, but feedback may not be explicitly invited.	Feedback will be invited in the form of questions/ comments from the floor, panels of representatives with different views, interactive stations/ displays, one-on-one conversations.	Feedback would usually be initiated via provision of information and then asking for comment. Participants can respond to each other's comments.	Feedback can be by phone, in-person or online. Surveys may have a mix of closed and open field questions.	Formal submission via survey, form, letter, email, video or report. Submitters may choose to speak at a hearing. Submitters provide their contact information.	Feedback in person at our offices or through calling, social media or email. Community members can also speak at our meetings.	Feedback mechanism depends on the group and the topic or phase of the work.

Consultative or engagement processes specified by legislation

Our work covers many aspects of our region and is guided by several different pieces of legislation that dictate the way engagement must be conducted. Where the procedures for decision making are set out in legislation, those procedures will be used.

Local Government Act 2002 Special Consultative Procedure

The Local Government Act 2002 (LGA) prescribes processes for councils to follow when they consult and engage with communities on particular matters.

A Special Consultative Procedure, defined under the LGA section 83, must be followed for community engagement on certain plans and processes including: Long-Term Plans and Bylaws of significant interest.

Other provisions in the LGA specify decisions or activities where community engagement is to be addressed through the larger public consultation processes for a Long-Term Plan:

- a decision to transfer the ownership or control of a strategic asset to or from us or a decision to construct, replace or abandon a strategic asset.
- a decision that will, directly or indirectly, significantly affect our capacity, or the cost to us, in relation to any activity identified in the Long-Term Plan
- a decision to alter significantly the intended level of service provision for any significant activity undertaken by us or on our behalf, including a decision to commence or cease any such activity.

Other legislation

Many of our decisions at the Council level and under delegated authority, will be made under legislation that prescribes the public notification, consultation and decision-making procedures. This legislation includes the:

Resource Management Act 1991 (RMA)

Biosecurity Act 1993

Civil Defence Emergency Management Act 2002.

Definitions

As set out in the Act, significance and significant means:

Significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

- a) the current and future social, economic, environmental, or cultural well-being of the district or region:

b) *any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter:*

c) *the capacity of the local authority to perform its role, and the financial and other costs of doing so.*

Significant, in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance.

Significance

General approach to determining significance and making decisions

General Approach to Determining Which Proposals and Decisions are Significant

Significance for this purpose is defined as the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

- the district or region
- any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter
- the capacity of the local authority to perform its role, and the financial and other costs of doing so.

On every issue requiring a policy or strategy decision, we will consider the degree of significance of the issue, using criteria and thresholds set out below, and determine the level of engagement required in the earliest possible stages of a proposal or process, before decision making occurs.

In general, the more significant the matter, the greater the need for community engagement, recognising that sometimes the operational work we are undertaking will be highly significant to those immediately impacted but may not otherwise trigger 'significance' under this policy. We will endeavour to engage directly with affected parties whenever possible.

Engagement approaches and tools will be reviewed as a proposal develops and as community views, preferences and values become better known.

Criteria and Processes for Determining Which Proposals and Decisions are Significant

When determining the question of the significance of proposals and decisions in relation to issues, assets or other matters we will determine the extent to which:

- the consequences or impacts of the issue, assets, or other matters, affect a large number of residents and ratepayers to a moderate extent
- the consequences or impacts of the issue, assets, or other matters, affect a small number of residents and ratepayers to a large extent
- the issue, asset, or other matters have a history of generating wide public interest within the Taranaki region or New Zealand generally.

When undertaking a process to determine the extent to which issues, proposals, decisions or other matters are significant, we will use the following criteria and procedures:

- The extent to which there is a significant change in the level of service in carrying out any significant activity
- Issues, assets or other matters that incur more than \$10,000,000 of budgeted and \$5,000,000 of unbudgeted expenditure
- Any transfer of ownership or control of a strategic asset

Decisions on significance will be made by and in a meeting of the Council

The Council has delegated powers to the Chairperson and Chief Executive to act in emergency situations.

Nothing in this policy will affect those delegations.

Strategic assets

The *Significance and Engagement Policy* must list those Council-owned assets, we consider to be strategic assets. The Act defines strategic assets as:

- an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes:
- any asset or group of assets listed in accordance with section 76AA by the local authority
- any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy
- any equity securities held by the local authority in:
 - a port company within the meaning of the Port Companies Act 1988
 - an airport company within the meaning of the Airport Authorities Act 1966.

The assets and groups of assets the Council deems to be significant are:

- Flood and river control assets on the Waitara and Waiwhakaiho Rivers
- Tupare, Pukeiti and Hollard Gardens
- Port Taranaki Ltd
- Taranaki Stadium Trust and its assets - Yarrow Stadium.

Review of this Policy

This Policy will be reviewed at least once every three years usually as part of the preparation and adoption of each long-term plan. The review process may involve community engagement.

Summary

By listening to the Taranaki people, we will take into account cultural, social, economic and environmental wellbeing within our region whenever decisions are made. The intention is to engage with the right people at the right time for the best possible outcome.

We will ensure we meet statutory requirements, take account of the degree of significance of issues, proposals, decisions, or matters, and we will facilitate participation by Māori in decision making.

Limitations

There is a time and financial cost required to explore options and obtain the views of communities and affected and interested parties, and the level of engagement needs to be appropriate to the decision/action to be taken. We cannot commit to engage extensively with the public for every decision it makes, nor does engagement bind us to the views of communities and interested or affected parties.

There will be times when we do not engage. This could be when a decision has already been made with community input, e.g., when it is part of a strategy or plan that is already agreed and in place. Likewise, in the event of an emergency, we will act quickly to respond and may not undertake engagement before acting. There may also be times when we have already canvassed the views of the community and we feel well enough informed, or when we are undertaking routine work as part of business as usual.

There are numerous operational, administrative and personnel decisions that are entirely internal to us. This policy will not apply to such processes and decisions.

Rates Remission and Postponement Policy

Our *Rates Postponement and Remission Policy* is that of the region’s three district councils who collect the rates on our behalf. Whilst these policies differ from district council to district council, it would be administratively inefficient to adopt uniform policies across the region, and then to require each district council to apply two sets of policies. Accordingly, the rates postponement and remission policies that will be applied are as follows for each of the Council’s constituencies.

Specific details in relation to each remission and postponement policy can be obtained by reference to the respective district council.

We have decided to remit all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following categories of rating units and under the following circumstances:

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>The New Plymouth District Council has decided to postpone all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following:</p> <ul style="list-style-type: none"> • Rates Policy 1 Rating of community, sporting and similar organisations • Rates Policy 2 Remission of penalties • Rates Policy 3 Postponement or remission of rates for financial hardship • Rates Policy 4 Rates remission on Māori freehold land • Rates Policy 5 Rates remission in miscellaneous circumstances • Rates Policy 6 Rates remission for protected natural areas • Rates Policy 7 Remission of uniform annual general charges on rating units which are used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit • Rates Policy 8 Rates remission of uniform annual refuse charge targeted rate • Rates Policy 9 Rates remission for financial hardship as a result of changes to the rating system • Rates Policy 10 Rates remission for significant water leaks • Rates Policy 11 Rates postponement for significant unexpected events • Rates Policy 12 Rates penalty remission for significant unexpected events. 	<p>The Stratford District Council has decided to postpone all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following:</p> <ul style="list-style-type: none"> • Stratford District Council owned and occupied properties. • Māori freehold land. • Community, sporting and other organisations. • Land with biodiversity vegetation (indigenous vegetation, significant habitats or indigenous fauna and wetlands) • Promoting business development. • Properties made uninhabitable due to fire • UAGC on low value properties. • Excess water consumption due to a leak. • Water targeted rate as compensation for water main easement. • Rates on abandoned land • Penalties on rates. 	<p>The South Taranaki District Council has decided to remit all or part of the rates of rating units covered by the Rates Remission Policy provided that the conditions of this policy have been met. Rates remissions will be provided for the following categories of rating units or under the following circumstances:</p> <ul style="list-style-type: none"> • Community halls. • Community care organisations, sporting, branches of the arts, or volunteer organisations. • Land protected for natural, historical or cultural conservation purposes • Penalties. • Uniform Annual General Charges (UAGC’s) on non-contiguous units owned by the same owner. • Uniform Annual General Charges (UAGC’s) on contiguous rating units in a subdivision owned by the same ratepayer. • Earthquake Prone Buildings – Council’s Assistance Package Policy. • Water Rates. • Total Rates Assessments under \$10.
<p>Decision-making, general conditions and administrative matters related to these Policies:</p>		
<p>New Plymouth and North Taranaki Constituencies.</p> <p>All decisions on applications for the remission or postponement of rates shall be determined by the staff provided with the delegated authority by the Council (as recorded in the Delegations Register) for section 85, 87, 114 and 115 (as relevant) of the <i>Local Government (Rating) Act 2002</i> (being the Financial Services Manager and Business Support Lead at the time of adoption).</p> <p>The decisions of officers are final and the Council will not accept appeals against those decisions.</p> <p>All applications must be received in writing on an approved application form. However, staff may accept verbal applications or applications not on an approved application form if the circumstances warrant it. No application form is</p>	<p>Stratford Constituency.</p> <p>Where a rating unit for which the Stratford District Council has granted a rates remission is sold, leased, or otherwise disposed of, the rates remission shall be terminated at the time of disposal. If the new ratepayer qualifies for a rates remission under this policy, it will be up to that ratepayer to apply for a rates remission.</p> <p>The application for rates remission must be made to the Stratford District Council prior to the commencement of the rating year. Applications approved during a rating year will be applicable from the commencement of the following rating year. Applications will not be backdated.</p> <p>Where a rates remission percentage applies, it is calculated on the rates that would be assessed</p>	<p>South Taranaki Constituency.</p> <p>The following percentages will apply:</p> <ul style="list-style-type: none"> • 100% of the total rates levied in respect of public halls. • 50% of targeted rates only, levied in respect of properties used for games or sports except galloping races, harness races, or greyhound races that do not hold club licences under the Sale of Liquor Act 1989. • 50% of total rates levied in respect of properties used for games or sports except galloping races, harness races, or greyhound races that hold club licences under the Sale of Liquor Act 1989. • 50% of targeted rates only, levied in respect of properties used by any branch of the arts. • 50% of total rates levied in respect of properties qualifying under the categories of

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>required for automatic remissions provided under Rates Policies 2 or 4. Timing of remissions will be assessed on the following:</p> <ul style="list-style-type: none"> All applications for remissions received and granted under Rates Policies 1, 4, 6 and 7 during a rating year will receive remission from the commencement of the following rating year and no remissions will be backdated. All applications for remissions received and granted under Rates Policies 3, 5 and 9 will receive remission from the date of application. An application may be backdated to cover any outstanding balance from the current rating year, but will not be backdated to cover previous rating years. Applications for remissions received and granted under Rates Policy 2 will receive remission in relation to the penalties outstanding, and may include remitting penalties for the current rating year and backdating outstanding previous rating years. Applications for postponement received and granted under Rates Policy 3 will receive postponement from the beginning of the rating year in which the application is received. An application may be backdated to previous rating years to cover any outstanding rates if the circumstances warrant it (however, for the avoidance of doubt, no refund for paid rates will be given). All applications for remissions received and granted under Rates Policy 8 will receive remission from the issue of the next rates instalment notice. Applications under Rates Policy 10 may be received at any time. Applications under Rates Policies 11 and 12 may be received at any time within 12 months following an event (as defined in those policies). <p>No rates will be remitted or postponed for government owned properties (including the Crown, central government agencies or local authorities) other than under Rates Policy 8 (Rates remission of uniform annual refuse charge targeted rate) and Rates Policy 10 (Rates remission for significant water leaks).</p>	<p>before any application of non-rateable adjustments. (For example, if a property is 50% non-rateable, and receives a 50% remission, then no rates are due).</p>	<p>community care type or volunteer organisations.</p> <ul style="list-style-type: none"> 100% of general rates and UAGC levied in respect of properties qualifying under the category of natural, historical or cultural conservation properties. 50% of the charged cost for the estimated volume of water lost through leakage once conditions have been met. 100% of the total rates charged under \$10.
<p>Remission of rates for community, sporting and other organisations. All Constituencies.</p>		
<p>New Plymouth and North Taranaki Constituencies.</p> <p>Objectives of the policy The Council reaffirms its commitment to assist, where practicable, community clubs and organisations in recognition of the valuable 'Public Good' contribution made by such organisations to the character and well-being of the district.</p> <p>Conditions and criteria The Council may remit all general rates on any rating unit that is owned or occupied by a charitable organisation, and is used exclusively or principally for sporting, recreation, or community purposes.</p> <p>The policy will not apply to organisations operated for private pecuniary profit, or which charge commercial tuition fees.</p>	<p>Stratford Constituency.</p> <p>The Stratford District Council will provide rates remission of 100% to all ratepayers who meet the objectives, conditions and criteria of this policy, excluding land in respect of which a club licence under the <i>Sale of Liquor Act 1989</i> is for the time being in force, which shall receive a 50% remission if the objectives, conditions and criteria are met.</p> <p>Objective To facilitate the ongoing provision of non-commercial community services, and non-commercial recreational opportunities for the residents of Stratford District.</p> <p>The purpose of granting rates remission to an organisation is to:</p> <ul style="list-style-type: none"> Recognise the public good contribution made by such an organisation; 	<p>South Taranaki Constituency.</p> <p>Objective. The remission of rates for community, sporting and other organisations is to facilitate the ongoing provision of non-commercial community services and non-commercial recreational opportunities for the residents of South Taranaki.</p> <p>The purpose of granting rates remissions to an organisation is to:</p> <ul style="list-style-type: none"> Recognise the public good contribution made by such organisations. Assist the organisation's survival. Make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people, and economically disadvantaged people.

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>Organisations that are not registered as charitable entities under the <i>Charities Act 2005</i> must, in making an application, include the following documents in support of their application:</p> <ul style="list-style-type: none"> • Statement of objectives. • Full financial accounts. • Information on activities and programmes. • Details of membership or clients. <p>In respect of those rates referred to in sections 16 and 19 of the <i>Local Government (Rating) Act 2002</i> (i.e. targeted rates), only one uniform annual sewer charge will apply and all other targeted rates will be charged at the applicable rate.</p>	<ul style="list-style-type: none"> • Assist the organisation’s survival; and • Make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people, and economically disadvantaged people. <p>Conditions and Criteria This part of the policy will apply to land:</p> <ul style="list-style-type: none"> • owned by the Stratford District Council; or • owned or occupied by a registered charitable organisation that is responsible for the rates; or • owned or occupied by a registered non-profit organisation that is responsible for the rates; and • is used exclusively or principally for sporting, recreation, or community purposes by that organisation; and • the land is not used for galloping races, harness races or greyhound races. <p>Note that Council requires documentary evidence of charitable or non-profit organisational status. This policy does not apply to organisations operated for private pecuniary profit.</p> <p>This policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting, or community services as a secondary purpose only.</p> <p>Organisations making application should include the following documents in support of their application:</p> <ul style="list-style-type: none"> • statement of objectives; and • evidence of charitable/non-profit status; and • financial accounts; and • information on activities and programmes; and • details on membership or clients. 	<p>Conditions and criteria The remission of rates will apply to land which is used exclusively or principally for sporting, recreation, or community purposes. The Policy does not apply to organisations operated for pecuniary profit. The Policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting, or community services as a secondary purpose only.</p> <p>Organisations making application should include the following documents in support of their application:</p> <ul style="list-style-type: none"> • Statement of objectives. • Financial assets. • Information on activities and programmes. • Details of membership or clients.
<p>Remission of rates on land protected for conservation purposes. New Plymouth, North Taranaki and South Taranaki Constituencies only.</p>		
<p>New Plymouth and North Taranaki Constituencies. Rates Policy 6 Rates remission for protected natural areas. Objectives of the policy The objective of this policy is to encourage the maintenance, enhancement and protection of natural areas by providing rates relief for privately owned land that contains special features protected for ecological value purposes. It allows Council to assist landowners who have:</p> <ul style="list-style-type: none"> • a significant natural area identified on their property in the District Plan, or • have voluntarily retired land with high ecological value solely for conservation purposes, where the land is being sustainably managed and subject of a protective covenant or by other legal mechanism providing similar protection to a protective covenant <p>Conditions and criteria The Council may remit rates for properties protected for ecological value that meet the following criteria:</p> <ul style="list-style-type: none"> • The land must be protected either by having a significant natural area identified in the District Plan, or by way of a protective covenant, or by other legal mechanism providing similar protection to a protective covenant • Where the property is protected by way of a protective covenant or by other legal mechanism providing similar protection to a protective covenant: <ul style="list-style-type: none"> • The protective covenant or other legal mechanism must meet the requirements of the District Plan for legal protection of the special ecological features to achieve the protective outcome 	<p>South Taranaki Constituency. Objective Rates remission is provided to preserve and promote natural resources and heritage by encouraging the protection of land for natural, historic or cultural purposes.</p> <p>Conditions and criteria Ratepayers who own rating units, which have some feature of cultural, natural or historic heritage, and which is voluntarily protected, may qualify for remission of rates under this Policy. Land that is non-rateable under Section 8 of the Local Government (Rating) Act 2002 and is liable only for rates for water supply, wastewater disposal and waste collection will not qualify for remission under this part of the Policy. Applications should be supported by documented evidence of the protected status of the rating unit, for example, a copy of the covenant or other legal mechanism.</p> <p>In considering any application for remission of rates under this part of the Policy, the Council will consider the following criteria:</p> <ul style="list-style-type: none"> • The degree to which features of natural, cultural and historic heritage are present on the land. • The degree to which features of natural, cultural and historic heritage inhibit the economic utilisation of the land. • The degree to which features of natural, cultural and historic heritage will be promoted by granting remission of rates on the rating unit. 	

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<ul style="list-style-type: none"> The protected area meets the significance criteria for protected in the District Plan Evidence of the legal protection mechanism and a plan to sustainably manage the ecological values of the protected natural features The area of land containing the protected natural features must be readily identified and able to be measured distinctly from the total area of the property <p>The Council will remit the general rate pro-rata to the land value of the area protected to the total area of the property, with the following criteria to assess the amount of remission:</p> <ul style="list-style-type: none"> The general rate of the area pro-rata will be remitted by 50 per cent where the protected area is protected by virtue of identification as a significant natural area in the District Plan The general rate of the area pro-rata will be remitted by 100 per cent where the protected area is protected by a protective covenant or other legal mechanism providing similar protection. <p>In this policy a property is considered to be identified in the District Plan as having a significant natural area if either:</p> <ul style="list-style-type: none"> A significant natural area is identified on that property in an operative District Plan, or A significant natural area is identified on that property in a proposed District Plan but only if: <ul style="list-style-type: none"> no submissions in opposition have been made and the time for making submissions has expired; or all submissions in opposition, and any appeals, have been determined, withdrawn, or dismissed. <p>For the avoidance of doubt, a property becomes ineligible for a rates remission if the natural area is destroyed (or pro rata to the area destroyed), regardless of whether a resource consent is issued or not.</p>		
<p>Remission of penalties. All Constituencies.</p>		
<p>New Plymouth and North Taranaki Constituencies.</p> <p>The objective of this policy is to enable the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayer's control; or</p> <p>In order to ensure the settlement of outstanding rates where the ratepayer has made an arrangement to pay over an extended period.</p> <p>Conditions and criteria</p> <p>The Council will remit penalties if:</p> <ul style="list-style-type: none"> the ratepayer agrees to an automatic payment or direct debit plan that is sufficient to cover current rates and arrears in place, or the ratepayer is able to provide evidence that their payment has gone astray in the post or the late payment has otherwise resulted from matters outside their control, or the ratepayer can demonstrate to the Council that doing so is just and equitable having taken into account the individual circumstances. <p>The Council may remit small balances due to cash rounding.</p> <p>If an arrangement to pay rates and/or clear outstanding rates is not adhered to, the Council will apply penalties from when the arrangement is breached (noting that remissions cannot be reversed).</p>	<p>Stratford Constituency.</p> <p>The Stratford District Council will provide rates remission on penalties to all ratepayers who meet the objectives, conditions and criteria of this policy.</p> <p>Objective</p> <p>The objective of this part of the remission policy is to enable the Stratford District Council to act fairly and reasonably in its consideration of rates which have not been received by Council by the penalty due date, due to circumstances outside the ratepayer's control. This section applies to all rates penalties imposed under the Council's Funding Impact Statement and Rates Resolution.</p> <p>Conditions and Criteria</p> <p>On application by the ratepayer, a remission of an instalment penalty imposed under Section 58(1)(a) of the <i>Local Government (Rating) Act 2002</i> shall be granted if this is the first instance of late payment by the ratepayer within the previous three rating years and the following criteria are met:</p> <ul style="list-style-type: none"> Where a property changes hands (sale or lease) and the new owner/lessee is responsible for an instalment when the original account was issued in the name of the previous owner/lessee. On compassionate grounds, i.e. where a ratepayer has been ill or in hospital or suffered a family bereavement or tragedy of some type, and has been unable to attend to payment (elderly persons living on their own etc.). 	<p>South Taranaki Constituency.</p> <p>The Council will provide rate remissions of penalties to all ratepayers who meet the objectives, conditions and criteria of this Policy.</p> <p>Objective</p> <p>The remission of penalties is to allow the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayer's control.</p> <p>Conditions and criteria</p> <p>Remission of the penalty will be granted if the ratepayer, by written explanation, satisfies the Council that the late payment was due to circumstances outside their control. Each application will be considered on its merit and will be granted where it is considered fair and equitable to do so.</p> <p>In cases where ratepayers are in arrears with their rates but have made acceptable arrangements for the payment of the current year's rates, together with reduction in the level of arrears, further penalties being incurred will be remitted under this Policy.</p>

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
	<ul style="list-style-type: none"> • The rate invoice was not received, where it can be proved that it was not due to negligence by the ratepayer. • Where an error has been made by Council staff which has subsequently resulted in a penalty charge being imposed. • In the case of a deceased estate, upon receipt of a letter from a Solicitor who has been granted probate, that while the winding up of the affairs of the estate are in progress and that Council may expect full payment of rates, Council may remit penalties from the time of death. <p>Where a ratepayer enters into a direct debit arrangement for the payment of the current year rates and any rate arrears, further penalties will be granted a remission. However, any default in the arrangement will cause the remission to be cancelled from the date of the default. Any penalties applied up to the date of commencement of the arrangement will remain.</p> <p>The Council, and officers with the appropriate delegated authority, may remit up to 100% (or other figure) of the penalties charged to a property, where the ratepayer can demonstrate that there are circumstances outside of their control which have caused the rates to incur a penalty, and where the rates are paid in full on an agreed date.</p>	
<p>Remission of rates or postponement of rates for financial hardship. New Plymouth and North Taranaki Constituencies only. New Plymouth and North Taranaki Constituencies. Objectives of the policy The objective of this policy is to assist ratepayers experiencing extreme financial hardship which affects their ability to pay rates.</p> <p>A. Postponement – Owner/Ratepayer Conditions and criteria Only rating units used solely for residential purposes (i.e. are in the residential rating differential and are not mixed use properties) will be eligible for consideration for rates postponement for extreme financial hardship.</p> <p>Only the person entered as the ratepayer on the rating information database, or their authorised agent, may make an application for rates postponement for extreme financial hardship on the rating unit which is the subject of the application.</p> <p>The ratepayer must not own any other rating units (whether in the district or in another district).</p> <p>When considering whether extreme financial hardship exists, all of the ratepayer’s personal circumstances will be relevant including, but not limited to, the following factors: age, physical or mental disability, injury, illness and family circumstances.</p> <p>Before approving an application the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day to day living expenses.</p> <p>The ratepayer must either:</p> <ul style="list-style-type: none"> • make acceptable arrangements for payment of future rates, for example by setting up a system for regular payments, or • agree that all future rates be postponed. <p>The Council may add a postponement fee to the postponed rates for the period between the due date and the date they are paid. This fee will not exceed an amount which covers the Council’s administration and financial costs.</p> <p>The postponement will continue to apply until:</p> <ul style="list-style-type: none"> • the ratepayer ceases to be the owner or occupier of the rating unit; or • the ratepayer ceases to use the property as their residence; or • the ratepayer notifies the Council of a change in circumstance that means the ratepayer is no longer eligible; or • a date specified by the Council; <p>whichever is the sooner.</p> <p>A rating charge will be registered on the certificate of title. The postponed rates will remain as a charge against the property and must be paid either at the end of the postponement term or when the property is sold. Postponed rates may include rate arrears owing from a previous financial year.</p> <p>B. Remission - Near Ownership Situations</p>		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>Conditions and criteria</p> <p>Property Held in Trust</p> <ul style="list-style-type: none"> the amount of the remission will be equal to the Council's Uniform Annual General Charge. the applicant may have savings up to a maximum of \$10,000 for the purpose of funeral expenses. the applicant's sole income is from a Central Government benefit (including New Zealand superannuation) and earnings on interest from savings for funeral expenses. the applicant must be the ratepayer and supply proof from the Trust Deed. the applicant must not be a financial beneficiary of the Trust. the applicant must not be eligible for a rates rebate. the applicant must provide an explanation and proof of hardship. the Rating Unit must be rated as Residential. the applicant must reside at the property. <p>Habitat for Humanity</p> <ul style="list-style-type: none"> the amount of the remission will be equal to the Council's Uniform Annual General Charge. the applicant must provide proof of the long term sale and purchase agreement for the property with Habitat for Humanity. the applicant's sole income is from a Central Government benefit or their income is at or below the Central Government equivalent benefit and proof of income is supplied. the property must not be eligible for a rates rebate. the applicant must provide an explanation and proof of hardship. the rating unit must be rated as residential. the applicant must reside at the property. 		
<p>Remission of rates on Council owned and occupied properties. Stratford Constituency only.</p> <p>Council will provide rates remission of 100% on rating units owned and occupied by the Stratford District Council which meet the objectives, conditions and criteria of this policy.</p>		
<p>Objective</p> <p>The objective of this part of the remission policy is to enable Council to be cost-neutral in regard to other ratepayers whilst being administratively efficient.</p>		
<p>Conditions and Criteria</p> <p>This part of the policy applies to rating units owned and occupied by the Stratford District Council. This part of the policy does not apply to rating units that are owned by Council but are leased to a third party and the terms of the lease provide for rates to be paid by the lessee.</p>		
<p>Remission for property made uninhabitable due to fire. Stratford Constituency only.</p> <p>Objective</p> <p>This remission provides relief to the ratepayer where significant property loss has occurred due to fire (not deliberately lit by the owner, occupier or related party) causing the dwelling to be uninhabitable, or the commercial property to cease operations, temporarily or otherwise.</p>		
<p>Conditions and Criteria</p> <p>Upon notification, and in agreement with the ratepayer, the Council will remit the targeted Rates for Solid Waste, Waste Water and Water Supply for properties, where it determines it is reasonable in the circumstances to do so. The remission applies from the date of the fire until the services are reinstated.</p>		
<p>Remission of uniform annual general charges on rating units which are used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit. New Plymouth and North Taranaki Constituencies only.</p>		
<p>Objectives of the policy</p> <p>The policy is to provide for rates remission where more than one uniform annual general charge is assessed on a rating unit because that rating unit comprises more than one separately used or inhabited part and where the rating unit is used for residential purposes and includes a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit.</p>		
<p>Conditions and criteria</p> <p>The Council may remit the specified rates where the application meets the following criteria:</p> <ul style="list-style-type: none"> The rating unit must be used as the owner's residence but also contain a minor flat or other residential accommodation unit which is inhabited by a member of the owner's family who is dependent on the owner for financial support and occupies the accommodation on a non-paying basis (e.g. granny flat). The owner(s) of the rating unit must complete and provide to the Council a statutory declaration. Such a declaration will be effective for three years or until the conditions cease to be met, whichever is earlier. A new declaration must be completed and provided in order to qualify for consideration for remission beyond the three year period. 		
<p>Rates remission of uniform annual refuse charge targeted rate. New Plymouth and North Taranaki Constituencies only.</p>		
<p>Objectives of the policy</p> <p>To recognise that some properties within the service area may be approved by the Council (in accordance with the relevant bylaw) to not receive some or all of the Council provided refuse collection and disposal service.</p>		
<p>Conditions and criteria</p> <p>Some or all of the uniform targeted rate for refuse collection and disposal will be remitted where the Council has approved the property to not receive some or all of the Council provided refuse collection and disposal service under the relevant Council bylaw relating to solid waste (being the Solid Waste Management and Minimisation Bylaw 2019 at the time of adoption).</p>		
<p>The amount of the uniform targeted rate that is remitted will be determined in accordance with the cost of providing the service or services not received. Where a property is approved to not receive any service then that property shall have 100 per cent of the targeted rate remitted.</p>		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
Any remission of charges under this policy will apply from the following quarter that the service is ceased, and the remission of charges will also cease the following quarter if the service resumes.		
<p>Rates remission for financial hardship as a result of changes to the rating system. New Plymouth and North Taranaki Constituencies only.</p> <p>This policy recognises that when the Council alters parts of the rating system to achieve a more equitable distribution of rates, doing so may cause financial hardship for some ratepayers, and thereby provides a remission for affected ratepayers.</p>		
<p>Conditions and criteria</p> <p>This policy only applies where the Council determines to make significant changes to the rating system, including changes to uniform charges, differentials or the number of targeted rates.</p>		
<p>This policy does not apply to annual changes in rates requirements, including changes to targeted rates as a result of changes to service levels (including the imposition of a targeted rate on a property as a result of receiving a service that was not previously provided or charged to a property) and inflationary adjustment of uniform charges.</p>		
<p>The applicant must provide evidence of financial hardship as a result of the change. The following grounds can be taken into account:</p> <ul style="list-style-type: none"> • The ratepayer’s personal circumstances including, but not limited to, age, physical or mental disability, injury, illness and family circumstances; • Whether the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day to day living expenses; • The ratepayer’s sole income is from a Central Government benefit (including New Zealand superannuation). 		
<p>The amount of remission will be set as half of the difference between the property’s rates for that year and the property’s rate for that year if the change to the rating system for that year had not been applied.</p> <ul style="list-style-type: none"> • In determining the property’s rate for that year if the changes to the rating system had not been applied, the Council will use the relevant parts of the previous year’s rating system (e.g. differentials, uniform charges) but will use the current financial year’s rates requirement. 		
<p>Rates remission for significant water leaks. New Plymouth and North Taranaki Constituencies only.</p>		
<p>Objectives on the policy</p> <p>The objective of this policy is to provide an incentive for ratepayers to fix water supply leaks through providing a partial remission of volumetric charges upon a leak being fixed in a timely and diligent manner.</p>		
<p>Conditions and criteria</p> <p>The Council may remit the water volumetric charge rate in accordance with the provisions of the <i>New Plymouth District Council Bylaw 2008: Part 14: Water, Wastewater and Stormwater Services</i> clause 9.7.11, or any such provision in a bylaw that replaces that clause.</p>		
<p>Rates postponement for significant unexpected events. New Plymouth and North Taranaki Constituencies only.</p>		
<p>Objectives on the policy</p> <p>The objective of this policy is to recognise that significant unexpected events may occur that place some ratepayers into significant financial hardship due to no fault of their own, and that provision of a short-term postponement of rates may limit the financial hardship.</p>		
<p>Conditions and criteria</p> <p>An “event” under this policy is triggered either:</p> <ul style="list-style-type: none"> • By a declaration of state of national emergency or of local emergency over the District, or • By resolution of the Council, having considered the following matters: <ul style="list-style-type: none"> • The type of implications arising, or likely to arise, from the potential event • Whether the potential event is unusual or whether it is a frequently occurring event • The likelihood of the potential event having implications that last longer than the potential event itself • Any other matter the Council considers relevant • An “event”: <ul style="list-style-type: none"> • does not have to be of natural occurrence, and can include social and economic events • excludes social, economic, environmental, technological and other trends, although may include events caused partially or in full by such trends (for instance, climate change is not an event, but a large storm that is attributable to climate change could be considered an event; a significant recession can be considered an event, but a long-term sector decline cannot be considered an event) • excludes political or legal decisions, whether by the Council, other local authorities, central Government, or international. • excludes impacts that arise from Council actions (for instance, road closures, events and so forth). • A resolution for an event under (b) automatically triggers both policy 11 and 12, unless the resolution states otherwise. 		
<p>A ratepayer may apply for a postponement under this Policy if the ratepayer meets one or more of the following criteria:</p> <ul style="list-style-type: none"> • The ratepayer can demonstrate to the satisfaction of the Council that the event has, or is likely to cause, a reduction in income or revenue of at least 30 per cent over a three-month period • The ratepayer can demonstrate to the satisfaction of the Council that the property has suffered significant damage as a result of the event that is likely to impact on the long-term usability of the property (for instance, a major slip on a farmland property resulting in the need to retire the affected area) 		
<p>The ratepayer must provide evidence with their application, and the burden of proof is on the ratepayer making the application</p>		
<p>A ratepayer who meets the criteria may receive a postponement for any outstanding rates (including any rates in arrears) and all rates due within a 12 month period from the date of application</p>		
<p>A rating charge shall be registered on the certificate of title</p>		
<p>The ratepayer must repay the outstanding rates within three years of the end of the period for which rates have been postponed</p> <ul style="list-style-type: none"> • The ratepayer may apply for one extension of a further three years 		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<ul style="list-style-type: none"> The Council will consider any application for an extension on a case-by-case basis, and may take into account any ongoing impacts of the event and other circumstances. <p>The ratepayer must pay a postponement fee, made up of interest (charged at the actual cost of the Council's borrowing) and an administration fee (set at the Council's actual cost of processing the initial application, including registering charges on the certificate of title).</p>		
<p>Rates penalty remission for significant unexpected events. New Plymouth and North Taranaki Constituencies only.</p> <p>Objectives on the policy The objective of this policy is to recognise that significant unexpected events may occur that place some ratepayers into significant financial hardship due to no fault of their own, and that provision of a short-term remission of penalties may limit the financial hardship.</p> <p>Conditions and criteria</p> <ul style="list-style-type: none"> An "event" under this policy is triggered either: <ul style="list-style-type: none"> By a declaration of state of national emergency or of local emergency over the District, or By resolution of the Council, having considered the following matters: <ul style="list-style-type: none"> The type of implications arising, or likely to arise, from the potential event Whether the potential event is unusual or whether it is a frequently occurring event The likelihood of the potential event having implications that last longer than the potential event itself Any other matter the Council considers relevant An "event": <ul style="list-style-type: none"> does not have to be of natural occurrence, and can include social and economic events excludes social, economic, environmental, technological and other trends, although may include events caused partially or in full by such trends (for instance, climate change is not an event, but a large storm that is attributable to climate change could be considered an event; a significant recession can be considered an event, but a long-term sector decline cannot be considered an event) excludes political or legal decisions, whether by the Council, other local authorities, central Government, or international. excludes impacts that arise from Council actions (for instance, road closures, events and so forth). A resolution for an event under (b) automatically triggers both policy 11 and 12, unless the resolution states otherwise <p>The Council may, by resolution, determine that it will remit any penalties for quarterly instalments for those affected by the event</p> <ul style="list-style-type: none"> The resolution must specify the applicable quarterly instalments The resolution may specify the group(s) of ratepayers eligible for the penalty waiver (but if no such group is specified then all ratepayers are considered eligible). <p>Following declaration of any event, the Council may remit any penalty within the following year where:</p> <ul style="list-style-type: none"> the ratepayer pays the outstanding rates and can provide evidence, to the satisfaction of the Council, of reduced income or revenue, or other form of hardship (such as increased costs for recovery), as a result of the event, such as: <ul style="list-style-type: none"> Assistance from central Government to reflect the event Information from a bank or accountant of reduced income or revenue. 		
<p>Remission for low value residential properties where the UAGC is in excess of 5% annually of the capital value of the property. Stratford Constituency only.</p> <p>This remission provides for low value residential properties to not be penalised by the UAGC being in excess of 5% annually of the capital value of the property.</p> <p>Objective The objective of this remission policy is to assist residential ratepayers whereby the UAGC being imposed on properties with a capital value of \$10,000 or less represents an excessive burden in any one financial year.</p> <p>Conditions and Criteria Council will remit the UAGC on any rating unit used solely for residential purposes as defined by Council where the capital value of that rating unit does not exceed \$10,000.</p>		
<p>Remission of uniform annual general charges on non-contiguous rating units owned by the same ratepayer. South Taranaki Constituency only.</p> <p>The Council will provide rates remissions of Uniform Annual General Charges (UAGC's) to all rural ratepayers who meet the objectives, conditions and criteria of this Policy.</p> <p>Objective The remission of UAGC's is to provide relief for rural land that is non-contiguous, but farmed as a single entity and owned by the same ratepayer.</p> <p>Conditions and criteria Ratepayers who occupy two or more separate rating units (and who do not qualify to be treated as one rating unit, pursuant to Section 20 of the Local Government (Rating) Act 2002), are entitled to have uniform annual general charges reduced for qualifying properties. All ratepayers will pay at least one full uniform annual general charge and then half charges for additional qualifying properties.</p> <p>Remission Any applicant must be paying at least one full UAGC on one of the rating units involved in the farming operation.</p>		
<p>Remission of UAGC's on contiguous rating units in a subdivision owned by the same ratepayer. South Taranaki Constituency only.</p> <p>The Council will provide rates remission of UAGC's to ratepayers who meet the objectives, conditions and criteria of this Policy.</p> <p>The remission of all but one UAGC is to provide relief for urban or rural residential land which is newly developed and still owned by the developer/ratepayer.</p>		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>Conditions and Criteria Ratepayers who own and occupy two or more separate rating units (and who do not qualify to be treated as one rating unit pursuant to Section 20 of the Local Government (Rating) Act 2002), who apply in writing, are entitled to have UAGC's reduced for qualifying properties.</p>		
<p>Remission The applicant/owner must be paying at least one full UAGC of the rating units included in the subdivision. The remainder of the uniform charges will be remitted under this Policy.</p>		
<p>Remission of rates in miscellaneous circumstances. New Plymouth, North Taranaki and South Taranaki Constituencies only.</p>		
<p>Objectives of the policy It is recognised that not all situations in which the Council may wish to remit rates will necessarily be known about in advance and provided for in the Council's specific policies.</p> <p>Conditions and criteria The Council may remit part or all rates on a rating unit where The Council considers it just and equitable to do so because:</p> <ul style="list-style-type: none"> • There are special circumstances in relation to the rating unit, or the incidence of the rates (or a particular rate) assessed for the rating unit, which mean that the unit's rates are disproportionate to those assessed for comparable rating units, or • The circumstances of the rating unit or the ratepayer are comparable to those where a remission may be granted under the council's other rates remission policies, but are not actually covered by any of those policies, or <p>There are exceptional circumstances that mean the Council believes that it is in the public interest to remit the rates and where granting a remission would not create or set a precedent for other ratepayers to receive similar remissions.</p>	<p>Objective It is recognised that not all situations in which the Council may wish to remit rates will necessarily be known about in advance and provided for in the Council's specific policies.</p> <p>Conditions and criteria The Council may remit (reduce) rates on a rating unit where we consider it equitable to do so because:</p> <ul style="list-style-type: none"> • There are special circumstances in relation to the rating unit, or the incidence of the rates (or a particular rate) assessed for the rating unit, which mean that the unit's rates are disproportionate to those assessed for comparable rating units, or • The circumstances of the rating unit or the ratepayer are comparable to those where a remission may be granted under the Council's other rates remission policies, but are not actually covered by any of those policies, or • There are exceptional circumstances that mean the Council believes it is in the public interest to remit the rates and where granting a remission would not create or set a precedent for other ratepayers to receive similar remissions. <p>Remission The Council may remit part or all rates on a rating unit that meets the objectives, conditions and criteria of this policy.</p>	
<p>Remission of rates for business development. Stratford Constituency only.</p>		
<p>This provides for rates relief for new development or redevelopment of land by way of constructing, erecting or altering buildings, fixed plant and machinery or other works intended to be used solely or principally for industrial, commercial or administrative purposes where the cost of such development is more than \$500,000 (excluding GST) as assessed under the Building Act. Council will be prepared to consider any application for building development which can demonstrate that it will be to the economic advantage of the Stratford District. Economic advantage will be deemed to occur if the development will result in:</p> <ul style="list-style-type: none"> • Significant employment growth or employment retention in Stratford District; and/or • Significant downstream new business for other Stratford District manufacturers or suppliers of goods and services. 		
<p>Developments for industrial, commercial or administrative purposes which the Council wishes to foster are in the following sectors:</p> <ul style="list-style-type: none"> • Primary production and processing. • Tourism, including recreational, cultural and conference facilities. • Manufacturing, especially those which have high potential for employment related to the total cost factor. • Health services. • Retailing. • Hotels, motels and other transient accommodation. • Administrative services, including those provided by Government and private sector agencies. 		
<p>In the event of any developer, to whom rates relief has been granted, selling the property within which the eligible investment was made, rates relief ceases from the date of the sale.</p>		
<p>Forms of Rates Relief Council may remit or postpone (or a combination of these) part or all of the general rates otherwise payable on the subject property for the period of the development and up to three rating years thereafter.</p>		
<p>Council may impose conditions on the remission or postponement of rates and may cancel any remission or postponement in the event of non-compliance by the applicant with those conditions. In those circumstances, Council may require payment of full rates in respect of any year in which rates have been remitted.</p>		
<p>Factors to be considered. Council will have regard to the following matters when considering applications for rates relief:</p> <ul style="list-style-type: none"> • Whether and to what extent, the development will, when completed, be to the economic advantage of the Stratford District including the creation of significant employment opportunities. The creation of jobs will be a strong factor in favour of granting rates relief, but the retention of existing jobs and the potential for job creation will also be positive factors. • Whether and to what extent the granting of relief will be of material benefit to the development. • Whether the investment limit and economic benefits criteria are met jointly in the case of a Lessor/Lessee arrangement. • Whether and to what extent the development can be served by the existing basic Council services infrastructure. • The level of financial contributions and development levies collected under provisions of the District Plan. 		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<ul style="list-style-type: none"> Such other matters as Council may, from time to time, consider relevant. 		
<p>Remissions for biodiversity (indigenous vegetation, significant habitats of indigenous fauna and wetlands). Stratford Constituency only.</p> <p>The Stratford District Council will provide rates remission of up to 100% of the rates on land with biodiversity vegetation (indigenous vegetation, significant habitats of indigenous fauna and wetlands) on it to all ratepayers who meet the objectives, conditions and criteria of this policy.</p>		
<p>Objectives</p> <p>To preserve and promote the protection of an area of indigenous vegetation or a significant habitat of indigenous fauna. This policy will support the provisions of the Stratford District Council District Plan.</p>		
<p>Conditions and Criteria</p> <p>This part of the policy will apply to ratepayers who:</p> <ul style="list-style-type: none"> own rating units that have a site listed in Appendix 9: Wetlands, Areas of Significant Indigenous Vegetation and Significant Habitats of Indigenous Fauna in the Stratford District Plan; and voluntarily protect and maintain these areas that are within the boundary of the wetlands identified in Appendix 9. 		
<p>The remission will apply to the area of land included in the protected area.</p>		
<p>The application for rates remission must be made to Council prior to the commencement of the rating year. Applications approved during a rating year will be applicable from the commencement of the following rating year.</p>		
<p>In granting remissions under this policy, Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.</p>		
<p>In considering any application for remission of rates under this part of the policy Council will consider the following criteria:</p> <ul style="list-style-type: none"> the extent to which the preservation of biodiversity vegetation will be promoted by granting remission of rates on the rating unit. the degree to which features of biodiversity vegetation are present on the land; and the degree to which features of biodiversity vegetation inhibit the economic utilisation of the land. 		
<p>Remission for excess water consumption due to a leak. Stratford Constituency.</p> <p>Council may provide relief to a ratepayer that has incurred an excessive water invoice as a result of a leak where that leak has been remedied in a timely manner once the leak was detected.</p>	<p>Remission for excess water consumption due to a leak. Stratford and South Taranaki Constituencies only.</p>	<p>South Taranaki Constituency.</p>
<p>Objective</p> <p>The objective of this part of the remission policy is to enable Council to not penalise a water consumer for a leak that resulted in excess water consumption that was out of their control.</p>	<p>Objective</p> <p>The remission of water rates is to provide for the effective and fair management of leaks on private properties by incentivising customers to repair private water leaks in a timely manner.</p>	<p>Objective</p> <p>The remission of water rates is to provide for the effective and fair management of leaks on private properties by incentivising customers to repair private water leaks in a timely manner.</p>
<p>Conditions and Criteria</p> <p>In order to provide relief to people in situations where water usage is high due to a water leak, Council may remit water consumption rates where all of the following apply:</p> <ul style="list-style-type: none"> A remission application has been received; and Council is satisfied a leak on the property has caused excessive consumption and is recorded on the water meter; and The leak has been repaired within one calendar month of being identified (unless evidence is provided that the services of an appropriate repairer could not be obtained within this period); and Proof of the leak being repaired has been provided to Council promptly after repair of the leak. 	<p>Conditions and criteria</p> <p>This remission addresses issues experienced with customer's payments for loss of water from metered water connections. The remission provides a financial incentive that will remit 50% of the charged cost for the estimated volume of water lost through leakage, once the following conditions and requirements are met:</p> <ul style="list-style-type: none"> Customers with a current account may apply in writing to the Council, within 2 months of the account being issued; Provide proof of repairs to internal reticulation which have been undertaken by a registered plumber. 	<p>Conditions and criteria</p> <p>This remission addresses issues experienced with customer's payments for loss of water from metered water connections. The remission provides a financial incentive that will remit 50% of the charged cost for the estimated volume of water lost through leakage, once the following conditions and requirements are met:</p> <ul style="list-style-type: none"> Customers with a current account may apply in writing to the Council, within 2 months of the account being issued; Provide proof of repairs to internal reticulation which have been undertaken by a registered plumber.
<p>The amount of the remission will be the difference between the average consumption of the property and the consumption over and above that average.</p>	<p>Any remission under this policy will be limited to one application within any 24 month period for a particular customer, per meter.</p>	<p>Any remission under this policy will be limited to one application within any 24 month period for a particular customer, per meter.</p>
<p>Remission for any particular property will generally be granted only once every year. However where a remission for a water leak has been granted to a property under this policy within the last year, the remission decision is to be made by the Director – Assets.</p>	<p>Remission</p> <p>The remission is for 50% of the charged cost for the estimated volume of water lost through leakage.</p>	<p>Remission</p> <p>The remission is for 50% of the charged cost for the estimated volume of water lost through leakage.</p>
<p>Any remission over 2,000 cubic meters is to be referred to the Policy and Services Committee for approval.</p>		
<p>Remission of water targeted rate as compensation for water easement. Stratford Constituency only.</p> <p>Council has water mains installed on private properties with, in some cases, an associated easement for access and maintenance.</p>		
<p>Objective</p> <p>The objective of this part of the remission policy is to provide compensation for the ratepayers that have a water main across their property and associated easement agreement that provides for such remissions. This remission may be granted in future easement agreements as part of a compensation agreement if appropriate.</p>		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>The remission is for the Targeted Water Rate only. The water-by-meter charges remain, subject to the Revenue and Financing Policy.</p> <p>Conditions and Criteria In order to provide a water targeted rate remission the Compensation agreements must be in writing and formal easements recording them registered against the relevant land title.</p>		
<p>Remission of rates on abandoned land. Stratford Constituency only.</p> <p>Objective: To minimise administration costs where it is unlikely that rates assessed on an abandoned rating unit will ever be collected.</p> <p>Conditions and criteria: The policy will apply to Rating units that meet the definition of abandoned land as prescribed in Section 77(1) of the <i>Local Government (Rating) Act 2002</i>.</p> <p>Land has either failed to be sold using the authority provided in sections 77-83 or is unlikely to sell.</p> <p>Procedure: Rates will be remitted in full annually. Any rates arrears owing on qualifying properties at the adoption of the policy, or in the first year a rating unit qualifies under the policy, will also be remitted.</p>		
<p>Remission of rates for Earthquake Prone Buildings – Council Assistance Package Policy. South Taranaki Constituency only.</p> <p>South Taranaki Constituency.</p> <p>Objective The remission of rates for earthquake prone commercial or heritage building owners is to provide relief to the owners in the replacement or redevelopment of their buildings.</p> <p>Conditions and criteria This remission could be made available to commercial and/or heritage building owners for buildings located in the town centres of the District. The criteria and qualification for the remission is contained in the Council Assistance Package Policy – Earthquake Prone Buildings.</p> <p>Remission The remission is for a maximum of \$3,000 over 3 years.</p>		
<p>Remission of Total Rates Assessments under \$10. South Taranaki Constituency only.</p> <p>South Taranaki Constituency.</p> <p>Objective The remission of Total Rates Assessments under \$10 is to save the Council unnecessary costs of collecting a small amount of rates.</p> <p>Conditions and criteria The total of the Rates Assessments must be \$10 or less.</p> <p>Remission The remission of 100% of the total rates charged under \$10.</p>		
<p>Postponement of rates for extreme financial circumstances. South Taranaki Constituency only.</p> <p>Objective The objective of this part of the Policy is to assist ratepayers experiencing extreme financial circumstances that affect their ability to pay rates.</p> <p>Conditions and criteria Only rating units used solely for residential purposes will be eligible for consideration for rates postponement for extreme financial circumstances.</p> <p>Only the person entered as the ratepayer, or their authorised agent, may make an application for rates postponement The ratepayer must be the current owner of the rating unit and have owned for not less than five years. The person entered on the Council’s rating information database as the ratepayer must not own any other rating units or investment properties (whether in the District or in another district).</p> <p>The ratepayer (or authorised agent) must make an application to the Council on the prescribed form (copies can be obtained from the Council Offices). The Council will consider, on a case by case basis, all applications received that meet the criteria described in the first two paragraphs under this section. The Council will delegate authority to approve applications for rates postponement to Council Officers.</p> <p>When considering whether extreme financial circumstances exist, all of the ratepayer’s personal circumstances will be relevant including age, physical or mental disability, injury, illness and family circumstances.</p> <p>Before approving an application, the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of their home and chattels to an adequate standard as well as providing for normal day to day living expenses. Where the Council decides to postpone rates the ratepayer must first make acceptable arrangements for payment of future rates, for example by setting up a system for regular payments.</p> <p>Any postponed rates will be postponed until:</p> <ul style="list-style-type: none"> ▪ The death of the ratepayer(s); or ▪ Until the ratepayer(s) ceases to be the owner or occupier of the rating unit; or ▪ Until the ratepayer ceases to use the property as their residence; or ▪ Until a date specified by the Council. 		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>The Council will charge an annual fee on postponed rates for the period between the due date and the date they are paid. This fee is designed to cover the Council's administrative and financial costs and may vary from year to year. The fee that will be charged in the 2021/22 financial year is \$50.00 plus interest at the weighted average interest rate applied to Council debt in the Annual Plan adopted for each year that rates are postponed</p> <p>Even if rates are postponed, as a general rule the ratepayer will be required to pay the first \$500.00 of the rate account. The Policy will apply from the beginning of the rating year in which the application is made although the Council may consider backdating past the rating year in which the application is made depending on the circumstances. The postponed rates or any part thereof may be paid at any time. The applicant may elect to postpone the payment of a lesser sum than what they would be entitled to have postponed until to this Policy. Postponed rates will be registered as a statutory land charge on the rating unit title. This means that the Council will have the first call on the proceeds of any revenue from the sale or lease of the rating unit.</p>		
<p>Discount of rates. South Taranaki Constituency only. South Taranaki Constituency. Background Rates are set on properties in accordance with the statutory provisions of the Local Government (Rating) Act 2002. A local authority may adopt a policy for the discount of some or all rates that are identified in the rates assessment before the due date or dates for those rates in the current financial year.</p> <p>Definitions Financial Year – a period of 12 months beginning on 1 July. Total Rates – include UAGC, General Rates, Roading Rate, Water Targeted Rate (excluding water by meter rate and water meter charges), Wastewater Targeted Rate, Hāwera Business Rate, Warmer Homes Scheme Rate and Kerbside Collection Rate.</p> <p>Policy A discount of 2% will be allowed on the total rates set for the financial year, if the rates for a financial year are paid in full on or before the due date of the first instalment for the financial year.</p>		
<p>Remission of rates on Māori freehold land. All Constituencies. The Council has a policy in place to remit the rates assessed on rating units, which are Māori freehold land in multiple ownership, subject to certain conditions. This policy aims to ensure the fair and equitable collection of rates from all sectors of the community recognising that certain Māori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates.</p> <p>Māori freehold land is defined in the <i>Local Government (Rating) Act 2002</i> as land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court. Only land that is subject of such an order may qualify for remission under this policy.</p> <p>Objectives. The objectives of this policy are:</p> <ul style="list-style-type: none"> • to recognise situations where there is no owner, occupier or person gaining an economic or financial benefit from the land. • to set aside land that is better set aside for non-use because of its natural features (whenua rahui). • to recognise matters related to the physical accessibility of the land. • to recognise and take account of the presence of wāhi tapu that may affect the use of the land for other purposes. • where part only of a block is occupied, to grant remission for the portion of land not occupied. • to facilitate development or use of the land where the Council considers rates based on actual rateable value makes the actual use of the land uneconomic. • to recognise and take account of the importance of land in providing economic and infrastructure support for marae and associated papakainga housing. • to recognise use of the land by the owners for traditional purposes. • to recognise occasions where granting remission will avoid further alienation of Māori freehold land. • to recognise occasions where the Taranaki Regional Council and the community benefit through the efficient collection of rates that are properly payable and the removal of rating debt that is considered non collectible. <p>Conditions and Criteria. The Council will maintain a register titled the Māori Land Rates Relief Register (the register) for the purpose of recording properties on which it has agreed to remit rates pursuant to this policy. The register will comprise two category lists, these being:</p> <ul style="list-style-type: none"> • the Māori Land General Remissions List. • the Māori Land Economic Adjustment Remissions List. <p>Owners or trustees making application should include the following information in their applications: details of the property.</p> <ul style="list-style-type: none"> • the objectives that will be achieved by providing a remission. • documentation that proves the land, which is the subject of the application, is Māori freehold land. <p>The Council may, at its own discretion, add properties to the lists. Relief and the extent thereof, are at the sole discretion of the Council and may be cancelled and reduced at any time.</p> <p>The Council will review the register annually and may:</p> <ul style="list-style-type: none"> • add properties that comply. • remove properties where the circumstances have changed and they no longer comply. <p>No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.</p>		
<p>Postponement of rates on Māori freehold land. All Constituencies. The Council has a policy in place to remit the rates assessed on rating units, which are Māori freehold land in multiple ownership, subject to certain conditions. The objective of this policy is to recognise situations where there is no occupier or person gaining an economic or financial benefit from the land and no practical means of enforcing the rates assessed.</p>		

New Plymouth and North Taranaki constituencies	Stratford constituency	South Taranaki constituency
<p>Māori freehold land is defined in the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court. Only land that is subject of such an order may qualify for remission under this policy.</p> <p>Objective. The postponement on rates on Māori freehold land is to facilitate the development and use of the land for economic use where the Council considers utilisation would be uneconomic if full rates were required during the years of development and establishment.</p> <p>Conditions and Criteria. The Council will consider postponement of rates where previously unoccupied land is subject to clearing, development and commercial use where the Council considers utilisation would be uneconomic if full rates were required during the years of development and establishment.</p> <p>Application should be made prior to commencement of the development. Applications made after the commencement of the development may be accepted at the discretion of the Council.</p> <p>Owners or trustees making application should include the following information in their applications:</p> <ul style="list-style-type: none"> • details of the property. • the objectives that will be achieved by providing postponement. • details of the proposed development. <p>The Council may also, at its discretion, partially remit rates that are otherwise subject to postponement. No postponement will be granted on targeted rates for water supply, sewage disposal or refuse collection.</p>		



Date: 24 October 2023

Subject: **Taranaki Stadium Trust 2022/2023 Annual Report**

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

Document: 3206819

Purpose

1. The purpose of this memorandum is to receive and consider the Taranaki Stadium Trust's *2022/2023 Annual Report*.

Recommendation

That the Taranaki Regional Council:

- a) receives the Taranaki Stadium Trust's *2022/2023 Annual Report*.

Background

2. The Council took over control of the Taranaki Stadium Trust on 27 June 2013. As such, the Trust is a council-controlled organisation of the Council.
3. The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with the Taranaki Regional Council and the New Plymouth District Council.
4. Council-controlled organisations are required to produce an audited annual report within three months of the completion of each financial year.

Discussion

5. The Taranaki Stadium Trust has prepared, and has had audited, its *2022/2023 Annual Report* – refer attached.
6. The Trust, the New Plymouth District Council and the Taranaki Regional Council have a partnership arrangement for the operation and the development, maintenance and enhancement of the Yarrow Stadium facilities. Under the Trust's Deed and the Management Agreement between the Trust and the New Plymouth District Council, the New Plymouth District Council operates and funds the operations of Yarrow Stadium.

The Taranaki Regional Council funds, via the Trust, the long-term maintenance and development of Yarrow Stadium.

7. This partnership for funding and operating/maintaining/developing assists in maintaining Yarrow Stadium as a premier regional sports and events venue.
8. The Stadium re-opened in September 2022 and was extensively used by a range of codes throughout the rest of the year. Functions and events were hosted in the suites in the West Stand.
9. In opting to repair and refurbish Yarrow Stadium, the Taranaki Regional Council has reaffirmed its vision for the venue. The vision was reviewed and updated in 2020/2021. It is:
 - The best regional stadium in New Zealand that regularly hosts local, regional, national, and international sports and entertainment events.
 - A stadium for both major events and community events and the premier outdoor fields for team sports codes.
 - A stadium that is loved by sports fans and the local community.
 - A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior hospitality and event facilities, efficient and effective management, accessibility, flexibility and innovation.
10. The key operational highlights include:
 - Reopening the stadium - September 2022
 - Completion of the West Stand
 - Completion of the lights and turf replacement
 - Hosting the Chiefs Super Rugby game (May 2023)
 - Hosting a range of local, regional and national events
 - Finalisation of the design, budget and funding for the East Stand
 - Completion of Stage I and IA (groundworks) of the new East Stand
 - Commencement of the build of the new East Stand.

Financial considerations—LTP/Annual Plan

11. 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

12. 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

13. 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

14. 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

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

Appendices/Attachments

Document 3192090: [Taranaki Stadium Trust 2022/2023 Annual Report](#)



Taranaki Stadium Trust



Taranaki Stadium Trust 2022/2023 ANNUAL REPORT

VISION FOR YARROW STADIUM

The best regional stadium in New Zealand that regularly hosts local, regional, national, and international sports and entertainment events.

A stadium for both major events and community events and the premier outdoor fields for team sports codes.

A stadium that is loved by sports fans and the local community.

A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior hospitality and event facilities, efficient and effective management, accessibility, flexibility and innovation.

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Document 3192090

Entity information for the Year Ended 30 June 2023

Legal name

Taranaki Stadium Trust

Type of entity and legal basis

The Taranaki Stadium Trust (the Trust) is a charitable trust incorporated in New Zealand under the Charitable Trusts Act 1957 and is domiciled in New Zealand. The Trust is controlled by the Taranaki Regional Council and is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002, by virtue of the Council's right to appoint the Board of Trustees.

The Trust's purpose

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

Structure of the Trust's operations, including governance arrangements

The Trust comprises a Board of two Trustees who oversee the governance of the Trust. The Trustees are appointed by the Taranaki Regional Council. The Trust does not employ any staff. All the Trust's administrative and support services are undertaken by the Taranaki Regional Council. The operation of Yarrow Stadium is undertaken by the New Plymouth District Council pursuant to a Management Agreement.

Main sources of the Trust's cash and resources

Operating grants received from the Taranaki Regional Council are the primary sources of funding to the Trust.

Outputs

Refer to the statement of service performance.



Trustee's Report

The Trustees are pleased to present the Taranaki Stadium Trust's 2022/2023 Annual Report.

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

The Trust, the New Plymouth District Council and the Taranaki Regional Council have a partnership arrangement for the operation and the development, maintenance and enhancement of the Yarrow Stadium facilities. Under the Trust's Deed and the Management Agreement between the Trust and the New Plymouth District Council, the New Plymouth District Council operates and funds the operations of Yarrow Stadium. The Taranaki Regional Council funds, via the Trust, the long-term maintenance and development of Yarrow Stadium.

This partnership for funding and operating, maintaining and developing is designed to maintain Yarrow Stadium as a premier regional sports and events venue.

Highlights

In opting to repair and refurbish Yarrow Stadium within a budget of up to \$79.7 million, the Council has reaffirmed its vision for the venue. The vision was originally adopted in 2015 following stakeholder engagement. It is:

The best regional stadium in New Zealand that regularly hosts national and international sports and entertainment events.

- *A stadium for both major events and community events and the premier outdoor field for team sports codes.*
- *A stadium that is loved by sports fans and the local community.*
- *A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior event facilities, presentation and management and through the early adoption and smart use of technology.*

The implementation of the repair and refurbishment project continued during the year. Significant progress was made on the repair of the West Stand and the installation of new lighting and a new main field. These projects are now complete.

The East Stand was demolished and the design and contract for the new East Stand have been finalised. Groundworks for the new East Stand are substantially complete as at 30 June 2023. The construction of the new East Stand has resulted in an increase in the total project budget from \$70m to \$79.7m.

Trustee's Report



Financial Highlights

The Trust's 2022/2023 funding was focussed on the delivery of the repair and refurbishment project. To date the project spend is \$38m.

The delivery of the repair and recovery programme will require the Trust to borrow up to \$50m from the Taranaki Regional Council (in addition to the existing \$5m loan facility). The servicing of this debt will come from rates sourced Taranaki Regional Council funding.

Looking Ahead

Yarrow Stadium and the Trust face positive times ahead with the Stadium open for business and the construction of the new East Stand underway.

Donna Cram
Trustee
19 September 2023

Michael Nield
Trustee
19 September 2023

Statement of Service Performance

Performance Targets

The performance of Taranaki Stadium Trust has been judged against the following measures:

The presence of a Management Agreement with the New Plymouth District Council for the operation of the Stadium.

An agreement for the management and operation of Yarrow Stadium, between the Trust and the New Plymouth District Council, is in place. The original agreement for the Council to manage and operate the stadium was signed in 2004 and the latest renewal came into effect from 27 June 2013. New Plymouth District Council operated Yarrow Stadium in accordance with the Management Agreement during 2022/2023. There have been no changes to this since the 2021/2022 financial year end.

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

The Taranaki Regional Council has approved a \$79.7m repair and refurbishment project for Yarrow Stadium (2021/2022 \$70m). The New Plymouth District Council and the Taranaki Regional Council have agreed upon a long-term maintenance and development programme for the ten years from 2015/2016 to 30 June 2025. The Taranaki Regional Council provided the annual funding of \$2,178,669 to the Taranaki Stadium Trust (2021/2022 \$2,178,669).

Asset management planning for Yarrow Stadium is on hold while the repair and refurbishment project is delivered. Funding has been used to deliver the repair and refurbishment project. The focus has been on getting the Stadium operational again.



Statement of Financial Performance for the Year Ended 30 June 2023

	Notes	Actual \$ 2022/2023	Budget \$ 2022/2023	Actual \$ 2021/2022
Revenue				
Funding from central or local Government	1	10,626,854	12,178,669	8,872,719
Interest revenue		61,039	-	2,379
Rental revenue		74,678	-	-
Other revenue		-	-	43,830
Gains on revaluation of buildings	6	1,365,646	-	-
Total revenue		12,128,217	12,178,669	8,918,928
Expenses				
Depreciation	6	735,137	500,000	889,505
Interest expense	2	777,321	450,000	235,347
Other expenses	3	303,148	190,000	1,444,931
Impairment charges	6	-	-	91,939
Losses on revaluation of buildings	6	-	-	1,296,058
Total expenses		1,815,606	1,140,000	3,957,780
Surplus/(deficit)		10,312,611	11,038,669	4,961,148
Other comprehensive revenue				
Gains / (Losses) on revaluation of land	6	(38,478)	-	955,000
Total other comprehensive income		(38,478)	-	955,000
Total comprehensive income/(deficit)		10,274,133	11,038,669	5,916,148
Total comprehensive income/(deficit) attributable to:				
Taranaki Regional Council		10,274,133	11,038,669	5,916,148
Total comprehensive income/(deficit)		10,274,133	11,038,669	5,916,148

The accompanying notes form part of these financial statements.

Statement of Financial Position as at 30 June 2023

	Notes	Actual \$ 2022/2023	Budget \$ 2022/2023	Actual \$ 2021/2022
Assets				
Current assets				
Bank accounts and cash	5	2,057,814	248,098	1,466,091
Debtors and other receivables	7	194,256	-	38,121
Total current assets		2,252,070	248,098	1,504,212
Non-current assets				
Property, plant and equipment	6	50,045,639	50,547,642	35,478,206
Total non-current assets		50,045,639	50,547,642	35,478,206
Total assets		52,297,709	50,795,740	36,982,418
Liabilities				
Current liabilities				
Creditors and other payables	8	1,598,779	540,000	1,557,622
Borrowings	9	333	-	332
Total current liabilities		1,599,112	540,000	1,557,954
Non-current liabilities				
Borrowings	9	19,500,000	17,847,331	14,500,000
Total non-current liabilities		19,500,000	17,847,331	14,500,000
Total liabilities		21,099,112	18,387,331	16,057,954
Net assets		31,198,597	32,408,409	20,924,464
Equity				
Accumulated funds	4	28,932,075	31,058,409	18,619,464
Asset Revaluation Reserve	4	2,266,522	1,350,000	2,305,000
Total equity attributable to the Trust	4	31,198,597	32,408,409	20,924,464

The accompanying notes form part of these financial statements.

Statement of Cash Flows for the Year Ended 30 June 2023

	Notes	Actual \$ 2022/2023	Budget \$ 2022/2023	Actual \$ 2021/2022
Cash flows from (used in) operating activities				
Funding from central or local Government		10,626,854	12,178,669	8,872,719
Other revenue		-	-	73,845
Rental revenue		73,119	-	-
Interest received		60,861	-	2,329
Payments to suppliers		(283,147)	(190,000)	(1,678,120)
Interest paid		(712,675)	(450,000)	(148,148)
Goods and services tax (net)		(154,219)	-	87,611
Net cash from (used in) operating activities	10	9,610,793	11,538,669	7,210,236
Cash flows from (used in) investing activities				
Purchase of property, plant and equipment		(14,019,070)	(14,500,000)	(15,739,643)
Net cash from (used in) investing activities		(14,019,070)	(14,500,000)	(15,739,643)
Cash flows from (used in) financing activities				
Applied to borrowings		-	(1,352,669)	-
Provided from borrowings		5,000,000	4,500,000	9,500,000
Net cash from (used in) financing activities		5,000,000	3,147,331	9,500,000
Net (decrease)/increase in bank accounts and cash		591,723	186,000	970,593
Opening bank accounts and cash		1,466,091	62,098	495,498
Closing bank accounts and cash	5	2,057,814	248,098	1,466,091

The goods and services tax (net) component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The GST (net) component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

Statement of accounting policies

Reporting entity

The Taranaki Stadium Trust (the Trust) is a charitable trust incorporated in New Zealand under the *Charitable Trusts Act 1957* and is domiciled in New Zealand. The Trust is controlled by the Taranaki Regional Council and is a Council Controlled Organisation as defined under section 6 of the *Local Government Act 2002*, by virtue of the Council's right to appoint the Board of Trustees.

Rather than making a financial return, the primary objective of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with the Taranaki Regional Council and the New Plymouth District Council. The Trust has elected to apply PBE SFR-A (PS) Tier 3: Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million. The Trust recognises that it has exceeded the annual expenses threshold in 2021/2022 due to one off demolition and losses on revaluation of buildings associated with the Stadium repair and rebuild project. As expenditure for the 2022/2023 does not exceed \$2 million, and the expenditure limits were breached for only one year, it is still appropriate to apply Tier 3 reporting requirements.

The financial statements of the Trust are for the year ended 30 June 2023. The financial statements were authorised for issue by the Board of Trustees on 19 September 2023.

Basis of preparation

Measurement base

The financial statements have been prepared on a historical costs basis, modified by the revaluation of certain fixed assets.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars.

New and amended accounting standards adopted

There have been no new or amended accounting standards adopted for the year ended 30 June 2023.

Changes in accounting policies

There have been no changes in accounting policies for the year ended 30 June 2023.

Significant accounting policies

The following is a summary of the significant accounting policies, adopted by the Trust, in the preparation of these financial statements.

Goods and services tax

The Trust is registered for Goods and Services Tax (GST). The financial statements have been prepared exclusive of GST, with the exception of receivables and payables, which are stated inclusive of GST. The net amount of GST, recoverable from or payable to the Inland Revenue Department (IRD), is included as part of receivables or payables, in the statement of financial position. The net amount of GST, paid to or received from the IRD, is classified as an operating cash flow, in the statement of cash flows.

Notes to the Financial Statements

Revenue

Council grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Crown Infrastructure Stadium rebuild funding is recorded as revenue when received, as specified by Tier 3 PBE Accounting Standards.

Interest revenue is recorded as it is earned during the year.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks with original maturities of 3 months or less, and bank overdrafts. Bank overdrafts are shown within borrowings, as a current liability, in the statement of financial position.

Investments

Investments comprise investments in terms deposits with banks. Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

Debtors and other receivables

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Property, plant and equipment

Property, plant, and equipment is recorded at cost, less accumulated depreciation and impairment losses with the exception of land and buildings which is recorded at valuation. Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised. For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount. For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Work in progress is recorded at cost. Cost includes expenditure which is directly attributable to the acquisition of an asset. Capital work in progress is not depreciated.

Accounting for revaluations

The Trust elects to apply Tier 2 PBE IPSAS 17 Property, Plant and Equipment for the purposes of accounting for revaluations and have applied the disclosure concession applicable for Tier 2 entities.

When land and buildings is revalued, any accumulated depreciation, at the date of the revaluation, is eliminated against the gross carrying amount of the asset. Then, the net amount is restated, to reflect the revaluation.

If the carrying amount of an item of land and buildings increases, as the result of a revaluation, the increase shall be recognised in the asset revaluation reserve, within other comprehensive income. However, the increase shall be recognised in the surplus or deficit, to the extent that it reverses a revaluation decrease, of the same class of assets, previously recognised in the surplus or deficit.

If the carrying amount of an item of land and buildings decreases, as the result of a revaluation, the decrease shall be recognised in the surplus or deficit. However, the decrease shall be recognised in the asset revaluation reserve, within other comprehensive income, to the extent of any credit balance in the revaluation reserve, in relation to that asset class.

Notes to the Financial Statements

Revaluations of property, plant and equipment are accounted for on a class-of-asset basis. Only land and buildings are revalued and recorded at fair value, all other assets are recorded at cost.

In accordance with the Trust's Statement of Intent for the year to 30 June 2023, property is normally revalued on a three yearly cycle, however an additional revaluation has been undertaken as at 30 June 2023.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential, associated with the item, will flow to the Trust, and the cost of the item can be measured reliably. In most instances, an item of property, plant and equipment will be recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it will be recognised at fair value as at the acquisition date.

Disposals

Gains and losses on disposal are determined by comparing proceeds received, with the carrying amount of the asset. Gains and losses on disposal are included in the surplus or deficit. When revalued assets are sold, amounts included in the asset revaluation reserve, in relation to those assets, will be transferred to accumulated funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised if, and only if, it is probable that future economic benefits or service potential, associated with the item, will flow to the Trust, and the cost of the item can be measured reliably.

Impairment of property, plant and equipment

The carrying values of property, plant and equipment are reviewed annually for impairment, with reference to internal and external factors which may indicate the carrying value exceeds depreciated replacement cost. The Trust elects to apply Impairment of Revalued Assets including Amendments to PBE IPSASs 21 and 26 and have applied the disclosure concession applicable for Tier 2 entities for the purposes of the impairment recognised in note 6. Any significant impairment is recognised by writing the assets down to their depreciated replacement cost and charging the impairment to the relevant revaluation reserve or to the surplus or deficit, where there is no revaluation reserve. If an asset's carrying value exceeds its recoverable amount, the asset is impaired, and the carrying amount is written down to the recoverable amount. In relation to revalued assets, the impairment loss is recognised against the revaluation reserve, for that asset class. Where that results in a debit balance, in the revaluation reserve, the balance is recognised in the surplus or deficit. In relation to assets that are not revalued, the total impairment is recognised in the surplus or deficit.

Depreciation and amortisation expense

Depreciation is provided on a straight-line basis, at rates that will write-off the cost or valuation of assets, to their estimated residual values, over their useful lives. The rates of depreciation are as follows:

Buildings	1.25% to 6.67% per annum
Furniture, fittings and equipment	6.67% to 25.00% per annum
Office Equipment	15.00% to 30.00% per annum

The residual value and the useful life of an asset is reviewed, and adjusted if applicable, at the end of each financial year.

Creditors and other payables

Creditors and accrued expenses are measured at the amount owed.

Income tax

The Trust has been granted Charitable Status by the IRD and therefore, is exempt from income tax.

Notes to the Financial Statements

Loans

Loans are recorded at the amount borrowed from the lender and include any interest accrued at balance date that has not yet been paid. All borrowing costs are expensed in the period they occur.

Critical accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the actual results.

Estimates and assumptions are continually evaluated, and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the value of assets and liabilities, within the next financial year, are discussed below:

Land and building fair values:

Land and buildings are revalued every three years. The latest valuation was performed by TelferYoung (Taranaki) Limited. TelferYoung (Taranaki) Limited are a registered experienced valuer with extensive market knowledge in the types of land and buildings owned by the Taranaki Stadium Trust. Trust management has done an assessment of the 30 June 2023 valuation and is satisfied that this latest valuation is materially accurate.

Property, plant and equipment useful lives and residual values:

At each balance date, the Trust reviews the useful lives and residual values of its property, plant and equipment. To assess whether the useful lives and residual values are appropriate, the Trust considers a number of factors, such as, the physical condition of the asset, the expected period of use of the asset, and the expected disposal proceeds, from future sale of the asset.

An incorrect estimate of the useful life or residual value will impact on the depreciable amount of an asset and will therefore, impact depreciation expense in the statement of comprehensive income, and the carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this uncertainty through physical inspection of assets. The Trust has made an impairment assessment with regard to rebuild enhancements in the current financial year – refer note 6.

Going concern

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future. As at 30 June 2023, the Trust's current assets exceeded its current liabilities by \$652,959 (2021/2022: current liabilities exceeded current assets by \$53,742).

Taranaki Regional Council continues to provide a letter of support to ensure where required, the Trust will be able to pay its debts as they fall due. Taranaki Regional Council has secured the funding that is required to repair the assets and the stadium as outlined in the Taranaki Regional Council 2021/2031 Long Term Plan.

The Trust has considered the impact of COVID-19 in respect of its status as a going concern. COVID-19 delayed the implementation of the repair and refurbishment project, thus providing the opportunity for the Taranaki Regional Council to apply for Government "shovel-ready" funding. This application was successful and funding of \$30m was approved (2021/2022: \$30m). The Trust was able to continue operating throughout the different pandemic alert levels and COVID-19 has resulted in no impact on liquidity and working capital. There has been no impact on access to capital. The repair and refurbishment project faces increased costs and supply delays resulting from the impacts of COVID-19 on building and construction materials. The Trust has taken the necessary steps to mitigate and minimise these impacts. The Trust is well positioned to maintain its financial position and to continue operating through this time of business uncertainty.

Notes to the Financial Statements

1. Funding from central or local Government

	Actual \$ 2022/2023	Actual \$ 2021/2022
Annual grant from the Taranaki Regional Council	2,178,669	2,178,669
Crown Infrastructure Stadium Rebuild Funding	8,448,185	6,694,050

Donated goods or services not recognised:

During the year, the Trust received professional accounting and secretarial services from the Taranaki Regional Council at no charge.

2. Interest Expense

	Actual \$ 2022/2023	Actual \$ 2021/2022
Interest – TSB	2,562	28,316
Interest – Taranaki Regional Council	774,759	207,031
Total finance expenses	777,321	235,347

3. Other Expenses

	Actual \$ 2022/2023	Actual \$ 2021/2022
Ancillary services	1,723	16,889
Audit fees for financial statement audit	41,970	12,985
Bank charges	38	16
Charities commission	44	44
Consulting fees	-	9,289
Demolition expense	-	1,257,321
General expenses	2,595	30,878
Insurance	138,703	69,079
Legal Expenses	15,565	50,904
Rates	8,896	-
Rental commission	6,383	-
Rental R&M	5,191	-
Stadium repairs and maintenance	59,571	(4,154)
Valuation Fees	22,469	1,680
Total other expenses	303,148	1,444,931

4. Equity

	Actual \$ 2022/2023	Actual \$ 2021/2022
Accumulated funds		
Balance at 1 July	18,619,464	13,658,316
Surplus/(deficit) for the year	10,312,611	4,961,148
Other comprehensive income/(deficit)	(38,478)	955,000
Transfers to asset revaluation reserve	38,478	(955,000)
Balance at 30 June	28,932,075	18,619,464
Asset revaluation reserve		
Balance at 1 July	2,305,000	1,350,000
Movement in the asset revaluation reserve	(38,478)	955,000
Balance at 30 June	2,266,552	2,305,000
Total equity	31,198,597	20,924,464

Notes to the Financial Statements

5. Bank accounts and cash

	Actual \$ 2022/2023	Actual \$ 2021/2022
TSB Bank current account	67,703	41,539
TSB Bank on call account	1,990,111	1,424,552
Total bank accounts and cash	2,057,814	1,466,091

The carrying value of cash and cash equivalents approximates their fair value.

6. Property, plant and equipment

	Actual \$ 2022/2023	Actual \$ 2021/2022
<u>Land at valuation</u>		
Carrying amount at 1 July	4,455,000	3,500,000
Additions	565,217	-
Revaluation	(38,478)	955,000
Carrying amount at 30 June	4,981,739	4,455,000
<u>Furniture, fittings and equipment</u>		
Cost at 30 June previous year	3,324,495	3,340,193
Accumulated depreciation	(2,936,470)	(2,276,177)
Net book value previous year	388,025	1,064,016
Carrying amount at 1 July	388,025	1,064,016
Additions	2,515	-
Disposals	-	(15,698)
Depreciation	(122,685)	(660,293)
Carrying amount at 30 June	267,855	388,025
<u>Buildings at valuation</u>		
Cost at 30 June previous year	26,635,393	10,260,449
Accumulated depreciation	(810,592)	(1,178,281)
Net book value previous year	25,824,801	9,082,168
Carrying amount at 1 July	25,824,801	9,082,168
Additions	444,713	-
Transfers	4,728,810	18,267,903
Depreciation	(612,452)	(229,212)
Revaluation	1,365,645	(1,296,058)
Carrying amount at 30 June	31,751,517	25,824,801
<u>Office equipment</u>		
Cost at 30 June previous year	16,430	16,430
Accumulated depreciation	(16,430)	(16,430)
Net book value previous year	-	-

Notes to the Financial Statements

	Actual \$ 2022/2023	Actual \$ 2021/2022		
Carrying amount at 1 July	-	-		
Additions	-	-		
Disposals	-	-		
Depreciation	-	-		
Carrying amount at 30 June	-	-		
Work in progress				
Cost at 30 June previous year	4,810,380	7,107,065		
Accumulated depreciation	-	-		
Net book value previous year	4,810,380	7,107,065		
Carrying amount at 1 July	4,810,380	7,107,065		
Additions	12,962,958	16,105,112		
Transfers	(4,728,810)	(18,267,903)		
Impairment of enhancements	-	(91,939)		
Disposals	-	(41,955)		
Depreciation	-	-		
Revaluation	-	-		
Carrying amount at 30 June	13,044,528	4,810,380		
Total property, plant and equipment	50,045,639	35,478,206		
As at 30 June 2023	Cost or Valuation	Impairment	Accumulated Depreciation	Carrying Amount
Land at valuation	4,981,739	-	-	4,981,739
Furniture, fittings and equipment at cost	3,327,010	-	3,059,155	267,855
Buildings at valuation	32,176,372	-	424,855	31,751,517
Office equipment at cost	16,430	-	16,430	-
Work in progress at cost	13,044,528	-	-	13,044,528
Total property, plant and equipment	53,546,079	-	3,500,440	50,045,639

Valuation

TSB Bank holds a restriction over the title of the Trust's property by way of a registered first mortgage over the property at 6 Maratahu Street, New Plymouth. No plant and equipment is pledged as security for liabilities. The land and buildings were valued, as at 30 June 2023, by Mike Drew, registered valuer, TelferYoung (Taranaki) Limited. Land and buildings were adjusted in the financial statements, for the year ending 30 June 2023, to reflect this revaluation. The valuation was performed by TelferYoung (Taranaki) Limited. TelferYoung (Taranaki) Limited are a registered experienced valuer with extensive market knowledge in the types of land and buildings owned by the Taranaki Stadium Trust. The land is valued using market based sales evidence. The land's fair value at 30 June 2023 was \$4,981,739 and loss on revaluation of \$38,478 was recognised in the asset revaluation reserve.

Buildings are valued based on the depreciated replacement cost approach using assumptions the valuer believed to be fair and reasonable at the date of valuation. The total fair value of the buildings at 30 June 2023 was \$31,751,517. Gain on revaluation of the buildings of \$1,365,646 was recognised in the surplus or deficit.

Trust management has done an assessment of the 30 June 2023 valuation and is satisfied that this latest valuation is materially accurate.

Impairment

As part of the repair and refurbishment of Yarrow Stadium, technology enhancements were started however, these were not completed, consequently the enhancements costs in capital WIP in 2021/2022 were considered end of its useful life and its impairment loss was assessed at 100%.

The total value of the impairment loss of the enhancements for the year ended 30 June 2023 was \$0. (2021/2022: Field 1 turf \$91,939.)

Notes to the Financial Statements

Background

During the 2017/2018 year, detailed seismic assessments were completed on the East and West Stands of Yarrow Stadium. The assessments indicated that the East Stand was 10% of new building standard and the West Stand was 20% of new building standard. As such both stands were earthquake prone buildings and were closed from use.

The Trust is committed to the repair of the stands and the investigations on the repair and rebuild options has been completed. The Taranaki Regional Council has approved the repair and refurbishment of Yarrow Stadium. The project will include repairs to the earthquake-prone West Stands and the build of a new East Stand. Other important refurbishments include LED pitch lighting and the reinstatement of Field 1.

This work essentially restores what existed, with essential updates. The estimated total cost is \$79.7 million which will be funded by a \$30m "shovel-ready" grant from the Government and a loan through Taranaki Regional Council.

The repair of the West Stand is complete. The reinstatement of Field 1 and upgraded lights is also complete, with the Stadium reopening in September 2022. The East Stand groundworks were significantly complete at 30 June 2023. The design for the new East Stand is complete and Clelands Construction Limited have been contracted to undertake the build. The new East Stand is planned to open in time for the winter 2025 sports season.

7. Debtors and other receivables

	Actual \$ 2022/2023	Actual \$ 2021/2022
TSB Bank interest accrual	234	56
Trade debtors	-	-
Net rental income owed	1,737	
GST refund	192,285	38,065
Total debtors and other receivables	194,256	38,121

8. Creditors and other payables

	Actual \$ 2022/2023	Actual \$ 2021/2023
Audit fee accrual	22,425	12,985
Trade payables and accruals	1,576,353	1,544,637
Total creditors and other payables	1,598,778	1,557,622

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms. Therefore the carrying values approximate their fair value.

9. Borrowings

	Actual \$ 2022/2023	Actual \$ 2021/2022
TSB Bank Liberty Revolving credit facility	333	332
Taranaki Regional Council loan	-	-
Total current liability borrowings	333	332
Taranaki Regional Council loan	19,500,000	14,500,000
Total non-current liability borrowings	19,500,000	14,500,000

The TSB Bank Liberty Revolving credit facility has a draw down limit of \$5,000,000 and is secured by way of a registered first mortgage over the property at 6 Maratahu Street, New Plymouth. Interest is incurred at a 8.12% variable rate as at 30 June 2023 (2021/2022: 4.62%). The Taranaki Regional Council loan has a draw down limit of \$35,000,000 and is unsecured. Interest is incurred at a 4.36% variable rate as at 30 June 2023 (2021/2022: 2.79%).

Notes to the Financial Statements

10. Reconciliation of net surplus/(deficit) to net cash from operating activities

	Actual \$	Actual \$
	2022/2023	2021/2022
Surplus/(deficit)	10,312,611	4,961,148
<i>Add/(less) non-cash items:</i>		
Depreciation and amortisation expense	735,137	889,505
Impairment of enhancements (through surplus/deficit)	-	91,939
(Gain) /Losses on revaluation of buildings	(1,365,646)	1,296,058
<i>Add/(less) movements in working capital items</i>		
Creditors and other payables	84,825	(145,990)
Debtors and other receivables	(156,134)	117,576
Net cash from operating activities	9,610,793	7,210,236

11. Related parties

Related-party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the Trust would have adopted in dealing with the party at arm's length in the same circumstances.

The Taranaki Regional Council is deemed to be a related party of Taranaki Stadium Trust. The Trust received \$2,178,669 of annual grant revenue from the Council for the year ending 30 June 2023 (2021/2022: \$2,178,669). The Trust has a \$19,500,000 loan from the Council as at 30 June 2023. (2021/2022: \$14,500,000). During the year, the Trust paid interest on this loan of \$774,759 (2021/2022: \$207,031)

The Trust owns Yarrow Stadium, but, the New Plymouth District Council manages and operates the Stadium, in accordance with a Management Agreement, between the two parties. In relation to the year ending 30 June 2023, no debts between the parties were written off or forgiven, and no transactions took place between the parties at nil or nominal value. The Trust does not have any employees. No Trustee fees were paid during the year.

12. Capital commitments

There are capital commitments of \$35,606,375 as at 30 June 2023 (2021/2022: 902,088).

13. Contingent liabilities

There are no contingent liabilities as at 30 June 2023 (2021/2022: nil).

14. Contingent assets

There are no contingent assets as at 30 June 2023 (2021/2022: nil).

15. Events after the balance sheet date

The Trust has no material events subsequent to balance date.

Trust Directory

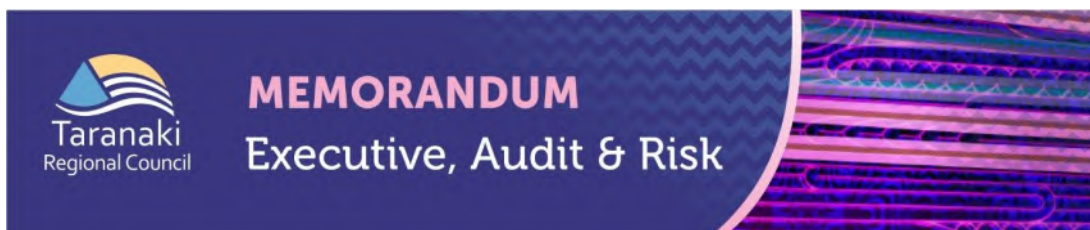
Taranaki Stadium Trust

Nature of business:	Charitable Trust
Trustees:	Elvisa van der Laden – till October 2022 Donna Cram – from October 2022 Michael Nield
Trust Settlement Date:	23 December 1999
Address:	C/- Taranaki Regional Council Private Bag 713 Stratford 47 Cloten Road Stratford
Bankers:	TSB Bank New Plymouth
Solicitors	Till Henderson Stratford
Auditors:	Matt Laing Deloitte Limited on behalf of the Auditor-General



**INDEPENDENT AUDITOR'S REPORT
TO THE READERS OF TARANAKI STADIUM TRUST'S FINANCIAL STATEMENTS AND STATEMENT OF SERVICE
PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2023**





Date 24 October 2023

Subject: **Report of the Port Taranaki Harbourmaster 2022/2023**

Approved by: A D McLay, Director - Resource Management
S J Ruru, Chief Executive

Document: 3206094

Purpose

1. The purpose of this memorandum is to receive and consider the 2022/2023 Harbourmaster report.

Recommendations

That the Taranaki Regional Council:

- a) receives the 2022/2023 Harbourmaster report
- b) notes the levels of service in the Long Term Plan have been met.

Background

2. The Port and Harbour Marine Safety Code (P&HMSC) is a voluntary national standard for the safe management of marine activities in New Zealand ports and harbours. Port Taranaki has a Safety Management System (SMS), which has been developed under P&HMSC guidance and includes identified hazards and associated risk assessment and profiles for the port and harbour. The SMS is operational. All maritime activities in the port and harbour are monitored for safety against the SMS.
3. The Harbourmaster, Mr Tony Parr, will present the memorandum.

Discussion

4. The Harbourmaster's report is attached to this memorandum and includes a full report on activities. Highlights are the operation of the Marine Panel and Port Safety Advisory Group where navigation/safety and port operations are managed.
5. The level of service, concerning the safe navigation for all users of the waters of Port Taranaki and its approaches, has been met.
6. There have been no significant breaches of the requirements of the P&HMSC, including the Port Taranaki Harbour Safety Management System.

Financial considerations—LTP/Annual Plan

7. 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

8. 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

9. 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

10. 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

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

Appendices/Attachments

Document 3201499: [Harbourmaster Report 2022/2023](#).

MEMORANDUM

HARBOURMASTER REPORT 2022/2023

Overview

There have been no significant incidents concerning navigational safety¹ in Port Taranaki and its approaches over the 12-month period ended 30 June 2023.

A total of 291 vessels greater than 500 Gross Registered Tonnes visited over the period, representing 582 harbour movements. This is an increase of 15 visits over the previous 12 month period. These vessels were mainly bulk carriers with cargoes of logs, stock feeds, fertiliser and other bulk commodities; and petro chemical tankers. Up to three offshore support vessels (OSV) greater than 500 GRT have used the port at any one time, navigated by masters or mates with pilotage exemption certificates. These vessels service offshore oil and gas rig installations. They have made 394 visits, an increase of 123 visits over the previous period.

The number of recreational vessels using the public ramp and pontoon facilities at the Lee Breakwater continues to grow, although probably not as rapid rate as in previous reports. Taranaki largely follows national trends and statistics for recreational boating. The summer months continue to be busy wherein there is increased pressure on the port's public boat ramp and car and trailer parking facilities at times². Patience and forbearance are key needs for the recreational boating public on these days, well displayed by most.

¹ Significant incidents involving injury or death, damage to property, and/or damage to the environment.

² On New Year's day 2023 Taranaki Coastguard registered a record 340 trip reports in the Taranaki region.

2022/2023 OPERATIONS

Commercial

Harbour pilot training has been a key focus through the period as Port Taranaki Limited continues to recruit harbour pilots. Two new pilots have qualified over the period and a further one is expected over the next 12 months. The recruits represent a considerably younger cohort. Significantly, two have been recruited with naval training and experience only, where previously a master foreign going equivalent qualification was required.

The port has been busy with ships and cargoes different from the usual bulk commodities. This has included the Helix Q7000 semisubmersible vessel engaged with the Tui oilfield decommissioning. There has been an increase in smaller ship visits as the country's coastal shipping fleet has expanded and smaller, nuanced cargoes have been embarked and disembarked.

Harbour depths have remained stable through the year following a lengthy dredging campaign in the previous year and no major storms experienced over this year. The next campaign will need to focus on the inner berth areas which have less depth than they need to be. These have been beyond the reach of the last dredge.

Weather continues to be the most dominant hazard for PTL shipping movements, mooring and operations in general. Periods of poor weather conditions are managed to optimise commercial shipping operations without compromise to the security of vessels alongside. The port is periodically closed to shipping for up to three day periods when wind, sea state, tide and long period wave conditions combine to make operations unsafe.

There continues to be a strong relationship between the Harbourmaster and Port Taranaki Limited's operations and marine services divisions. The port company has a strong safety culture amongst its employees

and a number of effective administrative systems and processes supporting navigational safety.

Recreational

The Council participated in Maritime New Zealand's '*No Excuses*' national campaign for recreational boating safety over the summer period. Participation has funding from MNZ for time on the water and on the port boat ramp. The Taranaki approach has continued to be one of delivering education and awareness about navigational safety to the recreational boating public before they proceed out on the harbour, and on the water in the harbour and approaches. The Council's '*Guide to Recreational Boating in the Port Taranaki Area*' has continued to be distributed, together with Maritime New Zealand water safety promotional material. This activity has enabled considerably wider stakeholder/user engagement.

While recreational vessel speed in the restricted areas of the harbour has been the most common breach of port and harbour bylaw provisions, this has been joined by incidences of failure to carry lifejackets. Jet skis are commonly noted to be in breach of speed restrictions than other recreational vessels. Education is the first step in any enforcement and has been successful.

The port has become increasingly popular for organised events on the water. Over the summer we have hosted a waka ama regatta, an international yacht race start, an international triathlon, numerous fishing competitions and club events. There is a similar programme of events developing for the 2023/24 summer, including the popular Waterworld fun park which will be moored off Ngamotu Beach for a month from 6 January 2024.

Port and Harbour Marine Safety Code

The Harbourmaster has continued to be engaged with administration of the Port and Harbour Marine Safety Code (P&HMSC), participating in a peer review of SouthPort's Safety Management System for navigational

safety in November 2022. Attendance at the annual conference of P&HMSC member groups is a useful experience.

The Navigation Safety Special Interest Group (NSSIG), a national forum for Harbourmasters, continues to be an effective and influential networking organisation. The Harbourmaster attends the annual conference.

Outlook for the Next 12 Months

Over the next 12 months the Harbourmaster will:

- Continue with duties and responsibilities prescribed in the Harbourmaster contract being:
 - Conduct of the business of the Marine Panel for the monitoring and administration of the port and harbour Safety Management System.
 - Monitoring bylaw compliance October to March, on and off the water.
 - Engagement with the national Navigation Safety Special Interest Group (NSSIG).
 - Engagement with other regional Harbourmasters on matters of common interest.
- Participate in MNZ's 'No Excuses' summer recreational boating safety campaign.
- Participate in Port and Harbour Safety Code peer reviews of regional port safety management systems.

A.J. PARR
Harbourmaster



Date 24 October 2023

Subject: **Asset Management Plan for Pukeiti**

Approved by: D Harrison, Director - Operations
S J Ruru, Chief Executive

Document: 3205281

Purpose

1. The purpose of this memorandum is to advise that the updated asset management plan has been prepared for Pukeiti and to summarise the revisions to this plan.

Executive summary

2. The three-year revision of the asset management plan for Pukeiti is designed to consolidate and build on the current infrastructure, facilities and garden developments. Regional Gardens works with other departments of the TRC in promoting the Towards Predator-free Taranaki programme and encourages the use of the rainforest for education and recreation.
3. The asset management plans encapsulate a range of iconic and recreational projects that will provide excellent access to a broad audience. These include having an overarching management plan that has been developed with our stakeholders to guide the development of the property, improving access for the less-able, improvements to the rainforest tracks, an all-weather education facility, and rainforest interpretation in a predator-free environment. The period of this plan is also a time to consolidate on previous development and maintain existing assets.

Recommendations

That the Taranaki Regional Council:

- a) receives the *Pukeiti Asset Management Plan 2024/2034*
- b) notes these budgets and summarised proposals of the *Pukeiti Asset Management Plan* will be included in the *2024/2034 Long-Term Plan Statement of Proposal*.

Background

4. Pukeiti is a 360-hectare property situated at 2290 Carrington Road, New Plymouth. The blend of regenerating Taranaki rainforest with a comprehensive rhododendron collection is unique and recognised regionally, nationally and internationally.

5. Governance and ownership of Pukeiti was transferred to the Council on 1 July 2010 for the people of Taranaki and their visitors. The Council embarked on a significant process to deliver a vision and asset management plan for Pukeiti. The *Pukeiti Asset Management Plan 2013/2023* was developed in conjunction with a working party of the Pukeiti Rhododendron Trust, Taranaki Iwi, Parininihi ki Waitotara, Department of Conservation and other specialist expertise.
6. The *Pukeiti Asset Management Plan 2013/2023* was adopted by the Council in October 2012 and became operative on 1 July 2013. This plan and subsequent revisions contain strategic framework, goals and objectives to position the garden as a high quality public garden and rainforest experience for public use.

Discussion

7. This is the fourth revision of the asset management plan for Pukeiti.
8. Over the last three years the Council has upgraded of a section of the Kaitake Track to the Piwakawaka Family Hut, installed a back-up power supply, replaced the waterwheel, upgraded many areas of the gardens and installed new artworks. Visitor numbers have grown since last year.
9. The focus of this asset management plan is to:
 - develop a Pukeiti Management Plan that determines the future development and management of Pukeiti to ensure a consistent direction
 - grow new recreation-based visitors through promoting up the predator-free rainforest to family groups and interpretation experiences
 - continue to improve the world-class garden experience with regular maintenance, more display plantings and more plant information
 - continue to expand the visitor experience through activities, events and improved accessibility.
10. Projects include:
 - Develop a long term Pukeiti Management Plan that provides guidance for the long-term management and development of Pukeiti
 - Improving accessibility for the less-able
 - Building an all-weather educational facility that provides access to the Rainforest
 - Maintaining and improving existing Pukeiti assets
 - Supporting recreational opportunities in the rainforest that may link with other organisations' projects
 - Continuing to upgrade of the rainforest tracks
 - Providing new interpretation in the rainforest
 - Potential to create heritage installations.

Decision-making considerations

11. Part 6 (Planning, decision-making and accountability) of the *Local Government Act 2002* has been considered and documented in the preparation of this agenda item. The

recommendations made in this item comply with the decision-making obligations of the *Act*.

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. Similarly, iwi involvement in adopted work programmes has been recognised in the preparation of this memorandum.
15. The Pukeiti Asset Management Plan 2024/34 will be sent to PRT, PKW, VTT, NPDC and iwi and hapū for their information, noting that these stakeholders will be consulted in the creation of the proposed Pukeiti Management Plan. Ngā Mahanga a Tairi and Pukeiti Rhododendron Trust have verbalised support for the Management Plan proposal during recent discussions.

Legal considerations

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

Appendices/Attachments

Document 3149408: [Pukeiti Asset Management Plan](#)



Pukeiti Asset Management Plan

(2024/2034)

Revision 1 July 2023

Taranaki Regional Council

Private Bag 713

Stratford

Quality Control Information

Document	Pukeiti Asset Management Plan - 3149408
Date	September 2023
Prepared by	Stuart Robertson
Reviewed by	Stuart Robertson, Regional Garden Manager, Taranaki Regional Council

Revision History

Revision	Revision Date	Details	Authorised	
			Name/ Position	Signature
1	July 2011	Three yearly review	Mike Nield	
2	July 2014	Three yearly review	Stephen Hall	
3	July 2017	Three yearly review	Stephen Hall	
4	July 2020	Three yearly review	Daniel Harrison	
5	July 2023	Three yearly review	Daniel Harrison	

Authorised for Release

Name/Position	Signature
Daniel Harrison Director Operations, Taranaki Regional Council	
Steve Ruru Chief Executive, Taranaki Regional Council	

Executive summary

Pukeiti is a 360 hectare property situated at 2290 Carrington Road, New Plymouth. Developed from 1951 by the Pukeiti Rhododendron Trust, Pukeiti is regarded as one of New Zealand's foremost rhododendron collections and is recognised internationally. The blend of regenerating Taranaki rainforest with a comprehensive rhododendron collection is unique and recognised regionally, nationally and internationally. Pukeiti also holds many stories – of the tangata whenua, the pioneers, the founders and members, the collection, the landscape and biodiversity. There are unique opportunities to tell these stories and enhance the visitor experience.

Ownership, governance and management of Pukeiti was transferred to the Taranaki Regional Council on 1 July 2010 for the people of Taranaki and their visitors.

This plan identifies the ongoing potential of Pukeiti as a unique rhododendron garden and rainforest experience for the public value and the collective potential of the three regional gardens as a world class cluster of public gardens.

The vision for the Pukeiti experience

"Encounter the mystery"

Explore a wonderland of colourful rhododendrons and a rich and vibrant rainforest. Take a short garden walk or a more challenging adventure and with either, sense another world and time. Feel the spiritual significance of Pukeiti to local tangata whenua. Find out about pioneering Europeans, passionate plant-collectors and garden-makers. Learn some of the knowledge and history of the place. Gain horticultural skills and experience predator free biodiversity in action. Discover the property whilst doing a fun activity or make use of the facilities for a private or community event. Share Pukeiti – a truly unique part of Taranaki's heritage.

This plan seeks to focus and develop Pukeiti to realise the vision in a way that:

- Preserves and enhances the unique international rhododendron collection,
- Promotes community engagement and support
- Extends the promotion of the Pukeiti experience to a national and international audience through strategic and effective partnerships,
- Communicates the stories, language and knowledge of the tangata whenua,
- Communicates the stories of the pioneers, garden founders and members,
- Promotes adventure and discovery through recreational activities,
- Promotes biodiversity, particularly of the regenerating rainforest and the rhododendron collection,
- Promotes the Pukeiti experience as a multifaceted all year all weather visitor proposition,
- Leads to the ongoing improvement of Pukeiti.

The 2023 Review

This Pukeiti Asset Management Plan acknowledges the value of the Pukeiti experience and provides the framework and opportunity for the maintenance and improvement programme. The plan's purpose is to protect and guide the vision and goals for the garden whilst reflecting the changing needs of the regional community and their visitors.

To ensure it is achieving this purpose, and as part of the Asset Management Plan process, the plan is reviewed on a three yearly basis with a major update every seven to ten years.

The plan has been reviewed as part of the 2024/2034 Long Term Plan (LTP) process.

The review measured the achievements against stated goals, the continued relevance of these achievements and where appropriate repositioned the plan.

The 2023 plan provides a programme for the 2024/2034 period and refines the original goals and objectives of the plan. This programme will provide the ongoing framework for Pukeiti. It aims to fulfil the purpose of the plan and to specifically increase community benefit from Pukeiti.

The 2023 plan provides a new programme for the 2024-2034 period. This programme aims to continue to fulfil the purpose of the plan and to specifically increase community benefit from Pukeiti.

The recommendations for priority tasks over the next three years to achieve this are:

- 1.** Maintain and enhance the internationally recognised rhododendron collection
 - Expand and enhance the ex-situ conservation project
 - Add to and improve Pukeiti's plant collection
 - Work actively with the Pukeiti Rhododendron Trust and other relevant external partners to develop and promote the scientific work focusing on the collection
 - Share services with Tūpare and Hollard Gardens including collections records management and research, staff training and development,
- 2.** Grow community use of Pukeiti,
 - Events and experiences
 - Expand the visitor base to attract non plant-focused groups, especially locals
 - Improve story-telling, signage and wayfinding to help visitors access and engage in the history and nature elements,
 - Develop an integrated art and landscape design programme to attract a broader audience.
 - Develop innovative ideas which appeal to tamariki which become catalysts for wider family engagement ,
- 3.** Strengthen relationships and connect with the community through partnerships with Pukeiti stakeholders such as,
 - Pukeiti Rhododendron Trust
 - Mana whenua including Ngā Mahanga, Ngāti Tairi and Parininihi ki Waitotara,
 - Schools,
 - Venture Taranaki,
 - NPDC,

- DoC,
 - Community groups
 - Peer organisations such as BGANZ etc,
 - Taranaki parks and gardens network.
- 4.** Maintain and grow the heritage of Pukeiti,
- Encourage the strong and established link with the garden community and its heritage,
 - Work with tangata whenua to tell their story,
 - Aspire to and exceed recognised national and international benchmarks for gardens and recreational experiences.
- 5.** Promote and interpret Pukeiti's unique biodiversity
- Enhance Pukeiti's biodiversity values through protection activities, increased access to, and visitor engagement with, the rainforest, including interpretation which links to Taranaki's broader biodiversity story,
 - Work with relevant external partners to develop and promote the scientific work of Pukeiti which focuses on the collections and the conservation of the forest.
- 6.** Develop compelling and distinctive products and services for Pukeiti,
- Continue to grow excellent hospitality to enhance the destination concept through quality food and beverages,
 - Develop further the potential of the garden as an events destination, offering a summer outdoor venue.
 - Position Pukeiti with a clear point of difference, as an accessible world class garden and predator-free rainforest experience
 - Increase marketing to our national and international audience through regional strategies,
 - Enlarge the perception of Pukeiti from a place for rhododendron lovers and gardeners to include a compelling encounter with nature,
 - Capitalise on the opportunities offered by Venture Taranaki and Tourism New Zealand
- 7.** Continue to provide public with access to the garden at no charge.
- Charges will be made for added value services and use for public and private functions and events.

The Council adopted this Asset Management Plan Revision in 2023.

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Introduction

Context

Taranaki is nationally and internationally recognised as a garden province, well known for its parks, gardens, leading plants people and horticultural innovators.

Its distinctive landscape and climate provide an excellent physical environment for a diverse range of plants. Nurseries and garden developers in the region have capitalised on this environment over the past century.

The Taranaki Regional Council successfully introduced the Empowering Act 2001 to enable it to be directly involved in regionally significant recreation, cultural and heritage projects. This Act followed the recommendations of the Regional Gardens Report by notable horticulturalist Alan Jellyman, which specifically highlighted Hollard Gardens, Tūpare and Pukeiti as three significant gardens that would benefit from such an association.

As a result, the Taranaki Regional Council is responsible for the governance of Tūpare, Hollard Gardens and Pukeiti.

The Taranaki Regional Council's 2004/2014 LTCCP identifies as a main objective that Pukeiti, Tūpare and Hollard Gardens be maintained and enhanced as regionally significant recreational and heritage amenities.

Management Plan relationships

The Pukeiti Management plan relates to a variety of Taranaki Regional Council policy and planning and has undergone a number of reviews.

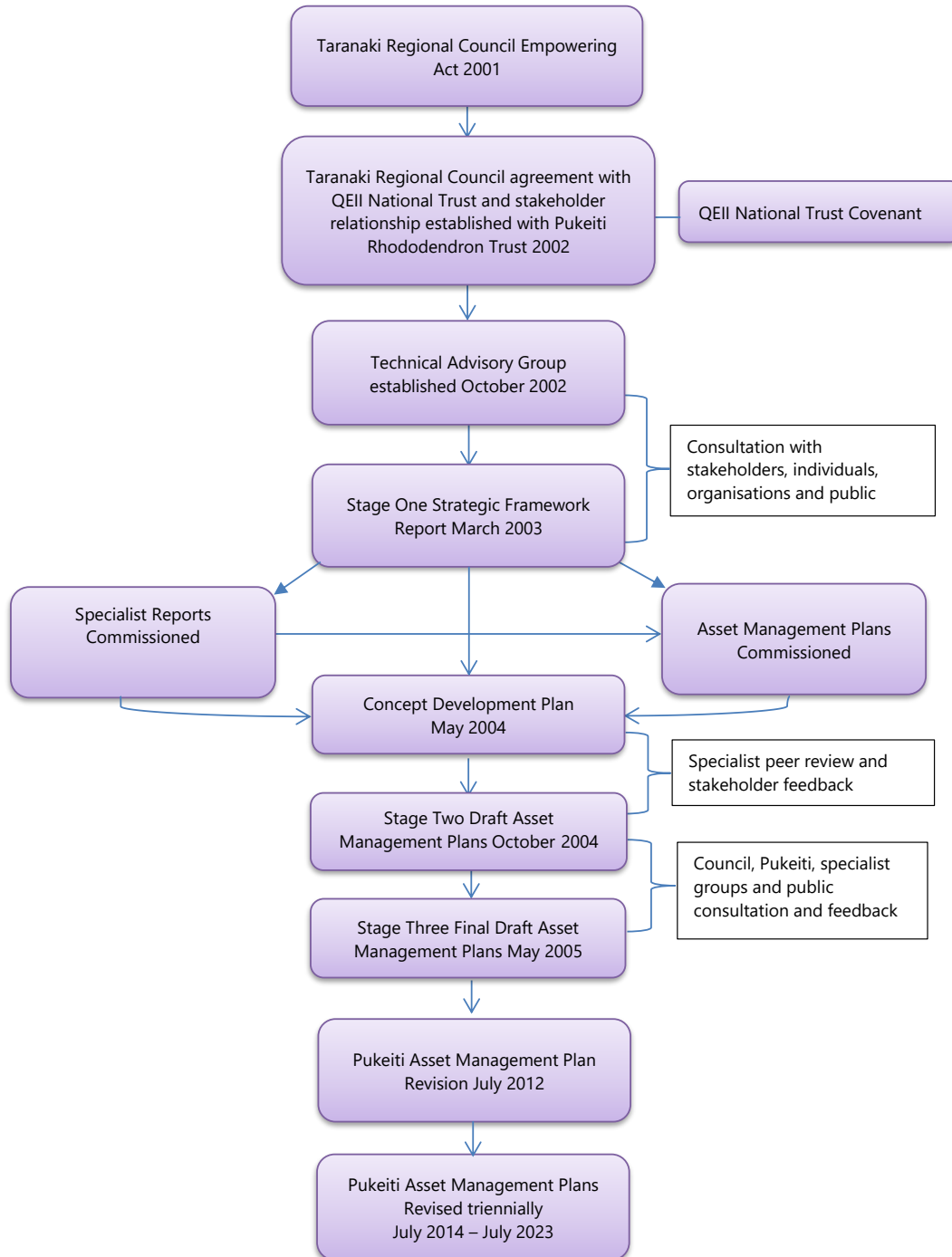


2024 Management Plan inputs

A wide range of activities and experiences were called upon in the development of this plan. Ongoing activities including visitor and user surveys have provided data relating to the changing needs and preferences of garden users, visitors and community groups.

This plan has been developed with careful consideration of this information. The result is the provision of services and opportunities to meet both immediate and longer term community and visitor requirements.

Management Plan development process



Management Plan purpose

The Plan provides direction and guidance for the Taranaki Regional Council's management of Pukeiti over the next 10 years. The Council's aim is to maintain and develop Pukeiti in a way that:

- Protects and enhances the world class botanical collection,
- Captures the richness and diversity of the predator free rainforest ,
- Is accessible and appealing to a larger audience,
- Increases the community's use,
- Provides a range of quality visitor services and events,
- Leads to the ongoing improvement and development of Pukeiti,
- Understands and adapts to climate change in a proactive way.

This Plan identifies strategies, goals and principles for the programme of development, operations, management and public use of Pukeiti.

Management Plan structure

The Plan is in four sections.

Section One: Background

Provides a quick snapshot of Pukeiti's history, the garden and bush property and its current audiences and use.

Section Two: Strategy

The vision and goals supported by recommended policy.

Section Three: Programme

A summary of the key tasks, both management and development, in relation to the main goal areas.

Section Four: Budget and Asset Management Details

The financial plan for the operations and programme.

Management Plan monitoring and review

This Management Plan should evolve with the garden, its visitors and community. The plan should always protect the vision and goals for the garden and reflect the changing needs of the community and visitor.

This plan is reviewed on a 3 yearly basis with a major update every 7 to 10 years. The review should measure the achievements against stated goals and the continued relevance of these achievements.

The update should test the current validity of the goals and their supporting policy and where appropriate reposition the Plan.

2023 Review

Since the inception of the gardens' Asset Management Plans, development and direction of the Regional Gardens has been driven by the goals of the plans. These goals and their supporting policies, are robust and are still valid. They will continue to provide the ongoing framework for all three gardens.

Visitor numbers over the last three years, from 2021 – 2024, were severely impacted by the COVID 19 pandemic. The visitor numbers are now starting to rebuild to pre COVID levels.

The implementation of the Plant Collection Plan is ongoing through the use of the "IrisBG Plant Collection Database". The process of plant verification and input into the database is established and ongoing. The Collection Plan has been reviewed as part of the 2023 review and climate change adaption included as part of the strategy.

In summary, achievements from 2021 to 2024 for Pukeiti, include:

- Restart of promotion of innovative, educational and inspiring public events following COVID,
- Continued garden improvements,
- Endorsed as a five star Garden of National Significance by NZ Gardens Trust,
- Involvement of Pukeiti volunteers in the garden and hosting,
- Collection database consolidation
- Improved rainforest track to the Piwakawaka Family Hut,
- Replaced waterwheel,
- Fitness trail installed,
- Back-up power supply installed.

In terms of the main goals of the Pukeiti Asset Management Plan, there have not been any significant changes and they still provide the foundation for the ongoing growth and development of the Pukeiti experience.

The programme of capital expenditure, asset renewals and non-routine maintenance has been developed for the 2024 - 2034 period and is included in section four. This has also included an upgrade of the reporting of the Asset Management Plan details aligned to the Office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act 2002.

2023 Pukeiti Development

As part of the current operative Pukeiti Asset Management Plan, recreational and educational activities are identified as having the most potential to complement the garden. To that end the Council is well underway with completing various projects to enable this to occur.

Recreation, in the form of walking, hiking and mountain biking in natural and rural areas, is now a mainstream pastime for a range of demographics within our region. Pukeiti has been identified as a starting point to create a potential link to the coast via Surrey Hill Road should this project be developed. There are also opportunities around Pukeiti's Rainforest as a managed destination in itself for a range of recreational and educational activities targeting families. Further to these opportunities is the Taranaki Crossing which is a walking trail between Dawson Falls and Oakura and, within the 'Crossing', Pukeiti would be a pivotal gateway. There have been a number of reports commissioned that support these exciting developments which include:

- Future Outdoor Recreational Opportunities, Pouakai, Pukeiti and Beyond, 2015
- Mounga to Surf, Pukeiti to Surrey Hill Road "The Kaitake Trail" 2017

- Make Way for Taranaki 'Tapuae roa', Taranaki Visitor Sector Action Plan 2017
Extract P3 'Taranaki Crossing – The Number One New Iconic Experience'

Proposal

There are a range of recreational and educational projects currently in varying stages of development. New developments should focus on improving the overall Pukeiti experience. Projects in the next three years include:

- Develop a long term Pukeiti Management Plan that provides guidance for the long-term management and development of Pukeiti,
- Improving accessibility for the less-able,
- Building an all-weather educational facility that provides access to the Rainforest,
- Maintaining and improving existing Pukeiti assets,
- Supporting recreational opportunities in the rainforest that may link with other organisations' projects,
- Continuing to upgrade of the rainforest tracks,
- Providing new interpretation in the rainforest,
- Creating potential heritage installations.

Summary

The developments outlined above are in line with the main goals of this plan. The Programme of capital expenditure for this and other activities has been developed for the 2024/2034 period and is included in Section Four.

1 Section One: Background

1.1 History

1.1.1 The Tangata Whenua history

Taranaki Iwi history

Taranaki

Taranaki Maunga, formerly known as Pukeonaki, once stood at Taupō. After a quarrel with Tongariro over Pihanga whom they both loved, Pukeonaki retreated down the Whanganui River to the sea and proceeded westward. Led north-west by a guide, Te Toka a Rauhoto, he resurfaced out at sea and saw Pouākai. He then travelled up the Hangatahua River, resurfacing where he stands today. Their offspring are the birds, the trees and all matter of wildlife in the surrounding maunga area.

Pouākai and Kaitake

These maunga ranges were famous to the Taranaki tribe. The original inhabitants of the wider area are known as the Kāhui Pou, Kāhui Atua and Kāhui Maunga people. Their knowledge of food sources on the ranges and their ability to harvest and cultivate in such challenging conditions on Kaitake and Pouākai was without precedent. This gave meaning to the names Pouākai (the pillar or source of food) and Kaitake (the source or abundance of food able to be grown on its slopes) ranges known today.

Pukeiti, or Puke Te Whiti as it was also known by Taranaki tangata whenua, has deep significance. The sweeping saddle between the Pouakai and Kaitake Ranges was the flight path for the guide stone, Te Toka a Rauhoto. "Puke" meaning hill and "Te Whiti" meaning the crossing, refers to this event.

The original inhabitants of Puke iti / Te Whiti were the Kāhui Atua people whom were known to be tapu because of the ancient knowledge they held of te maunga ranges, its food sources and water courses. When the people of the Kurahaupō migrations arrived from Hawaiki in 1350AD marriages and unions with the Kāhui Atua were arranged. Regardless of the importance of these marriages with the Kāhui Atua and the knowledge they held of the area, they were forced to leave by their two Kurahaupō cousins, Mahirua and Mahikeke. Those who left shifted to the coastal areas around Oeo and Pihama to protect the southern lands of the Taranaki Tribe. Those who refused to vacate were killed and left to rot. This event is commemorated in the name "Pirongia" (to rot), the place within the wider park area known by that name today.

Mahirua and Mahikeke continued to challenge the original inhabitants and gradually repositioned them within other Kurahaupō communities they shared. They maintained their occupation of the Pouākai and Kaitake ranges and were known to be the protectors of the sacred gardens on the slopes. They also maintained the customs and propagated particular seed stocks that were distributed throughout region.

The area was used extensively by Taranaki tangata whenua as a haven from conflict. When Waikato and Ngāpuhi raided Taranaki in the early 1800s the people sought refuge on Te Iringa Peak and the surrounding area.

In 1948, after a visit to the hill, the Parihaka elders, Te Rangimatotoru and Te Poi Wharepouri explained that "Puke Te Whiti is the most sacred of places. It is a sentinel guarding the flight path of Rauhoto and is also guarding the past, the present and the future. When we pass on, our spirit

begins its journey by retracing the flight-path of Rauhoto.” Te Whiti o Rongomai also stated to the government, during his protest over land alienation that both his name sake, (Puke Te Whiti) and he, stood as a sentinel to the lands confiscated throughout the Taranaki tribal area.

Ngā Mahanga a Ngāti Tairi hapu Pukeiti korero

Pukeiti (pronounced Pu-kei-ti) was named after an important tūpuna (ancestor) who arrived in the region as part of the Kupe migration. Naming a maunga (mountain) or puke (hill) after tūpuna was an important way of claiming mana whenua (occupation rights). The other peaks of the region were also named after tūpuna, including Pouakai, Te Iringaniu and Patuha (the two highest peaks of the Kaitake Ranges). The man named Pukeiti was known to be a great leader, albeit ruthless when he needed to be. He lived to a very old age and was good to his people.

The early inhabitants of the area were known as a peaceful people. Generations of tūpuna lived on and surrounding the hill Pukeiti and other papakāinga (villages) throughout the ranges and were known by others as the Kāhui Maunga and there are many buried on the summit and surrounding area.

Birdlife was prolific on the hill and it was an important source of other seasonal foods that the tūpuna favoured. For example there was a famous Hinau tree called Taurekarua that stood between Pukeiti and Pouakai and was a favoured gathering place of kaka (parrot) and kereru (pigeon). Furthermore the volcanic soil was ideal for growing vegetables like kumara, taro and hue and there were gardens all through the ranges.

In 1863 the New Zealand Settlements Act confiscated the Taranaki province including te maunga Taranaki and Pouakai from the Taranaki people as a punishment for the Land Wars. While Pukeiti and the Kaitake Ranges were declared Māori reserve lands for the people of Ngā Mahanga a Tairi. In 1881 the West Coast Reserves Act placed the land around Pukeiti under the administration of the Public Trustee. In 1899 the Taranaki Scenery Preservation Society acquired much of the land by the Public Trustee exchanging 6000 acres of mountain range for land in South Taranaki. Te Papakura o Taranaki was then formed in 1900 and included all three maungas. Pukeiti itself was still under a mix of general land title and Māori title until 1951 when Douglas Cook purchased the area that would become the Pukeiti.

Extracts from archaeological report by Ivan Bruce 2020

Pirongia, Pirongihea, Piro Ngihā (the burning stink).

The story of Pirongia dates to the early period of Maori settlement in Taranaki. Smith proposed a date of 1380, in the period shortly after the arrival of the Kurahaupo canoe. Smith's account refers to both ancestors from the Kurahaupo and an earlier autochthonous ancestral group of Taranaki Iwi, known as the Te Kāhui Maunga.

The earliest accounts associated with Taranaki iwi ancestors precede the coming of Taranaki to the western seaboard. They were known as the Kāhui Ao, Kāhui Rangī, Kāhui Pō and Kāhui Atua, collectively called Te Kāhui Maunga. They occupied Mimi Maunganui (te maunga preceding Taranaki), Ruatupua (Pouakai), and Ruatawhito (Kaitake) ranges. Their principle village was

Karakatonga, situated high up in the heart of the Waiwhakaiho river valley. When the new maunga surfaced the people temporarily evacuated the site with many also perishing¹.

Published oral tradition pertaining to the site of Pirongia therefore extends deep into the ancestral memory of the Taranaki Iwi, where mythological and the factual elements may become mixed. The disentanglement of these elements in an attempt to identify places such as Pirongia on the landscape was a common fascination for 19th and 20th Century ethnographers, popular historians and amateur archaeologists; for whom years of research and fieldwork often returned ambiguous results. The story of Pirongia is no different.

Smith's account is, as far as I am aware, the only published reference to a "settlement" at Pirongia and the location is only vaguely described. No details about the size, scale or design of the settlement are given. However, Smith includes a plan of the North Taranaki district, produced by W.F. Gordon (delineator) on which the location of Pirongia is noted. No source for the location as indicated in this plan is given and at the scale the plan is produced the location can be best described as approximate.

A direct transliteration of the name Pirongia is Piro Ngiha "the burning stink". The possibility that this name may refer to a relatively recent fumarole (volcanic opening) in the Pukeiti area was raised after Dave Rawson's research recovered a newspaper article published in 1935 detailing the somewhat fantastical reminiscences of an unnamed prospector that recovered diamond like substances from a "gaping crater near the top of a hill". Rawson assumed this article referred to a fumarole he believed he had found on the northern slope of Pukeiti, near the location of "Pirongihea".

Rawson postulated that the fumarole may have been active during Maori occupation of the district, hence the name. Rawson's find set off a series of scientific investigations by geologist Bob Duncan in 1990, which ultimately found no evidence of a fumarole at this location.

1.1.2 The European history

For settlers travelling to New Zealand from Europe in the mid-1800s, the voyage could take up to 4 months. In March 1841, the first shipload of European settlers docked at New Plymouth. George Cutfield, the head of the expedition, described New Zealand as "a fine country with a large quantity of flat land, but every part is covered with vegetation, fern, scrub and forest".

'The Europeans immediately set to work clearing land and erecting buildings. Once settled, they turned their attention to industry – Taranaki had rich resources of timber trees, oil and minerals. 'During the wars in Taranaki in the 1860s, many Taranaki Military Settlers were recruited from the gold fields of Otago and Victoria. The carrot was, of course, that at the end of hostilities they would each receive a grant of 50 acres. After the soldiers were demobilized they were shown the survey marks surrounding their block, and told that all they had to do was to fell the forest, dry it out, burn it, stump it, plough it, rake it, fence it, plant it in grass, build a house, get a few cows and they would be in business. Many thought they knew of better ways of making a living, and went back to prospecting.

From 1918 ochre deposits containing manganese dioxide were mined at Pukeiti by the Pouakai Minerals Company for paint manufacture. 'The ochre was mined, taken by packhorses up Saxton's Track to Saxton's Hut on Carrington Road, then only a surveyed, unmetalled, unbridged track through the bush, and then to New Plymouth. From 1926 it was taken to the end of Kirihaui Road

¹ <https://taranaki.iwi.nz/our-history>

by bush tramline, and then to New Plymouth by motor vehicles. It was in great demand from painters, who mixed it with raw linseed oil. The sawmill and mill houses were painted with it, railway houses throughout Taranaki and private houses both large and small – not everyone could afford the expensive English paints.

Logging of the native forest in the area was managed by the New Plymouth Sash & Door Company, who installed tracks, bridges and bush tramlines and transported the majestic rimu and other native trees to the Kirihaui Mill. This was located at the terminal end of Kirihaui Road from the early 1920s until 1931 by which time the area east of the Oakura River and the Pukeiti Block south of the National Park Boundary were clear felled of usable timber. The timber was used locally for building and also exported to Europe and the USA. When the tramline finished its operations in 1931, the mill and associated buildings were removed and the mines fell into disuse.²

In the 1930s teams of men using picks, shovels and wheelbarrows transformed Carrington road from an unmetalled, unbridged track into a formed road. It was still very narrow, about the width of the one-lane bridges which are along the road today.

After formation, sections of the road were assigned to roadmen whose job it was to maintain the road, and in particular the drainage, to prevent it falling into disrepair again. There were at least three along the upper area of the road and large rhododendrons mark two sites today. Each roadman had a small shed or whare that was his workplace and was big enough to sleep in when on the job. Some planted rhododendrons to brighten up their surroundings and they chose tough old hardy hybrids.

When heading to Pukeiti along Carrington Road from New Plymouth, the first large rhododendron reached is R. 'Elegans'. This is a late September – October flowering plant with vivid rose-purple flowers that overhang the road from the eastern National Park side. It was planted by Reg Geary beside his whare in the 1930s and is a huge tree now.

The second roadman's hut was beside the Cook Block entrance, just a few metres south of the gate, and remains were still there in 1970. We have no record of the workman stationed at this site.

The third site is right opposite the entrance to Pukeiti, where Adrian Clark had his whare. He planted the huge bank of R. "Sir Robert Peel" that is now such a feature in late August – early September. The habit and flower is similar to R. "Elegans" but the colour is a more magenta red.

No doubt there were more huts along the rest of the road but the sites remain unmarked. Carrington Road between Plymouth and Pitone Roads was still unsealed in 1970 but the Taranaki County Council acted on the request from Pukeiti to upgrade the road to an acceptable tourist standard and embarked on a widening and sealing programme. This also entailed replacement of several of the old wooden bridges but unfortunately the funds were not available to make them two lanes wide. The building of the Pukeiti Gatehouse (now called the Rainforest Centre) and the anticipated extra visitors spurred the now NP District Council into completing the seal right through in 1988.

1.1.3 The Garden

The idea to establish a rhododendron garden in Taranaki began with Gisborne farmer, Douglas Cook, in the mid-1940s. He was a keen plants collector (inspired by parks and gardens he had seen

² The Gliding Peak – more tales of Old Taranaki, David Rawson (1990)

in England during the War) with a passion for rhododendrons, and had begun planting his property Eastwoodhill in 1918 (later Eastwoodhill Arboretum).

In 1945 and 1946 drought scorched the North Island's East Coast and proved to be the last straw for Cook who had struggled to grow rhododendrons in the hot, dry eastern climate for some time. He regularly bought his plants from the New Plymouth nursery Duncan and Davies through Arthur Goudie, and he knew Taranaki's reputation for providing rhododendrons with optimum growing conditions. He set out to find a piece of land high in the ranges that could be devoted to the cultivation of rhododendrons.

He co-opted Goudie and Russell Matthews in March 1950 to inspect a bush block for sale in upper Carrington Road. The land is between the north-western slopes of Pouakai and the inland spurs of Kaitake. Features of earlier uses of the land include "paint mines", and the remains of a tramline built in the 1920s to remove logs from the forest. Deposits of red ochre, kokowai, a pigment used by Maori to manufacture red paint for canoes and buildings, were dug up by Pakeha from pits in the 1920s and carried out of the forest by pack horse for paint manufacture. When the tramline was established it was used also for transporting the ochre.

Cook bought a 62 hectare site which was on a hill called "Pukeiti". Taranaki farmer Arthur Richardson later added significantly to this initial purchase by anonymously donating further blocks of land enabling road access to the garden and providing the site of the present buildings.

Because he needed to look after his own property on the East Coast, Cook applied to the New Zealand Rhododendron Council for assistance to care for the new project. The Council turned him down. Undaunted, Cook mounted a subtle campaign of visiting potential trustees – mostly farmers who were keen on plants – telling them about the project and often leaving a gift of a choice plant. They signed up. By 1950 he had established the Pukeiti Rhododendron Trust whose foundation members were: Douglas Cook; Russell and Mary Matthews; Philip Ayckbourn; Monica Brewster; Ken Burns; Inez Corrigan; Cyril Croker; Victor Davies; Ron Gordon; Arthur Goudie; Michael Hudson; Freda and Robert Ireland; Ada Kynoch; Andrew Larcom; Alan Marshall; Grant Maxwell; Graham Petterson; Arthur Richardson; Henry Rowe; Roland Stead; Tom White; Griff and Louisa Williams.

The timing of his campaign was fortuitous. It was an era of good wool prices and general affluence in New Zealand. A year later, watersiders refused overtime at all New Zealand ports after a dispute over wages and the union was locked out for 151 days in the costliest industrial dispute in New Zealand. Trust money (originally 50 pounds a year for a minimum of five years) from the farming community might not have been so available. Work began straight away on the new garden and by the time the trust money had been secured, Pukeiti had put down its roots in the Kaitake Range. The official opening was on 1 November 1951.

As Russell Matthews lived in Taranaki it became his job to enlist new members and to organise working bees with Taranaki volunteers. These were missions for the whole family and the family Vauxhall J car regularly ground its way up to Pukeiti. Russell Matthews – with son, John, as projectionist – also travelled throughout New Zealand as a tireless ambassador for the garden, spreading the word. At the end of the film evening, his audience was forbidden to leave the hall until they signed as members.

Until he shifted to Palmerston North, Goudie made the decisions about what to plant. Jack Goodwin next took over this role and designed the complete planting plan including the tracks. In the first 10 years volunteers did all the major work. The timber to build the Lodge was cut, milled and given free. Members of the Trust (many of whom lived beyond Taranaki) provided guidance and enthusiasm and made financial decisions, and the local executive took care of day-to-day affairs.

Les Boisen was the Trust's second curator, replaced by Rob Bayly in 1956, Rob Hair in 1960 and Graham Smith from 1969 to 2008. Graham was instrumental in developing Pukeiti as an international rhododendron collection.

1.1.4 The natural history

Taranaki Maunga and the volcanoes to the north have been built by two million years of volcanic activity that has lasted from early Pleistocene times almost to the present day.

Pukeiti, according to volcanologist Dr V E Neall, is a comparatively new cone – a cumulodome formed by magma bursting to the surface. The name Pukeiti could possibly be a fairly modern one. The earliest map gives the name, also, as Piro ngiha (= burning stink). It could be presumed from this, that it was active in early Maori times.

The lavas which have been extruded from the Taranaki volcanoes (comprising Taranaki, Pouakai, Kaitake and Paritutu Volcanoes) cover a comparatively small area, mostly at high altitudes. Below the 900m contour they merge into a thick apron of fragmentary volcanic debris forming a landscape called the ring plain.

This ring plain has been constructed from collapses of pre-existing volcanic cones at each site. These collapses initiated massive volcanic debris avalanches to inundate the surrounding lowlands, together with lahars (volcanic mudflows) and river sediments (alluvium).

From north to south the Taranaki volcanoes comprise:

- Paritutu Volcano – the spine of Paritutu on the New Plymouth foreshore and the nearby Sugar Loaf Islands, positioned slightly to the northeast of the principal volcanic line,
- Kaitake Volcano, a remnant extinct volcano, about 5 km in diameter,
- Pouakai Volcano, a severely eroded and extinct volcano, about 10km in diameter (Pukeiti lies on the north flank of the Pouakai),
- Taranaki Volcano, a classic and almost perfect volcanic cone of interbedded lavas and breccias, that stretches almost 20km in diameter within the confines of Te Papakura o Taranaki.³

1.1.5 Flora and fauna

The rainforest area comprises of 90% of the total area of Pukeiti, some 335 hectares. It is rich in species because it sits in a transitional zone between lowland / coastal forest and the montane forest on Taranaki Maunga.

Cut over in the 1930s for logging, and browsed by feral goats and possums, the rainforest is now mainly composed of kamahi (*Weinmannia racemosa*) with components of tawa (*Beilschmiedia tawa*), pigeonwood (*Hedycarya arborea*), hinau (*Elaeocarpus dentatus*) and northern rata (*Metrosideros robusta*). It has been the focus of a conservation programme, begun by the Pukeiti Rhododendron Trust and now continued by the Taranaki Regional Council, which has seen the replanting of rimu and other podocarps and the gradual control of animal and plant pests.

Pukeiti is at the forefront of large scale predator control and plays a vital role in the Taranaki Taku Turanga - Towards Predator-Free Taranaki project. The native wildlife of Pukeiti is being restored due to large scale predator control including a 'virtual barrier' made up of 1300 remote reporting traps designed to protect the Kaitake range from invading possums. Along with the predator control, bird re-introductions return important species such as kaka and kiwi to the area.

This work is ongoing but already the results show a significant improvement in forest health.

³ The Volcanic history of Taranaki, V.E. Neall (2003)

In addition to rainforest, the property includes the bush areas surrounding the rhododendron gardens. The vegetation at this site has been well documented in several studies and includes natural and planted populations of at risk and regionally distinctive species (e.g., *Brachyglottis kirkii*, *Ptisana salicina* (king fern), *Pittosporum kirkii*, *Brachyglottis turneri*, and *Pittosporum cornifolium*.)

There is also ample habitat for terrestrial and arboreal reptile species. The goldstripe gecko and forest gecko have both been found in and around the gardens. Native skinks will also be present which may include notable species.

Surveys of small streams in Pukeiti in the late 1990s revealed the presence of good populations of notable native fish species, including shortjaw kōkopu, koaro and long fin eel. These streams remain relatively stable and still provide good habitat for these notable species.

The combination of regenerating rainforest and the exotic planting in the garden provides a good food source for birds such as kereru (wood pigeon), riroriro (grey warbler), kōtare (kingfisher), pīwakawaka (fantail), korimako (bellbird), tui, tauhou (silvereye), miromiro (tomtit) and ruru (morepork) and for native bats.

1.2 Description

Pukeiti is a 360 hectare property located on the northwest slopes of Taranaki Maunga, on Carrington Road, New Plymouth, and borders Te Papakura o Taranaki.

The property comprises 270 hectares owned and managed by the Taranaki Regional Council and approximately 90 hectares of regenerating forest, bordering the Kaitake Ranges, of West Coast Lease Land under a 99 year lease with the Parininihi Ki Waitotara Incorporation.

During Pukeiti's development, 25 hectares have been converted into a garden world-renowned for its rhododendron plant collection. The developed garden is protected and framed by regenerating rainforest and features a range of ornamental trees, plant and shrubs from around the world including New Zealand flora and associated fauna. The remaining 335 hectares are dedicated to the restoration of the rainforest ecosystems.

There are covered walks which display not only rare and endangered tropical vireya rhododendrons but also an array of other beautiful plants. The remainder of the garden experience is in open air and follows the flowing contours of the valleys and streams.

Facilities include the Rainforest Centre which houses information and way-finding, a café and a conference facility and the Lodge which is a base for the Pukeiti Rhododendron Trust, as well as a venue for public and private events.

1.3 Governance

Pukeiti was first established in 1951 by the Pukeiti Rhododendron Trust. In 2010 ownership, governance and management of Pukeiti was transferred to the Taranaki Regional Council for the people of Taranaki. The Trust is ensured continued involvement in Pukeiti's future through a partnership outlined in the Heads of Agreement (internal document). Today the gardens are funded by the ratepayers of Taranaki through the Taranaki Regional Council and a substantial contribution from the Pukeiti Rhododendron Trust.

1.4 Current audience

Pukeiti is attracting approximately 65,000 visitors annually in this post-COVID environment. It is opened and staffed daily for visitors throughout the year for self-guided garden experiences. The main visitor season is from September through to March, peaking over the annual Taranaki garden festival in October/November.

2 Section Two: Strategy

2.1 Vision

“A world-class garden and rainforest experience.”

2.2 Visitor experience

There's a sense of discovery as you arrive at Pukeiti. Walk into the Rainforest Centre and experience panoramas of the garden, the rainforest and beyond.

Relax in the Rainforest Eatery or Check out the Rimu Room, where you'll learn about Pukeiti's plant collection, geology, rainforest regeneration and its spiritual significance to tangata whenua.

Follow the Vireya Walk and marvel at the plant display housed in a subtropical wonderland. Discover a historic waterwheel and wander around the beautifully presented borders surrounding the lawn. These gardens showcase the very best of the rhododendrons from the world-renowned collection. The 1950s-style Lodge sits in the showpiece gardens, and here you'll discover how this garden came to be. Take in the stories of the founding members and volunteers who toiled in the garden over decades.

This protected forest is rich with history, held in the stories, language and knowledge of the local tangata whenua and the pioneering Europeans, and the continuing regeneration of the rainforest after the logging. The Rainforest's range of walking and hiking options can keep you happily engaged without leaving the property. Pukeiti's accommodation opportunities can deepen your experience. Enjoy a back-country hut experience at the Piwakawaka Family Hut, or the comfort of the Lodge Studio.

Pukeiti has something for everyone. Take a short garden walk or a more challenging adventure. Bring your family for a delicious lunch in the café and join in on a scheduled guided tour. Gain skills at a free horticultural workshop and learn more about the beautiful genus rhododendron and the native plants and ecology of the rainforest.

2.3 Audiences

- Taranaki community
- Visitors to the region
- Garden enthusiasts
- Naturalists
- Families
- Fitness enthusiasts
- Education
- Café clientele

2.4 Synergies

- Garden services – Hollard Gardens, Tūpare and District Councils
- Marketing and Communications – local/national tourism providers, Tūpare and Pukeiti, Provincial newspapers, District councils, Internet and electronic media,
- Collection records management – Pukekura Park, Tūpare, Hollard Gardens and others
- Programme development – education providers and agencies
- Staff development – Tūpare, Hollard Gardens and District Councils, BGANZ, Interpretation NZ
- Horticultural organisations – New Zealand Garden Trust, Royal New Zealand Institute of Horticulture, Botanic Gardens of Australia and New Zealand, Botanic Gardens Climate Change Charter, New Zealand Rhododendron Association, American Rhododendron Society, Australian Rhododendron Society (Olinda), Emu Valley Rhododendron Society, Recreation Aotearoa, Parks Forum, Botanic Gardens Conservation International
- Tourism – Venture Taranaki, Recreation Aotearoa, Tourism Industry Aotearoa, Interpretation NZ

2.4.1 Pukeiti Charter

The following are the key principles under which management and development of Pukeiti should apply. These principles encapsulate the ideals of the Pukeiti Rhododendron Trust's legacy and should be read in conjunction with the Pukeiti Plant Collection Plan.

- The cultivated areas are maintained and developed in the informal style developed by the Pukeiti Rhododendron Trust. As a key international plant collection focusing on rhododendrons in a rainforest setting, the rhododendrons and complementary plants will continue to be nurtured and trialled.
- The Garden (2 hectares around the lawn and buildings) and the Rhododendron Collection (25 hectares of cultivated rhododendron beds) are presented, maintained and developed as a quality horticultural experience in a sustainable and attractive manner according to best horticulture practices.
- The Rainforest is 333 hectares of regenerating native forest which will be enhanced through weed and pest control,
- All of the property is made accessible to the public,
- Neither interpretation, nor social uses, shall compromise the heritage features or conservation of the garden or rainforest.
- Events and activities that attract new audiences and add value to the Pukeiti experience will be encouraged.

Communicating the stories of Pukeiti is a primary objective of the visitor experience.

Restoration and ongoing management of the Garden and Rhododendron Collection are guided by the principles of the Pukeiti Collection Plan (2021) and the Pukeiti Asset Management Plan (2021-2031) and their subsequent revisions that build on the Pukeiti Rhododendron Trust's vision and achievements.

The current phase of development for Pukeiti is opening up the rainforest through recreational access. This primarily involves tracks for walkers with a range of experiences from short walks from the garden out into the rainforest to longer walks in the rainforest.

Any future facility developments are designed to ensure that the integrity of the garden, rhododendron collection and rainforest is not compromised and that they add value to the Pukeiti visitor experience.

All pathways in the garden and rhododendron collection are maintained in a safe and accessible manner. Trails in the rainforest are of a lesser standard but are being upgraded.

2.4.2 The Garden

Arrival Zone

Goal

The provision of a unique and stimulating landscape that showcases the best of the rhododendron collection and provides year round interest.

Principles

- The plantings will be reviewed on an ongoing basis for effectiveness and plant performance,
- Interpretation will be used to engage with the visitor,
- These areas will be maintained to horticultural best practice.

The Lawn and Founders Garden

These areas provides spatial integrity. They provide relief from the established vegetation and are sites for passive and active activities.

Goal

The protection and maintenance of open spaces within the gardens will add value to the visitor experience

Principles

- These areas will be maintained as lawns,
- These areas will be used for events and garden visitors.

2.4.3 Rhododendron Collection

Pukeiti has one of the world's most diverse rhododendron collections. The setting is a temperate rainforest with high rainfall and fertile soils. The skills and passion of those that created it is continued today as the current staff continue its vision.

Goal

The provision of a unique and special rhododendron collection of aesthetic and botanical appeal.

Principles

- That the Pukeiti Plant Collection Plan 2021 is implemented,

- The rhododendron collection is presented, managed and developed according to best horticultural practices,
- The collection is managed in order that the specimen plants are displayed to best effect and maintained for long-term preservation,
- The botanical collection is recorded, managed and disseminated according to internationally accepted botanical collection management conventions,
- Consideration is given to botanical value, landscape character and design, before any major renovation or replanting is undertaken,
- Appropriate interpretation media are used to communicate plant names and other information.
- Consideration is given to climate change in regards to any new plantings.

2.4.4 The Rainforest

The Pukeiti Rhododendron Trust recognised the rainforest for its intrinsic and ecological values and began a programme of rainforest regeneration that the Taranaki Regional Council continues. The Rainforest is an area of approximately 333 hectares surrounding the Garden and Rhododendron Collection which is naturally regenerating.

Goal

The protection and enhancement of the regenerating rainforest's historic, ecological and educational appeal for regional, national and international audiences.

Principles

- The Rainforest is managed and protected for its intrinsic, biodiversity, heritage, recreation and educational values,
- The Rainforest remains primarily a natural area. All flora and fauna native to the site are protected as much as possible, to encourage regeneration,
- All way-finding and interpretation material reflects the branding and is consistent,
- A Biodiversity Plan for the Rainforest is completed and implemented by the Taranaki Regional Council,
- Any plantings outside of the Garden and the Rhododendron Collection are restricted to plants native to the area,
- Maintain and enhance links to tertiary institutions as opportunities arise,
- Any historical or archaeological sites will be researched, protected and where appropriate, interpreted,
- Any proposed recreational activity needs to be carefully scrutinised and measured against the principles in this plan,
- All public activity in The Rainforest shall be sympathetic to the environment. Consideration will be made of weed and pest infestations, erosion issues, noise, views,
- Any suitable commercial recreation proposal will encompass a sustainable business plan outlining capital and operating costs, and who carries them, over a defined period and include projected visitor numbers for the said activity,
- Any suitable commercial recreation proposal by an outside organisation will also need to encompass an independent environmental impact report, financed by the party making the proposal, which will outline the environmental consequences of any new developments.

2.4.5 Environment, biodiversity and heritage

Pukeiti is a testimony to the Pukeiti Rhododendron Trust's founders' and members' foresight and vision. The heavily modified landscape was transformed into a key internationally recognised rhododendron collection and regenerating native forest. The people and stories are an intrinsic part of the overall value of Pukeiti.

The Pukeiti summit is spiritually and historically significant to mana whenua.

The conservation value of the rhododendron collection is an intrinsic part of its worth as many are under threat in their natural environment.

Goal

A quality rhododendron collection and regenerating rainforest that is a worthy example of environmental care, biodiversity and heritage management.

Principles

- Sustainable garden management means only selecting plants suited to the environment,
- The environmental impact of any development is minimized,
- The heritage and cultural events and stories are recognised and recorded,
- Regeneration and management of The Rainforest is undertaken through the Biodiversity Plan,
- The rhododendron collection is carefully managed using applied plant husbandry practices to provide an excellent display,
- The Regional Gardens Climate Change Charter, along with other plant collection objectives and best amenity management practices, act as a guide.

2.4.6 Information and education

Pukeiti is primarily focused on the cultivation of rhododendrons and the biodiversity and ecology of the rainforest. Visitor learn directly from quality interpretation and their encounter with the natural environment. The stories that are part of Pukeiti are those of the mana whenua, the European pioneers and the Pukeiti Founders.

Goal

A visitor experience that captures the imagination and inspires with Pukeiti's stories.

Principles

- Pukeiti's stories focus on:
 - The Founders
 - Mana whenua
 - Pioneers
 - Rhododendrons
 - The Rainforest
 - Biodiversity;
- Research continues to identify, qualify and record the stories of Pukeiti,
- Communicating the stories and botanical knowledge held at Pukeiti is a primary objective of all interpretation,
- All information is accurate, innovative and contemporary in keeping with the brand,
- Pukeiti's stories are told through quality interpretative information

Goal

To market Pukeiti as a unique garden and environmental showcase and experience.

Principles

- All marketing communication is underpinned by public ownership and value,
- All marketing uses a unique Pukeiti brand and additionally, reinforces the Taranaki Regional Council brand and ownership,
- The Marketing and Communication Plan 2021 is implemented (internal document) and the marketing is done in partnership with Venture Taranaki.

Goal

To market Pukeiti as a biodiverse showcase to engage the wider audience.

Principles

- Biodiversity programmes are incorporated into the Regional Gardens events calendar,
- Work with other Taranaki Regional Council teams to promote their environmental work,
- The programme will aim to connect people with the land,
- The programme will be led by the Taranaki Regional Council.

2.4.7 Community and use

Pukeiti offers a high quality public leisure and recreational experience. This requires management, resourcing and vision. It has a range of target audiences, the local Taranaki community and visitors – regional, national and international.

Public access to Pukeiti is always free and the focus is on public purpose and value. This does not exclude limited commercial opportunities that further enhance the visitor experience (such as the café, souvenirs and plant sales).

New services and first-class facilities reinforce Pukeiti's relationship with the community. Its proximity to Te Papakura o Taranaki provides potential for new recreational experiences to attract and sustain new audiences. All activities must be sensitive to the vision of Pukeiti and be appropriate to the physical and practical constraints of the property. Any commercial activities will be evaluated against these principles before being accepted.

Goal

A public property that promotes and engages the community's support, use and involvement.

Principles

- The Taranaki community is the primary target for audience development,
- Public access to Pukeiti is always free,
- Public access is primarily through the Rainforest Centre,
- Links with other local, regional and national recreation activities are developed and maintained,
- Pukeiti is positioned as a core visitor experience for Taranaki – a high quality destination for activity and information,
- The Garden, the Rhododendron Collection and the Rainforest are professionally and consistently interpreted in order to provide optimum visitor engagement,
- A tailored events programme that complements and adds value to the Pukeiti experience is provided,

- Walking and hiking trails continue to be upgraded within the Rainforest to improve recreational experiences,
- Support facilities may be developed in the Rainforest to complement the upgraded access routes,
- Charges may apply for extra services or activities,
- Commercial ventures, and other value-added activities, may be encouraged if they are sensitive to the character of Pukeiti and attract and sustain existing and new audiences.

Goal

That donations or commemorations are in line with the visitor experience and the garden character outlined in this plan.

Principles

- All requests to inter or spread ashes must be done within a designated area; either they're spread or they may be interned in a biodegradable box without a commemorative plaque,
- People or parties wishing to donate/contribute to Pukeiti will be offered a range of options (and cost ranges) that are consistent with the purposes and projects in this plan,
- That any donations to Pukeiti remain true to the visitor experience and garden character outlined in this plan and must be approved by the Regional Gardens Manager,
- Acknowledgement of benefactors shall only be on the story station in the Lodge or on plaques in the case of donated seats. Any other situation that falls outside this criteria will require written permission from the Chief Executive Officer.

2.4.8 Physical access, facilities and services

Pukeiti provides a variety of facilities for visitors. Desired public audience growth and development require the review, provision and maintenance of appropriate quality facilities and services. Any future provision of public facilities or services will require a business case outlining demand and sustainability.

Goal

The provision of appropriate public facilities, services and physical access within Pukeiti that enhance the visitor experience without impacting on the character and environment of the landscape.

Principles

- The first, and lasting, impression for visitors to Pukeiti is exciting, consistent and high quality,
- All structures and facilities are maintained and reviewed for suitability,
- Any new public buildings and structures are consistent with the brand and style,
- All services are maintained and upgraded as necessary,
- Pukeiti provides high quality visitor information and service amenities,
- The covered areas are recognised as key showcases and mobility impaired / wet weather destinations,
- The Pukeiti Rhododendron Trust lease of the Lodge will continue. However, public access for heritage and cultural interpretation and public and private activities is maintained,
- The Regional Gardens Manager continues to work with NPDC to maintain the character of the road whilst addressing safety issues,
- The carpark caters for peak demand,

- The Rainforest Centre provides shelter, café, quality interpretation and toilets as well as information on Hollard Gardens and Tūpare and TRC,
- Innovative educational activities and facilities are provided to attract families and school groups,
- For accessibility, the all-weather surface on primary routes is maintained,
- A transportation service is available for Garden and Rhododendron Collection viewing,
- Physical access in the Rainforest is actively managed through regular maintenance of tracks, drains, and bush margins,
- Professional way-finding minimises safety concerns across the property,

2.4.9 Relationships and connections

To achieve the goals outlined in this plan, it is critical to establish and maintain key partnerships and alliances to strengthen, improve and complement the garden experience. Pukeiti provides a common meeting ground for plant enthusiasts and a place to disseminate knowledge of horticulture;

Goal

To continue to collaborate with the Pukeiti Rhododendron Trust.

Principles

- To encourage interest in and the development of the genus Rhododendron, scientific research into its breeding and culture, and the promotion of such other purposes as may advance the culture of the genus;
- To foster the conservation of the rhododendron genus through the ex-situ project and shared funding of the Rhododendron Collection and Projects Officer role;
- To conserve and provide sanctuary for native flora and fauna;
- The Regional Gardens Manager or a representative shall report on planning, operational and botanical matters and attend Board meetings if required.

Goal

To grow an active, on-going and meaningful relationship with mana whenua.

Principles

- To work together under principles of integrity with an agreed vision for partnership;
- Facilitate the involvement of mana whenua to participate and share stories to the wider community through interpretation, events and activities;
- To encourage interest in and use of Pukeiti by mana whenua;

Goal

To maintain a meaningful relationship with Taranaki Mounga Project and DoC.

Principles

- To work together with integrity;
- To maximise the opportunities during the Taranaki Mounga Project's and DoC's planning processes to position Pukeiti to realise the goals and outcomes of the Strategic and Conceptual Framework document.

Goal

To maintain relationships and connections with key stakeholders and to identify new partners whose aspirations, goals and outcomes align with those of Taranaki Regional. These relationships can be categorised into: garden, events, tourism, recreation, biodiversity and art;

Principles

- Maintain key partnerships;
- Develop new beneficial relationships as appropriate;
- Current partnerships are:

Garden: Pukeiti Rhododendron Trust, Botanic Gardens Australia and New Zealand, New Zealand Gardens Trust, New Plymouth District Council, New Zealand Rhododendron Association, Royal New Zealand Institute of Horticulture, American Public Gardens Association, American Rhododendron Association, Kunming Botanical Institute, Ministry of Primary Industries, Botanic Gardens Conservation International.

Events: Taranaki Arts Festival Trust, Puke Ariki, Taranaki Iwi, Ngā Mahanga A Ngāti Tairi, TRC Communications and Engagement team, New Plymouth District Council.

Tourism: New Plymouth District Council, Stratford District Council, South Taranaki District Council, Venture Taranaki, Qualmark, Taranaki Arts Festival Trust, Tourism Industry Aotearoa, Sport Taranaki, Information Sites, Puke Ariki, Chamber of Commerce, Local and National Tourism Operators.

Recreation: New Plymouth Harrier Club, Sport New Zealand, Recreation Aotearoa, Department of Conservation, Sport Taranaki, Taranaki Athletic Club, New Plymouth Mountain Bikers.

Biodiversity: Department of Conservation, Taranaki Iwi, Ngā Mahanga A Ngāti Tairi, Lake Rotokare Trust, Taranaki Kiwi Trust, Taranaki Regional Council biodiversity team, Towards Predator-Free Taranaki, Massey University, Auckland University, Waikato University, Ministry of Primary Industries.

Art: Taranaki Arts Festival Trust, Taranaki Iwi, Ngā Mahanga A Ngāti Tairi, Lysaght Watt Trust, Taranaki Society of Arts, Local artists.

3 Section Three: Programme

Part A. Review of achievements from 2021 - 2024 programme

The tasks and priorities listed in this section are from the 2021 programme. The achieved comments are as at September 2023.

The review comments below each section of tasks are made to qualify the situation where relevant.

Priority 1 1-3 years

Priority 2 3-5 years

Priority 3 5-10 years

3A.1 Collection

Task	Priority	Achieved
Implement the Plant Collection Plan 2021	Ongoing	Yes
Digital plant records will be kept up to date and used to manage the collection	Ongoing	Yes
Provide suitably qualified or experienced staff to record, manage and disseminate the collections using horticultural best practice	Ongoing	Yes
Continue garden management and implementation according to the principles of the Pukeiti Asset Management Plan and the Pukeiti Collection Plan	Ongoing	Yes
Continue with the National Rhododendron Collection Strategy in conjunction with the Pukeiti Rhododendron Trust and Massey University	Ongoing	Yes

2023 Review comments:

- Pukeiti continues to improve the health and quality of the collection.
- The plant database is actively maintained and shared with others.
- The conservation work with the Pukeiti Rhododendron Trust and Massey University adds value to the collection. The appointment of a collections officer in partnership with PRT has assisted in this regard.

3A.2 Environment, Biodiversity and Heritage

Task	Priority	Achieved
Implement the Biodiversity Plan to nurture and enhance the natural ecology of the property	Ongoing	Yes
Identify, verify and record archaeological sites to be protected and, if appropriate, made publicly accessible and interpreted	Ongoing	Yes
Continue to secure archival material as opportunities arise	Ongoing	Yes

2023 review comments:

- The pest eradication programme has significantly improved the health of the rainforest.
- We have continued to gather more historical information.

3A.3 Information and Education

Task	Priority	Achieved
Implement the Pukeiti Experience Plan (internal document) including new and exciting interpretation in Zone 3	Ongoing	No
Continue to undertake regular market research and visitor surveys to identify strategies to develop new audiences	Ongoing	Yes
Continue to maintain and enhance the various educational activities such as the Rainforest School, Treehouse trails, workshops etc.	Ongoing	Yes

2023 review comments:

- Pukeiti continues to consolidate as a community education resource.
- The Experience Plan implementation has been delayed due to external reasons.

3A.4 Community and Use

Task	Priority	Achieved
Promote local community support and engagement	Ongoing	Yes
Implement the Heads of Agreement with the Pukeiti Rhododendron Trust	Ongoing	Yes
Continue to grow Pukeiti as a hub for a range of cultural and recreational activities - this includes visitor services as well as an events programme	1-2	Yes
Continue to grow the hospitality experience to complement the garden and rainforest	1	Yes

2023 review comments:

- Pukeiti is utilised by the community as a quality community experience.
- The display and visual impact of the garden has significantly improved.
- TRC continues to work with the Pukeiti Rhododendron Trust.

3A.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Consider and plan new complementary visitor experiences subject to demand	2	Yes
Introduce new wayfinding and signage in zone 3 as developments are completed	1-2	Yes

Task	Priority	Achieved
Maintain all public access to a high standard	Ongoing	Yes
Construct a second Family hut subject to demand	2	No

2023 review comments:

- Construction of second family hut has been funded for the 2024/2025 financial year.

3A.6 Relationships and Connections

Task	Priority	Achieved
Where appropriate, actively maintain relationship with community groups, organisations and agencies in respect to the value they would add to the Pukeiti experience	Ongoing	Yes
Implement the Heads of Agreement with the Pukeiti Rhododendron Trust	Ongoing	Yes
Grow the Pukeiti community in terms of volunteers to assist staff with gardening and visitor services	1	Yes
Continue to work collaboratively with other organisations to enable the establishment of a range of recreational activities in and around Pukeiti	Ongoing	Yes
Form alliances with tourist organisations, events managers, and facilitating agencies that will add value to the Pukeiti experience	Ongoing	Yes
Facilitate staff networking and learning by association and activities with appropriate groups, individuals, parks, gardens and institutions	Ongoing	Yes
Continue to engage with key stakeholders with relevant plans and activities	Ongoing	Yes

Part B. 2023 programme for 2024 - 2034

The following section prescribes the major programme for Pukeiti based on achieving the goals of the Asset Management Plan 2023 over the next ten years period 2024-2034.

Priority 1 1 – 3 years

Priority 2 3 – 5 years

Priority 3 5 – 10 years

3B.1 Plant Collection

Task	Priority	Achieved
Implement the Plant Collection Plan 2024	Ongoing	
Digital plant records will be kept up to date and used to manage the collection	Ongoing	
Continue garden management according to the Pukeiti Asset Management Plan	Ongoing	
Continue to implement the National Rhododendron Collection Strategy in conjunction with the Pukeiti Rhododendron Trust and Massey University	Ongoing	

3B.2 Environment, Biodiversity and Heritage

Task	Priority	Achieved
Implement the Pukeiti Biodiversity Plan (TRC Environmental Services Project) to maintain and enhance the natural ecology of the property	Ongoing	
Continue to secure archival material as opportunities arise	Ongoing	

3B.3 Information and Education

Task	Priority	Achieved
Continue to develop opportunities through communication and interpretation of environmental, conservation and heritage values.	Ongoing	
Continue to support the education team to offer education programmes to schools.	Ongoing	
Continue to offer the Kids' Treehouse Trail, and the events programme including guided walks, workshops etc.	Ongoing	
Continue to undertake regular market research and visitor surveys to identify strategies to develop new audiences.	Ongoing	

3B.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community use.	Ongoing	
Promote Pukeiti volunteers to increase their numbers and build the relationship.	Ongoing	
Maintain links with peer organisations and tourist providers.	Ongoing	
Facilitate the growth of inspiring and relevant public events and recreational activities.	Ongoing	
Continue to grow the hospitality experience to complement the garden and rainforest	Ongoing	
Periodically review suitable charging models for added value services	Ongoing	

3B.5 Physical access, facilities and services

Task	Priority	Achieved
Maintain all access and structures to a high standard	Ongoing	
Consider and plan new complementary visitor experiences subject to demand	Ongoing	
Plan and introduce new interpretation in the Rainforest	1	
Construct a second Family hut subject to demand	1	
Continue to add garden art as appropriate	Ongoing	

3B.6 Relationships and Connections

Task	Priority	Achieved
Maintain relationships with community groups, organisations and agencies.	Ongoing	
Continue to be involved in appropriate activities associated with gardens, NZGT, BGANZ, RNZIH etc.	Ongoing	
Continue to observe the Heads of agreement with the Pukeiti Rhododendron Trust	Ongoing	
Facilitate staff networking, learning by association and activities with appropriate groups and peer institutions	Ongoing	
Continue to consult key stakeholders with relevant plans and activities	Ongoing	

4 Section Four: Asset Management Planning Detail

4.1 Summary

For 2024/2034 the Taranaki Regional Council will fund the:

- provision of three regional gardens (Pukeiti, Tūpare and Hollard Gardens) for free use by the regional community,
- promotion of the regional gardens by the community and visitors,
- maintenance of the regional gardens to the levels of service established in the asset management plans for the three properties,
- renewal and maintenance of structures, access ways and facilities as required for their safe and intended use,
- interpretation, way-finding and plant labelling programme established in this asset management plan,
- events and education programmes to benefit the community and increase visitation.

For each group of activities the Council is required to identify the assets or groups of assets required by the group of activities and identify, in relation to those assets or groups of assets, how the local authority will assess and manage the asset management implications of changes to:

- demand for, or consumption of, relevant services,
- service provision levels and standards,
- what additional asset capacity is estimated to be required,
- how the provision of additional asset capacity will be undertaken,
- the estimated costs of the provision of additional asset capacity,
- how the costs of the provision of additional asset capacity will be met,
- how the maintenance, renewal, and replacement of assets will be undertaken,
- how the costs of the maintenance, renewal, and replacement of assets will be met.

Some of this information is discussed in general within this plan with more extensive financial analysis provided in Councils LTP and Annual Plan.

4.2 Asset Management Plan Details

The following information has been developed from the office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002. The aim of asset management is to maintain, upgrade, and operate physical assets cost-effectively and sustainably. The following information examines key areas of Pukeiti's assets and provides a template to manage them effectively to protect the values and policy of this plan.

4.2.1 Asset description

The Council maintains sufficient operational assets to undertake its activities. The operational assets are maintained to sufficient service levels to enable staff to complete their duties efficiently and effectively. The maintenance and replacement of these assets is undertaken on a ten-year programme. All maintenance budgets are included in the operational expenses of the Council. New capital expenditure programmes and replacement capital expenditure programmes are also on a ten-year cycle and are included in the capital expenditure budgets.

All operational assets are depreciated over their useful life. Replacement and new operational assets are funded from retained earnings, being the accumulated depreciation on existing operational assets. Any significant increase in operational assets that could not be funded from retained earnings would be funded by application of the Council's Revenue and Financing Policy (no such expenditure is planned or provided for in this Plan).

The Council has completed an extensive public process of developing and adopting detailed asset management plans for Tūpare, Hollard Gardens and Pukeiti.

Pukeiti is recognised as having a garden collection of international importance. The vision for the Pukeiti experience is: "encounter the mystery".

The asset management plan seeks to focus and develop Pukeiti to realise the vision in a way that:

- preserves and enhances a unique international plant collection,
- communicates the stories of mana whenua, the Founders and the gardens,
- promotes community engagement and support,
- provides a range of visitor facilities and services,
- grows recreational and education experiences through tailored events, programmes, functions and activities.

For further details refer to the Pukeiti Asset and Depreciation Schedule (2023) (Appendix II)

4.2.2 Levels of service

The following levels of service and activities are proposed for the 2024/2034 LTP for Tūpare, Pukeiti and Hollard Gardens. They are developed at a high level and consideration needs to be given to the value gained from the provision of more specific service level for each property. They are consistent for all three gardens.

The primary levels of service for the three regional gardens are as follows:

Goal: Providing, maintaining and enhancing Hollard Gardens, Tūpare and Pukeiti as regionally significant recreational and heritage amenities.

Measures: Provision of free access to the three regionally significant gardens.

Targets: Hollard Gardens, Tūpare and Pukeiti are open to the public every day of the year with free access.

Measures: Maintenance and enhancement of three regionally significant gardens.

Targets: Tūpare, Pukeiti and Hollard Gardens maintained and enhanced in accordance with the provisions of the adopted asset management plans.

Measures: Level of use of Pukeiti, Tūpare and Hollard Gardens.

Targets: Increase the number of visitors to each property and the number of events at each property.

Activities: Plans for Years 2024/2025 to 2034/2035 unless otherwise noted.

Provide regional gardens (Tūpare, Pukeiti and Hollard Gardens) for free general use by the regional community. All gardens are open daily with no opening or closing times.

Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events

Maintain the regional gardens to the levels of service established in the asset management plans for the three properties. Asset management plans reviewed and adopted every three years (2026/2027, 2029/2030 and 2031/2033).

4.2.3 Managing growth

Growth of visitor numbers, and their related requirements and demands on infrastructure and services, are the impacts to be managed in the plan.

The current situation for Pukeiti is one of promoting and facilitating growth of visitor numbers and participation levels. For the next three years this will be led by the marketing plan and associated initiatives and should not impact on either the capacity of the current levels of service or the current financial provision for the gardens.

The next review in 2026/2027 should consider any changes in visitor numbers and asset utilization to determine future direction of assets in terms of use, divestment and acquisition.

4.2.4 Asset risk management

Hollard Gardens, Pukeiti and Tūpare freely encourage and promote public access and use of these community assets. They are also valued assets of the Taranaki Regional Council and for many people may be the only interaction they have with the Council.

This situation inherently introduces risk to these environments that the Council needs to be aware of and manage appropriately.

Risk assessment identifies the risks and rates them according to impacts and probability. This assessment then provides guidance for planning and policy. The criteria for the assessment are provided in Appendix 1.

The following pages are an analysis of that risk.

Source of risk	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate maintenance of mature trees	<ul style="list-style-type: none"> - Public and Staff Health & safety - Financial loss - Poor council image - Degradation of asset - Loss of amenity value - Maintenance programme improvement 	<ul style="list-style-type: none"> - Curatorial management - Staff and public observation - Maintenance programme 	Very Good	2	3	M	Staff reporting, maintenance programme, annual audit, Storm inspections.
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Loss of assets through theft, wilful or accidental damage	<ul style="list-style-type: none"> - Operational capability loss - Poor image - Injury to members of public or staff - Adverse media - Loss of amenity value - Loss of function - Cost 	<ul style="list-style-type: none"> - H & S preventative measures - Maintenance programme - Site inspection - Security measures - Public education - Community support - Staff training - Public awareness - Security awareness 	Very good	2	2	L	Staff reporting, public information, site inspections, security, staff presence.

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Source of risk	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate resources or funding	<ul style="list-style-type: none"> - Asset management and development plans not achieved - Corporate goals not met - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Management reporting - Long Term Plan - Annual Plan - Asset Management Plan reviews - Recruiting appropriately qualified staff - Improvements in Asset management planning - Future planning under Long Term Plan 	Good	3	2	M	Annual Plan, Long Term Plan, Budget forecasts, Management meetings, Public involvement.
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate asset data management	<ul style="list-style-type: none"> - Poor financial planning capability - Poor data quality and reporting - Insufficient information for decision making - Inadequate assessment and performance monitoring - Loss of amenity value - Loss of function 	<ul style="list-style-type: none"> - Business plan - Management reporting - Management training - AMP improvement programme - Data management systems - Asset assessment programme 	Good	2	3	M	Asset Management plan, Council financial planning team, management reporting.

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Source of risk	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate maintenance of heritage structures and buildings.	<ul style="list-style-type: none"> - Loss of historic value - Financial loss - Poor council image - Degradation of asset - Loss of amenity value - Injury/death to members of the public and staff - Legislative repercussions - Asset Management planning and systems - Maintenance programme improvement 	<ul style="list-style-type: none"> - Curatorial management - Staff and public observation - Maintenance programme - Conservation programme - Values identified - Asset Management Plan - Heritage conservation maintenance - Historic research and rehabilitation - Recognition and understanding by staff of heritage values 	Very Good	2	3	M	<ul style="list-style-type: none"> - Critical asset condition assessment maintenance report - Maintenance inspections - Maintenance programme - Annual audit - Storm event inspections
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate maintenance of other structures and buildings.	<ul style="list-style-type: none"> - Injury/death to members of the public and staff - Poor council image - Legislative repercussions - Asset Management planning and systems - Maintenance programme improvement - Financial loss - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Critical asset condition assessments undertaken biennially by a qualified engineer - Staff and public observation - Asset Management programme - Maintenance and inspection programme - Recognition and understanding by staff of value 	Very Good	5	1	H	<ul style="list-style-type: none"> - Critical asset condition assessment maintenance report - Maintenance inspections - Maintenance programme - Annual audit - Storm event inspections

Source of risk	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	Reviewed triennially July 2014 – July 2020	July 2023	Inadequate communication and patronage with/from stakeholders.	<ul style="list-style-type: none"> - Poor public accountability - Poor council image - Adverse media - Loss of amenity value - Loss of community support - Loss of sponsorship relationships - Failure to meet community objectives - Loss of function 	<ul style="list-style-type: none"> - LTCCP - Annual plan - AMP objectives - Skilled staff resource - Community support - Improved Marketing plan implementation - Public awareness - Market research - Publications and promotions - Establishment of Friends organisation - Staff recruitment, training and resourcing - Professional liaison and community involvement. 	Good	3	2	M	<ul style="list-style-type: none"> - Asset management plan - Plant Collection Plan - Market research - Visitor numbers data - Community awareness - Annual plan submissions - Volunteers and stakeholder feedback

4.2.5 Risk assessment criteria

4.2.5.1 Risk likelihood

Category	Level	Definition
Almost certain	5	This event is expected to occur in most circumstances e.g. 90% chance
Likely	4	This event will probably occur in most circumstances e.g. 70% chance
Moderate	3	This event should occur at some time e.g. 50% chance
Unlikely	2	This event could occur at some time e.g. 25% chance
Rare	1	This event may occur only in exceptional circumstances .g. 10% chance

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4.2.5.2 Risk Consequence Rating

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Score	5	4	3	2	1
Financial	Loss =/> \$10 million	Loss \$1-\$10 million	Loss \$250K to \$1 million	Loss \$50K to \$250K	Loss <\$50K
Public & Staff health & safety	Loss of life	Injury with 3 months off work	Injury with 2 weeks off work	Injury with 1 day to 2 weeks off work	No time-off injury

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Human Resource (staff turnover)	Permanent staff annual turnover exceeds 30%	Permanent staff annual turnover 20% to 30%	Permanent staff annual turnover 15% to 20%	Permanent staff annual turnover 10% to 20%	Permanent staff annual turnover 0% to 10%
Legal claim cost	Council sued or fined for more than \$10 million.	Council sued or fined for \$1 to \$10 million.	Council sued or fined for \$250K to \$1 million	Council sued or fined for \$50K to \$250K	Council sued or fined for <\$50K
Political	National wide one-week adverse comment	National wide several days adverse comment	Regional wide several days adverse comment	Local one-week adverse comment	Local one-day adverse comment
Image - media	2 weeks multi-media national wide	Up to 2 weeks multi-media national wide	Several days multi-media national wide	2 days multi-media national wide	2 days multi-media regional wide
Operational (capability & service levels)	Serious loss of operational capability for 4 weeks and serious disruption to service levels.	Serious loss of operational capability for 2-3 weeks and major disruption to service levels.	Serious loss of operational capability for less than 2 weeks and disruption to service levels.	Serious loss of capability in some areas and disruption to service levels.	No loss of operational capability or negative disruption to service levels.

4.2.5.3 Risk matrix

Consequences	Insignificant-1	Minor-2	Moderate-3	Major-4	Catastrophic-5
Likelihood					
Almost certain-5	Medium	High	High	Extreme	Extreme
Likely-4	Medium	Medium	High	High	Extreme

Consequences	Insignificant-1	Minor-2	Moderate-3	Major-4	Catastrophic-5
Moderate-3	Low	Medium	High	High	High
Unlikely-2	Low	Low	Medium	Medium	High
Rare-1	Low	Low	Medium	Medium	High

4.2.5.4 Risk control effectiveness

Category	Score	Definition
Excellent	1	Controls are strong and operating properly, providing a high level of assurance that objectives will be achieved
Very Good	2	Controls are operating properly, providing a reasonable level of assurance that objectives are being achieved
Good	3	Controls operate, providing some assurance that objectives are being achieved
Unsatisfactory	4	Controls are weak and do not provide reasonable assurance that objectives will be achieved
Poor	5	There are little or no controls in evidence

4.3 Financial forecasts

The following is an outline of the capital and capital renewals programme for Pukeiti.

Pukeiti capital and development programme 2024-2034

Capital Expenditure	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Plant/Equipment renewals	\$22,000	\$22,000	\$45,000 ¹	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Art installation	\$15,000 ²			\$15,000			\$15,000			\$15,000
Pukeiti Management Plan	\$35,000	\$15,000								
Garden										
Arrival and car parking		\$10,000			\$15,000			\$15,000		
Rainforest Centre upgrade		\$130,000 ³	\$20,000		\$10,000		\$5,000			
Walkway upgrade	\$55,000 ⁴					\$15,000				\$15,000
Interpretation	\$25,000 ⁵	\$20,000 ⁵			\$17,000		\$7,000		\$7,000	
Garden structures and features				\$15,000				\$15,000		

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Capital Expenditure	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Rhododendron Collection										
Staff service area	\$45,000 ⁶		\$10,000			\$5,000	\$5,000			
Garden structures and features		\$15,000			\$5,000		\$8,000		\$5,000	
Family Adventure Trail			\$35,000 ⁷							
Rainforest										
Interpretation/wayfinding		\$17,000 ⁸			\$15,000		\$5,000		\$5,000	
Family hut/Education Centre			\$300,000 ⁹	\$8,000			\$5,000			
Tramline TRC Kaitake	\$10,000			\$15,000		\$10,000				
New outer track upgrades	\$300,000 ¹⁰	\$268,000 ¹⁰		\$45,000	\$10,000	\$30,000	\$10,000		\$10,000	
Patuha Bridge				\$180,000 ¹¹						
Totals	\$507,000	\$497,000	\$410,000	\$300,000	\$94,000	\$82,000	\$82,000	\$52,000	\$49,000	\$52,000

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1	New chipper
2	Art installation, Keiller Garden
3	Rainforest Centre, accessibility lift
4	Concrete remainder of central lawn walkway
5	Interactive interpretation in Rimu Room
6	Tar-seal depot to avoid dust within staff room
7	Family Adventure Trail – children’s activity path from Keiller Garden
8	Rainforest story panels
9	Family hut/Education Centre, determined through Management Plan
10	Rainforest Tracks budget carried over from previous plan
11	Patuha Bridge – determined through Management Plan

4.3.1 Lifecycle decision making

Pukeiti’s primary focus is continuing the momentum to build a cohesive suite of products and services that position the property as a compelling destination of an international standard.

Over the next ten years the asset management plan identifies some key objectives supporting the growth in patronage. Further objectives will come from the marketing plan.

The growth in visitors and the corresponding growth in demand for facilities and services will assist in determining any gaps between the current levels of service capability and the desired levels of service. These gaps can be identified, evaluated, prioritised and provided for in future asset management provision and planning.

4.3.2 Asset and depreciation schedule

Depreciation is fully funded on a straight-line basis, which writes off the value of the assets over their expected remaining lives after allowing for residual values where applicable. The depreciation rates are as follows:

Buildings	5 to 50 yrs	2 to 20%
Motor vehicles	5 yrs	20%
Plant and equipment	2.5 to 25 yrs	4 to 40%
Office furniture and fittings	5 to 10 yrs	10 to 20%
Computer equipment	3 to 5 yrs	20% to 33%

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4.3.3 Planning assumptions and confidence levels

The Asset Management Plan is based on the following assumptions:

1. The Council will continue its current level of commitment to Tūpare, Pukeiti and Hollard Gardens,
2. Free public access will continue to be provided to Tūpare, Pukeiti and Hollard Gardens,
3. The current levels of service outlined in this plan are applicable,
4. The remaining life of assets has been estimated in line with past and current knowledge,
5. The confidence level of the asset data is reliable with data based on current and historic records and analysis which is documented but has some shortcomings that rely on unconfirmed information and some estimation,
6. All asset data is accurate as at 1 July 2023.

4.3.4 Improvement programme

The following issues require further discussion and consideration for the improvement of the plan by the next review in 2026/2027.

1. This is a basic "Core" level Asset Management Plan and Council should determine whether further detailed advancement is appropriate,
2. Consideration should be given to combining the three gardens' asset management plans into one comprehensive Regional Gardens management plan
3. The replacement costs for assets will be annually upgraded,
4. Public demand and feedback will determine any service level review,
5. If required by the TRC, further development of asset renewals programme development and asset condition analyses to be provided in 2026/2027.

4.3.5 Planning process

The Asset Management Plan has been developed in accordance with Taranaki Regional Council policy and with the financial support of the Council Corporate Services Team. The basis of the financial planning review is the Office of the Auditor General's criteria for assessing conformity to "Core" and "Advanced" level of asset management (New Zealand).

4.3.6 Commitment

The 2020 plan has been approved by the Council and is part of the current LTP. The 2023 review will be approved by the Council and implemented as part of annual and long term objectives for Council in the 2024/2034 LTP.

Appendix I

Pukeiti Plant Collection Plan 2024

Pukeiti Plant Collection Plan 2024

Collection description

Pukeiti's unique strength is the combination of a rhododendron collection set in a rainforest. The garden was established to grow rhododendrons in this unique environment and this aim has determined Pukeiti's development. Pukeiti is nationally and internationally recognised for its quality range of rhododendron species and hybrids.

The purpose of this collection plan is to enable the enhancement and development of the rhododendron collection. It outlines policy for the practical management of the rhododendrons and other valued complementary plants, defines objectives and the scope of the collection and helps determine how records are maintained and the character and composition of the garden preserved.

'The Garden' (2ha near the arrival zone) displays the best performing specimens of the rhododendron collection in the arrival zone. These iconic rhododendrons are complemented with other plants of seasonal and botanical interest providing a year round display and is cultivated to the highest level. The character of the covered areas focuses particularly on the vireya rhododendron collection with complementary allied plantings with a warm temperate / subtropical theme.

The rhododendron collection displays a wide range of rhododendron species and hybrids with approximately 1370 different rhododendrons (comprising species, subspecies, varieties, hybrids, cultivars and forms). New species and varieties are introduced as part of the ex-situ project, collaborative effort between the Council, Massey University and the Pukeiti Rhododendron Trust. There is an emphasis on species within the Arborea, Grandia, Falconera, and Maddenia subsections as well as Vireyas and other sections from mainly wild-collected sources.

Rhododendron hybrids are also represented where they prove appropriate to the environment and provide proven floral displays, with special consideration given to those which have heritage value. Trees, shrubs and other plants that furnish the Garden and Rhododendron Collection include the plant varieties selected for botanical and aesthetic value by the Pukeiti Rhododendron Trust.

Policy recommendations

1. To showcase in the arrival zone the best performing and iconic rhododendrons growing at Pukeiti and a range of other plants that provide year round interest with complementary plant compositions considering texture, form and colour,
2. Existing rhododendron specimens and their allies are managed to best effect in order that they are healthy and vibrant,
3. New specimens are placed with consideration to their growth rate, habit and form as well as an awareness of the viewer and surrounding plantings so they are displayed to greatest effect,
4. The bush margins are maintained in a natural fashion and do not inhibit the collection specimens,
5. To maintain and conserve the living plant collection as envisaged by the founders of the garden,
6. To provide a comprehensive collection of temperate zone rhododendrons and sub-tropical vireyas and complementary exotic and native plants that are suited to the Pukeiti environment,
7. To disseminate rhododendrons and associated plants to other gardens and institutions for their conservation,
8. To collect more rhododendron species, particularly those that thrive in the Pukeiti environment and contribute to species conservation globally,
9. To collect more rhododendron hybrids, with special consideration given to heritage hybrids that are vulnerable in cultivation,

10. To interpret and promote rhododendrons in a manner which reinvigorates the genus for domestic and institutional use,
11. To support the Pukeiti Rhododendron Trust with its ex situ collection strategy,
12. To register new worthy rhododendron cultivars,
13. To take advice from the Plant Collection Forum which meets bimonthly and is made up of TRC staff, Pukeiti Rhododendron Trust and others that may be seconded by TRC.

Collection management and development

Pukeiti aims to grow the widest range of rhododendrons possible, protecting them and disseminating where appropriate. Managing, conserving and developing the integrity of the plant collection involves all aspects of plant husbandry. This can be achieved through plant replacement planning, propagation, and dissemination of plant material.

Plant replacements and introductions

As with any botanical collection, it should be treated as a living collection and constantly reviewed. This requires new plants, both as replacements, and as new additions to the gardens. The collection focuses primarily on rhododendron species and hybrids for conservation and aesthetic value.

Policy recommendations

1. Relevant collection plants are included in a replacement programme that identifies propagation and replanting timetables,
2. Any valuable plants which are in decline will, where possible, be sustained in the collection until viable propagation material can be collected.
3. If appropriate, Pukeiti will be a recipient of disseminated plant material from other sources,
4. New rhododendron species and hybrids are trialled,
5. Plant selection from seedlings and mutations raised at Pukeiti will continue to be trialled, and if suitable added to the collection,
6. All additions to the collection will undergo a field trial to assess their suitability to the environment,
7. All new plant additions will be assessed for their potential as a weed pest and removed from the collection immediately if weediness is identified,
8. Exotic or native trees, shrubs and herbaceous plants may be added to the collection when proven in terms of suitability to the environment as well as aesthetic value,

Plant removals

With any botanical plant collection there will always be a need to remove plants because they are unsuitable for the environment. Therefore plants will be removed from the collections and this process will be managed to protect the collection integrity.

Policy recommendations

1. Plants may be removed from the collection under the following criteria:
 - There are other plants of the same species,
 - The plants have no collection significance,
 - Changes in the collection policy,
 - Severe physical or physiological damage,

- The plant is diseased beyond recovery and/or a risk to other plants,
 - The plant is proving to be weed,
 - The plant is not performing (see dissemination),
 - Is listed in the Plant Pest Accord,
 - The plant is adversely affecting built structures, causing other damage or shading,
 - The plant is sustaining continual damage or disease which is likely to get worse with climate change,
 - The plant is a safety issue to people.
2. If it is a valuable plant, it will be propagated and disseminated to more suitable sites,

Ex-situ conservation project

The Council is in a formal partnership with the Pukeiti Rhododendron Trust to fulfil a programme of activities and tasks involved in the National Rhododendron Collection Strategy with the support of Massey University. As with any good botanical institution, Pukeiti always encourages plant exchanges and dissemination with others. This protects the plant from being lost in the private or public garden situation and enables the best growing environment to be found that can sustain it in the future.

Policy recommendations

1. For all plant material that is introduced into NZ by Pukeiti, at least two other growers / institutions will be provided with some of this plant material to grow on at their sites,
2. Any plant that is of collection value and is not performing in the Pukeiti environment as expected will wherever possible be transferred to another suitable grower / institution
3. Growers and/or institutions that are provided with plant material must have the environment, facilities, knowledge and capabilities to successfully grow it,
4. Pukeiti (TRC) reserves the right to commercially benefit from the plant material it develops,
5. Only authorised persons may collect plant material.
6. To publicize the activities of the project through a range of forums.

Plant propagation and breeding

The purpose of Pukeiti's propagation programme is to sustain the botanical collection as a focus for ex-situ conservation. This is done by ensuring the original provenances are represented and sustained. Imported seed material is also grown in order to add to the conservation value of the botanical collection.

Policy recommendations

1. Propagation is undertaken to ensure the conservation of valuable original provenances,
2. Propagation is only undertaken for plant material not readily available in the domestic nursery industry,
3. The importation of seed that provides new plants for the collection will continue,
4. Consideration of the breeding of the large leaf and vireya rhododendrons will be undertaken.

Collections records management

It is important to have accurate records of Pukeiti's garden collection. Many of the plants are unique to Pukeiti and it is necessary to capture and manage information on them. It is vital to the on-going

management of the garden and is an important tool for staff and public interpretation of this international resource.

Database

Pukeiti uses the IrisBG plant collection database. All information is recorded in the database for botanical collection management benefitting education and institutional partnerships. This collection information is available to the public via The Plant Hunter's Station website.

Accession records are up to date and include location, plant condition, history and all known information in order to give a comprehensive platform for on-going management and public information. A policy has been developed in which new accessions and plant movements are recorded along with any other relevant information. The database enables the public to access the plant information online via the Plant Hunter's Station online and within the Rainforest Centre.

Policy recommendations

1. Accession records are consistent with international plant database conventions,
2. The IrisBG database is used to maintain accurate digital records of all key garden collection plants within the gardens,
3. As soon as a plant propagule is deemed viable it is accorded an accession number and added to the plant database,
4. Provide husbandry information or gardeners' notes where possible for public and management purposes,
5. Records are updated regularly.

Public access to collection information

Accessibility to the Pukeiti collection information enhances the visitor experience. The information should be managed to fulfil the varying levels of need from the public and garden management. There is no one solution that will suit all purposes and a variety of media and communications need to be provided where possible.

Public access to information is critical to grow their interest and understanding and to increase the educational value offered by Pukeiti. It is useful for the public to have access to the digital plant database information both on-site and off-site and this is achieved via the Plant Hunter's Station website. Onsite, garden visitors have access to the website via a computer terminal in the Rimu Room of the Rainforest Centre or on their own device using the free wi-fi provided. Offsite, the Pukeiti Plant Hunter's Station website and social media provide the most significant connections to the garden for the Taranaki community and beyond.

Means such as interpretative signage and printed materials are provided to meet the needs of those interested in the collection.

Policy recommendations

1. Collection information is provided both onsite and offsite to promote public interest and understanding of Pukeiti's plants,
2. Onsite information includes, but is not limited to, interpretative and plant name signage, printed information, and computer access to the plant database,
3. Offsite information shall include but not be limited to: Pukeiti website (plant database and other generic information), Taranaki Regional Council website, brochures and other publications,

Plant labelling

Plant labelling is essential for the staff as well as part of promoting interest and engaging the visitor. There are four types of plant labels, accession tags, basic display signs, signature plant signs and iconic plant signs. All naming of plants and display of their names is in line with international botanical standards of plant nomenclature.

Collection accession tags

This is the labelling or tagging for collection management purposes. These are unobtrusive accession tags required for reference only (not generally for public information although if suitable could provide both). These labels are embossed aluminium as this has proven durable. These tags are tied to the plant itself and require a botanical name and accession number.

Basic display signs

These are made of powder coated stainless steel, which is durable in the Pukeiti environment. They are hawthorne green and are based on the Pukeiti plant labels from the 1960s. They are easily maintained, cost effective and positioned so the visitor can easily see them. They are pegged in the ground or, only where appropriate, attached to the tree.

Signature plant signs

These have an attractive timber surround, are styled with Pukeiti branding and character and are approximately 440 x 300mm. These have the common name in te reo Maori if it's a native plant, as well as in English, the botanical name and some interesting information about the plant.

Iconic plant signs

These also have an attractive timber surround, are styled with Pukeiti branding and character and they're approximately 600 x 440mm. They tell the story of the specimen and its relationship to Pukeiti.

Policy recommendations

1. All garden plants listed in the database are labelled with accession tags,
2. Key garden collection plants, tree specimens and special plants of display interest may be individually labelled,
3. Interpretative signage will be provided for plantings that are of primary display value, with themes of visitor interest and education,
4. All public plant labels are consistent with Pukeiti's branding and character.

Glossary of botanical terms

Accessions additions of plants to the plant collections

Cultivars distinct and selected forms of the species maintained only through vegetative propagation

Deaccessions removal of plants from the plant collections

Dissemination distribution/sharing of plant material to other gardens

Genera a cluster of plants with common characteristics that are easily recognized (typically flower structure)

Hybrids plants bred from two or more species or varieties

Nomenclature botanical classification for naming of organisms

Provenance the origin / source of the plants (botanical and/or historical)

Species naturally occurring forms of the genera

Taxa for the purposes of this report taxa encompasses all members of the plant kingdom.

Varieties naturally occurring forms of the species

Appendix II

TRC Gardens Climate Change Charter

TRC Gardens Climate Change Charter

Climate change is the biggest environmental challenge of our time. It is already affecting our climate, agriculture, native ecosystems, infrastructure, health and biosecurity. If left unchecked it will have broad social and economic impacts. We cannot afford to ignore what is happening in New Zealand and globally.

At the Regional Gardens we have been changing how we manage the respective gardens primarily because of changing weather patterns but also because of the increase concerns about wider plant conservation and the increasing awareness of our regional community.

In terms of our responsibility as botanical curators the Council has joined the 'Climate Change Alliance of Botanic Gardens Charter'.

Climate Change Alliance of Botanic Gardens Charter

In December 2018, Royal Botanic Gardens Victoria hosted the inaugural Botanic Gardens Climate Change Summit.

Ten botanical organisations from around the world, as well as three peak botanic gardens bodies – Botanic Gardens Conservation International, the International Association of Botanic Gardens and Botanic Gardens Australia and New Zealand – attended the summit. There were representatives from Argentina, China, Spain, United Kingdom, Israel, USA, South Africa and Australia.

The outcome of the summit was the formation of the Climate Change Alliance of Botanic Gardens. The Alliance aims to use global collaboration to tackle the climate change threats facing plant species.

The co-creators of this Alliance signed a declaration to safeguard life by protecting landscapes. They agreed that **the time for action is now**.

In the next 50 years, 20–50% of current plant species in botanic gardens and urban landscapes will likely confront temperatures those species have never experienced before.

Purpose of the Alliance

To grow and sustain a global movement of botanic organisations that take action to protect and enable adaptation of botanical landscapes in a changing climate.

Principles and Values

Our principles are adopted from *Living Systems* that are interconnected with the landscapes and plant communities for which we are stewards.

- Self-organisation around a shared purpose
- Recruit for and celebrate diversity
- Maintain momentum and energy flows
- Nurture relationships
- Plan for resilience and adaptability

Goals

- Safeguard and steward resilient botanic gardens for the benefit of people and the planet
- Share knowledge and expertise to assist botanic organisations and governing bodies to make informed decisions about climate change adaptation
- Provide a credible and authoritative voice in the world's response to climate change with respect to botanic gardens and plants

- Engage our communities in how climate change is impacting our collections and landscapes, and empower them to act in their own garden
- Provide professional development opportunities in botanic garden and landscape management in response to climate change.

Taranaki Regional Council Gardens response to climate change

At Taranaki Regional Gardens we are taking climate change seriously, both in terms of adapting to the changing climate and taking all practical steps to minimise our impact. The Regional Gardens are part of the above Climate Change Alliance of Botanic Gardens.

Goal

To maintain Pukeiti, Tūpare and Hollard Gardens as quality garden and rainforest experiences while minimising the carbon footprint and adapting to climate change

Principles

Awareness

- Understanding changing weather patterns
- Understanding the concerns of the community
- Understanding the need for change

Good stewardship

- Changing the plants we grow
- Applying horticulture best practice to a range of activities including soil management
- Building a robust infrastructure
- Ensuring a secure water supply

Adaptable and open to learn

- Networking with other botanic gardens
- Learning from observation
- Adapting to continually present a relevant and vibrant garden experience
- Changing how we work to reduce our carbon footprint

Goal

To inspire others to minimise their own garden carbon footprint and adapt to climate change

Principles

Sharing what we're doing with our community through

- public events programme
- casual interactions and conversations
- onsite interpretation
- leading by example

Sharing what we're doing through our schools programme

- continue to adapt our education programme

Goal

- To protect our plant collection from the effects of climate change

Principles

- climate change is taken into account with all new plantings and plant purchases
- achieve and maintain pest eradication
- maintain active involvement in endangered native and exotic plant conservation

Goal

To protect infrastructure from the effects of climate change and keep our environmental footprint to a minimum

Principles

- Continue to use strategies to minimise water use and waste generation
- Ensure services continue to be reliable and efficient whilst reducing the operational carbon footprint
- Plan for resilience and adaptability
- Ensure we maintain good water supply security
- Ensure robust infrastructure to withstand severe weather

References

https://www.rbg.vic.gov.au/documents/Climate_Change_Alliance_of_Botanic_Gardens_Charter_web.pdf



Date: 24 October 2023

Subject: **Asset Management Plans for Hollard Gardens and Tūpare**

Approved by: D Harrison, Director - Operations
S J Ruru, Chief Executive

Document: 3205278

Purpose

1. The purpose of this memorandum is to advise that the revised asset management plans have been prepared for Hollard Gardens and Tūpare and to provide a summary of the revisions.

Executive summary

2. The three-year revision of the respective asset management plans for Tūpare and Hollard Gardens are complete. These plans are designed to maintain, develop and position the gardens for the Taranaki community and their visitors to engage and enjoy.

Recommendations

That the Taranaki Regional Council:

- a) receives the Hollard Gardens and Tūpare asset management plans
- b) notes these budgets and summarised proposals of the two asset management plans will be included in the *2024/2034 Long-Term Plan Statement of Proposal*.

Background

3. The original asset management plans for Hollard Gardens and Tūpare were adopted in 2005 with subsequent revisions in 2008, 2011, 2014, 2017 and 2020. These plans contain a strategic framework, goals and objectives to position the gardens as high quality public garden experience.

Discussion

4. The asset management plans for Hollard Gardens and Tūpare are in their sixth revision and in a consolidation phase after the completed infrastructure and facilities development of the previous plans.
5. The focus of these asset management plans are:
 - maintaining and enhancing the infrastructure and facilities to a high standard to complement the respective gardens;
 - growing community ownership and general visitation;
 - to continue to refine and improve the actual gardens so they maintain an excellent standard.
6. There are no major projects programmed for Tūpare and Hollard Gardens in the next 10 years and the budgets reflect that. However, there are a number of smaller projects proposed over the next three years. These projects focus on improving the facilities and the garden environment.
7. Hollard Gardens projects include:
 - Complete new children's playground installation in year one
 - Demonstration courtyard at Bernie's Home Garden
 - Drying room and move internal wall to enlarge staffroom
 - Replace malfunctioning gas barbecues with new electric models
 - New public plant labelling.
8. Tūpare projects include:
 - Replace tennis court netting
 - Upgrade Zig Zag walk surfacing
 - Drying room for staff
 - Improve display in lower house.

Decision-making considerations

9. Part 6 (Planning, decision-making and accountability) of the *Local Government Act 2002* has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the *Act*.

Financial considerations—LTP/Annual Plan

10. 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

11. 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

12. 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. Similarly, iwi involvement in adopted work programmes has been recognised in the preparation of this memorandum.

Legal considerations

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

Appendices/Attachments

Document 3149401: [Tūpare Asset Management Plan](#)

Document 3149404: [Hollard Gardens Asset Management Plan](#)



Tūpare Asset Management Plan

(2024/2034)

Revision 1 July 2023

Taranaki Regional Council

Private Bag 713

Stratford

Quality Control Information

Document	Tūpare Asset Management Plan - 3149401
Date	September 2023
Prepared by	Stuart Robertson
Reviewed by	Stuart Robertson, Garden Manager, Taranaki Regional Council

Revision History

Revision	Revision Date	Details	Authorised	
			Name/ Position	Signature
1	July 2008	Three yearly review	Mike Nield	
2	July 2011	Three yearly review	Mike Nield	
3	July 2014	Three yearly review	Stephen Hall	
4	July 2017	Three yearly review	Stephen Hall	
5	July 2020	Three yearly review	Daniel Harrison	
6	July 2023	Three yearly review	Daniel Harrison	

Authorised for Release

Name/Position	Signature
Daniel Harrison Director Operations, Taranaki Regional Council	
Steve Ruru Chief Executive, Taranaki Regional Council	

Executive Summary

Tūpare is a 3.6 hectare property situated at 487 Mangorei Rd, New Plymouth. Developed from 1931 by Sir Russell and Lady Mary Matthews and their family, Tūpare has been regarded as one of New Zealand's finest landscape gardens. The blend of a Chapman- Taylor heritage house, hard landscape features, tree and shrub plantings and flowerbeds, makes it a garden of distinction that has received much regional and national acknowledgement.

Governance and ownership of Tūpare was transferred to the Taranaki Regional Council for the people of Taranaki, in 2002.

This plan identifies the ongoing potential of Tūpare as a unique house and garden experience for the public value and the collective potential of the three regional gardens as a world class cluster of public gardens.

The vision for the Tūpare experience

"Relive the splendour"

Experience a beautifully restored garden and Chapman-Taylor home. Sculptured from the Taranaki hillside, this is *the* premier landscaped garden.

This plan seeks to focus and develop Tūpare in a way that:

- Protects the heritage and domestic qualities of the House and Garden,
- Maintains the splendour of the gardens,
- Is accessible and appealing to a broad audience,
- Increases the community's use,
- Maintains and enhances the high standard of visitor services and events,
- Leads to the ongoing improvement of Tūpare,

The 2023 Review

This Tūpare Asset Management Plans acknowledges the value of the Tūpare experience and provides the framework for the maintenance and improvement programme. The plan's purpose is to protect and guide the vision and goals for the garden whilst reflecting the changing needs of the local community and visitors.

To ensure it is achieving this purpose the plan is reviewed on a three yearly basis with a major update every seven to ten years as part of the Asset Management Plan process.

This plan has been reviewed as part of the 2024/2034 Long Term Plan (LTP) process.

The review measured the achievements against stated goals, the continued relevance of these achievements and where appropriate repositioned the plan.

This 2023 review refines the original goals of the plan as well as introducing climate change and tikanga. They will provide the ongoing framework for Tūpare.

This 2023 plan provides a new programme for the 2024-2034 period. This programme aims to continue to fulfil the purpose of the plan and to specifically increase community benefit from Tūpare.

The recommendations for priority tasks over the next three years to achieve this are:

1. Promote local community support and engagement.
 - Promote and provide the community with access to the use of the garden
 - Facilitate and promote community engagement through the 'Friends of Tūpare' who continue to engender community involvement and a sense of community ownership,
 - Continue developing opportunities for education and experience of the landscape, cultural and heritage values of Tūpare,
2. Implement the Marketing Plan to attract, inform and engage audiences.
 - The marketing programme engages with a variety of audiences,
 - Continue an active programme of surveying visitor numbers and the quality of the visitor experience to inform future development plans, maximise the Council's investment and value for stakeholders,
 - Communicate the vision for long-term strategic direction, and development priorities for projects.
3. Implement the Tūpare Plant Collection Plan 2021.
 - Actively manage the garden in a manner consistent with the Collection Management and Development Plan policy as outlined within this plan.
4. Continue to undertake appropriate garden restoration and development in accordance with the research and planning undertaken.
5. Maintain and enhance the period restoration of the house, cottage and all landscape and ancillary structures to protect their authentic character and design.
 - Give priority to public use, enjoyment and controlled public access to the main interior areas.

6. Continue to provide public with access to the garden at no charge.
 - Charges will be made for added value services and use for public and private functions and events.

The Council adopted this Asset Management Plan Revision in 2023.

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Introduction

Context

Taranaki is nationally and internationally recognised as a garden province, well known for its parks, gardens, leading plants-people and horticultural innovators.

Its distinctive landscape, soils and climate provide an excellent physical environment for a diverse range of plants. Nurseries and garden developers in the region have capitalised on this environment for the past century.

The Taranaki Regional Council successfully introduced the Empowering Act 2001 to enable it to be directly involved in regionally significant recreation, cultural and heritage projects. The Act followed the recommendations of the Regional Gardens Report by notable horticulturalist Alan Jellyman, which specifically highlighted Hollard Gardens, Tūpare, and Pukeiti as three significant gardens that would benefit from such an association.

As a result the Council is responsible for the governance of Tūpare, Hollard Gardens and Pukeiti.

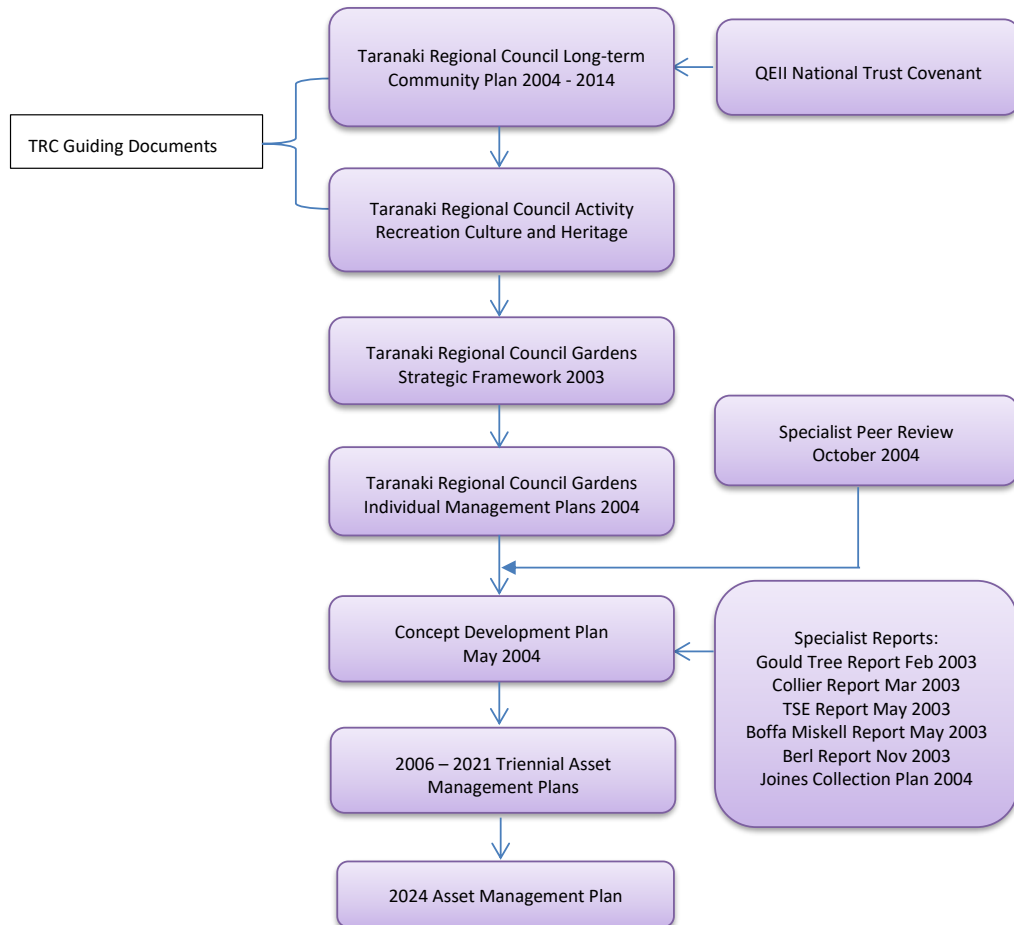
The Taranaki Regional Council's 2004/2014 LTCCP identifies as a main objective that Tūpare, along with Hollard Gardens and Pukeiti, be maintained and enhanced as a regionally significant recreational and heritage amenity.

International and national trends also demonstrate an increasing interest in, and need for, the natural environment, conservation, recreation and tourism – all of which are relevant to this plan.

The Taranaki Regional Council is providing the garden management, development and marketing of these three properties.

Management Plan relationships

The Tūpare Management Plan relates to a variety of Taranaki Regional Council policy and planning and is informed by a number of external specialist reports.

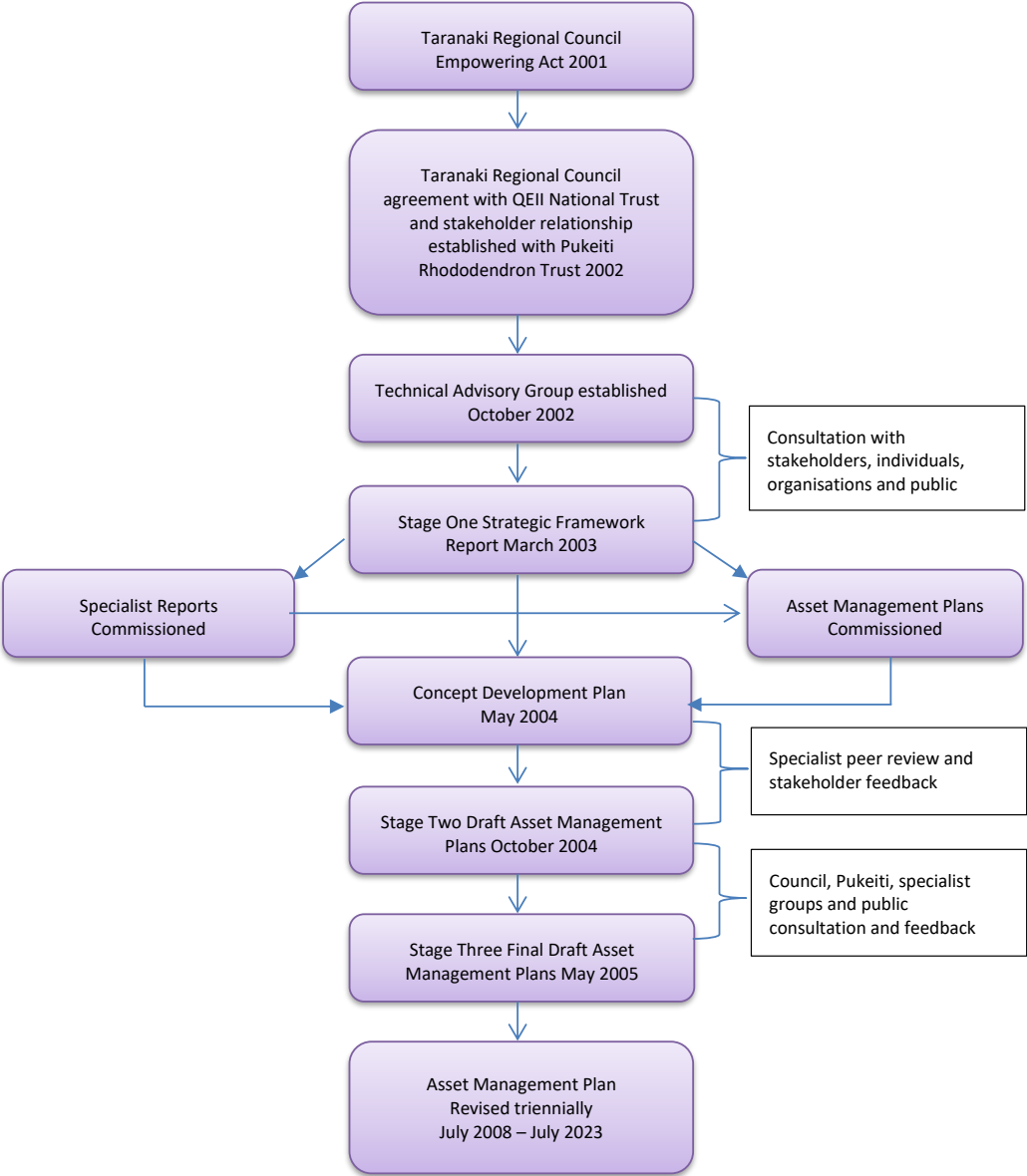


2024 Management Plan inputs

A wide range of activities and experiences were called upon in the development of this plan. Ongoing activities including visitor and user surveys have provided data relating to the changing needs and preferences of garden users, visitors and community groups.

This plan has been developed with careful consideration of this information. The result is the provision of services and opportunities to meet both immediate and longer term community and visitor requirements.

Management Plan development process



Management Plan purpose

The Plan provides direction and guidance for the Taranaki Regional Council's management of Tūpare over the next 10 years. The Council's aim is to maintain and develop Tūpare in a way that:

- Protects the heritage and domestic qualities of the house and garden,
- Captures the splendour of the gardens,
- Is accessible and appealing to a larger audience,
- Increases the community's use,
- Provides a range of quality visitor services and events,
- Leads to the ongoing improvement and development of Tūpare,
- Understands and adapts to climate change in a proactive way.

This Plan identifies strategies, goals, objectives and principles for the programme of development, operations, management and public use of Tūpare.

Management Plan structure

The Plan is in four sections.

Section One: Background

Provides a quick snapshot of Tūpare's history, the house and gardens and its current audiences and use.

Section Two: Strategy

The vision, goals and objectives supported by recommended policy.

Section Three: Programme

A summary of the key tasks, both management and development, in relation to the main goal areas.

Section Four: Budget and Asset Management Details

The financial plan for the operations and programme.

Management Plan monitoring and review

This Management Plan should evolve with the garden, its visitors and community. The plan should always protect the vision and goals for the garden and reflect the changing needs of the community and visitors.

This plan is reviewed on a 3 yearly basis with a major update every 7 to 10 years. The review should measure the achievements against stated goals and objectives, and the continued relevance of these achievements.

The update should test the current validity of the goals and objectives and their supporting policy and, where appropriate, reposition the plan.

2023 Review

Since the inception of the gardens' Asset Management Plans, development and direction of the Regional Gardens has been driven by the goals of the plans. These goals and their supporting policies, are robust and are still valid. They will continue to provide the ongoing framework for all three gardens.

Visitor numbers over the last three years, from 2021 – 2024, were severely impacted by the COVID 19 pandemic. The visitor numbers are now starting to rebuild to pre COVID levels.

The implementation of the Plant Collection Plan is ongoing through the use of the "IrisBG Plant Collection Database". The process of plant verification and input into the database is ongoing. The Collection Plan has been reviewed as part of the 2023 review and climate change adaption included as part of the strategy.

In summary, achievements from 2020 to 2023 for Tūpare, include:

- Restart of promotion of innovative, educational and inspiring public events after COVID
- Continued garden development
- Endorsed as a six star Garden of International Significance by NZ Gardens Trust
- Involvement of 'Friends of Tūpare' assisting with gardening and hosting of house tours
- Collection database consolidation
- Completed research and writing of third thematic booklet to enhance the garden experience
- Upgrade of the bushwalk track and stairs,
- Upgrade of water reticulation supply and system

In terms of the main goals and objectives of the Tūpare Asset Management Plan, there have not been any significant changes. These goals, objectives and principles are still valid and provide the foundation for the ongoing growth and development of the Tūpare experience.

The programme of capital expenditure, asset renewals and non-routine maintenance has been developed for the 2024 - 2034 period and is included in section four. This has also included an upgrade of the reporting of the Asset Management Plan details aligned to the Office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002.

1 Section 1: Background

1.1 History

In 1931, Russell and Mary Matthews bought 3.6 hectares of gorse and blackberry covered farmland at the edge of the Waiwhakaiho River. The area was called Tūpare after Ngati Tūpare Kino, the Maori people who had once lived there.

There was only one tree - a mahoe - on the site. It was the time of the Depression and for 18 months, men cleared the gorse and blackberry through the "over the fence" scheme, which subsidised the unemployed. The Matthews planted shelter trees and moved in to a corrugated iron shed on the site.

Architect-craftsman, James Chapman-Taylor, was commissioned in 1932 to design a Tudor-replica home with reinforced concrete walls made with shingle from the Waiwhakaiho River, adzed Australian hardwood beams and a cedar shingle roof. The house took 12 years to build.

The first tree planted was a kauri given by Mary Matthews' parents to celebrate Russell's birthday, July 26, 1932. The garden's collection and landscape evolved in a similar manner, marking events and relationships of the Matthews family.

In its heyday, Tūpare was considered to be *the* landscaped garden in the country. Each Labour weekend, the Matthews family would open the gates to a large number of visitors from throughout New Zealand who made the pilgrimage to enjoy the spring colour and the privilege of sharing this private, stylish world.

In 1985, the Matthews family passed their home to Queen Elizabeth II National Trust who, along with member councils of the Taranaki United Council, bought both house and garden. Governance and ownership of Tūpare were transferred to the Taranaki Regional Council in 2002.

In 2006 adjacent land to the north of the property was purchased by the Taranaki Regional Council. This land has been incorporated into the garden and includes the carpark and entrance.

1.2 Description

Tūpare is a 3.6 hectare property situated at 487 Mangorei Rd, New Plymouth. The property slopes from its northern boundary of Mangorei Rd, its only point of access, to a river flat area adjacent to the Waiwhakaiho River on its south-eastern boundary.

Tūpare has been regarded as one of New Zealand's finest landscape gardens. The blend of a Chapman-Taylor-style heritage house, hard landscape features, tree, shrub and herbaceous plant compositions, makes it a garden of distinction that has received much regional, national and international acknowledgement.

The garden is not a botanical plant collection as such, but rather a fine example drawn from its period of development starting from the mid half of the 20th Century. Its strengths lie in the use of the hillside landscape, its display qualities and its intimacy and relationship with the house.

Tūpare's gardens have been described as "heritage gardens". The relationship between house and garden is an essential part of the development of the landscape. The garden was a living home-landscaped garden with tracks, vegetable patch, orchard, glasshouse and functional areas such as the tennis court and terraces.

Tūpare is a private, exclusive, heritage home and garden experience. It reflects the uniqueness of its topography and the skill and passion of the Matthews family who developed it.

1.3 Governance

The Matthews family vested the governance and ownership of Tūpare in the QEII National Trust in 1985.

Governance and ownership were then transferred to the Taranaki Regional Council for the people of Taranaki, in 2002.

Today, the gardens are funded by the ratepayers of Taranaki through the Taranaki Regional Council.

1.4 Current audience

Tūpare is attracting around 40,000 visitors annually in this post-COVID environment. It is opened and staffed daily for visitors throughout the year for self-guided garden experiences. Ongoing strategies have broadened the audience to include a more diverse cross section of the public.

It is open all day, every day for visitors throughout the year with the main visitor season from September to March peaking over the annual Taranaki Garden Festival in October/November.

2 Section Two: Strategy

2.1 Vision

“One of New Zealand’s finest heritage house and garden experiences”.

2.2 Visitor experience

Tūpare is conveniently close to the heart of New Plymouth, located in semi-rural landscape in growing suburbia. This combination makes it a desirable visitor destination.

This is a private garden made public and retains its air of exclusiveness. The first impression is of an elegant house situated within a framework of mature trees, and a landscaped garden bordered by a river.

Each visitor seems to be a “guest” at Tūpare, and the experience is similar to how it was 70 years ago.

The house is restored and furnished to its original form. This is a Chapman-Taylor design, crafted and substantial. It has links to Wilkinson’s “Castle” at Wai-iti and to other notable homes in Taranaki and elsewhere.

Outside is a clever dog kennel and in the garage, a vintage tractor. Inside, the house has been tastefully refurbished to reflect its heyday as a 1950s family home.

Nearby is the cottage, again restored and presented in authentic style. Here is information on the garden, its establishment and the people who made it. At the bottom of the garden is the Waiwhakaiho River with its natural swimming hole. The pastoral River Flat has a shelter/barbeque, toilet and picnic areas. This is a space to be enjoyed.

Tūpare is a snapshot in time, a rare chance to experience one family’s life in the original house and fine garden of another era, distinctive in New Zealand.

2.3 Audiences

- Taranaki community
- Visitors to the region
- Garden enthusiasts
- Naturalists
- Families
- Education
- Urban exercisers

2.4 Synergies

- Garden services –Pukeiti, Tūpare and District Councils,
- Marketing and Communications – local/national tourism providers, Tūpare and Pukeiti, Provincial newspapers, District councils, Internet and electronic media,
 - Collection records management – Pukekura Park, Tūpare and Pukeiti, others
 - Programme development – Education providers and agencies,

- Staff development - Tūpare, Pukeiti and District Councils,
- Horticultural organisations – New Zealand Garden Trust, Royal New Zealand Institute of Horticulture, Botanic Gardens of Australia and New Zealand, Botanic Gardens Conservation International,
- Tourism – Venture Taranaki, Recreation Aotearoa, Tourism Industry Aotearoa, Interpretation NZ

2.4.1 Tūpare Charter

The following are the key principles under which management and development of Tūpare should apply. These principles encapsulate the ideals of the Matthews legacy and should be read in conjunction with the Tūpare Plant Collection Plan.

- The garden management programme aims to recreate the style of domestic garden developed during the era of the Matthews family.
- Trees, shrubs and other plants that furnish the garden shall reflect the plant varieties, proportions, colour schemes, spacing and heights, structural and decorative features developed by the Matthews family.
- The house and garden will be made accessible to the public.
- The garden will be presented, maintained and developed as a quality horticultural experience in a sustainable and attractive manner according to best horticulture practices,
- The integrity of all landscape structures and features is preserved or authentically renewed,
- The house will reflect the architecture of Chapman-Taylor,
- Neither interpretation nor social uses shall compromise the heritage features or character of the house or garden,
- No other activities will inhibit or undermine the domestic house and garden environment,
- Events and activities that attract new audiences and add value to the visitor experience will be encouraged,

2.4.2 Environment, conservation and heritage

The heritage value of the house and garden is an intrinsic part of Tūpare. Conservation and enhancement is a primary focus.

Goal

To recognise, retain and develop the heritage values of the house as an example of the period for Taranaki people and all visitors.

Principles

- The stories of Tūpare and its heritage are identified, researched and recorded,
- A long-term conservation programme of monitoring and maintaining the house is followed,
- Hosted public access throughout the house is provided at selected times,
- The house and cottage may provide for additional uses such as visitor information, hospitality and amenity services - without compromising the heritage values or visitor access,

- The river flat area is maintained according to its original use as natural, open space and rural paddock.

2.4.3 Garden collection

“Tūpare” translates from te reo Maori as “a garland”. Sir Russell and Lady Matthews developed their property as a well landscaped, colourful, interesting garden that reflects the period over which it was established.

While it is a priority to retain, as far as practical, the plant composition established by the Matthews, it is also important that new fresh plants are added to the garden collection to maintain the vision of a dynamic, innovative and fashionable garden.

Goal

To capture the splendour of the original garden experience by providing a personal, unique, quality garden of regional and national significance.

Principles

- The Tūpare Plant Collection Plan is implemented,
- Plant records are maintained in the IrisBG plant database to ensure the record of and accessibility to plant identification and heritage information,
- Research is continued to verify the garden domestic heritage character and design before any garden restoration or replanting is undertaken,
- The selection of plant material and garden landscape restoration reflect the original objectives of highest quality, fashion and suitability,
- Where practical, the Matthews’ favourite plants are re-established in the garden displaying a wide-ranging collection of plants from their era,
- A sustainable boundary tree planting is maintained to provide protection of the garden, whilst, where practicable, screening neighbours, maintaining maunga and river view shafts,
- Consideration is given to climate change in regards to any new plantings.

2.4.4 Information and education

The house, cottage and garden provide opportunities to learn about Tūpare. These stories enable the full potential of Tūpare to be realised for the visitor.

Goal

To identify and impart the Tūpare experience through the telling of its stories and associated educational experiences.

Principles

- The stories of Tūpare are a focus of the interpretation,
- All signage and information reflect the nature of the garden character and integrity,
- Educational experiences include workshops on garden design, plant husbandry and heritage tours,
- The cottage is used as an information centre,

- The House is offers an experience of Chapman-Taylor architecture and other period information,
- The integrity of the authentic and period experience of the family house and garden must not be compromised.

Goal

To market Tūpare as a unique, nationally acclaimed heritage house, garden and recreational space.

Principles

- Management strategies develop current audiences and attract new audiences particularly in relation to garden and heritage tourism,
- All promotion reflects the education and heritage experience that is a unique identity of the house and gardens,
- Education programmes engage the community, tourists, schools, enthusiasts and specialist audiences.

2.4.5 Community and use

Tūpare offers a high quality public leisure and recreational experience. This requires management, resourcing and vision. It has a range of target audiences, the local Taranaki community and visitors – regional, national and international.

The garden's proximity to New Plymouth is ideal to attract and sustain regional audiences. Community access to Tūpare is always free. This does not exclude limited commercial opportunities that further benefit the visitor experience.

Opportunities for the use of Tūpare including the use of the House, Garden and River Flat continue to encourage audience growth and participation, particularly within the local community.

All activities must be sensitive to the vision of Tūpare and be appropriate to the physical and practical constraints of the house and garden. Any commercial activities will be evaluated against these principles before being accepted.

Goal

A quality house and garden experience offering a range of recreational opportunities that engage existing and attract new audiences.

Principles

- New Plymouth and the wider Taranaki community are a priority focus for audience development and support,
- Wider community involvement is encouraged,
- Tūpare is promoted for a range of opportunities that are sensitive to the character of the property,
- Links with other local and regional recreational partners are utilised,
- The River Flat area is maintained as an open space,
- Community festivals and other events are developed that capitalise on the garden's potential and add value to the local community experience,
- Charges may apply for extra services or activities,

- Commercial ventures may be permitted at the discretion of management, but such activities must not compromise public access and enjoyment,

2.4.6 Physical access, facilities and services

Many of Tūpare's original structures and facilities inherent to its unique heritage character require ongoing conservation. A fundamental priority is the provision of safe and accessible public walking.

Goal

To protect the heritage qualities of the facilities and provide public access without impacting on the intimate character of the house and garden landscape.

Principles

- Implementation of any developments is a planned and managed process that protects Tūpare's vision and values, considers the sustainability of all development proposals and reflects public use and enjoyment,
- Where practical all existing heritage landscape facilities are protected and maintained to their original form and purpose,
- New facilities reflect the changing needs of future audiences,
- Any additional activities or events will not impede access to the garden's primary users,
- The main drive is the principal pedestrian access into the gardens and vehicle access is restricted,
- All the original pathways and routes are retained,
- Limited transport may be provided to facilitate easy access and egress of the main drive slope by less physically able visitors.

Goal

To provide reliable and efficient services at strategic locations throughout the garden.

Principles

- Access to water will be available where required for irrigation, ablutions and fire safety,
- Access to electrical power outlets will be available where needed.
- Good storm water capacity and maintenance to cope with increasing rain events.

3 Section Three: Programme

Part A. Review of achievements from 2021 - 2024 programme

The tasks and priorities listed in this section are from the 2021 programme. The achieved comments are as at September 2023.

The review comments below each section of tasks are made to qualify the situation where relevant.

Priority 1 1-3 yrs

Priority 2 3-5 yrs

Priority 3 5-10 yrs

3A.1 Environment, Conservation and Heritage

Task	Priority	Achieved
Continue to develop opportunities to enhance the landscape and architectural heritage of the property	1-2	Yes
Continue to add to the archival material as opportunities arise	Ongoing	Yes
Consider removing the new toilets and return space to the original office in the main house	3	No
Continue to add to the furnishings of the house in keeping with the character and style	Ongoing	Yes
Continue to add to the character of the garden through effective and managed renewals and improvements of garden compositions and structures and features	Ongoing	Yes

2023 Review comments:

- Renewal of thematic signage.
- Removal of the house toilets will not proceed.

3A.2 Collection

Task	Priority	Achieved
Continue to undertake appropriate garden restoration and rejuvenation using the Tūpare Collection Plan as a guide	Ongoing	Yes
Continue to undertake plant identification, evaluation and inventory	Ongoing	Yes
Continue to maintain the gardens in a high health state using horticultural best practice and alternatives to chemicals where possible	Ongoing	Yes

2023 Review comments:

- Botanical records well advanced and available to the public online,
- Selected garden bed rejuvenation has occurred.

3A.3 Information and Education

Task	Priority	Achieved
Continue to undertake regular market research and visitor surveys to identify strategies to develop audience growth	Ongoing	Yes
Manage and evolve the house displays to present an experience of the Matthews family lifestyle, Chapman Taylor architecture and design, and other period information in an innovative, thoughtful and engaging way	Ongoing	Yes
Manage and evolve the cottage and garden interpretation to tell the stories of the garden history, family and business, character, plants use, landscape, design, people, relationships etc.	Ongoing	Yes
Continue to develop and implement activity programmes that engage the family, community tourist, school, enthusiast and special audience	Ongoing	Yes
Implement the Tūpare Interpretation Plan (revised every 3 years, internal document)	Ongoing	Yes

2023 Review comments:

- The series of self-guiding thematic booklet has been completed.
- Events and workshops are reviewed annually so they are relevant and engaging to the Taranaki community.
- House tours reinstated post-COVID.

3A.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community knowledge, pride and use	Ongoing	Yes
Maintain and periodically review suitable charging models for added value services	Ongoing	Yes
Work with the 'Friends of Tūpare' to foster advocacy, knowledge, relationships and support	Ongoing	Yes
Balance public access and use with the private events / functions so the public values are always balanced and protected	Ongoing	Yes
Ensure the protection of Tūpare's landscape values on the River Flat if the Taranaki Traverse concept is developed by NPDC	Ongoing	N/A

2023 Review comments:

- The 'Friends of Tūpare' remain an active part of the operations through hosting house tours, assisting in the garden and with events.
- New events have been introduced that are sympathetic and congruous to the values and atmosphere of Tūpare.
- There have been no more developments by NPDC on the Taranaki Traverse project to date.

3A.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Continue to review and renew garden structure and features as required	Ongoing	Yes
Replace the north side boundary hedge with a fence and form a new storage yard	1	Yes
Maintain all access to a high standard	Ongoing	Yes

2023 Review comments:

- Renewal of steps and resurfacing of Bush Walk completed.
- North side boundary hedge was replaced.
- New storage facility created.

3A.6 Partnerships and Strategic Alliances

Task	Priority	Achieved
Where appropriate, maintain and enhance relationships with community groups to nurture community knowledge pride and use	Ongoing	Yes
Form alliances and engage with local and regional tourist providers, event managers and facilitating agencies that will share the Tūpare experience to a wider audience	Ongoing	Yes
Foster membership and activities for the 'Friends of Tūpare'	Ongoing	Yes
Facilitate staff networking and learning by association and activities with appropriate groups, individuals gardens, parks and organisations	Ongoing	Yes

2023 Review comments:

- Tūpare maintains active relationships with local community organisations, particularly Mangorei School.
- Local artist exhibitions have been successful and will continue.

Part B. 2023 programme for 2024 - 2034

The following section prescribes the major programme for Tūpare based on achieving the goals of the Asset Management Plan 2023 over the next ten years period 2024-2034.

Priority 1 1-3 yrs

Priority 2 3-5 yrs

Priority 3 5-10 yrs

3B.1 Plant Collection

Task	Priority	Achieved
Continue to undertake appropriate garden restoration and rejuvenation using the Tūpare Collection Plan as a guide	Ongoing	
Continue to undertake plant identification, evaluation and inventory including adding accession tags where appropriate.	Ongoing	

3B.2 Environment, Conservation and Heritage

Task	Priority	Achieved
Continue to develop the landscape and architectural heritage of the garden where opportunities arise	Ongoing	
Continue to add to the furnishings of the house and cottage in keeping with the character and style as opportunities and need arises	Ongoing	

3B.3 Information and Education

Task	Priority	Achieved
Continue to develop opportunities through communication and interpretation of environmental, conservation and heritage values.	Ongoing	
Create opportunities through interpretation for visitors to access the house displays virtually to improve the visitor experience.	1	
Continue to develop and deliver the events programme including gardening workshops and guided walks.	Ongoing	
Continue to provide plant collection information to the public through the website.	Ongoing	
Continue to undertake regular market research and visitor surveys to identify strategies to develop audience growth.	Ongoing	

3B.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community use	Ongoing	
Promote Tūpare volunteers to increase their numbers and build the relationship.	Ongoing	
Maintain links with peer organisations and tourist providers.	Ongoing	
Facilitate the growth of inspiring and relevant public events and recreational activities balancing this so public access is protected.	Ongoing	
Balance public access and use with the private events / functions so public access is protected	Ongoing	
Ensure the protection of Tūpare's landscape values on the River Flat	Ongoing	
Periodically review suitable charging models for added value services	Ongoing	

3B.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Maintain all access and structures to a high standard	Ongoing	
Consider and plan new complementary visitor experiences subject to demand	Ongoing	
Develop 481 Mangorei Rd into staff facilities	1	
Reconfigure existing staff lunchroom into interpretation of Russell's office	1	
Renovate existing tool-shed into storage/all-weather education space	1	
Continue to add garden art as appropriate	Ongoing	

3B.6 Relationships and Connections

Task	Priority	Achieved
Maintain relationships with community groups, organisations and agencies.	Ongoing	
Continue to be involved in appropriate activities associated with gardens, NZGT, BGANZ, RNZIH etc.	Ongoing	
Facilitate staff networking, learning by association and activities with appropriate groups and peer institutions	Ongoing	

4 Section Four: Budget and Asset Management Details

4.1 Summary

For 2024/2034 the Taranaki Regional Council will fund the:

- provision of three regional gardens (Tūpare, Pukeiti and Hollard Gardens) for free use by the regional Community,
- encouragement of the increased use of the regional gardens by the community for recreational purposes and for specific events,
- maintenance of the regional gardens to the levels of service established in the asset management plans for the three properties,
- renewal of structures, access ways and facilities required for the provision of services,
- plant labelling programme in accordance with the collection management plan.

For each group of activities the Council is required to identify the assets or groups of assets required by the group of activities and identify, in relation to those assets or groups of assets, how the local authority will assess and manage the asset management implications of changes to:

- demand for, or consumption of, relevant services,
- service provision levels and standards,
- what additional asset capacity is estimated to be required,
- how the provision of additional asset capacity will be undertaken,
- the estimated costs of the provision of additional asset capacity,
- how the costs of the provision of additional asset capacity will be met,
- how the maintenance, renewal, and replacement of assets will be undertaken,
- how the costs of the maintenance, renewal, and replacement of assets will be met.

Some of this information is discussed in general within this plan with more extensive financial analysis provided in Councils LTCCP and Annual Plan.

4.2 Asset Management Plan Details

The following information has been developed from the Office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002. The aim of asset management is to maintain, upgrade, and operate physical assets cost-effectively and sustainably. The following information examines key areas of Tūpare's assets and provides a template to manage them effectively to protect the values and policy of this plan.

4.2.1 Asset description

The Council maintains sufficient operational assets to undertake its activities. The operational assets are maintained to sufficient service levels to enable staff to complete their duties efficiently and effectively. The maintenance and replacement of these assets is undertaken on a ten-year programme. All maintenance budgets are included in the operational expenses of the Council. New capital expenditure programmes and replacement capital expenditure programmes are also on a ten-year cycle and are included in the capital expenditure budgets.

All operational assets are depreciated over their useful life. Replacement and new operational assets are funded from retained earnings, being the accumulated depreciation on existing operational assets. Any significant increase in operational assets that could not be funded from retained earnings would be funded by application of the Council's Revenue and Financing Policy (no such expenditure is planned or provided for in this Plan).

The Council has completed an extensive public process of developing and adopting detailed asset management plans for Tūpare, Pukeiti and Hollard Gardens.

Tūpare is acknowledged as one of New Zealand's finest and most important heritage house and garden properties. The vision for the Tūpare experience is:

"Experience a beautifully restored garden and Chapman-Taylor home. Sculptured from the Taranaki hillside, this is the premier landscaped garden. Sense the prestige, lifestyle and stories of the Matthews family and the people who surrounded them. Enjoy a relaxed stroll through the garden, a picnic with friends and family, or high tea in the homestead. Or perhaps take in a tour of the house and experience a taste of 1950s Taranaki home life, Matthews family style."

The asset management plan seeks to focus and develop Tūpare to realise the vision in a way that:

- protects the heritage and domestic qualities of the house and garden,
- captures the splendour of the gardens,
- is accessible and appealing to a larger audience,
- increases New Plymouth's and the wider Taranaki community's pride and use,
- provides a range of quality visitor services and events,
- leads to the ongoing improvement and development of Tūpare.

For further details refer to the Tūpare Fixed Asset Schedule (2023) (Appendix II).

4.2.2 Levels of service

The following levels of service and activities are proposed for the 2024/2034 LTP for Tūpare, Hollard Gardens and Pukeiti. They are developed at a high level and consideration needs to be given to the value gained from the provision of more specific service level for each property. They are consistent for all three gardens.

The primary levels of service for the three regional gardens are as follows:

Goal Providing, maintaining and enhancing Tūpare, Hollard Gardens and Pukeiti as regionally significant recreational and heritage amenities.

Measures: Provision of free access to the three regionally significant gardens.

Targets: Tūpare, Hollard Gardens and Pukeiti are open to the public every day of the year with free access.

Measures: Maintenance and enhancement of three regionally significant gardens.

Targets: Tūpare, Pukeiti and Hollard Gardens maintained and enhanced in accordance with the provisions of the adopted asset management plans.

Measures: Level of use of Pukeiti, Tūpare and Hollard Gardens.

Targets: Increase the number of visitors to each property and the number of events at each property.

Activities: Plans for Years 2024/2025 to 2034/2035 unless otherwise noted.

Provide regional gardens (Tūpare, Pukeiti and Hollard Gardens) for free general use by the regional community. All gardens are open all day, every day with no opening or closing times.

Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events

Maintain the regional gardens to the levels of service established in the asset management plans for the three properties. Asset management plans reviewed and adopted every three years (2023/2024, 2026/2027 and 2029/2030).

4.2.3 Managing growth

Growth of visitor numbers and their related requirements and demands on infrastructure and services, are the impacts to be managed in the plan.

The current situation for Tūpare is one of promoting and facilitating growth of visitor numbers and participation. For the next three years this will be led by the marketing plan and associated initiatives and should not impact on either the capacity of the current levels of service or the current financial provision for the gardens.

The next review in 2026/2027 should consider any changes in visitor numbers and asset utilization to determine future direction of assets in terms of use, divestment and acquisition.

4.2.4 Asset risk management

Hollard Gardens, Pukeiti and Tūpare freely encourage and promote public access and use of these community assets. They are also valued assets of the Taranaki Regional Council and for many people may be the only interaction they have with the Council.

This situation inherently introduces risk to these environments that the Council needs to be aware of and manage appropriately.

Risk assessment identifies the risk and rates them according to impacts and probability. This assessment then provides guidance for planning and policy. The criterion for the assessment is provided in Appendix 1.

The following pages are an analysis of that risk.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate maintenance of mature trees	<ul style="list-style-type: none"> - Public and Staff Health & safety - Financial loss - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Curatorial management - Staff and public observation - Maintenance programme - Maintenance programme improvement 	Very Good	2	3	M	Staff reporting, maintenance programme, annual audit, Storm inspections.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Loss of assets through theft, wilful or accidental damage	<ul style="list-style-type: none"> - Operational capability loss - Poor image - Injury to members of public or staff - Adverse media - Loss of amenity value - Loss of function - Cost 	<ul style="list-style-type: none"> - H & S preventative measures - Maintenance programme - Site inspection - Security measures - Public education - Community support - Staff training - Public awareness - Security awareness 	Very good	2	2	L	Staff reporting, public information, site inspections, security, staff presence.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate resources or funding	<ul style="list-style-type: none"> - Asset management and development plans not achieved - Corporate goals not met - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Management reporting - Long Term Plan - Annual Plan - Asset Management Plan reviews - Recruiting new and appropriately qualified staff - Improvements in Asset management planning - Future planning under Long Term Plan - Increased public accountability 	Good	3	2	M	Annual Plan, Long Term Plan, Budget forecasts, Management meetings, Public involvement.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2020	Inadequate asset data management,	<ul style="list-style-type: none"> - Poor financial planning capability - Poor data quality and reporting - Insufficient information for decision making - Inadequate assessment and performance monitoring - Loss of amenity value - Loss of function 	<ul style="list-style-type: none"> - Asset management Plan - Business plan - Management reporting - Management training - AMP improvement programme - Data management systems - Asset assessment programme 	Good	2	3	M	Asset Management plan, Council financial planning team, management reporting.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate maintenance of heritage structures and buildings.	<ul style="list-style-type: none"> - Loss of historic value - Financial loss - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Critical asset condition assessments undertaken biennially by a qualified engineer - Curatorial management - Staff and public observation - Maintenance programme - Conservation programme - Values identified - Asset Management Plan - Heritage conservation maintenance - Historic research and rehabilitation 	Very Good	2	3	M	Critical asset condition assessment maintenance report Maintenance programme, staff and public observation.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate maintenance of structures and buildings.	<ul style="list-style-type: none"> - Injury/death to members of the public and staff - Poor council image - Legislative repercussions - Asset Management planning and systems - Maintenance programme improvement - Financial loss - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Critical asset condition assessments undertaken biennially by a qualified engineer - Staff and public observation - Asset Management programme - Maintenance and inspection programme - Recognition and understanding by staff of value 	Very Good	5	1	H	Critical asset condition assessment maintenance report Maintenance inspections - Maintenance programme - Annual audit - Storm event inspections

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2020	Inadequate communication and patronage with/from stakeholders.	<ul style="list-style-type: none"> - Poor public accountability - Poor council image - Adverse media - Loss of amenity value - Loss of community support - Loss of sponsorship relationships - Failure to meet community objectives 	<ul style="list-style-type: none"> - Long Term Plan - Annual plan - Marketing plan - Asset management plan objectives - Community support - Improved Marketing plan implementation - Public awareness - Market research - Publications and promotions - Establishment of Friend organisation 	Good	3	2	M	Market research, visitor numbers, community awareness, Annual plan submission, Friends feedback.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2020	Unsafe structures, walkways, visitor amenities and facilities.	<ul style="list-style-type: none"> - Injury/death to members of the public and staff - Poor council image - Legislative repercussions 	<ul style="list-style-type: none"> - Staff and public observation - Asset Management programme - Maintenance and inspection programme - Asset Management planning and systems - Maintenance programme improvement 	Very Good	5	1	H	Maintenance inspections, maintenance programme, annual audit, storm event inspections.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2020	Unsafe structures, walkways, platforms, visitor amenities and facilities.	-Injury/death to members of the public and staff -Poor council image -Legislative repercussions	-Staff and public observation -Asset Management programme -Maintenance and inspection programme -Asset Management planning and systems -Maintenance programme improvement	Very Good	5	1	H	Maintenance inspections, maintenance programme, annual audit, storm event inspections.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2020	Loss of quality standards in garden and structural presentation and plant collection management.	- Poor image - Adverse media - Loss of amenity value - Loss of function - Loss of community support - Damage to plant collection integrity - Loss of garden status	- Asset Management plan - Skilled staff resource - Maintenance programme - Staff training and additional skills - Public support - Collections database - Resources and improvement/development programme	Very good	2	3	M	Asset Management plan, Plant Collection plan, staff recruitment, professional liaison, community involvement.

4.2.5 Risk assessment criteria

4.2.5.1 Risk likelihood

Category	Level	Definition
Almost certain	5	This event is expected to occur in most circumstances e.g. 90% chance
Likely	4	This event will probably occur in most circumstances e.g. 70% chance
Moderate	3	This event should occur at some time e.g. 50% chance
Unlikely	2	This event could occur at some time e.g. 25% chance
Rare	1	This event may occur only in exceptional circumstances .g. 10% chance

4.2.5.2 Risk Consequence Rating

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Score	5	4	3	2	1
Financial	Loss \geq \$10 million	Loss \$1-\$10 million	Loss \$250K to \$1 million	Loss \$50K to \$250K	Loss <\$50K
Public & Staff health & safety	Loss of life	Injury with 3 months off work	Injury with 2 weeks off work	Injury with 1 day to 2 weeks off work	No time-off injury
Human Resource (staff turnover)	Permanent staff annual turnover exceeds 30%	Permanent staff annual turnover 20% to 30%	Permanent staff annual turnover 15% to 20%	Permanent staff annual turnover 10% to 20%	Permanent staff annual turnover 0% to 10%
Legal claim cost	Council sued or fined for more than \$10 million.	Council sued or fined for \$1 to \$10 million.	Council sued or fined for \$250K to \$1 million	Council sued or fined for \$50K to \$250K	Council sued or fined for <\$50K

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Political	National wide one-week adverse comment	National wide several days adverse comment	Regional wide several days adverse comment	Local one-week adverse comment	Local one-day adverse comment
Image- media	2 weeks multi-media national wide	Up to 2 weeks multi-media national wide	Several days multi-media national wide	2 days multi-media national wide	2 days multi-media regional wide
Operational (capability & service levels)	Serious loss of operational capability for 4 weeks and serious disruption to service levels.	Serious loss of operational capability for 2-3 weeks and major disruption to service levels.	Serious loss of operational capability for less than 2 weeks and disruption to service levels.	Serious loss of capability in some areas and disruption to service levels.	No loss of operational capability nor negative disruption to service levels.

4.2.5.3 Risk matrix

Consequences	Insignificant-1	Minor-2	Moderate-3	Major-4	Catastrophic-5
Likelihood					
Almost certain-5	Medium	High	High	Extreme	Extreme
Likely-4	Medium	Medium	High	High	Extreme
Moderate-3	Low	Medium	High	High	High
Unlikely-2	Low	Low	Medium	Medium	High
Rare-1	Low	Low	Medium	Medium	High

4.2.5.4 Risk control effectiveness

Category	Score	Definition
Excellent	1	Controls are strong and operating properly, providing a high level of assurance that objectives will be achieved
Very Good	2	Controls are operating properly, providing a reasonable level of assurance that objectives are being achieved
Good	3	Controls operate, providing some assurance that objectives are being achieved
Unsatisfactory	4	Controls are weak and do not provide reasonable assurance that objectives will be achieved
Poor	5	There are little or no controls in evidence

4.3 Financial forecasts

The following is an outline of the capital and capital renewals programme for Tūpare. The operational budget is included in the Taranaki Regional Council Annual Plans and the LTP (Long Term Plan).

Capital expenditure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Plant/Equipment renewals	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Garden structures and features renewals	\$8,000		\$17,000 ¹				\$6,000			\$10,000
Interpretation and Wayfinding		\$10,000				\$8,000				
Path resurfacing		\$20,000 ²		\$9,000			\$9,000			\$15,000
Tennis Court resurfacing				\$55,000 ³						
Cottage upgrade		\$7,000			\$6,000					
Staff facilities upgrade	\$20,000 ⁴					\$4,000			\$7,000	
Main house restoration		\$19,000 ⁵			\$12,000			\$9,000		
Artwork			\$15,000			\$15,000			\$15,000	
Total Tūpare	\$50,000	\$78,000	\$54,000	\$86,000	\$40,000	\$49,000	\$37,000	\$31,000	\$44,000	\$47,000

Tūpare capital and development programme 2024-2034

Notes:

1. Replace fence around Tennis Court
2. Zig Zag upgrade
3. Tennis court resurfacing
4. Drying room
5. Lower level house restoration

4.3.1 Lifecycle decision making

Tūpare and Hollard Gardens are in a consolidation stage in their journey. The focus for them is to build on the capital developments and quality gardens through proactive management, using best practice garden and facilities maintenance and growing the community and national knowledge, pride and use. For Pukeiti this also applies but, significantly, includes completing the Rainforest capital projects and opening the area up to family recreational activities.

Over the next ten years the asset management plan identifies some key objectives supporting the growth in patronage and involvement from local, regional and tourist markets. Further objectives will come from the marketing plan.

The growth in visitors and the corresponding growth in demand for facilities and services will assist in determining any gaps between the current levels of service capability and the desired levels of service. These gaps can be identified, evaluated, prioritised and provided for in future asset management provision and planning.

When growth predictions are more determinable this will also enable more robust forward planning for asset renewal and provision.

4.3.2 Asset and depreciation schedule

Depreciation is fully funded on a straight-line basis, which writes off the value of the assets over their expected remaining lives after allowing for residual values where applicable. The depreciation rates are as follows:

Buildings	5 to 50 yrs	2 to 20%
Motor vehicles	5 yrs	20%
Plant and equipment	2.5 to 25 yrs	4 to 40%
Office furniture and fittings	5 to 10 yrs	10 to 20%
Computer equipment	3 to 5 yrs	20% to 33%

4.3.3 Planning assumptions and confidence levels

The Asset Management Plan is based on the following assumptions:

- The Council will continue its current level of commitment to Tūpare, Pukeiti and Hollard Gardens,
- Free public access will continue to be provided to Tūpare, Pukeiti and Hollard Gardens,
- Following the development and upgrade programme all assets are estimated to be in good condition,
- The current levels of service outlined in this plan are applicable,
- The remaining life of assets and the renewal programme has been estimated in line with past and current knowledge,
- The confidence level of the asset data is reliable with data based on current and historic records and analysis which is documented but has some shortcomings that rely on unconfirmed information and some estimation,
- All asset data is accurate as at 1 July 2023.

4.3.4 Improvement programme

The following issues require further discussion and consideration for the improvement of the plan by the next review in 2026/2027:

- This is a basic "Core" level Asset Management Plan and Council should determine whether further detailed advancement is appropriate,
- Growth projections and demand patterns for activities should be further developed as visitor numbers increase and marketing and user strategies are implemented by the next review in 2026/2027,
- The replacement costs for assets will be annually upgraded,
- A programme for service level review should be determined and possible service options tested according to customer feedback and market research by 2026/2027,
- If required by the TRC, further development of asset renewals programme and asset condition analyses are to be provided in 2026/2027.

4.3.5 Planning process

The Asset Management Plan has been developed in accordance with Taranaki Regional Council policy and with the financial support of the Council Corporate Services Team. The basis of the financial planning review is the Office of the Auditor General's criteria for assessing conformity to "Core" and "Advanced" level of asset management (New Zealand).

4.3.6 Commitment

The 2017 plan has been approved by the Council and is part of the current LTP. The 2020 review will be approved by the Council and implemented as part of annual and long term objectives for Council in the 2024/2034 LTP.

Appendix I

Tūpare Plant Collection Plan 2024

Tūpare Plant Collection Plan 2024

Collection description

The Tūpare experience is of a private, exclusive, heritage house and garden. The relationship between house and garden is an essential part of the landscape. The garden was a living home garden with vegetable patch, orchard and functional areas such as the tennis court and terraces. It reflects a period of time and style of garden development, from the middle of the 20th century.

This plan outlines policy for the practical management of the collection focussing on its maintenance and enhancement. It defines objectives and the scope of the collection. It also helps determine how the collection is to be managed, records maintained and the character and composition preserved.

The outer areas of the garden have an informal woodland character and, closer to the house, the formality and cottage character is introduced. The immediate house gardens and the Elizabeth Garden area are the most formal and historically prominent. The River Flat is distinctly rural in character with specimen tree plantings and an open grass field.

The garden is not a botanical plant collection but has some plants of significance. These include the commemorative Kauri for the Matthews' 1982 Golden Wedding anniversary and possibly one of the oldest Dawn Redwood in New Zealand; these plants should be retained and their stories told. Tūpare has some fine tree specimens and a mix of deciduous and evergreen shrubs, many from the original plantings and some from later developments.

Tūpare is continually evolving with the growth of its trees and larger shrubs. A key objective is to recapture and maintain its vitality with good plant management, keeping within the woodland and cottage themes.

Policy recommendations

1. To maintain one of the finest New Zealand heritage house and garden experiences as an example of the domestic heritage garden,
2. To maintain the original plant compositions developed by the family as much as practical and to protect and maintain the range of trees, shrubs, perennials, bulbs and annuals,
3. To grow new plants that are reflective of the garden style, provide all year interest, flowering and colour displays for visitors, keeping in mind Russell Matthew's passion for introducing new, fashionable, and exciting plants,
4. To maintain the River Flat's rural character with open grass and a limited number of large specimen trees,
5. To restrict the developed garden to the area that was historically developed by the Matthews family,
6. The key tree framework is retained, maintained and renewed to protect the woodland character and scale of the garden,
7. To support educational outcomes and experiences,
8. To maintain and develop the garden as a quality horticultural experience in a sustainable and attractive manner according to best horticulture practices,

Collection management and development

The Plant Collection Management Plan has the objective of maintaining the vision of Tūpare through the maintenance of the Arts and Crafts style, growing the general plant compositions of the past and protecting the plants of heritage, personal and specimen interest. Conservation of the more significant

plants, which may not be able to be replaced from the nursery industry, can be achieved through plant replacement planning and propagation.

Plant replacements, introductions and propagation

Tūpare has plantings over 90 years old and its mature trees dominate the landscape. As plants grow, shade and competition mean a proactive approach to the changing growing environments is necessary. Continued evolution of the garden may require plants to be removed or relocated for best performance or new plants added where more suited to the changing environment.

Forward planning is required to ensure the ongoing sustainability of the plants in the collection. Although some plants may live a long time, they perform best over a shorter time period and may need to be replaced before the end of their life for best garden performance.

While it is a priority to retain as far as practical the plant compositions established by the Matthews, it is also important that new and interesting plants that should perform well at Tūpare are added to the collection.

The main aims of plant propagation at Tūpare are to ensure the continued representation of key garden plants. It is important to produce plant replacements of rarer material especially:

- Plants no longer available in the market place and of heritage and/or display value,
- Rare and endangered plants,
- Plants with some historic or personal interest to Tūpare.

Policy Recommendations

1. New plants may be added to the collection if they reflect Tūpare's "arts and crafts" style and have proven aesthetic value. In addition to this, any choice new and exciting plants may be considered,
2. Rhododendron hybrids continue to be added as a garden focus, maintained to the general plant composition levels that the Matthews developed,
3. A formal link with Pukeiti and Hollard Gardens is maintained as Taranaki regional network for plant dissemination.
4. All key garden plants shall be accorded a replacement programme that identifies propagation and replanting timetables,
5. Propagation of Tūpare plants which are not available commercially is done at Pukeiti.

Plant removals

The nature of any garden is the evolution of its plants. Some may have a limited life, some may prove not suitable for a variety of reasons, and others may fall to pest disease or other factors.

Policy Recommendations

1. If it is valuable to the collection, propagation material is recovered to ensure the on-going sustainability of that plant in the collection.
2. Plants may be removed from the garden collection under the following criteria: the plant is dead, diseased, damaged, crowded, proving the potential as a weed pest, not performing to its potential, poses public safety concerns or adversely affecting built structures, causing other damage or shading.

Collection information management

For both historical and botanical reasons it is important to have accurate records of Tūpare's plant collection. As many of the plants are no longer available, it is important to capture and manage information

on them. The Regional Gardens use the IrisBG plant collection database. All information is recorded using the database for botanical collection management enabling future benefit for education and institutional partnerships.

Plant database

Tūpare, Pukeiti and Hollard Gardens use the IrisBG plant database which is designed to manage botanical collections information. It is used in many botanic gardens around the world to document their collections. This work is well underway at Tūpare and the information is publicly accessible on a webpage called 'Tūpare Plants'.

Policy recommendations

1. Accession records are consistent with International Plant Database conventions.
2. Use the IrisBG Database to maintain accurate digital records of all key garden collection plants within the gardens,
3. As soon as plant is planted it should be accorded an accession reference number and added to the plant database,
4. Provide photographs, husbandry information or gardeners' personal notes where possible for public and management information purposes,
5. Regularly update records,
6. Provide historical information where appropriate.

Public plant information

Access to Tūpare's plant collection information enhances the visitor experience. A variety of media and communications need to be provided where possible. Public access to information is valuable to grow their interest and understanding and to increase the educational value offered by Tūpare.

The Tūpare Plants website allows the public to access the plant database information both on- and off-site. Visitors can currently access this in the garden via their smartphones and from other locations through the website. It is envisaged that it will be made available in the cottage on a device in the near future.

Information can be searched for by zooming in on an aerial photograph or by searching the botanical or common name. Information includes botanical name, common name, family, country of collection, location in garden, husbandry notes, history and availability.

Social media provides another means of plant information for the public. Interpretative signage is provided that tells the stories of the Matthews family, specific specimen information and to feature any rare and unusual plants.

Policy recommendations

1. Onsite information shall include but not be limited to: interpretive and plant signage, printed information and access to 'Tūpare's Plants' website via visitors' smartphones,
2. Offsite information shall include but not be limited to: Tūpare website (including general information and link to Tūpare's Plants), brochures and other publications.

Plant labelling

Plant labelling for selected plants is a complementary part of promoting interest and value to the visitor. At Tūpare, the focus of information is less botanical and more focused on the landscape and lifestyle stories of the garden. It is used in two levels; the individual plant label and interpretative labels. Accession tags are

used sparingly for selected woody shrubs and trees. All naming of plants and display of their names is in line with international botanical standards of plant nomenclature.

Individual labels

Individual display labels for trees or shrubs will be limited to specimen trees and any noteworthy smaller trees or shrubs only. Individual labels may identify core information – botanical name, genus/family, origin, common name and where appropriate age (when planted) and collection reference, and/or tell a unique story about the specimen and its relationship to Tūpare.

These labels need to be durable, styled with Tūpare brand, easily maintained, cost effective and of suitable but limited range of sizes so the visitor can easily see them. They can be pegged in the ground or, only where appropriate, attached to the tree.

Accession tags

These embossed aluminium tags are for collection management purposes is not necessary for every plant at Tūpare. These tags may detract from the style of Tūpare so there is a deliberate strategy of using them sparingly so the appearance of the arts and crafts garden is not undermined.

Policy recommendations

1. Signage should not detract from the plants and the natural experience. Signs are kept to a minimum and are always unobtrusive and sympathetic to the surroundings.
2. Accession tags are only used where necessary for plant identification purposes.
3. Interpretative signage or thematic booklets may be provided for plantings and garden areas that are of primary display value and /or with themes of visitor interest.

Glossary of botanical terms

Accession	addition of plants to the plant collection
Cultivar	distinct and selected form of a species maintained only through vegetative propagation
Deaccession	removal of plants from the plant collection
Dissemination	distribution/sharing of plant material to other gardens
Genera	plural of genus, a group of plants with common characteristics that are easily recognized (typically flower structure)
Hybrid	plant bred from two or more species and/or varieties
Nomenclature	botanical classification for naming of organisms
Provenance	the origin / source of the plants (botanical and /or historical)
Species	naturally occurring forms of a genus, botanically distinct and growing true from seed
Variety	naturally occurring form of a species

Appendix II

TRC Gardens Climate Change Charter

TRC Gardens Climate Change Charter

Climate change is the biggest environmental challenge of our time. It is already affecting our climate, agriculture, native ecosystems, infrastructure, health and biosecurity. If left unchecked it will have broad social and economic impacts. We cannot afford to ignore what is happening in New Zealand and globally.

At the Regional Gardens we have been changing how we manage the respective gardens primarily because of changing weather patterns but also because of the increase concerns about wider plant conservation and the increasing awareness of our regional community.

In terms of our responsibility as a botanical institution the Council has joined the 'Climate Change Alliance of Botanic Gardens Charter'.

Climate Change Alliance of Botanic Gardens Charter

In December 2018, Royal Botanic Gardens Victoria hosted the inaugural Botanic Gardens Climate Change Summit.

Ten botanical organisations from around the world, as well as three peak botanic gardens bodies – Botanic Gardens Conservation International, the International Association of Botanic Gardens and Botanic Gardens Australia and New Zealand – attended the summit. There were representatives from Argentina, China, Spain, United Kingdom, Israel, USA, South Africa and Australia.

The outcome of the summit was the formation of the Climate Change Alliance of Botanic Gardens. The Alliance aims to use global collaboration to tackle the climate change threats facing plant species.

The co-creators of this Alliance signed a declaration to safeguard life by protecting landscapes. They agreed that **the time for action is now**.

In the next 50 years, 20–50% of current plant species in botanic gardens and urban landscapes will likely confront temperatures those species have never experienced before.

Purpose of the Alliance

To grow and sustain a global movement of botanic organisations that take action to protect and enable adaptation of botanical landscapes in a changing climate.

Principles and Values

Our principles are adopted from *Living Systems* that are interconnected with the landscapes and plant communities for which we are stewards.

- Self-organisation around a shared purpose
- Recruit for and celebrate diversity
- Maintain momentum and energy flows
- Nurture relationships
- Plan for resilience and adaptability

Objectives

- Safeguard and steward resilient botanic gardens for the benefit of people and the planet
- Share knowledge and expertise to assist botanic organisations and governing bodies to make informed decisions about climate change adaptation
- Provide a credible and authoritative voice in the world's response to climate change with respect to botanic gardens and plants

- Engage our communities in how climate change is impacting our collections and landscapes, and empower them to act in their own garden
- Provide professional development opportunities in botanic garden and landscape management in response to climate change.

Taranaki Regional Council Gardens response to climate change

At Taranaki Regional Gardens we are taking climate change seriously, both in terms of adapting to the changing climate and taking all practical steps to minimise our impact. The Regional Gardens are part of the above Climate Change Alliance of Botanic Gardens.

Goal

To maintain Pukeiti, Tūpare and Hollard Gardens as quality garden and rainforest experiences while minimising the carbon footprint and adapting to climate change.

Principles

Awareness

- Understanding changing weather patterns
- Understanding the concerns of the community
- Understanding the need for change

Good stewardship

- Changing the plants we grow
- Applying horticulture best practice to a range of activities including soil management
- Building a robust infrastructure
- Ensuring a secure water supply

Adaptable and open to learn

- Networking with other botanic gardens
- Learning from observation
- Adapting to continually present a relevant and vibrant garden experience
- Changing how we work to reduce our carbon footprint

Goal

To inspire others to minimise their own garden carbon footprint and adapt to climate change

Principles

Sharing what we're doing with our community through

- public events programme
- casual interactions and conversations
- onsite interpretation
- leading by example

Sharing what we're doing through our schools programme

- continue to adapt our education programme

Goal

- To protect our plant collection from the effects of climate change

Principles

- climate change is taken into account with all new plantings and plant purchases
- achieve and maintain pest eradication
- maintain active involvement in endangered native and exotic plant conservation

Goal

To protect infrastructure from the effects of climate change and keep our environmental footprint to a minimum

Principles

- Continue to use strategies to minimise water use and waste generation
- Ensure services continue to be reliable and efficient whilst reducing the operational carbon footprint
- Plan for resilience and adaptability
- Ensure we maintain good water supply security
- Ensure robust infrastructure to withstand severe weather

References

https://www.rbg.vic.gov.au/documents/Climate_Change_Alliance_of_Botanic_Gardens_Charter_web.pdf



**Hollard Gardens
Asset Management Plan**

(2024/2034)

Revision 1 July 2023

**Taranaki Regional Council
Private Bag 713
Stratford**

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Revision History

Revision	Revision Date	Details	Authorised	
			Name/ Position	Signature
1	July 2008	Three yearly review	Mike Nield	
2	July 2011	Three yearly review	Mike Nield	
3	July 2014	Three yearly review	Stephen Hall	
4	July 2017	Three yearly review	Stephen Hall	
5	July 2020	Three yearly review	Daniel Harrison	
6	July 2023	Three yearly review	Daniel Harrison	

Authorised for Release

Name/Position	Signature
Daniel Harrison Director Operations, Taranaki Regional Council	
Steve Ruru Chief Executive, Taranaki Regional Council	

Executive Summary

Hollard Gardens is a 4.5-hectare garden located in central Taranaki agricultural farming country between Stratford and Kaponga, and within close proximity of Te Papakura o Taranaki. In 1927, Bernie Hollard, and his wife Rose, fenced off a section of native bush on the family farm and began to develop the garden. Today Hollard Gardens is a personal garden collection of national importance, a true plant lovers' garden. Governance and ownership of Hollard garden was gifted to the Taranaki Regional Council for the people of Taranaki, in 2002.

This plan identifies the ongoing potential of Hollard Gardens as a plant heritage and educational resource for all and the collective potential of the three regional gardens as a world class cluster of public gardens.

The vision for the Hollard Gardens experience

"Tread the soils"

A horticultural oasis – in the very heart of dairy country. A true plantsman's garden and Taranaki showcase. A place to experience the legacy of Bernie Hollard's passion and determination that made him legendary among gardeners and nurserymen alike. Where garden visitors catch the dramatic views of Taranaki Maunga, enjoy special functions and participate in community events.

This plan seeks to focus and develop Hollard Gardens to realise the vision in a way that:

- Preserves and enhances a unique regional plant collection,
- Communicates the history of the gardens,
- Is accessible and appealing to a broad audience,
- Promotes community engagement and support,
- Maintains and enhances a high standard of user facilities and services,
- Promotes recreational and education experiences through tailored events, programmes, functions and marketing,
- Leads to the ongoing improvement of Hollard Gardens.

The 2023 Review

This Hollard Gardens Asset Management Plan acknowledges the value of the Hollard Gardens experience and provides the framework for the maintenance and improvement programme. The plan's purpose is to protect and guide the vision and goals for the garden whilst reflecting the changing needs of the local community and visitors.

To ensure it is achieving this purpose the plan is reviewed on a three yearly basis with a major update every seven to ten years as part of the Asset Management Plan process.

The plan has been reviewed as part of the 2024/2034 Long Term Plan (LTP) process.

The review considered the achievements against stated goals, the continued relevance of these achievements and where appropriate repositioned the plan.

This 2023 review refines the original goals of the plan as well as introducing climate change and tikanga. They will continue to provide the ongoing framework for Hollard Gardens.

The 2023 plan provides a new programme for the 2024-2034 period. This programme aims to continue to fulfil the purpose of the plan and to specifically increase community benefit from Hollard Gardens.

The recommendations for priority tasks over the next three years to achieve this are:

1. Promote community and regional support and engagement
 - Promote and provide the community with access to the use of the garden,
 - Continue with an ongoing communications programme for Hollard Gardens,
 - Facilitate and promote community engagement and a sense of community ownership.
2. Utilise and market the Hollard Centre
 - Incorporate the Hollard Centre as a venue for the garden education programme,
 - Promote Hollard Centre to community groups and local businesses for a variety of uses,
 - Provide the Hollard Centre as a place for visitors to relax and gather information.
3. Implement the Hollard Plant Collection Plan 2005 (and its subsequent revisions)
 - Continue to develop and maintain plant collections data in the plant database,
 - Develop and maintain public access to the plant collections data for the benefits of promotion, education and visitor experience.
4. Continue to provide public access to the garden at no charge.
 - Charges will be made for added value services and use for public and private functions and events.

The Council adopted this Asset Management Plan Revision in 2023.

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Introduction

Context

Taranaki is nationally and internationally recognised as a garden province, well known for its parks, gardens, leading plants people and horticultural innovators.

Its distinctive landscape, soils and climate provide an excellent environment for a diverse range of plants. Nurseries and garden developers in the region have capitalised on this environment over the past century.

The Taranaki Regional Council successfully introduced the Empowering Act 2001 to enable it to be directly involved in regionally significant recreation, cultural and heritage projects. This Act followed the recommendations of the Regional Gardens Report by notable horticulturalist Alan Jellyman, which specifically highlighted Hollard Gardens, Tūpare, and Pukeiti as three significant gardens that would benefit from such an association.

As a result the Council is responsible for the governance of Tūpare, Hollard Gardens and Pukeiti.

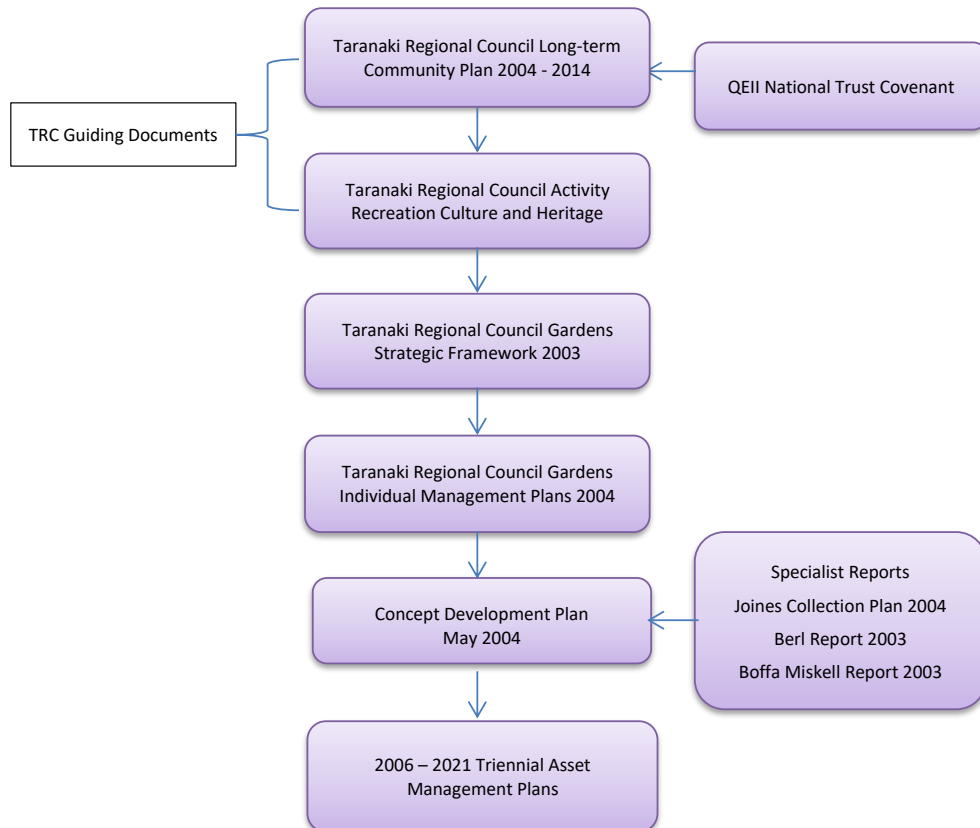
The Taranaki Regional Council's 2004/2014 LTCCP identifies as a main objective that Hollard Gardens, along with Tūpare and Pukeiti, be maintained and enhanced as a regionally significant recreational and heritage amenity.

National trends also demonstrate an increasing interest in, and need for the natural environment, conservation, recreation and tourism – all of which are relevant to this plan.

The Taranaki Regional Council is providing the garden management, development and marketing of these three properties.

Management Plan relationships

The Hollard Gardens Management Plan relates to a variety of Taranaki Regional Council policy and planning and has undergone a number of reviews.

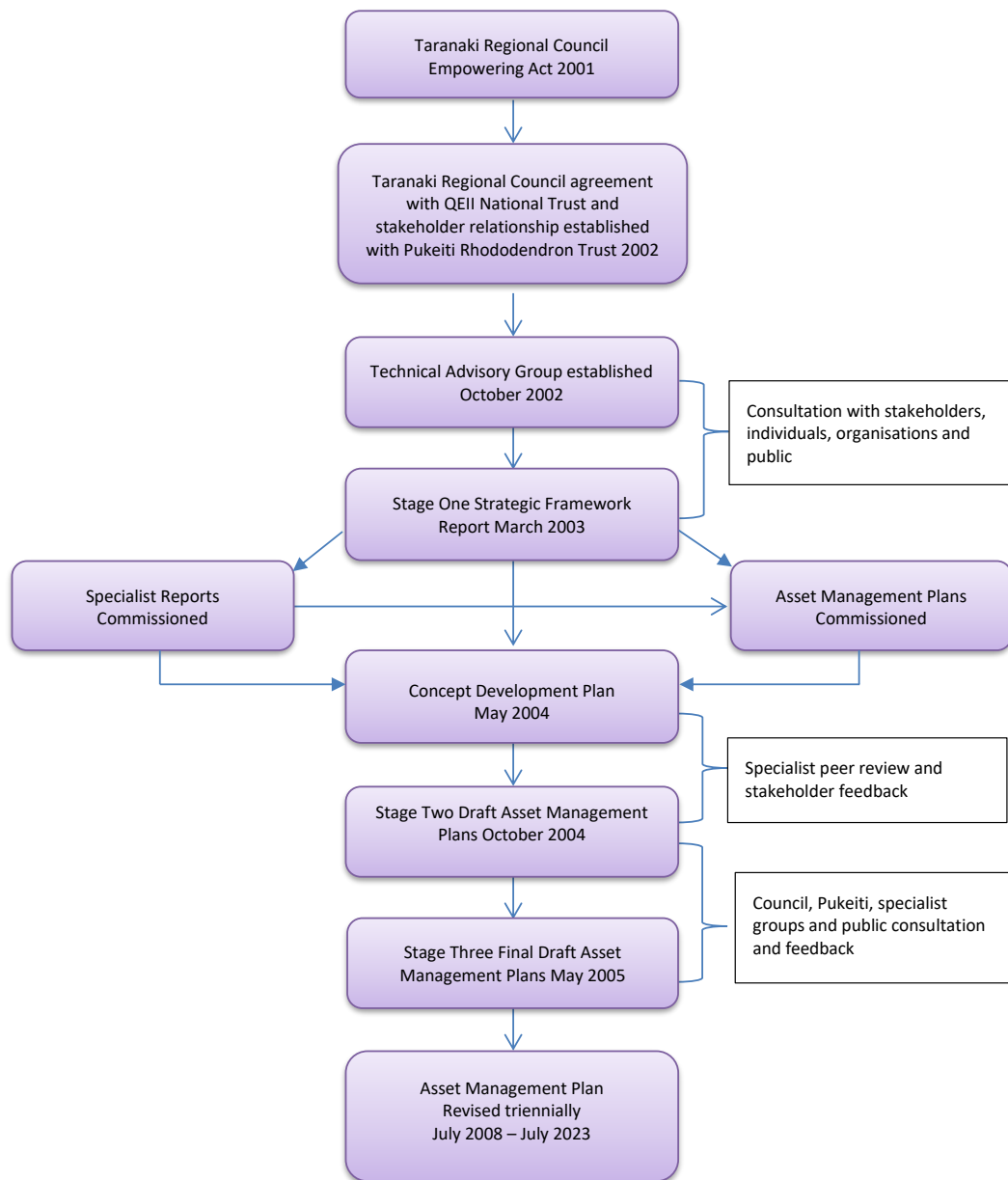


2024 Management Plan inputs

A wide range of activities and experiences were called upon in the development of this plan. Ongoing activities including visitor and user surveys have provided data relating to the changing needs and preferences of garden users, visitors and community groups.

This plan has been developed with careful consideration of this information. The result is the provision of services and opportunities to meet both immediate and longer term community and visitor requirements.

Management Plan development process



Management Plan purpose

The Plan provides direction and guidance for the Taranaki Regional Council's management of Hollard Gardens over the next 10 years. The Council's aim is to maintain and develop Hollard Gardens in a way that:

- Protects the heritage qualities of the garden,
- Captures the character and integrity of the gardens,
- Is accessible and appealing to a larger audience,
- Increases the community's use,
- Provides a range of quality visitor services and events,
- Leads to the ongoing improvement and redevelopment of Hollard Gardens,
- Understands and adapts to climate change in a proactive way.

The Plan identifies strategies, goals, objectives and principles for the programme of development, operations, management and public use of Hollard Gardens.

Management Plan structure

The Plan is in four sections.

Section One: Background

Provides a quick snapshot of Hollard Gardens' history, the garden and bush property and its current audiences and use.

Section Two: Strategy

The vision, goals and objectives supported by recommended policy.

Section Three: Programme

A summary of the key tasks both management and development in relation to the main goal areas.

Section Four: Budget and Asset Management Details

The financial plan for the operations and programme.

Management Plan monitoring and review

This Management Plan should evolve with the garden, its visitors and community. The Plan should always protect the vision and goals for the garden and reflect the changing needs of the community and visitor.

This plan is reviewed on a 3-yearly basis with a major update every 7 to 10 years. The review should measure the achievements against stated goals and objectives, and the continued relevance of these achievements.

The update should test the current validity of the goals and objectives and their supporting policy and where appropriate reposition the Plan.

2023 Review

Since the inception of the gardens' Asset Management Plans, development and direction of the Regional Gardens has been driven by the goals of the plans. These goals and their supporting policies, are robust and are still valid. They will continue to provide the ongoing framework for all three gardens.

Visitor numbers over the last three years, from 2021 – 2024, were severely impacted by the COVID 19 pandemic. The visitor numbers are now starting to rebuild to pre COVID levels.

The implementation of the Plant Collection Plan is ongoing through the use of the "IrisBG Plant Collection Database". The process of plant verification and input into the database is ongoing. The Collection Plan has been reviewed as part of the 2023 review and climate change adaption included as part of the strategy.

In summary, the main achievements from 2020 to 2023 for Hollard Gardens, include:

- Restart of promotion of innovative, educational and inspiring public events after COVID
- Continued improvements to Bernie's Home Garden and the Food Forest
- Improved bed configurations in New Garden
- Endorsed as a five star Garden of National Significance by NZ Gardens Trust
- Collection database consolidation
- Continued promotion of community group involvement
- Continued community use of the playground, pavilions and event facilities
- Bernie's shed made available as public space for education and workshops

In terms of the main goals and objectives of the Hollard Garden Asset Management Plan there have not been any significant changes. These goals and objectives are still valid and provide the foundation for the ongoing growth and development of the Hollard experience.

The programme of capital expenditure, asset renewals and non-routine maintenance has been developed for the 2024 - 2034 period and is included in section four. This has also included an upgrade of the reporting of the Asset Management Plan details aligned to the Office of the Auditor Generals' criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002.

1 Section One: Background

1.1 History

As a young man, Bernie Hollard took over a dairy farm in Kaponga where he had grown up. In 1927, in his second year of farming, he fenced off a section of native bush on the farm and began to nurture it as a hobby, then to extend the garden in stages.

In the 1950s he put share-milkers on the farm and with wife Rose, turned to gardening full time. He worked in the garden for 70 years.

Bernie Hollard learned to propagate plants for himself and provided nurseries and fellow garden enthusiasts with stock, particularly within the Taranaki region and he became well known for breeding rhododendrons. He collected a wide variety of plants that grew alongside his own in his extensive gardens.

In 1982, Bernie Hollard, at the age of 80 years, converted another two hectares of paddock into garden. In the same year, he and Rose Hollard gifted the garden to the Queen Elizabeth II National Trust.

In 1984, Bernie Hollard was awarded the Queen's Service Order for his community work. He was a fellow of both the Royal Horticultural Society and the Royal New Zealand Institute of Horticulture up until his death in 1996.

1.2 Description

Hollard Gardens is a 4.5-hectare garden, located in central Taranaki agricultural farming country, between Stratford and Kaponga, and within close proximity of the Te Papakura o Taranaki.

Hollard Gardens is a personal plant collection that reflects the passion of Bernie and Rose Hollard. The garden is referred to as a "living museum of heritage plants collected within Bernie Hollard's lifetime". This is its uniqueness and focus for its preservation and value.

The garden is an eclectic mix of plants introduced to Taranaki from 1927. This was not a conscious objective of Bernie Hollard but is a result of his efforts and has evolved into a significant collection over time.

Today the extensive collection features include a comprehensive range of herbaceous plants, azaleas, rhododendrons and a diverse mix of rare and unusual trees and shrubs. Some were bred by Bernie Hollard. They reflect his preferences and what grew successfully in the garden. Others have been more recently added to the garden collection.

Hollard Gardens contains a remnant of New Zealand native temperate forest that provides a mature framework for the garden. The garden has a modest range of buildings and structures to serve visitors and staff.

Hollard Gardens is recognised nationally and internationally as a garden collection of national importance, a true plant lovers' garden.

1.3 Governance

In 1982, Bernie and Rose Hollard vested in the QEII National Trust, the governance and ownership of Hollard Gardens, along with an endowment for the garden's future protection.

In 2002, ownership and management of Hollard Gardens were transferred to the Taranaki Regional Council for the people of Taranaki. Today, the gardens are funded by the ratepayers of Taranaki through the Taranaki Regional Council.

1.4 Current audience

Hollard Gardens is attracting around 20,000 visitors annually in this post-COVID environment. It is opened and staffed daily for visitors throughout the year for self-guided garden experiences. Ongoing strategies have broadened the audience to include a more diverse cross section of the public.

It is open all day, every day for visitors throughout the year with the main visitor season from September to March peaking over the annual Taranaki Garden Festival in October/November.

2 Section Two: Strategy

2.1 Vision

“A Plantsman’s garden for all people – Taranaki’s living legacy”

2.2 Visitor experience

Visiting Hollard Gardens is an inspiring and enriching experience. It has long been treasured by locals and gardeners. Improved facilities, services and interpretation have made the garden appealing to a much broader audience. For all visitors, the journey will be well worthwhile.

All visitors will be greatly impressed by the diversity of plants. Hollard Gardens is charming with occasional stunning vistas, a children’s play area, a nearby event pavilion and barbecue areas. It’s also ideally suited for festivals, weddings and celebrations. It’s a place for activity, learning and a safe choice for families seeking quality recreation.

2.3 Audiences

- Taranaki community
- Visitors to the region
- Garden enthusiasts
- Naturalists
- Families
- Education

2.4 Synergies

- Garden services –Pukeiti, Tūpare and District Councils,
- Marketing and Communications – local/national tourism providers, Tūpare and Pukeiti, Provincial newspapers, District councils, Internet and electronic media,
- Collection records management – Pukekura Park, Tūpare, Pukeiti and others
- Programme development – Education providers and agencies,
- Staff development - Tūpare, Pukeiti and District Councils,
- Horticultural organisations – New Zealand Garden Trust, Royal New Zealand Institute of Horticulture, Botanic Gardens of Australia and New Zealand, Botanic Gardens Conservation International,
- Tourism – Venture Taranaki, Recreation Aotearoa, Tourism Industry Aotearoa, Interpretation NZ

2.4.1 Hollard Charter

The following are the key principles under which the management and development of Hollard Garden should apply. These principles encapsulate the ideals of Bernie Hollard and should be read in conjunction with the Hollard Plant Collection Plan.

- The garden will be maintained and developed in the informal style created by Bernie and Rose Hollard. Any future facility developments in the garden will be designed to ensure that the integrity of the garden is not compromised, and will add value to the Hollard Garden visitor experience,

- The trees, shrubs, perennials and bulbs collected over the lifetime of Bernie Hollard will be preserved and maintained where possible,
- The garden will be presented, maintained and developed as a quality horticultural experience in a sustainable and attractive manner according to best horticulture practices,
- Plants that furnish the garden will reflect the varieties, proportions, colour schemes, spacing and heights favoured by Bernie Hollard,
- Access pathways within the Old Garden will not compromise its intimate style,
- Sustainable land management and conservation practices based on the principles of Bernie Hollard will be continued,
- Communicating the stories of Hollard Gardens will be a primary objective of the visitor experience,
- Events and activities that attract new audiences and add value to the Hollard Gardens experience will be encouraged.

2.4.2 Plant collection

The garden reflects a diverse range of plant introductions with a focus on cool temperate-zone plants that performed well in their garden especially rhododendrons, azaleas, and some camellias.

All efforts are made to ensure the knowledge contained in the garden is captured, managed and made accessible, and that any collection development reflects the vision of Hollard Gardens and adds value to the heritage and education qualities of this living plant history.

Goal

The provision of a unique, quality, documented plant collection of regional and national significance.

Principles

- The Hollard Gardens Plant Collection Plan is implemented,
- To record, protect, enhance and provide access to the quality heritage garden plant collection that is Hollard Gardens.
- Hollard Gardens is managed as an informal garden displaying a range of plants beginning with those collected and introduced by Bernie Hollard,
- Plants are identified and records maintained to enable identification, accession, breeding and plant heritage value information,
- The remnant forest area is maintained and protected for its intrinsic and education values,
- Consideration is given to climate change in regards to any new plantings.

2.4.3 Environment, conservation and heritage

The garden provides a living example of the evolution of Taranaki and New Zealand's amenity nursery horticulture from the late 1920s. It also illustrates sustainable garden management.

The heritage value of the garden is an intrinsic part of its value.

Goal

A quality, heritage garden and example of environmental care, conservation and heritage management.

Principles

- Sustainable land management and conservation are practiced,
- The heritage values of the garden's plant collections are recognised and the significant plants including the bush remnant are preserved and conserved,

2.4.4 Information and education

The gardens provide opportunities to learn about horticulture, sustainable food production and the history of Hollard Gardens. These stories enable the full potential of Hollard Gardens to be realised for the visitor.

Goal

To inform and enhance the Hollard Gardens experience through quality interpretation.

Principles

- Promote sustainable home food production,
- Tell the stories of the living heritage plant collection,
- Promote sustainable land management and conservation,
- Utilise varied interpretation methods such as labels, guiding, interactions with staff, technology, publications and signage,
- Signage and information reflects the informal nature of the gardens,
- Way-finding signage that reflects the garden's character.

Goal

To market Hollard Gardens as a unique regional educational resource and experience.

Principles

- Promotion reflects the education and garden heritage experience that is a unique identity of the gardens,
- Education programmes that utilise the gardens are provided to engage the community, schools and specialist audiences,
- Events recognise Hollard Gardens values.

2.4.5 Community and use

Hollard Gardens offers a high quality public leisure and recreational experience. This requires management, resourcing and vision. It has a range of target audiences, the local Taranaki community and visitors – regional, national and international.

The garden's proximity to Te Papakura o Taranaki and its central Taranaki location is ideal to attract and sustain regional audiences. Community access to Hollard Gardens is always free. This does not exclude limited commercial opportunities that further benefit the visitor experience.

Management of the garden and facilities is an integral part of future development. Where possible, community involvement in this process should be encouraged to add value to the Hollard Gardens visitor experience.

All activities must be sensitive to the vision of Hollard Gardens and be appropriate to the physical and practical constraints of the garden. Any commercial activities will be evaluated against these principles before being accepted.

Goal

A garden that engages the wider regional community and beyond to utilise and appreciate Hollard Gardens.

Principles

- Wider community involvement is encouraged,
- Hollard Gardens is promoted as a centre for all garden activities,
- Education development is encouraged,
- Links with other local and regional recreation activities should be utilised,
- Community festivals and other events are developed that capitalise on the gardens' potential and add value to the local community experience,

Goal

To provide quality facilities and value-added opportunities that enhance the visitor experience.

Principles

- Charges for additional services or activities may apply,
- Any commercial activities are subject to business planning proving suitability and sustainability,
- Provide quality facilities for the community to hire.

2.4.6 Physical access, facilities and services

Hollard Gardens provides a variety of facilities for visitors. Desired audience growth and development require the review, provision and maintenance of appropriate quality facilities and services.

Goal

The provision of appropriate facilities, services and physical access within Hollard Gardens that enhance visitor experiences without impacting on the intimate character of the garden landscape.

Principles

- Circulation patterns within the garden, are reviewed periodically according to changes in demand, site development and visitor trends,
- Any built structures are modest and functional in design and nature,
- Pathways are suitably maintained to be accessible in most weather conditions and to be reflective of the informal character of the gardens,
- Vehicle access within the garden is limited to service vehicles. Other vehicles may occasionally be allowed, by arrangement with the site management,
- Facilities will continue to be provided to reflect the needs of audiences,
- The carpark caters for expected visitor numbers, private cars and buses.

3 Section Three: Programme

Part A. Review of achievements from 2021 - 2024 programme

The task and priorities listed this section are from the 2021 programme. The achieved comments are as at September 2023.

The review comments below each section of tasks are made to qualify the situation where relevant.

Priority 1 1-3yrs

Priority 2 3-5 yrs

Priority 3 5-10yrs

3A.1 Collection

Task	Priority	Achieved
Continue to implement the Hollard Garden Collection Plan 2005.	Ongoing	Yes
Continue to add to and enhance the collection with specific attention to edible ornamentals, Taranaki's rare and endangered species and rare and unusual exotics no longer commercially available.	Ongoing	Yes
Continue implementation of the plant labelling system and sympathetic public display labels.	1-2	Yes
Continue to provide collection information to the public through the Hollard Centre and the website.	Ongoing	Yes

2023 Review comments:

- Plant labelling progress is ongoing.
- The plant database work is continuing. It is available to the public via the website and in the Hollard Centre.
- An active propagation programme, working in conjunction with the Pukeiti nursery, has been established to preserve a range of native and exotic plants that are no longer commercially available.
- We are continually assessing the plant collection for plant health, suitability and to identify unknown plants.

3A.2 Environment, Conservation and Heritage

Task	Priority	Achieved
Protect the garden character of informality, surprise, discovery, peacefulness, simplicity, richness and diversity.	Ongoing	Yes
Retain, protect and enhance the remnant forest.	Ongoing	Yes
Identify and make accessible the heritage values of the garden and people through innovative interpretation.	1-2	Yes

Task	Priority	Achieved
Continue to develop opportunities that educate and enable experience of environmental, conservational and heritage values of the property.	1 -2#	Yes
Utilise sustainable garden management and biological practices that position Hollard Gardens at the forefront of healthy and vibrant public gardens to engage and inspire visitors.	Ongoing	Yes
Continue to implement the Bernie's Home Garden Management Plan (2014).	Ongoing	Yes

2023 Review comments:

- Sustainable land management continues to be implemented.

3A.3 Information and Education

Task		
Continue to develop opportunities through communication, information and interpretation to tell the stories of Hollard Gardens.	Ongoing	Yes
Continue to offer the 'Woodland School' programme to primary and secondary schools in Taranaki.	1	Yes
Continue to develop and deliver hands-on interactive education experiences through workshops etc. based on amenity horticulture, sustainable garden management and conservation.	Ongoing	Yes
Continue to develop the Hollard Centre as a community hub for formal and informal learning experiences to enhance the visitor experience.	Ongoing	No

2023 Review comments:

- The education programme continues.
- Bernie's Home Garden and Bernie's Shed are popular venues for educational and lifestyle workshops.
- Bernie's Shed is now the primary education facility so the Hollard Centre is no longer used for this.

3A.4 Community and Use

Task	Priority	Achieved
Promote local and wider community support and engagement.	Ongoing	Yes
Continue to maintain and develop the 'Family Corner' as a vibrant and engaging destination.	Ongoing	Yes
Maintain links with other Stratford and South Taranaki recreation/tourist providers.	Ongoing	Yes

Facilitate the growth of inspiring and relevant public events and functions.	Ongoing	Yes
Continue to present garden workshops that inspire, educate and entertain.	Ongoing	Yes
Implement the Bernie's Home Garden Management Plan (internal document).	Ongoing	Yes

2023 Review comments:

- The Hollard Centre is well used by the community.
- New tepee has been installed in the Family Corner.
- Hollard visitor numbers are beginning to return to pre-COVID numbers
- The Family Corner is a popular destination for families.
- Garden workshops are reviewed every year so they remain relevant and topical to the Taranaki Community.
- Installation of raised planters in Bernie's Home Garden

3A.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Continue to maintain the characterful pathways in a safe and durable manner that add to the intimacy and intrigue in the 'Old Garden'.	Ongoing	Yes
Develop discrete open spaces within the 'New Garden' to provide new passive spaces and reduce the number of labour intensive garden beds	1	Yes
Continue to maintain and develop the built structures in a modest and functional manner to meet all visitor service and maintenance requirements.	Ongoing	Yes

2023 Review comments:

- Garden beds have been reconfigured to improve flow and provide more open spaces.

3A.6 Partnerships and Strategic Alliances

Task	Priority	Achieved
Continue to be involved in appropriate activities associated with gardens, NZGT, BGANZ, RNZIH etc.	Ongoing	Yes
Continue to be involved in tourism networking - Venture Taranaki, SDC, STDC, Qualmark etc.	Ongoing	Yes

Part B. 2023 programme for 2024 - 2034

The following section prescribes the major programme for Hollard Gardens based on achieving the goals of the Asset Management Plan 2023 over the next ten years period 2024-2034.

Priority 1 1-3 yrs

Priority 2 3-5 yrs

Priority 3 5-10 yrs

3B.1 Plant Collection

Task	Priority	Achieved
Continue to undertake appropriate garden restoration and rejuvenation using the Hollard Gardens Collection Plan as a guide.	Ongoing	
Continue to undertake plant identification, evaluation and inventory including adding accession tags.	Ongoing	
Plan and implement new public plant display labels.	1-2	

3B.2 Environment, Conservation and Heritage

Task	Priority	Achieved
Protect the garden character and enhance the remnant forest.	Ongoing	
Utilise sustainable garden management practices to position Hollard Gardens at the forefront of sustainable public gardens.	Ongoing	

3B.3 Information and Education

Task	Priority	Achieved
Continue to develop opportunities through communication and interpretation of environmental, conservation and heritage values.	Ongoing	
Continue to support the education team to offer education programmes to schools.	Ongoing	
Continue to develop and deliver education experiences through gardening workshops and guided walks.	Ongoing	
Continue to provide plant collection information to the public through the Hollard Centre and the website.	Ongoing	
Continue to undertake regular market research and visitor surveys to identify strategies to develop audience grow	Ongoing	

3B.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community use.	Ongoing	
Promote Hollard Gardens volunteers to increase their numbers and build the relationship.	Ongoing	
Continue to maintain and develop the 'Family Corner' as a vibrant and engaging destination.	Ongoing	
Maintain links with peer organisations and tourist providers.	Ongoing	
Facilitate the growth of inspiring and relevant public events and recreational activities.	Ongoing	
Periodically review suitable charging models for added value services	Ongoing	

3B.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Maintain all access and structures to a high standard	Ongoing	
Consider and plan new complementary visitor experiences subject to demand	Ongoing	
Develop open spaces within the 'New Garden' to provide new passive spaces.	1	
Continue to add garden art as appropriate	Ongoing	

3B.6 Relationships and Connections

Task	Priority	Achieved
Maintain relationships with community groups, organisations and agencies.	Ongoing	
Continue to be involved in appropriate activities associated with gardens, NZGT, BGANZ, RNZIH etc.	Ongoing	
Facilitate staff networking, learning by association and activities with appropriate groups and peer institutions	Ongoing	

4 Section Four: Asset Management Planning Detail

4.1 Summary

For 2024/2034 the Taranaki Regional Council will fund the:

- provision of three regional gardens (Pukeiti, Tūpare and Hollard Gardens) for free use by the regional community,
- encouragement of the increased use of the regional gardens by the community for recreational purposes and for specific events, and build on the collective opportunity of a cluster of world class gardens,
- maintenance of the regional gardens to the levels of service established in the asset management plans for the three properties,
- renewal of structures, access ways and facilities required for the provision of services,
- plant labelling programme in accordance with the collection management plan.

For each group of activities the Council is required to identify the assets or groups of assets required by the group of activities and identify, in relation to those assets or groups of assets, how the local authority will assess and manage the asset management implications of changes to:

- demand for, or consumption of, relevant services,
- service provision levels and standards,
- what additional asset capacity is estimated to be required,
- how the provision of additional asset capacity will be undertaken,
- the estimated costs of the provision of additional asset capacity,
- how the costs of the provision of additional asset capacity will be met,
- how the maintenance, renewal, and replacement of assets will be undertaken,
- how the costs of the maintenance, renewal, and replacement of assets will be met.

Some of this information is discussed in general within this plan with more extensive financial analysis provided in Councils LTP and Annual Plan.

4.2 Asset Management Plan Details

The following information has been developed from the office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002. The aim of asset management is to maintain, upgrade, and operate physical assets cost-effectively and sustainably. The following information examines key areas of Hollard Gardens' assets and provides a template to manage them effectively to protect the values and policy of this plan.

4.2.1 Asset description

The Council maintains sufficient operational assets to undertake its activities. The operational assets are maintained to sufficient service levels to enable staff to complete their duties efficiently and effectively. The maintenance and replacement of these assets is undertaken on a ten-year programme. All maintenance budgets are included in the operational expenses of the Council. New capital expenditure programmes and replacement capital expenditure programmes are also on a ten-year cycle and are included in the capital expenditure budgets.

All operational assets are depreciated over their useful life. Replacement and new operational assets are funded from retained earnings, being the accumulated depreciation on existing operational assets. Any significant increase in operational assets that could not be funded from retained earnings would be funded by application of the Council's Revenue and Financing Policy (no such expenditure is planned or provided for in this Plan).

The Council has completed an extensive public process of developing and adopting detailed asset management plans for Tūpare, Hollard Gardens and Pukeiti.

Hollard Gardens are recognised as having a garden collection of national importance. The vision for the Hollard Gardens experience is:

"A horticultural oasis – in the very heart of dairy country. A true plantsman's garden and Taranaki showcase. A place to experience the legacy of Bernie Hollard's passion and determination that made him legendary among gardeners and nurserymen alike. Where visitors catch the dramatic views of Taranaki Maunga, and enjoy special functions and participate in community events."

The asset management plan seeks to focus and develop Hollard Gardens to realise the vision in a way that:

- preserves and enhances a unique regional plant collection,
- communicates the stories of Bernie and Rose Hollard and the gardens,
- promotes community engagement and support,
- provides a range of visitor facilities and services,
- grows recreational and education experiences through tailored events, programmes, functions and activities.

For further details refer to the Hollard Gardens Fixed Asset Schedule (2023) (Appendix II).

4.2.2 Levels of service

The following levels of service and activities are proposed for the 2024/2034 LTP for Tūpare, Pukeiti and Hollard Gardens. They are developed at a high level and consideration needs to be given to the value gained from the provision of more specific service level for each property. They are consistent for all three gardens.

The primary levels of service for the three regional gardens are as follows:

Goal Providing, maintaining and enhancing Hollard Gardens, Tūpare and Pukeiti as regionally significant recreational and heritage amenities.

Measures: Provision of free access to the three regionally significant gardens.

Targets: Hollard Gardens, Tūpare and Pukeiti are open to the public every day of the year with free access.

Measures: Maintenance and enhancement of three regionally significant gardens.

Targets: Tūpare, Pukeiti and Hollard Gardens maintained and enhanced in accordance with the provisions of the adopted asset management plans.

Measures: Level of use of Pukeiti, Tūpare and Hollard Gardens.

Targets: Increase the number of visitors to each property and the number of events at each property.

Activities: Plans for Years 2024/2025 to 2034/2035 unless otherwise noted.

Provide regional gardens (Tūpare, Pukeiti and Hollard Gardens) for free general use by the regional community. All gardens are open daily with no opening or closing times.

Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events

Maintain the regional gardens to the levels of service established in the asset management plans for the three properties. Asset management plans reviewed and adopted every three years (2023/2024, 2026/2027 and 2029/2030).

4.2.3 Managing growth

Growth of visitor numbers, and their related requirements and demands on infrastructure and services, are the impacts to be managed in the plan.

The current situation for Hollard Gardens is one of promoting and facilitating growth of visitor numbers and participation levels. For the next three years this will be led by the marketing plan and associated initiatives and should not impact on either the capacity of the current levels of service or the current financial provision for the gardens.

The next review in 2026/2027 should consider any changes in visitor numbers and asset utilization to determine future direction of assets in terms of use, divestment and acquisition.

4.2.4 Asset risk management

Hollard Gardens, Pukeiti and Tūpare freely encourage and promote public access and use of these community assets. They are also valued assets of the Taranaki Regional Council and for many people may be the only interaction they have with the Council.

This situation inherently introduces risk to these environments that the Council needs to be aware of and manage appropriately.

Risk assessment identifies the risks and rates them according to impacts and probability. This assessment then provides guidance for planning and policy. The criteria for the assessment are provided in Appendix 1.

The following pages are an analysis of that risk.

Executive Audit and Risk Committee - Asset Management Plans for Hollard Gardens and T?pare

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate maintenance of mature trees	<ul style="list-style-type: none"> - Public and Staff Health & safety - Financial loss - Poor council image - Degradation of asset - Loss of amenity value - Maintenance programme improvement 	<ul style="list-style-type: none"> - Curatorial management - Staff and public observation - Maintenance programme 	Very Good	2	3	M	Staff reporting, maintenance programme, annual audit, Storm inspections.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Loss of assets through theft, wilful or accidental damage	<ul style="list-style-type: none"> - Operational capability loss - Poor image - Injury to members of public or staff - Adverse media - Loss of amenity value - Loss of function - Cost 	<ul style="list-style-type: none"> - H & S preventative measures - Maintenance programme - Site inspection - Security measures - Public education - Community support - Staff training - Public awareness - Security awareness 	Very good	2	2	L	Staff reporting, public information, site inspections, security, staff presence.

Executive Audit and Risk Committee - Asset Management Plans for Hollard Gardens and T?pare

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate resources or funding	<ul style="list-style-type: none"> - Asset management and development plans not achieved - Corporate goals not met - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Management reporting - Long Term Plan - Annual Plan - Asset Management Plan reviews - Recruiting appropriately qualified staff - Improvements in Asset management planning - Future planning under Long Term Plan 	Good	3	2	M	Annual Plan, Long Term Plan, Budget forecasts, Management meetings, Public involvement.
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate asset data management	<ul style="list-style-type: none"> - Poor financial planning capability - Poor data quality and reporting - Insufficient information for decision making - Inadequate assessment and performance monitoring - Loss of amenity value - Loss of function 	<ul style="list-style-type: none"> - Business plan - Management reporting - Management training - AMP improvement programme - Data management systems - Asset assessment programme 	Good	2	3	M	Asset Management plan, Council financial planning team, management reporting.

Executive Audit and Risk Committee - Asset Management Plans for Hollard Gardens and T?pare

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate maintenance of structures and buildings.	<ul style="list-style-type: none"> - Injury/death to members of the public and staff - Poor council image - Legislative repercussions - Asset Management planning and systems - Maintenance programme improvement - Financial loss - Poor council image - Degradation of asset - Loss of amenity value 	<ul style="list-style-type: none"> - Critical asset condition assessments undertaken biennially by a qualified engineer - Staff and public observation - Asset Management programme - Maintenance and inspection programme - Recognition and understanding by staff of value 	Very Good	5	1	H	<ul style="list-style-type: none"> - Critical asset condition assessment maintenance report - Maintenance inspections - Maintenance programme - Annual audit - Storm event inspections

Executive Audit and Risk Committee - Asset Management Plans for Hollard Gardens and T?pare

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	How will risk and controls be monitored?
Asset management	July 2008	Triennially July 2014 – July 2020	July 2023	Inadequate communication and patronage with/from stakeholders	<ul style="list-style-type: none"> - Poor public accountability - Poor council image - Adverse media - Loss of amenity value - Loss of community support - Loss of sponsorship relationships - Failure to meet community objectives - Loss of function 	<ul style="list-style-type: none"> - Long Term Plan LTP - Annual plan - AMP objectives - Skilled staff resource - Community support - Improved Marketing plan implementation - Public awareness - Market research - Publications and promotions - Establishment of Friends organisation - Staff recruitment, training and resourcing - Professional liaison and community involvement 	Good	3	2	M	Asset Management Plan, Plant Collection plan, Market research, Visitor numbers data, Community awareness, Annual plan submissions, Friends feedback.

4.2.5 Risk assessment criteria

4.2.5.1 Risk likelihood

Category	Level	Definition
Almost certain	5	This event is expected to occur in most circumstances e.g. 90% chance
Likely	4	This event will probably occur in most circumstances e.g. 70% chance
Moderate	3	This event should occur at some time e.g. 50% chance
Unlikely	2	This event could occur at some time e.g. 25% chance
Rare	1	This event may occur only in exceptional circumstances .g. 10% chance

4.2.5.2 Risk consequence rating

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Score	5	4	3	2	1
Financial	Loss => \$10 million	Loss \$1-\$10 million	Loss \$250K to \$1 million	Loss \$50K to \$250K	Loss <\$50K
Public & Staff health & safety	Loss of life	Injury with 3 months off work	Injury with 2 weeks off work	Injury with 1 day to 2 weeks off work	No time-off injury
Human Resource (staff turnover)	Permanent staff annual turnover exceeds 30%	Permanent staff annual turnover 20% to 30%	Permanent staff annual turnover 15% to 20%	Permanent staff annual turnover 10% to 20%	Permanent staff annual turnover 0% to 10%

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Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Legal claim cost	Council sued or fined for more than \$10 million.	Council sued or fined for \$1 to \$10 million.	Council sued or fined for \$250K to \$1 million	Council sued or fined for \$50K to \$250K	Council sued or fined for <\$50K
Political	National wide one-week adverse comment	National wide several days adverse comment	Regional wide several days adverse comment	Local one-week adverse comment	Local one-day adverse comment
Image - media	2 weeks multi media national wide	Up to 2 weeks multi media national wide	Several days multi media national wide	2 days multi media national wide	2 days multi media regional wide
Operational (capability & service levels)	Serious loss of operational capability for 4 weeks and serious disruption to service levels.	Serious loss of operational capability for 2-3 weeks and major disruption to service levels.	Serious loss of operational capability for less than 2 weeks and disruption to service levels.	Serious loss of capability in some areas and disruption to service levels.	No loss of operational capability or negative disruption to service levels.

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4.2.5.3 Risk matrix

Consequences	Insignificant-1	Minor-2	Moderate-3	Major-4	Catastrophic-5
Likelihood					
Almost certain-5	Medium	High	High	Extreme	Extreme
Likely-4	Medium	Medium	High	High	Extreme
Moderate-3	Low	Medium	High	High	High

Unlikely-2	Low	Low	Medium	Medium	High
Rare-1	Low	Low	Medium	Medium	High

4.2.5.4 Risk control effectiveness

Category	Score	Definition
Excellent	1	Controls are strong and operating properly, providing a high level of assurance that objectives will be achieved
Very Good	2	Controls are operating properly, providing a reasonable level of assurance that objectives are being achieved
Good	3	Controls operate, providing some assurance that objectives are being achieved
Unsatisfactory	4	Controls are weak and do not provide reasonable assurance that objectives will be achieved
Poor	5	There are little or no controls in evidence

4.3 Financial forecasts

The following is an outline of the capital and capital renewals programme for Hollard Gardens. The operational budget is included in the Taranaki Regional Council Annual Plan and the LTCCP (Long Term Council Community Plan).

Capital expenditure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Plant/Equipment renewals	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Garden structures and features renewal		\$35,000 ¹	\$4,000 ²			\$7,000 ²		\$4,000 ²		
Development of new land	\$10,000	\$10,000	\$7,000		\$6,000					
Staff facilities	\$25,000 ³			\$6,000			\$5,000			\$5,000
Family corner	\$22,000 ⁴			\$14,000			\$10,000			
BBQ Nook	\$25,000 ⁵									
Interpretation and signage		\$4,000		\$12,000 ⁶		\$3,000			\$3,000	
Artwork		\$15,000			\$15,000			\$15,000		
Total Hollard Gardens	\$104,000	\$86,000	\$33,000	\$54,000	\$43,000	\$32,000	\$37,000	\$41,000	\$25,000	\$27,000

Notes:

1. Demonstration courtyard at Bernie's garden
2. Replace structures, seating, signs etc.

3. Drying room and move internal wall to enlarge staffroom
4. Complete pirate ship
5. New electric barbecues to replace malfunctioning gas ones
6. New public plant labelling

4.3.1 Lifecycle decision making

Hollard Gardens and Tūpare are entering a consolidation stage in their journey. The focus is new stage in their journey. Pukeiti is in a transformational development stage. The primary focus for Hollard Gardens and Tūpare is consolidation of the developments and to further develop community use and benefit from the garden experience.

Over the next ten years the asset management plan identifies some key objectives supporting the growth in patronage and involvement from local, regional and tourist markets. Further objectives will come from the marketing plan.

The growth in visitors and the corresponding growth in demand for facilities and services will assist in determining any gaps between the current levels of service capability and the desired levels of service. These gaps can be identified, evaluated, prioritised and provided for in future asset management provision and planning.

When growth predictions are more determinable this will also enable more robust forward planning for asset renewal and provision.

4.3.2 Asset and depreciation schedule

Depreciation is fully funded on a straight-line basis, which writes off the value of the assets over their expected remaining lives after allowing for residual values where applicable. The depreciation rates are as follows:

Buildings	5 to 50 yrs	2 to 20%
Motor vehicles	5 yrs	20%
Plant and equipment	2.5 to 25 yrs	4 to 40%
Office furniture and fittings	5 to 10 yrs	10 to 20%
Computer equipment	3 to 5 yrs	20% to 33%

4.3.3 Planning assumptions and confidence levels

The Asset Management Plan is based on the following assumptions:

- The Council will continue its current level of commitment to Tūpare, Pukeiti and Hollard Gardens,
- Free public access will continue to be provided to Tūpare, Pukeiti and Hollard Gardens,
- Following the development and upgrade programme all assets are estimated to be in good condition,
- The current levels of service outlined in this plan are applicable,
- The remaining life of assets has been estimated in line with past and current knowledge,
- The confidence level of the asset data is reliable with data based on current and historic records and analysis which is documented but has some shortcomings that rely on unconfirmed information and some estimation,
- All asset data is accurate as at 1 July 2023.

4.3.4 Improvement programme

The following issues require further discussion and consideration for the improvement of the plan by the next review in 2026/2027.

- This is a basic "Core" level Asset Management Plan and Council should determine whether further detailed advancement is appropriate,
- Growth projections and demand patterns for activities should be further developed as visitor numbers increase and marketing and user strategies are implemented by the next review in 2026/2027,
- The replacement costs for assets will be annually upgraded,
- A programme for service level review should be determined and possible service options tested according to customer feedback and market research by 2026/2027,
- If required by the TRC, further development of asset renewals programme development and asset condition analyses to be provided in 2026/2027.

4.3.5 Planning process

The Asset Management Plan has been developed in accordance with Taranaki Regional Council policy and with the financial support of the Council Corporate Services Team. The basis of the financial planning review is the Office of the Auditor General's criteria for assessing conformity to "Core" and "Advanced" level of asset management (New Zealand).

4.3.6 Commitment

The 2020 plan has been approved by the Council and is part of the current LTP. The 2023 review will be approved by the Council and implemented as part of annual and long term objectives for Council in the 2024/2034 LTP.

Appendix I

Hollard Gardens Plant Collection Plan 2024

Hollard Gardens Plant Collection Plan 2024

Collection description

Hollard Gardens' plant collection is a fine heritage collection that represents a vast array of cultivated temperate zone plants. Today the gardens have a large range of perennials, trees and shrubs, some of which were raised by Bernie Hollard, and others that have been more recently added to the garden collection. It also offers areas of remnant New Zealand native cool temperate bush that provide the mature framework for much of the garden. The gardens are informal and intimate in nature.

This plan outlines policy for the practical management of the gardens focussing on maintenance and enhancement. It defines objectives and the scope of the collection. It also helps determine how the collection is to be managed, records maintained and the character and composition preserved.

Bernie Hollard's favourite plant was the rhododendron and the gardens have a broad range of mainly hybrids from the 1950s to the present day that perform well in the local environment. They are the dominant plant throughout the gardens. Camellias and azaleas were also favourites and hybrids of these are also well represented throughout the gardens. There are many small plant groups such as perennials, fuchsias, conifers, edibles, rare and unusual New Zealand natives, and other flora that reflect anything that Bernie Hollard liked and performed to his satisfaction.

The collection focuses on plants that perform well. The result is the display of heritage collection of plants in a healthy and diverse garden, with a blend of layers, textures and colour reflective of a woodland garden.

Policy recommendations

1. To maintain the plant compositions developed by Bernie Hollard as far as practical,
2. To reflect the informal character of the gardens in any future garden design,
3. To maintain the woodland character of the gardens and ensure it's not compromised by the unnecessary removal of bush and specimen framework trees,
4. To restrict the developed garden to the area that currently exists, protecting the bush remnant from future development,
5. New plant introductions will reflect the original style and be good performers,
6. To educate the public about the benefits of gardening and growing their own food,
7. To manage the Hollard Gardens' collection to enhance the horticultural education experience of visitors,
8. To maintain and develop the garden as a quality horticultural experience in a healthy, sustainable and attractive manner according to best horticulture amenity management practices.

Collection management and development

The Plant Collection Management Plan has the objective of maintaining the vision of Hollard Gardens through the protection of its informal nature and growing the general plant compositions of the past. For Hollard Gardens, this relates to protecting the plants of historic and specimen interest, many of which are no longer available in the nursery trade. This can be achieved through plant replacement planning, propagation, and dissemination of plant material.

Plant replacements, introductions and propagation

Whilst Hollard Gardens is well established there is the continued need to keep the gardens vital and to adapt to an evolving garden environment. This requires the addition of new plants both as replacements and new additions to the garden. There is also the risk of suddenly losing a plant due to unexpected occurrences. Careful forward planning is required to ensure the ongoing sustainability of the plants in the collection. Hollard Gardens works closely with Tūpare and Pukeiti to introduce plants from these gardens that may grow well in the Hollard Gardens environment.

Policy recommendations

1. New, rare and exciting plants are the priority for addition to the garden collection,
2. In the New Zealand native plant garden collections, priority is given to those that are rare and /or of unusual character,
3. To grow and display a diversity of plants that collectively provide all year interest and excitement,
4. To ensure all plants unique to Hollard Gardens are preserved through propagation,
5. Maintain more than one of each unavailable garden collection plant in the gardens,
6. Continue to add to the collection with specific attention to edible plants, Taranaki's rare and endangered species and rare and unusual exotics no longer commercially available.
7. Propagation of Hollard Gardens' plants which are not available commercially is done at Pukeiti.

Dissemination

Dissemination is the distribution of plant material to other sites. This protects the plants from being lost in the garden and enables the best growing environment to be found that can sustain it in the future.

Bernie Hollard, as any good plantsman, was always keen on plant exchanges and distribution with plants people, for the purposes of conserving the plant in garden culture within New Zealand. He also bred and selected plants that he later introduced to the nursery industry.

Policy recommendations

1. Any plants unique to Hollard Gardens will be disseminated for its conservation,
2. Any plant that is of collection value and is not performing in the Hollard Gardens environment as expected is, wherever possible, transferred to another suitable grower/institution to grow,
3. Hollard Gardens acts as a recipient of such disseminated plant material from other sources where the plant is appropriate to the Collection Policy and the Hollard Gardens environment,
4. A formal link with Tūpare and Pukeiti is maintained as a Taranaki regional network for plant dissemination.

Plant removals

The nature of any garden is the evolution of its plants. Some may have a limited life, some may prove not suitable for a variety of reasons, and others may fall to pest disease or other factors.

Policy Recommendations

1. If it is valuable to the collection, propagation material is recovered to ensure the on-going sustainability of that plant in the collection.

2. Plants may be removed from the garden collection under the following criteria: the plant is dead, diseased, damaged, crowded, proving the potential as a weed pest, not performing to its potential, poses public safety concerns or adversely affecting built structures, causing other damage or shading.

Collection information management

For both historical and botanical reasons it is important to have accurate records of Hollard Garden's plant collection. As many of the plants are no longer available, it is important to capture and manage information on them. The Regional Gardens use the IrisBG plant collection database. All information is recorded using the database for botanical collection management enabling future benefit for education and institutional partnerships.

Plant database

Tūpare, Pukeiti and Hollard Gardens use the IrisBG plant database which is designed to manage botanical collections information. It is used in many botanic gardens around the world to document their collections. This work is well underway at Hollard Gardens and the information is publicly accessible on a webpage called 'Bernie's Plant Register'.

Policy recommendations

1. Accession records are consistent with International Plant Database conventions,
2. Use the IrisBG Database to maintain accurate digital records of all key garden collection plants within the gardens,
3. As soon as a plant is planted it is accorded an accession reference number and added to the plant database,
4. Provide photographs, husbandry information or gardeners' notes where possible for public and management information purposes,
5. Regularly update records,
6. Provide historical information where appropriate.

Public plant information

Access to the Hollard Gardens garden collection information enhances the visitor experience. A variety of media and communications need to be provided where possible. Public access to information is valuable to grow their interest and understanding and to increase the educational value offered by Hollard Gardens.

Bernie's Plant Register website allows the public to access the plant database information both on- and off-site. Garden visitors have access to the Bernie's Plant Register website via a computer terminal in the Hollard Centre or on their own device. Off-site they can go to the Bernie's Plant Register website.

Information can be searched for by zooming in on an aerial photograph or by searching the botanical or common name. Information includes botanical name, common name, family, country of collection, location in garden, husbandry notes, history and availability.

Social media provides another means of plant information for the public. Interpretative signage is provided that tells the stories of Bernie Hollard and his garden collection, specific specimen information on use/history, and to feature any rare and unusual plants.

Policy recommendations

1. Onsite information shall include but not be limited to: Interpretative and plant name signage, printed information, access to Bernie's Plant Register website on the computer in the Hollard Centre or via the visitors' smartphones while in the garden,
2. Offsite information shall include but not be limited to: Hollard Gardens website (including general information and link to Bernie's Plant Register), brochures and other publications.

Plant labelling

Plant labelling for selected plants is a complementary part of promoting interest and value to the visitor. All naming of plants and display of their names should be in line with international botanical standards of plant nomenclature.

Individual labels

Individual specimen label for trees or shrubs of particular interest identifies aspects of the core information, such as: botanical name, genus/family, country of origin, common name and collection reference, and/or tell a unique story about the specimen and its relationship to Hollard Gardens.

These labels need to be durable in the Hollard Gardens environment, styled with the Hollard Gardens branding and character, easily maintained, cost effective and of suitable but limited range of sizes so the visitor can easily see them. They can be pegged in the ground or, only where appropriate, attached to the tree. This is a current work in progress – signs will be a standard format, content and material.

Interpretative plant collection signs

Interpretative signage may be used for groups of plants, or areas of the garden. These signs may identify the commonality of the plants or themes whether this is the environment, origin, species/genera, ecosystem or use.

These signs should be pegged to the ground or displayed on appropriate sign stands and styled with Hollard Gardens branding and character.

Accession tags

These embossed aluminium tags are for collection management purposes. These are unobtrusive accession tag labels required for reference only not generally for public information although if suitable could provide for both. These labels are embossed aluminium as this is proven durable. These tags can be tied to the plant itself or attached to the back of the display labels.

These tags require botanical name and accession number.

Policy recommendations

1. Move toward having all garden plants listed in the database labelled with accession tags,
2. Key garden collection plants, tree specimens and special plants of display interest are individually labelled,
3. Interpretative signage is provided for plantings that are of primary display value, with themes of visitor interest and education,
4. All plant labels are consistent with Hollard Gardens branding and character.

Glossary of botanical terms

Accessions	additions of plants to the plant collections
Cultivars	distinct and selected forms of the species maintained only through vegetative propagation
Deaccessions	removal of plants from the plant collections
Dissemination	distribution/sharing of plant material to other gardens
Genera	a cluster of plants with common characteristics that are easily recognized (typically flower structure)
Hybrids	plants bred from two or more species or varieties
Nomenclature	botanical classification for naming of organisms
Provenance	the origin / source of the plants (botanical and/or historical)
Species	naturally occurring forms of the genera
Taxa	for the purposes of this report, taxa encompasses all members of the plant kingdom.
Varieties	naturally occurring forms of the species

Appendix II

TRC Gardens Climate Change Charter

TRC Gardens Climate Change Charter

Climate change is the biggest environmental challenge of our time. It is already affecting our climate, agriculture, native ecosystems, infrastructure, health and biosecurity. If left unchecked it will have broad social and economic impacts. We cannot afford to ignore what is happening in New Zealand and globally.

At the Regional Gardens we have been changing how we manage the respective gardens primarily because of changing weather patterns but also because of the increase concerns about wider plant conservation and the increasing awareness of our regional community.

In terms of our responsibility as a botanical institution the Council has joined the 'Climate Change Alliance of Botanic Gardens Charter'.

Climate Change Alliance of Botanic Gardens Charter

In December 2018, Royal Botanic Gardens Victoria hosted the inaugural Botanic Gardens Climate Change Summit.

Ten botanical organisations from around the world, as well as three peak botanic gardens bodies – Botanic Gardens Conservation International, the International Association of Botanic Gardens and Botanic Gardens Australia and New Zealand – attended the summit. There were representatives from Argentina, China, Spain, United Kingdom, Israel, USA, South Africa and Australia.

The outcome of the summit was the formation of the Climate Change Alliance of Botanic Gardens. The Alliance aims to use global collaboration to tackle the climate change threats facing plant species.

The co-creators of this Alliance signed a declaration to safeguard life by protecting landscapes. They agreed that **the time for action is now**.

In the next 50 years, 20–50% of current plant species in botanic gardens and urban landscapes will likely confront temperatures those species have never experienced before.

Purpose of the Alliance

To grow and sustain a global movement of botanic organisations that take action to protect and enable adaptation of botanical landscapes in a changing climate.

Principles and Values

Our principles are adopted from *Living Systems* that are interconnected with the landscapes and plant communities for which we are stewards.

- Self-organisation around a shared purpose
- Recruit for and celebrate diversity
- Maintain momentum and energy flows
- Nurture relationships
- Plan for resilience and adaptability

Objectives

- Safeguard and steward resilient botanic gardens for the benefit of people and the planet
- Share knowledge and expertise to assist botanic organisations and governing bodies to make informed decisions about climate change adaptation
- Provide a credible and authoritative voice in the world's response to climate change with respect to botanic gardens and plants
- Engage our communities in how climate change is impacting our collections and landscapes, and empower them to act in their own garden

- Provide professional development opportunities in botanic garden and landscape management in response to climate change.

Taranaki Regional Council Gardens response to climate change

At Taranaki Regional Gardens we are taking climate change seriously, both in terms of adapting to the changing climate and taking all practical steps to minimise our impact. The Regional Gardens are part of the above Climate Change Alliance of Botanic Gardens.

Goal

To maintain Pukeiti, Tūpare and Hollard Gardens as quality garden and rainforest experiences while minimising the carbon footprint and adapting to climate change.

Principles

Awareness

- Understanding changing weather patterns
- Understanding the concerns of the community
- Understanding the need for change

Good stewardship

- Changing the plants we grow
- Applying horticulture best practice to a range of activities including soil management
- Building a robust infrastructure
- Ensuring a secure water supply

Adaptable and open to learn

- Networking with other botanic gardens
- Learning from observation
- Adapting to continually present a relevant and vibrant garden experience
- Changing how we work to reduce our carbon footprint

Goal

To inspire others to minimise their own garden carbon footprint and adapt to climate change

Principles

Sharing what we're doing with our community through

- public events programme
- casual interactions and conversations
- onsite interpretation
- leading by example

Sharing what we're doing through our schools programme

- continue to adapt our education programme

Goal

- To protect our plant collection from the effects of climate change

Principles

- climate change is taken into account with all new plantings and plant purchases
- achieve and maintain pest eradication
- maintain active involvement in endangered native and exotic plant conservation

Goal

To protect infrastructure from the effects of climate change and keep our environmental footprint to a minimum

Principles

- Continue to use strategies to minimise water use and waste generation
- Ensure services continue to be reliable and efficient whilst reducing the operational carbon footprint
- Plan for resilience and adaptability
- Ensure we maintain good water supply security
- Ensure robust infrastructure to withstand severe weather

References

https://www.rbg.vic.gov.au/documents/Climate_Change_Alliance_of_Botanic_Gardens_Charter_web.pdf



Date 12 October 2023

Subject: **Asset Management Plans for the Lower Waiwhakaiho Flood Control Scheme, Lower Waitara River Control Flood Scheme, Ōkato Scheme and Ōpunake Flood Control Scheme**

Approved by: D Harrison, Director - Operations
S J Ruru, Chief Executive

Document: 3198892

Purpose

1. The purpose of this memorandum is to advise that the updated asset management plans have been prepared for the Lower Waiwhakaiho Flood Control Scheme (Waiwhakaiho Scheme), the Lower Waitara River Flood Control Scheme (Waitara Scheme) the Ōkato Scheme and the Ōpunake Flood Control Scheme (Ōpunake Scheme) and to explain the purpose and content of these plans.

Executive summary

2. The original asset management plans for the Waitara and Waiwhakaiho Schemes were prepared in 2008 specifically as building blocks for the 2009/2019 Long-Term Council Community Plan and focused largely on the financial management of the schemes.
3. To coincide with the scheme upgrade programmes, scheme management plans were subsequently developed in 2012 with an operational perspective for the Waiwhakaiho and Waitara Schemes and were presented to the Council on 18 June 2012.
4. The financial and operational plans were combined and updated in 2015 to:
 - Bring together the financial and operational perspectives
 - To take into consideration the upgraded Waiwhakaiho Scheme
 - Include matters required by the recent amendments to the Local Government Act 2002, section 101b - Infrastructure Strategy.
5. A new asset management plan was developed in 2015 for the Ōkato Scheme. In 2020 a new asset management plan was developed for the Ōpunake Flood Control Scheme.
6. As upgrade works on the Waitara Scheme were completed in 2016, the Waitara Asset Management Plan has now been amended to ensure that the Plan reflects changes to the

assets, and that the Scheme assets are well managed to provide the agreed standard of protection to the Waitara community.

7. The asset management plans will be formally reviewed every three years to tie into the LTP timelines but will also be updated as required to recognise additions and changes to the scheme assets and new performance modelling tools currently under development. This memorandum presents the latest edition of each asset management plan, reviewed and updated in 2023.

Recommendations

That the Taranaki Regional Council:

- a) receives the updated asset management plans for Lower Waiwhakaiho Flood Control Scheme, the Lower Waitara Flood Control Scheme, the Ōkato Scheme and the Ōpunake Flood Control Scheme
- b) notes that these schemes take in to account Section 101B - Infrastructure Strategy of the *Local Government Act 2002*
- c) notes that these plans will be amended as required to recognise other changes to the scheme assets and management processes.

Discussion

8. The asset management plans:
 - provide important background information to aid the understanding and management of the schemes
 - describe and detail the assets, their design standards and current values
 - set out the works and resources required to ensure that they continue to provide the design level of service
 - set out the accounting and financial policies relevant to the schemes and how the scheme activities are funded
 - detail maintenance and monitoring expenditure requirements which feed into the annual budget process
 - set out the infrastructure strategy pertaining to each scheme
 - set out the performance monitoring and regular inspection processes.
9. The infrastructure strategy, included in the plan following the amendment to the Local Government Act:
 - details the potential for changes to the scheme arising from changes to the assets being protected
 - details the renewal and replacement requirements and their funding sources
 - sets out the risks to the scheme arising from natural disasters and the funding sources required to maintain the schemes performance standards
 - sets out the funding required over the next 30 years.
10. Copies of the plans are attached to this memorandum.
11. The following table sets out the key scheme parameters.

Scheme	Protection standard	Asset value 30/6/23	Average annual maintenance projections
Lower Waitara	Up to 3,840 cumecs (The 1% AEP was determined to be 3,200 cumecs in 2013).	\$10,624,256	\$50,900
Lower Waiwhakaiho	Up to 1,180 cumecs in the Waiwhakaiho Stream and 73 cumecs in the Mangaone Stream (The 1% AEP was determined to be 1,180 cumecs in the Waiwhakaiho River and 73 cumecs in the Mangaone Stream in 2010)	\$4,023,829	\$94,900
Ōkato	None specified	\$464,721	\$18,000
Ōpunake	1% AEP (as determined in 2016)	\$522,557	\$2,900

12. Key changes to the asset management plans since 2020 include:

- Updated wording of protection standards for the Waitara, Waiwhakaiho and Opunake Schemes to clarify the protection standards provided by the schemes and the date this was determined.
- The maintenance expenditure for the Waitara, Waiwhakaiho and Okato schemes has increased with inflation and operating costs to reflect the increased costs to provide the same level of service.
- The Waiwhakaiho expenditure has increased by \$30k per annum to provide for a new flood warning system that we expect to implement within the next 12-months.

Decision-making considerations

13. Part 6 (Planning, decision-making and accountability) of the *Local Government Act 2002* has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the *Act*.

Financial considerations—LTP/Annual Plan

14. 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

15. 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 the Biosecurity Act 1993 and the Local Government Official Information and Meetings Act 1987.

Iwi considerations

16. 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.

Legal considerations

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

Appendices/Attachments

Document 3198893: [Lower Waitara River Flood Control Scheme Asset Management Plan](#)

Document 3198895: [Lower Waiwhakaiho River Flood Control Scheme Asset Management Plan](#)

Document 3198897: [Ōkato Scheme Asset Management Plan](#)

Document 3198900: [Ōpunake Flood Control Scheme Asset Management Plan](#)

Lower Waitara River Flood Control Scheme

Asset Management Plan



Taranaki Regional Council
Private Bag 713
Stratford 4352

16 August 2023

Document: 3198893

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Summary

Objectives	<p>The Lower Waitara River Flood Control Scheme consists of a number of component infrastructural assets to provide the following:</p> <ul style="list-style-type: none"> • security from floods in the Waitara River, up to 3,840 cumecs (The 1% Annual Exceedance Probability (AEP) was determined to be 3,200 cumecs in 2013), to the low lying parts of Waitara township on both the left and right banks of the river; • minimal riverbank erosion; and • an unobstructed and stable flood fairway within the maintenance reaches of the Waitara River. 	
Term	In perpetuity	
Maintenance	Maintenance is funded to ensure the Scheme objectives will be met.	
Reporting	<p>Annually - Prepare annual maintenance plan and budget. - Discuss and agree with Council (report in LTP). - Report on works undertaken and costs to Council.</p> <p>Three Yearly - Revalue infrastructural assets.</p> <p>Six Yearly - Review asset management plan. Agreed and adopted by Council.</p> <p>Flood Performance Report to Liaison Committee and Council on performance of scheme in all floods exceeding 2,500 cumecs at Bertrand Rd.</p>	
Funding	Maintenance funded by:	Targeted rate over the New Plymouth District
	Damage repairs funded by:	Rates (as above) Financial reserves Reprioritising works Loan
Financial reserves	Aim to:	- Build up reserves to meet above average planned expenditure. - Draw down reserves to meet unexpected expenditure.
Review of plan	Review when there is a change in maintenance standards, a change in funding policy, or at 6 yearly intervals.	

1. Introduction

1.1 The Plan

This management plan has been prepared to assist those delegated the responsibility for managing the Lower Waitara River Flood Control Scheme on behalf of the Taranaki Regional Council (the Council).

The Lower Waitara River Flood Control Scheme fundamentally provides flood protection to the urban and commercial areas of the Waitara Township. Figure 4 shows the location of the Scheme.

The Lower Waitara River Flood Control Scheme assets include earthen stopbanks, river training groynes, rock riprap protection, concrete flood walls, and floodgates. The current valuation of these assets (in terms of Local Government requirements) to June 2023 is \$10,624,256.

1.2 Purpose and ownership of the Plan

The purpose of this Plan is to provide the means and mechanisms to enable the Scheme Manager to plan for the most efficient economic and sustainable management of the Lower Waitara River Flood Control Scheme.

The Lower Waitara River Flood Control Scheme assets need to be managed, to ensure they continue to effectively deliver scheme benefits on a long term, sustainable basis. Management requires provision for monitoring, maintenance and in some instances eventual replacement of these assets.

This Plan defines the objectives and performance standards for the Lower Waitara River Flood Control Scheme and the level of maintenance needed to ensure these are met at all times.

The Plan also provides a base against which the Council's performance in maintaining these infrastructural assets can be measured. This management plan will provide a framework for technical, and financial inputs relating to the assets and their impact on long term financial planning.

Responsibility for implementing the Plan lies with the Council, which is the body responsible for managing the asset.

1.3 Duration and review of the Plan

The duration of the Plan is ten years from the date of formal preparation and acceptance by Council. This Plan has also been prepared with a 50-year time horizon. Maintenance costs and rates are current to June 2023.

The Plan will be reviewed and updated, after the proposed Scheme upgrade has been completed and then again after ten years or earlier if required, to ensure that the requirements of the customers are met, and that the assets are maintained at their most effective levels of service.

1.4 Legislative requirements

The principal statute affecting the management of infrastructure assets is the Local Government Act 2002 (the Act).

The Act empowers local authorities to provide a range of services. Specifically, the Act, together with the Soil Conservation and Rivers Control Act 1941, obligates regional councils to minimise and prevent damage by floods and erosion. The Council executing its responsibilities and powers as a catchment authority in terms of the Soil Conservation and Rivers Control Act 1941 constructed the schemes.

Part VI of the Act requires councils to effectively and efficiently manage their finances and assets. This involves planning for the maintenance, loss of service potential and capital upgrade of all assets. The associated funding for these commitments also needs to be provided for.

This asset management plan will assist the Council with defining the basis for determining long-term financial strategies. Information from the Plan will be used in preparing financial plans and statements required by the Act.

The Office of the Controller and Auditor-General (OAG) has a responsibility to ensure that councils comply with the requirements of the Local Government Act 2002. Part of this involves ensuring that councils are adequately providing for the ongoing maintenance, renewal and capital expenditure on infrastructure assets. The OAG has issued a number of guidelines to assist councils in the preparation of asset management plans.

1.5 Assumptions

There are a number of assumptions made in preparation of this asset management plan. These are made using current knowledge and experience, but may vary with time and in the light of further experience. Further, they will be updated when the Plan is reviewed. The assumptions are:

- that the Council will continue to perform its existing functions in respect to the current legislation;
- there will be no major changes that impact upon the role of the Council in terms of soil conservation and river control; and
- financial projections are in 2022/2023 dollars.

1.6 Assets to be managed

The Lower Waitara River Flood Protection Scheme currently covers the Waitara River from the SH3 Bridge downstream to the river mouth but excludes the river training walls on the left and right banks at the river mouth.

The Scheme Assets include:

- The right bank river training stub groynes downstream of the SH3 Bridge
- The large left bank river training groynes between the SH3 bridge and Toohill Park
- The rock riprap lining on both banks of the river
- The left and right bank earthen stopbanks and gabion basket flood walls
- The left bank concrete flood wall adjacent to the ANZCO site
- River channel berm areas
- Access tracks and paths excluding two section of concrete paths funded by the New Plymouth District Council.
- Access prevention structures (bollards and gates)

The extent of the Scheme is shown in Figure 6 with Figure 7 showing the location of the Scheme assets in more detail.

1.7 Scheme history

The original Lower Waitara River Flood Protection Scheme was constructed after the November 1965 flood event. The scheme was designed to contain floods of this magnitude, which were taken at that time to be the 100-year return period flood levels. The stopbanks were constructed with a freeboard of 0.6 to 1.2 metres above the calculated flood levels. The scheme works were constructed between 1968 and 1971 to the design of a consulting engineer (Mr J O Riddell) whose report on the scheme is dated June 1968.

When the State Highway 3 bypass of Waitara was investigated by the then Ministry of Works and Development in 1980/81, the flood capacity of the scheme was reassessed. Over the design period for the State Highway bypass and new Highway Bridge there were several changes made to the 100 year flood flow figures. The new bypass highway bridge was ultimately constructed with less than the full debris clearance for the then agreed 100 year flood flow figures and, has since proven to have less than the required waterway area through the bridge.

This, and the effect of the road embankment cutting off the river berm flood overflows across the Karaka flats, thereby concentrating all the flood flow through the SH3 bypass bridge, had changed the flood flow characteristics of the river in this area. This resulted in extensive modification being required to the original scheme works in the section of the scheme between the Town Bridge and the new State Highway Bridge.

The Council commissioned a review of the Waitara flood protection works in 1989. In this review, R W Morris and Associates calculated a new 100 year flood flow of 2,400 cumecs.

This review indicated the existing rock protection works were in good condition prior to the March 1990 flood.

During the March 1990 flood, major damage occurred in several locations in the scheme and further upstream in other locations on the river.

Following the 1990 flood event, a comprehensive review of the standard of flood protection for the Waitara Township was carried out by the consulting firms of Royds Gardens Ltd and G & E Williams Consultants Ltd. The calculated 100 year flood capacity of the river channel was again revised, the natural characteristics of the river were assessed and new design standards for river protection works were determined. From this a new design channel was drawn up. The stability of the stopbanks was also investigated as were the effectiveness of the seawalls at the river mouth. As a result, the requirements for new works were identified and alternative options appraised.



Figure 2: Waitara River – river control

The study identified that the river channel was relatively stable except for the section between the two bridges where the construction of the state highway bypass had caused changes to the river flood flow characteristics. The seawalls were found not to significantly affect the flood flows or flood levels upstream in the river. A revised 100 year flood return period flow of 3,000 cumecs was calculated.

Following the receipt of the report, the Council proceeded with the construction of an amended channel alignment fitting the natural meander curves for the length of the river between the two bridges. To establish and maintain this alignment a new channel was excavated and a series of seven groyne and other rock protection works were constructed. This construction work was carried out during 1993.



Figure 3: Waitara River bank collapse – 1990

Prior to the recent Scheme upgrade, the Lower Waitara River Flood Protection Scheme was currently considered to provide protection to Waitara from about a 2% Annual Exceedance Probability flood event. Further detailed information about the scheme is provided in the two review reports:

- Waitara Township Flood Protection Review – January 1990 by the Council.
- Lower Waitara River Scheme Review – February 1991 by G & E Williams Consultants and Royds Gardens Ltd Consultants.

1.8 Catchment description

The form and characteristics of the Lower Waitara River are derived from the interaction of the climate and geology of the catchment. The total area of the catchment has an area of some 1,140 square kilometres and covers the northern inland part of the Mount Taranaki volcanic cone and the sharply dissected hinterland to the north east.

The volcanic mountain dominates the geology of the region, and ring plains of volcanic material have built up from a series of cones. Steep straight waterways form down the mountain side and they carry a large amount of large sizes gravel material. On the north eastern side of the mountain these waterways join together to form the Manganui sub-catchment with an area of 292 km².

The hinterland sub-catchment is made up of sedimentary siltstone and sandstones that have been eroded into a landscape of narrow ridges and steep sided valleys. The waterways have relatively flat grades and carry mainly fine suspended material. At the Manganui River confluence the Waitara River has a catchment area of 812 km².

The lower Waitara River channel is deeply entrenched and controlled by bluffs of both sedimentary and volcanic materials. It remains relatively steep until close to the coast and passes gravel bed material derived from the Manganui River through to the sea.

The river has cut down to old volcanic lahars and this harder material is exposed in the river channels and as reefs on both sides of the river mouth. There are also accumulations of large boulders along the lower Waitara River, mainly at the river bends, that are remnant deposits from volcanic eruption flows that have come down the Manganui.

The location of the catchment is shown in Figure 5.

1.9 Climate

Because of its exposure to disturbed weather systems from the Tasman Sea, the Taranaki region is often quite windy, but has few climate extremes. The most settled weather occurs during summer and early autumn. Summers are warm. Typical summer daytime maximum air temperatures range from 19°C to 24°C but seldom exceed 30°C. Winters are relatively mild with daytime maximum air temperatures ranging from 10°C to 14°C but are normally the most unsettled time of the year. Frost occurs inland during clear calm conditions in winter. Annual sunshine hours average about 2000 hours. Northwesterly airflows prevail and sea breezes occasionally occur along the coast during summer.

The mountain and ranges have a strong influence on rainfall in the area by attracting orographic type events which are often associated with frontal systems and depressions moving through the Tasman Sea. Annual rainfall on the upper slopes of the northern Egmont National Park ranges from 1500 to 5000mm.

Although the annual totals are quite high, the way in which rainfall is delivered is more significant. Also of significance is that only 25% of the catchment is located within the National Park and above the 450m contour.

1.9.1 Climate change

Some of the predicted impacts of a moderate rate of climate change for Taranaki include changes in average temperature, sea level rise and rainfall patterns. In general, Taranaki, like much of the west coast of New Zealand, is likely to become warmer and wetter.

Climate scientists estimate that Taranaki's temperature could be up to 3°C warmer over the next 70-100 years. This compares to a temperature increase in New Zealand during last century of about 0.7°C. Taranaki could be up to 20% wetter with more varied rainfall patterns and flooding could become up to four times as frequent by 2070.

As extreme weather events become more frequent or severe, the costs and damages associated with them are also likely to increase.

Allowances have been made in the design of the flood protection works for the effects of climate change.

1.10 Land ownership

The land currently within the Lower Waitara River Flood Protection Scheme boundary is shown in Figure 4.

The land is either vested in the Council as:

- Local purpose (soil conservation, river control and recreation purposes) reserve; or
- Local purpose (soil conservation and river control) reserve.

This land is described as: Lot 1, DP18376 situated in Block 1, Paritutu Survey District and Blocks I and V, Waitara Survey District, and being all that land held in Certificate of Title K1/539 (NZ Gazette 10 August 1995 No 77 p.2125).

Note that all the land within the boundaries of the Lower Waitara River Flood Protection Scheme, including the riverbed and all the assets constructed for the purposes of flood control, are owned and maintained by the Council.

1.11 Protection standard

The Lower Waitara River Flood Control Scheme currently provides protection from flooding in 3,840 cumec flood event with a freeboard allowance of 500mm and an allowance for climate change through to 2065. The climate change allowance was made by adding a further 20% to the 3,200 cumec flood flow. The 3,200 cumec flow was determined in 2013 to be the 1% AEP (annual exceedance probability) flood event.

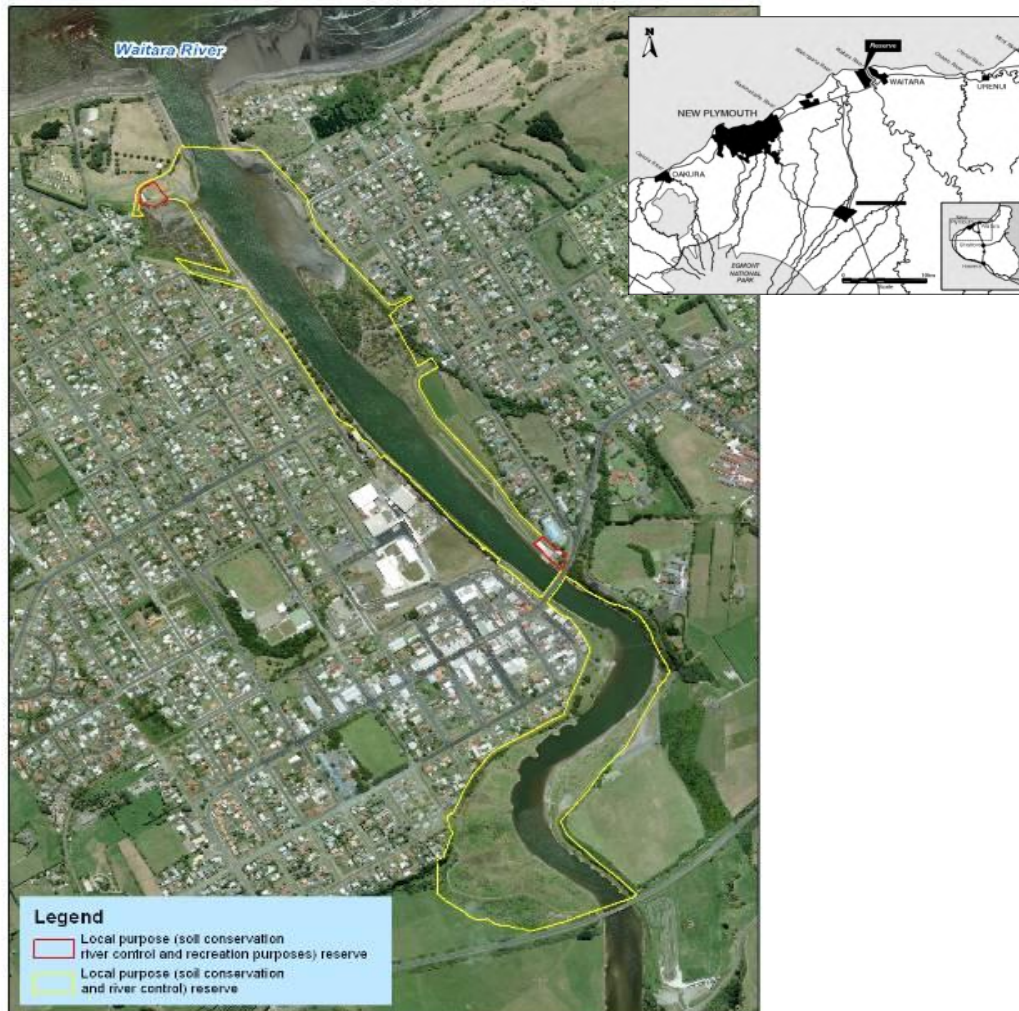
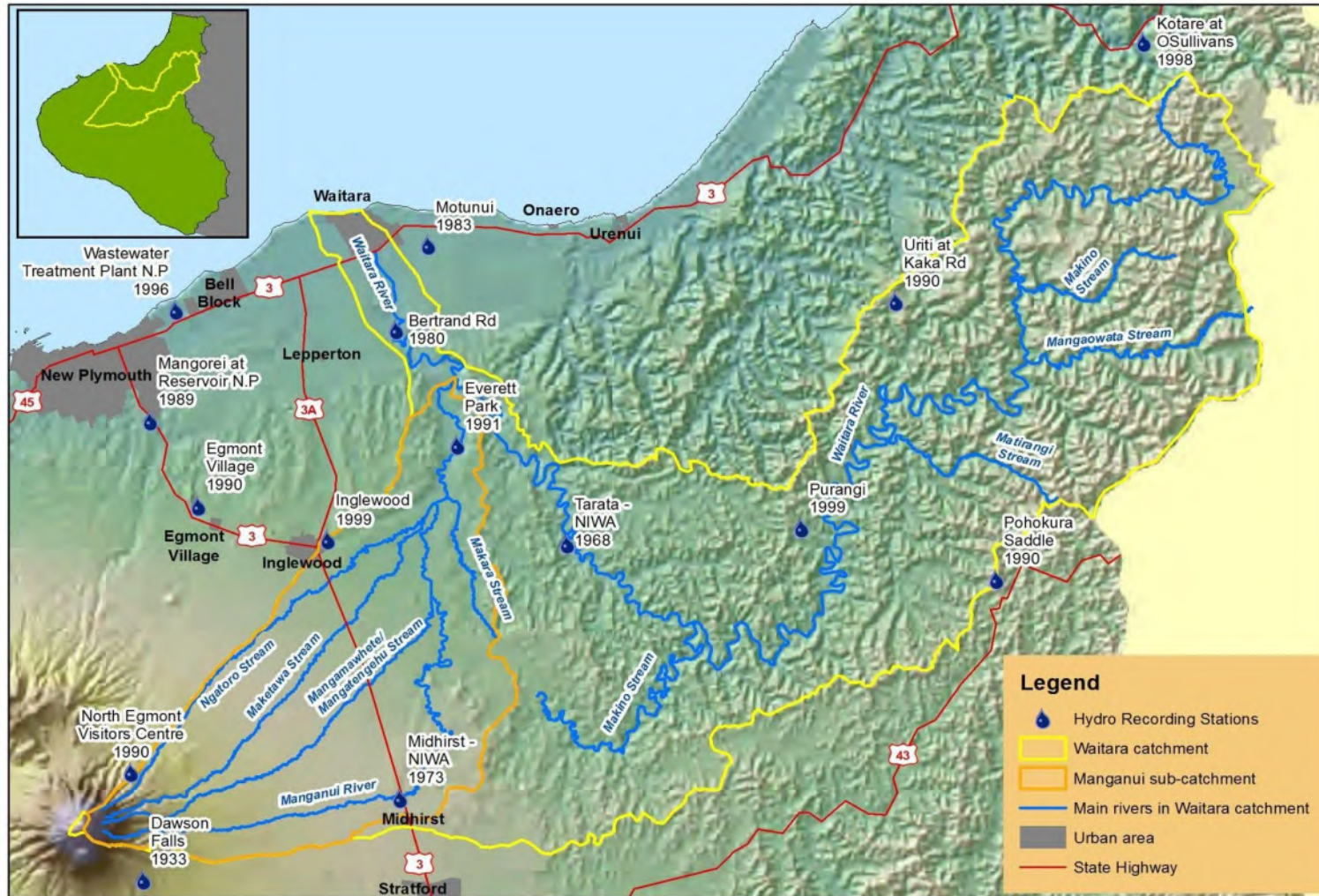


Figure 4: Land included within the Waitara Local Purpose reserve



Lower Waitara River Flood Control Scheme Asset Management Plan
 Updated 16 August 2023

2. General Scheme information

2.1 Principal Scheme features

2.1.1 Objectives of the Scheme

The Lower Waitara River Flood Control Scheme consists of a number of component infrastructural assets to provide security from floods in the Waitara River, up to 3,840 cumecs (The 1% AEP was determined to be 3,200 cumecs in 2013), to the low lying parts of Waitara township on both the left and right banks of the river.

The Lower Waitara River Flood Protection Scheme assets that provide erosion control have been constructed primarily to manage the alignment of the river channel to minimise the risk of damage to the stopbanks as a result of riverbank erosion.

2.1.2 Scheme works' boundaries

Works on the Waitara River within the Lower Waitara River Flood Protection Scheme boundary extend from the SH3 Bridge to the river mouth but exclude the river training walls at the mouth of the river.

The boundaries of the Lower Waitara River Flood Control Scheme are more precisely as follows:

- the upstream boundary of the scheme is located at the downstream side of the State Highway 3 bridge. From this point the western boundary follows the toe of the state highway embankment in a westerly direction for approximately 210 metres. The boundary then crosses the Karaka Flats towards the Brookes Terrace/Cracroft Street intersection for a distance of 250 metres where it then turns eastward to follow the alignment of the stopbanks downstream to finish at the intersection of the rock bank protection and the concrete seawall at the river mouth; and
- the eastern boundary follows the riverbank to the cliffs below Manukorihi Road and then runs downstream from the town road bridge following the alignment of the stopbanks to the end of the eastern stopbank. The downstream boundary is a line between these two downstream extremities on the western and eastern riverbanks close to the river mouth.

The total length of the Lower Waitara River Flood Protection Scheme is approximately 2.52 kilometres measured on the center line of the river.

Channel management works have also been undertaken upstream of the SH3 Bridge and whilst these are currently not considered to be part of the Scheme, have been constructed and maintained by the Council.

It is likely that the Lower Waitara River Flood Protection Scheme will be extended upstream to the end of Mamaku Road to include other key river management assets upstream of the existing Scheme boundary.

2.1.3 Hydrology

The design flood event for the Waitara River is a 3,850 cumec flood event, (The 1% AEP was determined to be 3,200 cumec in 2013).

2.1.4 Overview of Scheme assets

The Lower Waitara River Flood Protection Scheme assets include:

- a substantial stopbank, up to 5 m high, comprising earth fill and in parts gabion basket floodwalls on the left bank from the end of Brookes Terrace extending downstream past the township tying into a concrete floodwall alongside ANZCO and the NPDC effluent storage and pumping site, then back to earth and in parts stopbanks gabion flood walls before ending at the concrete training wall at the river mouth in marine park , a distance of approximately 2.3 kilometres;
- a similar stopbank on the right bank extending from the Town Bridge downstream towards the river mouth, a distance of approximately 1.5 kilometres. Both the stopbanks are between 3.0 and 5.0 metres high. A section of high ground between High Street East and Gold Street forms the stopbank in that reach. The stopbank ends close to where Howard Street joins the river.
- a series of seven rock groynes on the left bank with associated earthworks, and a smaller groyne on the right bank upstream of the Manukorihi Road cliffs all located between the town bridge and the State Highway 3 bridge;
- a continuous rock riprap lining over a distance of 430m on the left bank of the river extending from the Town Bridge upstream to the most downstream groyne referred to above;
- substantial lengths of rock riprap lining between the Waitara Town Bridge and the downstream extent of the Scheme; and
- a section of terraced rock bank lining and six small groyne (barbs) immediately downstream of the State Highway 3 bridge on the right bank for a length of 300 metres, and other areas of rock bank protection in various locations on both river banks throughout the extent of the Scheme.

There are other assets that the Council has constructed and maintained in the Waitara River immediately upstream of the flood control scheme. While they contribute to the overall flood control of the area these are of a relatively minor nature. These upstream items are described as ancillary items and are not included in the scheme but the security of the scheme depends on their continued high standard of maintenance. The minor maintenance expenditure on these ancillary works is funded from the routine maintenance budgets.

Figure 7 details the general location of these assets. The access track and paths are not shown as their inclusion would clutter the drawing.



Figure 6: Scheme works area

3. Assets

3.1 Description of assets

3.1.1 Earthfill stopbanks

Earthfill stopbanks are compacted earth structures, which provide protection to the properties in the Waitara Basin from flooding.

Stopbanks are built to a level and grade where they will not be overtopped by the design flood. They are constructed to meet appropriate compaction standards, batters slopes and top width to ensure their structural integrity.

Large proportions of the Lower Waitara River Flood Protection Scheme stopbanks have been constructed with material pulled up from the river channel and capped off with a layer of topsoil. The 2013 to 2016 upgrade has added significantly to these stopbanks adding significant layers of far less permeable compacted Taranaki ash.

3.1.2 Gabion basket floodwalls

Gabion basket floodwalls are wire mesh gabion baskets filled with river stones with shotcreting on their river side face which provide protection to the properties in the Waitara Township from flooding.

The floodwalls are built to a level and grade where they will not be overtopped by the design flood.

3.1.3 Concrete floodwalls

Concrete floodwalls are reinforced concrete block walls which provide protection to the properties in the Waitara Township. They have been constructed where there is inadequate area to construct an earth stopbank.

The floodwalls are built to a level and grade where they will not be overtopped by the design flood.

3.1.4 Rock riprap erosion protection (bank lining)

Rock Riprap is rock placed mechanically on an eroded or potentially erodible riverbank to prevent riverbank erosion that may threaten the integrity of the adjacent stopbank or riverbank.

The rock is sized and placed to meet particular standards to ensure it withstands the river forces that occur during large flood events.

3.1.5 Rock groynes

Rock groynes are engineered piles of rock placed on the riverbank extending out into the river flow to guide and divert the flow of the river away from the adjacent riverbank.

3.1.6 Access track

Access tracks in this context are formed access track over the stopbank or along the riverside of the stopbank used to provide access to the river side of the stopbank and river bank for inspection maintenance purposes, and recreational purposes.

3.1.7 Concrete walkway path

Concrete walkway paths are paths located along the top of the stopbank and along the berm land to provide public access for recreational purposes.

3.1.8 Fences and gates

Fences and gates including bollards are installed to control access onto or along stopbanks.

3.1.9 Floodgates

Floodgates are aluminum, steel or wooden flaps that are attached to the river end of a culvert that prevent floodwaters flowing up the pipe and flooding land on the inland side of the stopbank when the river level rises.

The pipes and their floodgates through/beneath the stopbank are the property of the New Plymouth District Council but as the failure of the gates can negate the benefits provided by the stopbanks, inspection and monitoring of the floodgates will be undertaken as part of the Scheme asset management activity.

3.1.10 Flood fairway

Whilst a flood fairway is not strictly an asset, it is included here in recognition of the need for ongoing maintenance to ensure that the flood carrying capacity of the river channel is not lost as this will reduce the effectiveness of Scheme's stopbank system.

The flood fairway includes that area of land adjacent to the river edge and below the design flood level.

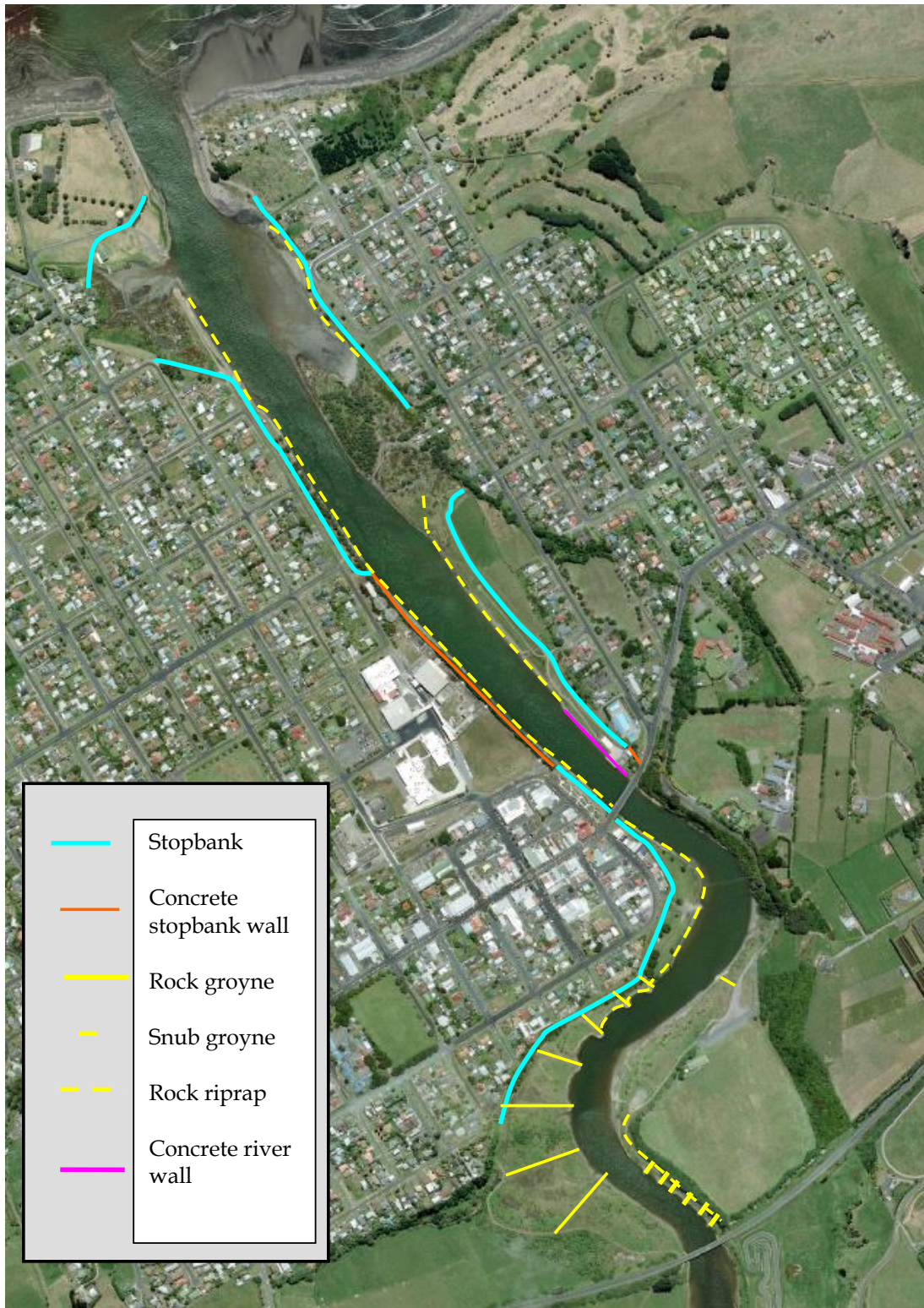


Figure 7: Location of Scheme Assets

3.2 Asset capacity – design standards

3.2.1 Stopbanks, floodwalls and channels

When the Lower Waitara River Flood Protection Scheme works were first constructed in 1968 the design standard was the 1% AEP flood event known at that time. Analysis undertaken in 1979 indicated that the Scheme standard was the 2% AEP standard and not the original 1% AEP standard.

A review of the hydrology of Lower Waitara River catchment undertaken in 2013 as part of the scheme upgrade investigations has determined that the standard of protection was only the 3% AEP standard.

The Scheme is now design to protect Waitara from a 3,840 cumec flood with 500mm of freeboard. The 1% AEP was determined to be 3,200 cumec in 2013.

3.2.2 Floodgates

Floodgates are designed to stop flow backing up tributary drains or pipe systems when the river channel is in flood and are designed to allow the drainage water to discharge to the river when the flood recedes.

All of the floodgated outlets on the Waitara River are the responsibility of the New Plymouth District Council but should they fail to close during floods, the effectiveness of the stopbank system is compromised. Therefore whilst the capacity of these floodgates is not an issue to be addressed by the Waitara Scheme, ensuring they close effectively is.

3.2.3 Edge protection

Rock riprap is designed to remain effective in a design flood event and will depend on the velocity and the batter slope at the site. Rock in the Waitara River has remained relatively stable and any future rock used must be of a similar or large size and grade.

3.2.4 Rock groynes

Rock groynes are designed to remain effective in a design flood event and will depend on their length, design features and river flow velocity at the site. The groynes in the Waitara River have remained relatively stable and any future rock used must be of a similar or large size and grade. Minor topping up is undertaken as required from time to time to ensure that they remain effective.

3.3 Physical parameters

Table 1: Physical Parameters

Asset Type	Location	Life (years)	Quantity			
Waitara River						
Stopbanks	Left bank Browne Street to Marine Park	Indefinite	51,950	m ³	1,890	m
Stopbank	Right Bank Town Bridge to Coast	Indefinite	31,550	m ³	1,200	m
Concrete floodwalls	ANZCO Rowing club	50			400 35	m m
Rock riprap	Left bank	Indefinite	43,860	tonnes		
Rock riprap	Right bank	Indefinite	19,027	tonnes		
Rock groynes	Left and right banks	Indefinite	31,785	tonnes		
Timber wall	Toohill Park	20			10	m
Concrete river wall	Right bank	25			175	m
Mass Block Wall	Left bank	50			55	m
Gabion Basket flood walls	Left bank - various	50			805	m
Sealed access tracks	East Quay and Marine Park	10	1,160	m ²		
Gravel access track	East Quay	10	195	m		
Concrete walkway	Various	50	560	m		
Bollards	Left and right banks	10	11	no.		
Fence and Gates	Various					
Large Flood gate	West Quay	50	1	no.		
West Quay development	West Quay	50	1	no.		
Bridge temp flood barrier	Town bridge left bank	50	1	no.		

3.4 Asset condition

3.4.1 Stopbanks

Stopbanks on the Lower Waitara River Flood Protection Scheme are largely built from material pulled up from the river channel with an outer coating of compacted Taranaki Ash.

The 2013 - 2016 scheme upgrade of the stopbank resulted in the banks being raised significantly and in doing so overlaying them with a thick layer of Taranaki Ash which has significantly increased their ability to withstand the depth of flood flows without piping.

The shape and overall profile of the stopbanks are regular with a 3m top width and batter slopes between 1.75:1 and 2:1.

The raising of the stopbanks up to the 3,840 cumec standard with 500mm of freeboard was completed in June 2016.

Bank integrity can and has in the past on the Waitara River, been compromised wear and tear caused by vehicle access and pedestrian and bike access, and from trees growing on or near the bank. All problem trees have been removed and access is now controlled to limit as far as possible damage through careless use. Ongoing maintenance will prevent these issues from reducing stopbank integrity.

However, it is possible that significant damage repair works may be needed in the future should river bank erosion put the bank at risk.

Where the stopbanks are located close to the river's edge, heavy rock riprap has been placed to prevent the loss of the available berm and the potential risk of undermining.

Stopbank asset condition and stability will continue to be monitored by visual inspection and physical surveys.

Settlement of up to 150mm of the freeboard will be allowed before stopbank reconstruction will be undertaken.

3.4.2 Structures

A regular programme of maintenance will be carried out on all structures. Asset condition is monitored by regular inspection. Structural concrete is inspected periodically.

New concrete walls were constructed on the right bank downstream of the town bridge in 2014 and along the left bank alongside ANZCO in 2015.

These banks have been designed and constructed to a high standard, are set well back from the river edge and consequently provide a high standard of protection.

3.4.3 Edge protection

There are no areas protected with vegetation or anchored tree protection works.

Rock riprap and groynes are generally in good condition but can vary to some degree depending on their location, age and its previous maintenance. Replenishment is generally not required but will be undertaken if the riprap reduces to 75% of its design quantity.

3.4.4 Access tracks, gates and bollards

The condition of sealed and unsealed access tracks are monitored regularly and will be maintained as required to prevent damage such as potholes expanding and requiring a larger level of maintenance to return the asset to its desired performance standard.

Gates and bollards will need little maintenance unless vandalised. Regular inspection of padlocks will be undertaken to ensure access can always be achieved.

3.5 Asset management system

The Taranaki region has a relatively small number of river control schemes within which infrastructural assets have been constructed and these schemes have a relatively small number of assets.

Because of this, it is possible to manage and keep track of these assets with very simple tools. Other councils that have a large network of infrastructural assets generally have an array of asset management tools used for the management of their assets.

The infrastructural assets are recorded in a simple Excel spreadsheet located on the Council's file system, Number 3176792.

The Council does not have a Schedule of River Scheme Assets located within its financial record system.

3.6 Asset value

River scheme infrastructural assets in the Taranaki region are valued at current replacement value.

The valuation of the Lower Waitara River Flood Protection Scheme assets are reviewed and updated annually following a detailed inspection of the total Scheme. This is a practical option as the area involved and the number of Scheme assets is relatively small.

The 2023 asset values are set out in Table 2 and in internal document 'Asset Valuation Spreadsheet 3176792'.

Table 2: Asset Values (30 June 2023)

Asset Type	Left or Right bank	Location	Quantity				Value 30/6/2023 \$
Erosion Control							
Rock Blanket	LB	Mouth	380	tonne			20,056
Rock Lining	LB	McNaughton Street	3,020	tonne			209,009
Rock Bench	LB	Milliscreen – Signal Box	4,500	tonne			237,506
Rock Lining & shelf	RB	East quay	3,117	tonne			164,513
Rock Lining	RB	Rowing Club to Island	3,210	tonne			169,421
Rock Lining	LB	ANZCO	15,140	tonne			799,077
Rock Lining	LB	Town Bridge to Wharf	6,290	tonne			331,981
Rock Lining	LB	Queen Street	4,000	tonne			211,117
Rock Lining	LB	Between Bridges	10,180	tonne			537,292
Rock Lining	LB	SH3 Bridge	380	tonne			20,056
Rock Lining	RB	SH3 Bridge	9,700	tonne			511,958
Rock Lining	RB	River island	3,000	tonne			158,338
Rock lining	RB	Between groynes	260	tonne			13,724
Timber Wall	LB	Toohill Park	1	LS			7,500
Rock Groynes							
Groynes 1, 2, 3, 4, 5, 5.6, 6, 7	LB	Between Bridges	30,145	tonne			1,591,028
Snub groynes	LB		1,760	tonne			92,891
Stopbanks							
Earth bank	LB	Marine Park	1,800	m ³	200	m	3,598,380
Earth bank	LB	d/s ANZCO	14,000	m ³	750	m	
Earth bank	LB	d/s Town Bridge	1,250	m ³	140	m	
Earth bank	LB	u/s Town Bridge	34,900	m ³	800	m	
Earth bank	RB	u/s High Street East	26,550	m ³	550	m	
Earth bank	RB	d/s Gold Street	15,000	m ³	650	m	
Concrete wall	RB	Rowing Club			35	m	109,378
Concrete wall	LB	ANZCO			400	m	837,223
Gabion Basket walls	LB	Various			805	m	399,148
Mass Block Wall	LB	U/S Toohill Park			100	m ³	62,602

Mass Block Wall	RB	Norman Street			76	m ³	47,577
Toe drain	LB	Queen Street					18,083
Bridge Flood Barrier	LB	Town Bridge					64,022
Access ways etc							
Sealed access tracks	RB	Richmond Street	1020	m ²			129,867
Gravel Access	RB	d/s Richmond Street	195	m			25,141
Bollards	LB&RB	Various	11	No.			4,808
Fences and rails	LB&RB	Various					45,117
Flood gates Bridge and pump station	LB	Town Bridge and West Quay					10,818
Concrete walkways	LB	Various					83,995
West quay development	LB	West Quay					111,991
TOTAL							\$10,624,256

Frodo: 3176792

4. Maintenance and renewals plan

4.1 Asset management system

Maintenance refers to the work necessary to retain the operating standard or service capacity of the scheme and to keep the asset operational. Because a natural river system is involved, the work needed cannot always be accurately forecast in time. However, experience gives a very good guide as to the type and general level of work necessary to meet scheme requirements in periods of 'normal' river flow i.e. the base level of maintenance.

Maintenance can include:

- Works to maintain a structural element e.g. a stopbank or a length of edge protection;
- Regular operational activities, e.g. fairway/channel weed spraying and mowing; and
- Replacement of elements of the system such as walls.

The maintenance plan will set out the programmes and costs required to maintain the desired level of service.

4.2 Service levels

4.2.1 General

The current standard of protection provided by the Lower Waitara River Flood Protection Scheme is 3,840 cumecs. The 1% AEP was determined to be 3,200 cumecs in 2013.

The hydraulic capacity provided by river control works can be determined with reasonable consistency and accuracy. The greater problem is in determining the security of the primary defenses, stopbanks and floodgated outlets - against erosion. The level of risk of failure can only be roughly estimated.

The greater part of expenditure on maintenance of most river control systems is on erosion protection works. Whilst the erosion protection on the Waitara River is almost exclusively achieved using rock riprap, the deep nature of the channel and the relatively soft sediments that make up the bed in some areas means that in some parts of the Scheme the rock riprap can be prone to gradual deterioration as settlement occurs.

Since the major works undertaken following the large flood in 1990, there has been very little significant riverbank erosion and the risk of this has been further reduced by a programme of rock protection works that has extended the left bank rock riprap protection upstream to the large river training groynes located downstream of SH3 and the strengthening of the rock riprap adjacent to the ANZCO site following the removal of the large Pohutukawa trees along this reach of the river.

The floodgated outlets although not strictly scheme assets, are generally well protected with adjacent rock riprap or are set well back from the river edge and not at risk of being damaged by erosion.

Minor damage to the erosion protection works at a critical location could result in a failure of the primary stopbanks, leading to inundation of a large part of the floodplain, i.e. the scheme's value could be retained almost 100%, but its operating standard severely compromised.

Further, in many instances major damage to the erosion protection works could occur even though all floodwater is contained within the system.

4.2.2 Stopbanks

The Council will maintain the stopbanks to a level to ensure the design flood can be conveyed. For design standards see Section 3.2.

4.2.3 Structures and walls

The Council will maintain all structures in a workable condition at all times to function to their design standards.

4.2.4 Edge protection – rock riprap and groynes

Rock riprap and groynes are generally in good condition and will be monitored periodically. Replenishment is generally not required but will be undertaken if the riprap reduces to 75% of the in-place rock.

4.2.5 Drainage outlets and floodgates

The flood gated drainage outlets on the Waitara River are assets owned by the New Plymouth District Council. Notwithstanding that the Taranaki Regional Council will inspect and clear the floodgated outlets on a regular basis as their failure will negate to some extent the effectiveness of the stopbank system.

4.3 Maintenance history

Maintenance works on the Lower Waitara River Flood Protection Scheme has involved regular activities such as stopbank mowing and weed spraying. Less regular maintenance has involved the tidying up and topping of bank rock riprap linings and groynes and the removal of gravel build ups in the flood fairway from time to time.

A full upgrade of the stopbanks has been undertaken over the period 2013 to 2016.

The construction of concrete pathways, the reformation of the access track upstream of Toohill Park and the development at West Quay has significantly lifted the standard of access to this area and improved the access to the downstream berm land for recreational purposes.

Extensive clearing works of overgrown trees from the stopbanks as part of the upgrade works and the clearing of weeds and trees on Mangaroa Island has also been undertaken to maintain the flood carrying capacity of the river channel.

4.4 Maintenance programme

The Council has now developed a maintenance programme, which will minimize the risks of failures to the system, and thereby provide for the most efficient and economic operation, to the service standards determined previously. A detailed assessment has been undertaken of the work required to provide for the long term sustainable management of the Lower Waitara River Flood Protection Scheme assets.

The key work components of this are summarised in Table 3 below, along with a general description of the activity and its estimated required frequency. Frequencies given are for the range of conditions anticipated throughout the Lower Waitara River Flood Protection Scheme.

The Lower Waitara River Flood Protection Scheme assets have been separated into distinct components to ensure the Scheme assets are inspected at a level that identifies all maintenance issues. Inspection and reporting at a large scale can result in important items being missed.

Table 3: Maintenance frequency

Item/Activity	Description	Estimated Frequency
Channel/ Flood fairway <ul style="list-style-type: none"> • General overview • Cross section survey • Gravel beach mtce • Berm mtce 	<ul style="list-style-type: none"> • Overview and general inspection of channel • Resurvey at previous cross section locations • Clear gravel buildup when required • Tree and weed clearing • Grass mowing (frequency varies with location) 	<ul style="list-style-type: none"> • 1 yearly • 5 yearly • As required • 1 yearly • 2 monthly
Riverbanks <ul style="list-style-type: none"> • Normal inspection • 6 Monthly inspection • Vegetation control • Vegetation control • Rock riprap 	<ul style="list-style-type: none"> • Overview and general inspection of river banks • Detailed inspection looking for erosion damage to riverbanks and rock works and vegetation congestion • Clear/maintain trees • Spray/clear weeds • Realign, and top-up as inspection identified 	<ul style="list-style-type: none"> • 1 yearly • 6 monthly • 2-3 yearly • 6 monthly • As required
Stopbanks <ul style="list-style-type: none"> • Detailed inspections • Survey • Mowing • Miscellaneous mtce 	<ul style="list-style-type: none"> • Complete walkover inspection • Stopbank long section & representative cross sections • Mow all grass stopbank areas • Miscellaneous minor repairs to grass cover, weed control, barriers 	<ul style="list-style-type: none"> • 6 monthly • 5/10 yearly • Monthly • 1 yearly
Floodgates <ul style="list-style-type: none"> • Operational check • Annual inspection 	<ul style="list-style-type: none"> • Regular operation check • Integrity check 	<ul style="list-style-type: none"> • 2 monthly • 1 yearly
Structures <ul style="list-style-type: none"> • Walls 	<ul style="list-style-type: none"> • Visual integrity check • Debris check and clearance 	<ul style="list-style-type: none"> • 1 yearly • After floods

In general the priority order for maintenance work in the Lower Waitara River Flood Protection Scheme will be:

- retaining the integrity of the stopbanks and flood walls;
- retaining the strength and integrity of erosion control works;
- keeping channels and flood fairways clear of obstruction; and
- maintenance of ancillary works.

4.4.1 Programmed inspections

All programmed inspections must be recorded on the inspection sheets set out in Appendix 1 and filed in the inspections folder kept on the River engineering office.

All matters identified as needing action must be completed as soon as practicable and marked off on the inspection sheets once completed.

4.5 Maintenance costs

4.5.1 Existing

The maintenance expenditure for the Lower Waitara Flood Protection Scheme over recent years has been as follows:

2013/14	\$ 62,325
2014/15	\$ 8,130
2015/16	\$ 36,741
2016/17	\$ 43,465
2017/18	\$ 1,533
2018/19	\$ 7,091
2019/20	\$ 38,369
2020/21	\$ 41,472
2021/22	\$ 48,885
2022/23	\$ 30,051

The expenditure in 2013/14 included renewal expenditure. The low expenditure in 2014/15, 2017/18, and 2018/19 occurred as a result of large areas affected by the upgrade works.

4.5.2 Asset maintenance expenditure requirements

All expenditure on infrastructure assets will fall into one of two categories: capital expenditure or operating expenditure.

(a) Capital expenditure

Capital expenditure projects are those displaying one or more of the following characteristic.

- Construction works which create a new asset that did not previously exist in any shape or form.
- Expenditure which purchases or creates a new asset (not a replacement) or in any way improves an asset beyond its original design capacity.
- Upgrade works which increase the capacity of the asset.

This work would be charged to: "Waitara River Flood Control Scheme Upgrade" – 940010 070 0000

(b) Operating expenditure

All maintenance, upgrading, reconstruction, renewal and renovation work that does not increase the capacity of assets is treated as operating expenditure.

Operating expenditure can be divided further into two; normal ongoing day to day routine maintenance works and those other more infrequent larger projects that upgrade or renew the asset to its full (or original) service potential.

- (i) Routine maintenance expenditure: Routine Maintenance projects can be expected to display some of the following characteristics:
- Regular and ongoing annual expenditure necessary to keep the assets operating at the required level of service, e.g. inspections; management; liaison with ratepayers etc.
 - Day to day and/or general upkeep works designed to keep the assets operating, e.g. insurances, power costs.
 - Works which provide for the normal care and attention of the asset including repairs and minor replacements.
 - Minor response type remedial works i.e. isolated instances where portions or sections of a unit of an asset fail and need immediate repair to make the asset operational again.

This work would be charged to: "Waitara River Maintenance" – 30 03 02 2455

- (ii) Renewal expenditure: Work displaying one or more of the following attributes can be classified as renewal expenditure:
- Works which do not increase the capacity of the asset, i.e. works which improve and enhance the assets restoring them to (or below) their original size, condition, capacity, etc.
 - The replacement component of augmentation works which does not increase the capacity of the asset, i.e. that portion of the work which restores the assets to their original size, condition, capacity, etc.
 - The replacement component of a capital work which replaces the redundant element of an existing asset.
 - Reconstruction or rehabilitation works involving improvements, realignment and regrading.
 - Renewal and/or renovation of existing assets, i.e. restoring the assets to a new or fresh condition.

This work would be charged to: "Maintenance Works Rivers" – 30 03 02 2466

4.6 Expenditure

With the completion of the major upgrade works undertaken over then period 2013 to 2016, Expenditure in the foreseeable future will focus almost entirely on maintenance with some minor renewals.

A long term program of monitoring and maintenance works with detailed cost estimates and the average annual expenditure required to ensure the Scheme is maintained to its full service potential is set out in Section 6.

5. Funding and financial planning

5.1 Accounting policies

It is the accounting policy of the Council that the Lower Waitara River Flood Control Scheme's assets are not depreciated. The funds required to maintain the asset in an as new condition are considered to be the maintenance budgets in the forthcoming period.

The Council uses the following procedures when applying the above policy:

- all expenditure (routine maintenance, flood damage maintenance and maintenance works) to maintain the existing as new condition (as required by the scheme objectives) is considered to be normal maintenance work and is financed as part of the maintenance budgets established for the period; and
- any additional new minor capital works that increases the assets performance ability are included in the capital works budget for the period, but, are still financed from the accumulated reserve funds.

The Council also values the assets annually.

5.2 Revenue and financing policy

It is the Council's policy that river control schemes are funded by targeted rates over the community benefiting from the protection.

The Lower Waitara and Waiwhakaiho Schemes have catchments that, when combined, comprise a substantial portion of the New Plymouth district. Significant flood control assets are managed and maintained within these catchments but because of the types of assets involved, normal maintenance costs are relatively minor. Accordingly, the Lower Waitara and Waiwhakaiho Schemes are funded from a rate that is a 100% capital value based works and services rate, applied over the whole of the New Plymouth district. This system is considered to be the most administratively efficient and appropriate funding mechanism.

5.3 Funding for disaster relief

The Taranaki Regional Council has made the decision to be self-funding in the event of a major disaster in the flood management scheme areas. This philosophy exists due to:

- the potentially high cost of insurance (relative to the benefits)
- the low probability of accessing Government or other disaster funding through participation in projects such as LAPP (Local Authority Protection Programme)
- the ability of the Council to reinstate the assets without significant financial implications

5.4 Routine maintenance costs

Routine maintenance costs for the Lower Waitara River Flood Protection Scheme assets are relatively constant and easy to estimate. The cost of routine maintenance has been based in the past on historical trends. The estimated costs include monitoring and maintenance of riverbanks and berms, stopbanks, floodwalls, floodgates, structural walls, monitoring and maintenance. The new maintenance programme is set out in Section 4.4 and estimated maintenance costs are set out in Section 6.

5.5 Flood damage funding

Due to the variability of flood events and their unpredictability, determining an appropriate programming of flood damage maintenance expenditure is more difficult than estimating routine maintenance allowances. Annual flood damage maintenance expenditure will vary greatly, from virtually nothing to large costs when a substantial rock works sustain major damage. Costs over a number of years could be very low, then, during a period of more intense flooding, maintenance costs could increase greatly to well beyond the annual average.

Therefore, no sensible programming of the flood damage costs can be prepared. Rather the estimated annual average flood damage maintenance cost should be used to guide annual scheme funding, with the unexpended portion of the budgeted costs accumulated year by year. This level is estimated at \$15,000 per annum.

In the cases where there are significant flood damage repairs, the process established in section 5.6 would be utilised to reinstate the schemes to as new condition.

5.6 Non-routine maintenance costs

From time to time the Council needs to expend additional funds to maintain the level of protection offered by the flood control schemes because either the river channel dynamics have significantly changed or the Council's knowledge and understanding of the schemes has improved. This expenditure is not of a capital nature as the overall level of protection offered by the schemes has not changed. Accordingly, it is included in the Annual Works Rivers budget. This expenditure has to be funded using the same funding policy as the other maintenance expenditure.

The planned maintenance works are included in the reserve fund movements for the next ten years (refer to Councils AMP for the Lower Waitara River and Waitara River Flood Protections Schemes report, #905429. This expenditure is funded from the accumulated reserve fund balances. However, where the reserve balance is not sufficient to finance the maintenance works expenditure, then the level of the targeted rate would have to be increased.

5.7 Capital works funding

Capital expenditure that increases the level of protection provided by a scheme will generally be funded by either external or internal borrowing. This reflects the long life of the assets and the need to spread the costs of those assets over the life of the assets. Interest and principal repayments for the borrowing will be funded by the targeted rate.

5.8 Financial planning

The funding of expenditure on the Lower Waitara River Flood Protection Scheme is by way of a targeted rate. This is currently set to cover all expenditure in accordance with the Revenue and Financing Policy.

Any under-expenditure on the scheme is transferred to the North Taranaki/Waitara River Control Scheme reserve. Similarly, any over-expenditure is funded from a transfer out of the reserve. As at 30 June 2023 the balance of this reserve was approximately \$1.5 million.

Each year, the targeted rate is expected to fund the routine maintenance plus any flood damage maintenance work identified in the annual review of the schemes. As noted above, if there is an unusually high level of repairs arising out of the annual review then this will be funded via the process outlined in Section 5.1.

If there were no significant repairs arising out of the annual inspections then the reserve fund would continue to grow. The appropriate maximum level for the reserve needs to be considered.

This level is dependent upon the Council's ability to reinstate the assets as a result of a rare large damaging flood event. The Council has a philosophy of self-insurance to recover the service potential of the scheme assets after such an event. The estimated worst case scenario is total flood damage of \$1, 000,000. The Council needs to be able to fund this level of expenditure at a maximum.

5.9 Funding for disaster relief

In all river flood control schemes the damage caused by the rare large floods is particularly hard to estimate and can vary greatly. This damage occurs at irregular intervals, with unpredictable timing. In the case of a major flooding event it is proposed that funding for reinstatement be accessed through the following hierarchy:

- First, any unused/uncommitted funds from the maintenance budgets for the river control schemes for that financial year will be used;
- Second, any balance remaining in the reserve fund will be used;
- Third, any surplus Council-wide cash and investment balances will be loaned to the scheme reserve fund; and
- Finally, consideration will be given to the raising of debt finance.

The individual options available will be considered on a case by case basis.

6. Maintenance and monitoring cost estimates

Table 4 sets out the ongoing cost of maintaining and monitoring of the Lower Waitara River Flood Protection Scheme.

The frequency of the works have been estimated but may vary as a result of the frequency of flood events and other changes that may necessitate more frequent activities in some areas.

The actual will vary from year to year but will be known when annual budgets are prepared.

Table 4: Long Term monitoring and Maintenance Requirements

Item	Work Description	Work Frequency	Contractor cost	TOTAL annualised
		Years		Excluding Staff
General	General overview			
	Cross section survey Waitara	5	8,000	1,600
	Consultant	1	2,000	2,000
Riverbank and berms	Channel Management			
	Vegetation control	1	7,000	7,000
	Rock riprap	1	3,000	3,000
	Rock bench tidy up	3	2,100	700
	Groyne replenishment	3	2,100	700
	Gravel beach mtce	5	5,000	1,000
Stopbanks	Detailed inspections			
	Survey	5	4,500	900
	Mowing	1	45,000	45,000
	Miscellaneous mtce	1	8,000	8,000
	Gates/ bollards	1	3,000	3,000
	Tracks and paths	1	3,000	3,000
TOTALS				\$75,900

Frodo No. 3212235 (Sheet 2023-24)

Table 5 and Figure 8 set out the estimated cost of managing and maintaining the Lower Waitara River Flood Protection Scheme for the period 2023 to 2033.

The estimates separate the staff and internal cost from external costs that would be contracted out. The flood damage allowance is as per Section 5.3.

Table 5: Cost estimates 2023 to 2033

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Contracting Costs	\$ 76,000	\$ 75,500	\$ 75,200	\$ 71,000	\$ 79,000	\$ 78,100	\$ 75,500	\$ 73,100	\$ 81,100	\$ 71,000
Total Annual Maintenance cost	\$ 76,000	\$ 75,500	\$ 75,200	\$ 71,000	\$ 79,000	\$ 78,100	\$ 75,500	\$ 73,100	\$ 81,100	\$ 71,000

Note: In addition to these costs, an allowance for flood damage of \$15,000 is shared with the Lower Waiwhakaiho Flood Control Scheme and the Okato Scheme.

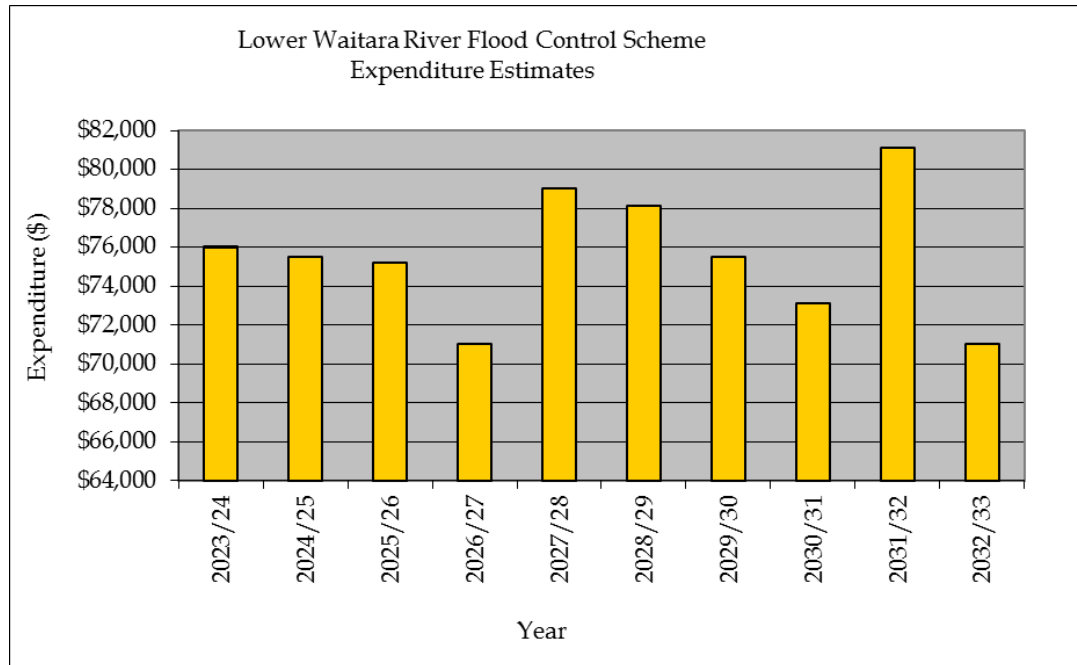


Figure 8: Cost estimates 2023 to 2033.

7. Infrastructure Strategy

This Infrastructure Strategy identifies:

- the infrastructure issues for the Scheme for the period from 2015 to 2045; and
- the principle options for managing those issues and the implications of the options.

The Lower Waitara River Flood Control Scheme is designed to provide protection to the 1% Annual Exceedance Probability (AEP) flood event (The 1% AEP was determined to be 3,200 cumecs in 2013), with an allowance for increase flood levels arising from climate change to the year 2065.

The land use in the area protected by the Scheme is a mixture of commercial, industrial and residential with the majority of the area being residential. The 1% AEP protection standard is considered to be the accepted standard for town the size of Waitara.

Changes in the land uses are likely to occur over time but it is unlikely that the percentages of land use type will vary significantly over the next 30 years. The value of the assets in Waitara protected by the Scheme are very unlikely to change significantly over the next 30 years to warrant an upgrade to a higher standard of protection. Notwithstanding this, once the current upgrade has been completed there is no plan to further upgrade to the level of service provided by the Scheme before 2065 as the Scheme will provide at least 1%AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. \$15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into six types. The following table sets out how the Council will manage these asset types.

Asset Type	Renewal or replacement requirements	Expenditure
Earth stopbanks	<ul style="list-style-type: none"> • No replacement required. Stopbanks will be maintained to the design levels and standards 	Operational
Gabion basket structures	<ul style="list-style-type: none"> • Gabion baskets have a design life in the order of 100 years. The first gabion baskets were constructed in the Scheme in 2014. • Some minor maintenance may be required. • No replacement required before 2047. 	Operational
Concrete structures	<ul style="list-style-type: none"> • Concrete structures have a design life in the 50 to 100 year range. • No replacement required before 2047. 	Nil
Concrete culverts and flood gates	<ul style="list-style-type: none"> • All culverts and floodgates are New Plymouth District Council assets. 	Nil
Rock riprap	<ul style="list-style-type: none"> • Rock does not need replacement. Minor topping up may be required very irregularly. 	Operational
Ancillary minor structures	<ul style="list-style-type: none"> • Gates, fences, access tracks and bollards have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required 	Operational

Risk Management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk.

The potential risk to the Scheme assets arise from over design flood events and from earthquakes.

Asset Type	Disaster Type	Risk	Financial Risk	Expenditure type to fund repair
Earth stopbanks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be very localised	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and slumping	Significant	Capital
Gabion basket structures	Flood	Minimal	Minor	Operational
	Earthquake	Could suffer significant damage from cracking	Medium	Capital
Concrete structures	Flood	Minimal	Minor	Operational
	Earthquake	Could suffer significant damage due to foundation failure	Significant	Capital
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up	Moderate	Capital
	Earthquake	Minimal	Minor	Operational
Ancillary minor structures	Flood	Moderate risk of damage	Minor	Operational
	Earthquake	Minimal	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is drawn from Section 6 of this plan. There will be no capital expenditure over the next 30 year period.

Year(s)	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033	2033/ 2038	2038/ 2043	2043/ 2048	2048/ 2053
Estimated operating costs (\$1000's)	76	75	75	71	79	78	75	73	81	71	255	255	255	255

Assumptions Made

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

8. Performance monitoring

As well as the regular inspection and monitoring of Lower Waitara River Flood Protection Scheme assets to ensure that they maintain their integrity and provide the required flood standard, there is a need to monitor the performance of the Scheme in relation to its protection standard.

Traditional performance monitoring techniques are not easily applied to management of river schemes. Outcomes depend on the occurrence of unpredictable flood events, and the nature of fluvial hydraulics is complex and subject to random phenomena. However, it is still possible to apply the general principles of monitoring. Indeed, performance monitoring is required in order to adequately manage the assets. Review of the asset management plan will also depend on findings of performance monitoring.

The goal of the Lower Waitara River Flood Protection Scheme is to maintain the risk of flood damage at acceptable levels, by maintaining the desired levels of flood protection and erosion control (note that the risk of flood damage rather than actual flood damage is referred to).

Cross section surveys are one of the most important monitoring programmes for management of the Lower Waitara River Flood Protection Scheme. The cross section surveys can be used to help identify volumetric changes to the river and stream channels and banks, and possibly local points of erosion or deposition. Using the cross-section information, changes in cross sectional area of the river that may impact on flood carrying capacity of the channel can be monitored and the design flood levels can be reassessed every fifteen years or so. Any significant reduction in channel cross section would require more frequent reassessment. Stopbank surveys are used to monitor the available freeboard.

8.1 River and stream channel cross sections

Full cross section surveys are to be undertaken on the Waitara River channel at 3 to 5 year intervals and compared with the previous cross sections to identify:

- whether or not there has been any significant change in the channel cross sectional area that may impact on the flood carrying capacity of the channel; and
- Whether or not there is any degradation trend that may be affecting the integrity of the erosion control works.

If significant changes are noted, the results of this monitoring must be referred to the Rivers Manager for assessment.

All cross section surveys must be drawn up, printed and hung in the engineering plan cabinet.

8.2 Flood level monitoring

On the Waitara River, flood flows that get to within 2 metres of the stopbank crest at any point along the river must be monitored closely. If possible maximum water levels must be observed and pegged during the flood event and later surveyed. If the actual event cannot be monitored, as soon as possible after the flood event has receded, the highest debris marks must be carefully observed, pegged and surveyed.

Care must be taken with observing the debris levels especially on the steep sections of the river banks.

It cannot be stressed strongly enough how important this information is. Good actual flood information will enable the flood models to be checked and stopbank levels fine-tuned if required.

The Waitara River flood levels must be pegged from Browne Street at the upstream end of the left bank stopbank to the coast and on the right bank from the Town Bridge to the coast.

If practicable, flood levels should also be recorded upstream of the Town Bridge on the right bank and upstream of the SH3 Bridge on the left bank as far as possible. Flood levels downstream of SH3 are the most critical.

If flood levels are pegged during an event, the time at which the various parts of the river were pegged must be recorded.

8.2.1 Record keeping

All monitoring records must be filed in the Council's electronic filing system with clear reference to the channel being monitored, and the dates of the event.

Appendix 1

Inspection Sheets

Lower Waitara River Flood Control Scheme

Detailed Left Bank Stopbank Inspection (6 – monthly)

1 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Browne Street to Toohill Park					
Grass cover					
Access track at toe					
Fences and gates					
Trees & weeds					
Toohill Park to Town Bridge					
Grass cover					
Trees & weeds					
Access road crossing					
Bollards					
Retaining walls u/s Town Bridge inside of bank					
Gabion basket flood wall					
Bank interface with Bridge					
Town Bridge to Wharf					
Grass cover					
Trees & weeds					
Bank interface with Bridge					

Lower Waitara River Flood Control Scheme

Detailed Left Bank Stopbank Inspection (6 – monthly) 2 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
ANZCO concrete wall					
Apparent structural integrity					
Affect of trees					
Queen Street to Domett Street					
Grass cover					
Trees & weeds					
Access road crossing					
Bank interface with flood gate control structure					
Bollards and gates					
Marine Park					
Grass cover					
Trees & weeds					
Access road crossing					
Boating Club floodgate crossing					

Lower Waitara River Flood Control Scheme

Detailed Right Bank Stopbank Inspection (6 – monthly)

3 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Town Bridge to Mangaroa Island					
Grass cover					
Apparent structural integrity Rowing Club wall					
Access road crossing					
Fences, gates & bollards					
Trees & weeds					
Culvert crossing d/s end					
Mangaroa Island to Howard Street					
Grass cover					
Trees & weeds					
Access track crossing					
Fences, gates & bollards					
Culvert crossing d/s end					

Lower Waitara Flood Control Scheme

Detailed Riverbank and Berm Inspection (6 – monthly)

4 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Upstream of Browne Street					
Berm surface					
Trees & weeds					
Riverbank stability					
Access track					
Rock riprap					
Browne Street to Toohill Park					
Berm surface					
Trees & weeds					
Riverbank stability					
Access track					
Rock riprap					
Toohill Park to Town Bridge					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					

Lower Waitara Flood Control Scheme

Detailed Riverbank and Berm Inspection

5 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Town Bridge to Wharf					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					
Wharf to Queen Street					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					
Queen Street to Boat Club					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					
Boat Club to rivermouth					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					

Lower Waitara Flood Control Scheme

Detailed Riverbank and Berm Inspection (6 – monthly)

6 of 7

Inspected by:				Date:	
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Town Bridge to Mangaroa Stream					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					
Sealed access track					
Gravel access track					
Mangaroa Island					
Berm surface					
Trees & weeds					
Riverbank stability					
Downstream of Mangaroa Island					
Berm surface					
Trees & weeds					
Riverbank stability					
Rock riprap					

Lower Waitara Flood Control Scheme

Groynes (Annually) 7 of 7

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Large groynes - Town Bridge to SH3 Bridge					
Left Bank					
Right Bank					
Groynes and rock upstream SH3					
Left Bank					
Right Bank					

Lower Waitara Flood Control Scheme
Floodgates
(6 – monthly)
1 of 2

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Upstream Town Bridge left bank					
Browne Street - 450mm					
Domett Street - 750mm					
Queen Street- 450mm					
West Quay - 250mm					
Town Bridge - 300mm					
Town Bridge to McNaughton St					
Pump station 1650 & 1200mm			internal gates		
ANZCO MID Big square			No gates		
Tanks - 600mm					
u/s milliscreen tanks - 450mm					
Milliscreen tanks - 300mm			No gates		
High St West u/s -375mm d/s 450mm					
High St to Pratt St - 375mm					
Pratt St - 450mm					
McNaughton St - 1600mm			No gates		
Wetland beside Boating Club					
Norman St - 275mm					
Sailing Club - 375mm					

Lower Waitara Flood Control Scheme

Floodgates (6 – monthly) 2 of 2

Inspected by:			Date:		
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Downstream Town Bridge right bank					
Richmond – 575mm					
High St East – 600mm					
Atkinson – 1200mm					
Howard - 2/1200mm					

NOTE: Any problems with the Waitara River floodgates must be referred directly to New Plymouth District Council.

The current (2012) contact person is: Rob Campbell 027 333 5698 06 759 6132

Lower Waiwhakaiho Flood Control Scheme

Asset Management Plan



Taranaki Regional Council
Private Bag 713
Stratford 4352

16 August 2023

Document: 3198895

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Summary

Objectives	<p>The Lower Waiwhakaiho Flood Control Scheme consists of a number of component infrastructural assets to provide the following:</p> <ul style="list-style-type: none"> • security from floods in the Waiwhakaiho River up to a flood flow of 1,180 cumecs (1,180 cumecs was determined to be the 1% AEP in 2010) to the land in the Waiwhakaiho Basin (The Valley); • security from floods in the Mangaone Stream up to a flood flow of 73 cumecs (73 cumecs was determined to be the 1% AEP in 2010) to the land in the Waiwhakaiho Basin; • minimal riverbank erosion; and • an unobstructed and stable flood fairway within the maintenance reaches of the Waiwhakaiho River and Mangaone Stream. 	
Term	In perpetuity	
Maintenance	Maintenance is funded to ensure the Scheme objectives will be met.	
Reporting	<p>Annually - Prepare annual maintenance plan and budget. - Discuss and agree with Council (report in LTP) - Report on works undertaken and costs to Council.</p> <p>Three Yearly - Revalue infrastructural assets</p> <p>Six Yearly - Review asset management plan. Agreed and adopted by Council.</p> <p>Flood Performance Report to Liaison Committee and Council on performance of scheme in all floods exceeding 750 cumecs at Rimu St.</p>	
Funding	Maintenance funded by:	Targeted rate over the New Plymouth District
	Damage repairs funded by:	Rates (as above) Financial reserves Reprioritising works Loan

Financial reserves	Aim to:	<ul style="list-style-type: none">- Build up reserves to meet above average planned expenditure.- Draw down reserves to meet unexpected expenditure.
Review of plan	Review when there is a change in maintenance standards, a change in funding policy, or at 6 yearly intervals.	

1. Introduction

1.1 The Plan

This management plan has been prepared to assist those delegated the responsibility for managing the Lower Waiwhakaiho Flood Control Scheme on behalf of the Taranaki Regional Council (the Council).

The Lower Waiwhakaiho Flood Control Scheme fundamentally provides flood protection to the land in the Waiwhakaiho Basin. Figure 2 shows the location of the Scheme works area.

The Lower Waiwhakaiho Flood Control Scheme assets include earthen stopbanks, gabion basket stopbanks, concrete flood walls, rock riprap protection, and other erosion protection measures, floodgates, and plantings. The current valuation of these assets (in terms of Local Government requirements) to 30 June 2023 is \$4,023,829.

1.2 Purpose and ownership of the Plan

The purpose of this Plan is to provide the means and mechanisms to enable the Scheme Manager to plan for the most efficient economic and sustainable management of the Lower Waiwhakaiho Flood Control Scheme.

The Lower Waiwhakaiho Flood Control Scheme assets need to be managed, to ensure they continue to effectively deliver scheme benefits on a long term, sustainable basis. Management requires provision for monitoring, maintenance and, in some instances, eventual replacement of these assets.

This Plan defines the objectives and performance standards for the Lower Waiwhakaiho Flood Control Scheme and the level of maintenance needed to ensure these are met at all times.

The Plan also provides a base against which Council's performance in maintaining these infrastructural assets can be measured. This management plan will provide a framework for technical and financial inputs relating to the assets and their impact on long term financial planning.

Responsibility for implementing the Plan lies with the Council, which is the body responsible for managing the asset.

1.3 Duration and review of the Plan

The duration of the Plan is ten years from the date of formal preparation and acceptance by Council. However, this Plan has also been prepared with a 50-year planning horizon. Maintenance costs and rates are current to June 2023.

The Plan will be reviewed and updated, after six years or earlier if required, to ensure that the requirements of the community are met, and that the assets are maintained at their most effective levels of service.

1.4 Legislative requirements

The principal statute affecting the management of infrastructure assets is the Local Government Act 2002 (the Act).

The Act empowers local authorities to provide a range of services. Specifically, the Act, together with the Soil Conservation and Rivers Control Act 1941, obligates regional councils to minimise and prevent damage by floods and erosion. The Council executing its responsibilities and powers as a catchment authority in terms of the Soil Conservation and Rivers Control Act 1941 constructed the schemes.

Part VI of the Act requires councils to effectively and efficiently manage their finances and assets. This involves planning for the maintenance, loss of service potential and capital upgrade of all assets. The associated funding for these commitments also needs to be provided for.

This asset management plan will assist the Council with defining the basis for determining long-term financial strategies. Information from the Plan will be used in preparing financial plans and statements required by the Act.

The Office of the Controller and Auditor-General (OAG) has a responsibility to ensure that councils comply with the requirements of the Local Government Act 2002. Part of this involves ensuring that councils are adequately providing for the ongoing maintenance, renewal and capital expenditure on infrastructure assets. The OAG has issued a number of guidelines to assist councils in the preparation of asset management plans.

1.5 Assumptions

There are a number of assumptions made in preparation of this asset management plan. These are made using current knowledge and experience, but may vary with time and in the light of further experience. Further, they will be updated when the Plan is reviewed. The assumptions are:

- that the Council will continue to perform its existing functions in respect to the current legislation;
- there will be no major changes that impact upon the role of the Council in terms of soil conservation and river control; and
- financial projections are in 2022/2023 dollars.

1.6 Assets to be managed

The Lower Waiwhakaiho Flood Control Scheme covers the Waiwhakaiho River downstream of Devon Road and particular assets in the Mangaone Stream catchment.

On the lower Waiwhakaiho River, the Scheme consists of:

- Flood protection stopbanks (compacted earth fill and gabion basket walls)
- A mass block retaining wall
- Erosion protection works (rock riprap)
- River channel berm areas
- Culvert headwalls
- Access track
- Fences and barriers

On the Mangaone Stream, the Scheme consists of

- Flood protection stopbanks (compacted earth fill and gabion basket walls)
- Erosion protection works (rock riprap)
- Stream channel berm areas
- Floodgated outlets
- Gabion spillway
- Culvert headwalls
- Concrete block flood walls

The location of the Waiwhakaiho Scheme assets are shown in Figure 3.

1.7 Scheme history

River and flood control works have occurred on the Waiwhakaiho River in isolated locations for many years. However, with the more recent development of the 40 hectares of flood prone land in the Waiwhakaiho Basin located on the right bank of the river downstream of Devon Road and the left bank of the Mangaone Stream downstream of Katere Road, a more concerted effort has been made to control flooding from the river.

Prior to the mid-nineties, the area of land now protected by the Lower Waiwhakaiho Flood Control Scheme was used for activities such as contractors yards, heavy industrial manufacturing, the New Plymouth show grounds, the stockcar track and gravel extraction and processing activities. These activities were less prone to damage by large flood events in the river than the current land use.

The Lower Waiwhakaiho Flood Control Scheme was constructed to give flood protection to the 40 hectares of land that was fast becoming developed for more commercial and light industrial uses. It was originally constructed in 1996 and 1997 in response to a large flood in the Mangaone Stream in April 1995. Work commenced with replacing the undersized culvert on the Mangaone Stream under Katere Road and was followed by the construction of the gabion basket floodwall along the left bank of the Mangaone Stream down to the culvert under State Highway 3. At the same time a gabion basket and reno mattress lined spillway was constructed over a length of undersized twin culverts in the then NZ Farmers Fertilizer Company property adjacent to Katere Road. Whilst the New Plymouth District Council

replaced the Katere Road culvert, the rest of the Scheme works were undertaken under the control and direction of the Council.

Works followed soon after to construct a new stopbank and the gabion basket walls along the right (east) bank of the Waiwhakaiho River commencing 160m downstream of the Devon Road Bridge and extending downstream along Rifle Range Road to the Mangaone Stream confluence. Construction of the Lower Waiwhakaiho River Flood Control Scheme was completed in August 1997.

The new stopbanks constructed in 1996/97 along the Waiwhakaiho River and the Mangaone Stream were designed to give flood protection against a 2% Annual Exceedance Probability (AEP) flood (50-year).

River bank protection works involving the placement of a heavy rock lining along the right bank of the channel were also undertaken at that time to prevent erosion of the narrow berm on the outside of the long bend in the river opposite the Firths concrete yard. The ford across the river downstream of the Firths concrete yard was removed from the river.

The provision of flood protection to this area allowed the large format retail development to proceed to the level that it has reached today. However in light of this development and the significant increase in the potential losses that would occur in the event of an over design flood occurring in either of the Waiwhakaiho River or Mangaone Stream, the Council decided in 2008 to commence an investigation into the raising of the protection standard on the Lower Waiwhakaiho Flood Control Scheme.

The investigation was separated into three stages.

Stage one, which focused on the Waiwhakaiho River, was completed in mid 2010. The results of this investigation determined a new design level for the Waiwhakaiho River stopbank from Constance Street to the Mangaone Stream confluence to contain a 100 year (1%AEP) flood event with 500 mm of freeboard and an allowance for climate change to the year 2060. Stage one of this upgrade was substantially completed in June 2011.

Stage two involved the construction of stopbanks along both sides of Mangaone Stream channel downstream of Devon Road (SH3) and changes to the Rifle Range Road culvert headwalls. These works were completed in 2012.

It was proposed that stage three would involve the construction of detention dams in the upper Mangaone Stream catchment but because of site difficulties and cost, this proposal was abandoned. Stage three finally involved increasing the capacity of the Devon Road and Katere Road culverts by raising their headwalls and raising the height of the stopbank along the left bank of the Mangaone Stream between Katere Road and Devon Road. The works were substantially completed in July 2013.

A more detailed table of dates and activities is set out at Appendix 1.

1.8 Catchment description

The Waiwhakaiho River has a catchment of some 136 square kilometres rising up onto the northern slopes of Mount Taranaki. Approximately 25% of the catchment lies within the Egmont National Park above the 450m contour. The river drains to the sea at Fitzroy with its last 4.5 kilometres separating the urban areas of New Plymouth and Bell Block. Refer to Figure 1.

The Mangaone Stream, its only significant lowland tributary, joins the main channel 1.5 kilometres upstream of its river mouth, at the downstream end of Waiwhakaiho Basin.

The Waiwhakaiho River is relatively incised in its lower reaches downstream of Egmont Village/SH3. Less than 100 metres downstream of Devon Road however, the floodplain widens out into the Waiwhakaiho Basin (The Valley), an area formerly used for industrial and recreational uses. Whilst a larger part of the area is used for industrial purposes, a significant proportion of the area is occupied by commercial and large format retail developments.

The grade of the river follows the normal pattern for rivers flowing off Mount Taranaki with very steep headwaters reducing to a much flatter grade downstream of Devon Road of approximately 0.4%. Ten Kilometres upstream of Devon Road the grade is about 1% and at the bush line about 4%.

Within the National Park, the catchment is still heavily bush covered but downstream of the Park the bush has nearly all been replaced with pasture. Isolated patches of bush do however remain in some areas and other areas have been planted in exotic trees.

Water is drawn from the river a short distance downstream of SH3, stored in Lake Mangamahoe and released again to the river through the Mangamahoe Power Station. This results in fluctuations in river level on a daily basis that do not appear to have any adverse effects on the stability of the lower river especially that reach of the Waiwhakaiho River managed by the Scheme.

The bed of the Waiwhakaiho River is made up of gravel with occasional outcrops of bedrock and laharcic deposits. The gravel size is very large especially in its upper reaches. By the time the river has reached Devon Road where the grade has dropped significantly, the rock size has reduced considerably down to a maximum size of about 300mm. An increasing amount of finer material now appears to be moving down through the river system and building up in its lower reaches. A large amount of gravel drops out on the sharp bend in the river 350 metres downstream of Devon Road with slightly finer material moving through to the beach beside the Firths concrete plant.

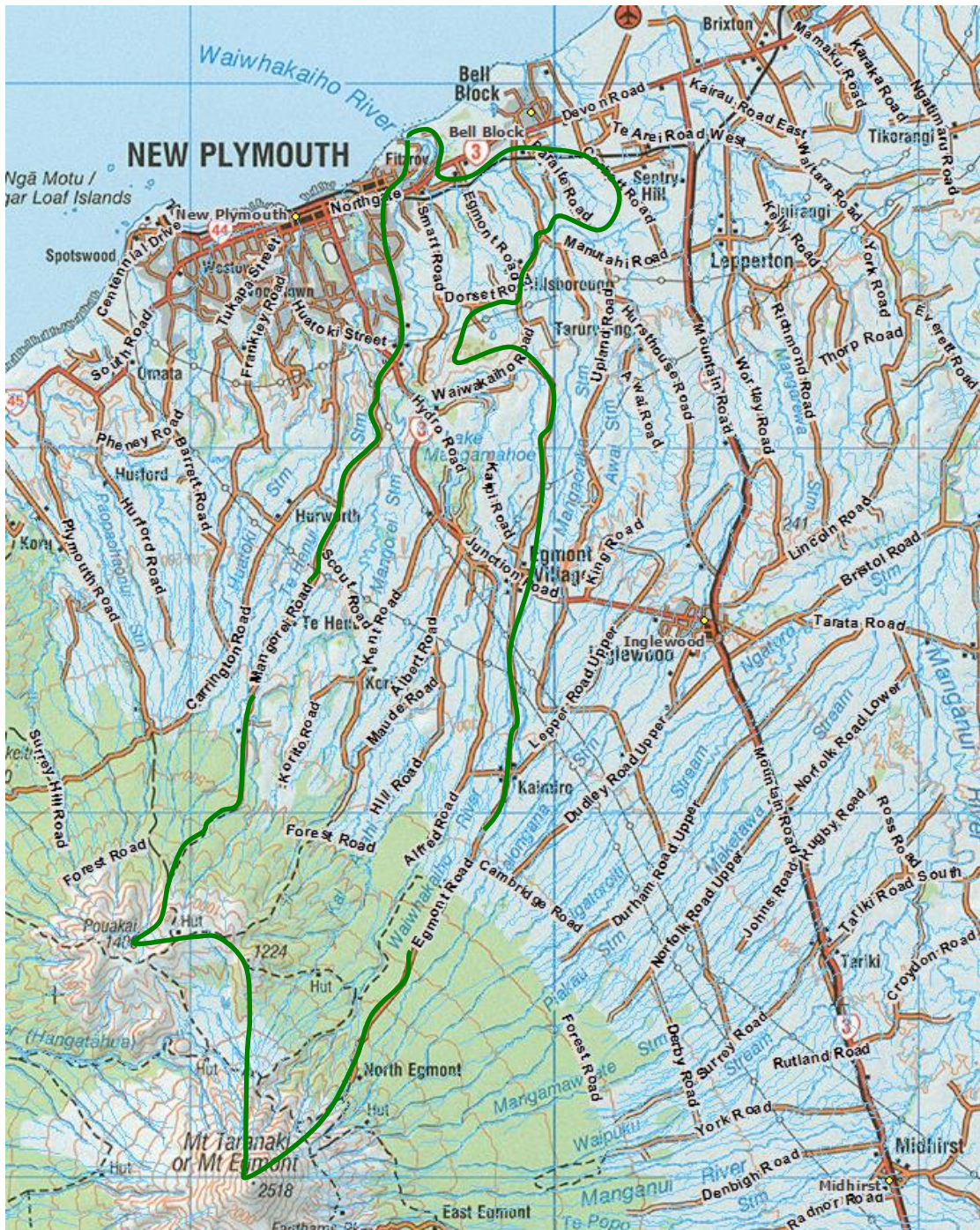


Figure 1: Waiwhakaiho Catchment

The left bank of the river downstream of Devon Road is characterized by a high terrace that drops down about 1500 metres downstream of Devon Road and in very large flood events water can spill over the left bank into Lake Rotomanu.

Flood waters historically flooded the Waiwhakaiho Basin every few years until the construction of the first significant stopbanking in 2005.

The Mangaone Stream forms part of the Lower Waiwhakaiho Flood Control Scheme as it can also contribute to flooding in the Waiwhakaiho Basin. The stream has a catchment of approximately 15 square kilometres and whilst most of it is in farmland, part of it along its northern edge is continuing to be developed into for industrial and commercial uses. The main stem of Mangaone Stream has its headwaters at about Hillsborough with a major tributary, the Manganaha Stream having its headwaters further to the south close to Egmont Village.

1.9 Climate

Because of its exposure to disturbed weather systems from the Tasman Sea, the Taranaki region is often quite windy, but has few climate extremes. The most settled weather occurs during summer and early autumn. Summers are warm. Typical summer daytime maximum air temperatures range from 19°C to 24°C and seldom exceed 30°C. Winters are relatively mild with daytime maximum air temperatures ranging from 10°C to 14°C but are normally the most unsettled time of the year. Frost occurs inland during clear calm conditions in winter. Annual sunshine hours average about 2000 hours. Northwesterly airflows prevail and sea breezes occasionally occur along the coast during summer.

The mountain and ranges have a strong influence on rainfall in the area by attracting orographic type events which are often associated with frontal systems and depressions moving through the Tasman Sea. Annual rainfall on the upper slopes of the northern Egmont National Park ranges from 1500 to 5000mm.

Although the annual totals are quite high, the way in which rainfall is delivered is more significant. Also of significance is that only 25% of the catchment is located within the National Park and above the 450m contour.

1.9.1 Climate change

Some of the predicted impacts of a moderate rate of climate change for Taranaki include changes in average temperature, sea level rise and rainfall patterns. In general, Taranaki, like much of the west coast of New Zealand, is likely to become warmer and wetter.

Climate scientists estimate that Taranaki's temperature could be up to 3°C warmer over the next 70-100 years. This compares to a temperature increase in New Zealand during last century of about 0.7°C. Taranaki could be up to 20% wetter with more varied rainfall patterns and flooding could become up to four times as frequent by 2070.

As extreme weather events become more frequent or severe, the costs and damages associated with them are also likely to increase.

Allowances have been made in the design of the Lower Waiwhakaiho Flood Control Scheme for the effects of climate change.

1.10 Land ownership

The Lower Waiwhakaiho Flood Control Scheme assets are located on land under a range of ownership situations and arrangements.

The stopbank is located on land that was owned by New Plymouth District Council, partly on reserve land that is vested in the District Council and partly on Crown Reserve. The District Council land was part Esplanade Reserve, part River Reserve, part stopped road and part road. The Council and New Plymouth District Council agreed that the most appropriate mechanism for the vesting of the District Council land to the Council was pursuant to section 237D of the Resource Management Act 1991 on the basis that all the land could be classified as Esplanade Reserve.

In consideration of New Plymouth District Council agreeing to vest the District Council land to the Council a consideration of \$1.00 inclusive of GST was provided. The Council further agreed to grant any easement in gross in favour of the New Plymouth District Council to protect any existing services which are located on the NPDC land.

The only land originally under the control of TRC is adjacent to Constance Street along to the end of Smart Road and on the river side of the privately owned land at 19 and 21 Constance Street.

The gabion basket wall located within 19 and 21 Constance Street is protected by way of a Memorandum of Encumbrance signed 20 November 1998.

The gabion basket wall along the Mangaone Stream between Devon Road and Rifle Range Road is protected by way of a Memorandum of Encumbrance signed 2012.

The gabion basket wall located on the left bank of the Mangaone Steam between Katere Road and Devon Road was located on private land and protected by way of a number of Memorandums of Encumbrance's signed in 1998.

As part of the 2013 upgrade to this bank, the land was purchased (peppercorn purchase) from three of the four landowners and the Memorandum of Encumbrance was released. The fourth landowner (Foodstuffs) as at 30 June 2014, have not yet agreed to sell the land but negotiations are still underway.

1.11 Protection standard

The Lower Waiwhakaiho Flood Control Scheme was designed to provide protection:

- from a 1,180 cumec flood in the Waiwhakaiho River with 500 mm of freeboard and an allowance for climate change through to the year 2060.
- From a 73 cumec flood event in the Mangaone Stream with 300mm of freeboard.

In 2010 these design flow rates were determined to be the 1% AEP (annual exceedance probability) flood events.

The scheme was upgraded to the 1% AEP standard between 2010 and 2013.

2. General scheme information

2.1 Principal scheme features

2.1.1 Objectives of the Scheme

The Lower Waiwhakaiho Flood Control Scheme consists of a number of component infrastructural assets to provide the following:

- security from floods in the Waiwhakaiho River up to a flood flow of 1,180 cumecs (1% AEP as determined in 2010) to the land in the Waiwhakaiho Basin (The Valley);
- security from floods in the Mangaone Stream up to a flood flow of 73 cumecs (1% AEP as determined in 2010) to the land in the Waiwhakaiho Basin;
- minimal riverbank erosion; and
- an unobstructed and stable flood fairway within the maintenance reaches of the Waiwhakaiho River and Mangaone Stream.

2.1.2 Scheme works' boundaries

Refer to Figure 2.

Waiwhakaiho River

The flood control works on the Waiwhakaiho River extend from the Devon Road (SH3) Bridge of the downstream end of Rifle Range Road.

Maintenance works on the river channel will extend downstream of the Mangaone Stream confluence to maintain the capacity of the flood fairway.

Mangaone Stream

The main flood control works on the Mangaone Stream extend from the upstream side of the gabion floodway structure at Katere Road to the confluence with the Waiwhakaiho River.

Maintenance works on the stream channel will extend up to Egmont Road.

2.1.3 Hydrology

Waiwhakaiho River

The design flood event for the Waiwhakaiho River is the 1,180 cumec flood with an allowance for climate change of 1.5 degrees C through to the year 2060. A 1,180 cumec flood was estimated to be the 1% AEP in 2010.

Mangaone Stream

The design flood event for the Mangaone Stream is the 73 cumec flood. This was estimated to be the 1% AEP in 2010.

The stopbanking on the channel between Katere Road and Devon Road carries 73 cumecs and the capacity of the culverts at Katere Road and Devon Road have been increased to pass the design flood flow by raising the culvert headwalls.

The channel downstream of Devon Road has been designed for a 73 cumec flow coinciding with a 700 to 800 cumec flood in the Waiwhakaiho River. Floods larger than this reduce the 300 mm of freeboard allowance until there is no freeboard when the 73 cumec flood flow in the Mangaone Stream coincides with the design flood flow of 1,180 cumecs in the Waiwhakaiho River.

2.1.4 Overview of Scheme assets

The majority of the flood protection and erosion control measures were built since 1995 when the original stopbanking was constructed on the Mangaone Stream and stopbanking, channel management and erosion control works were undertaken on the Waiwhakaiho River.

Significant upgrading on the Waiwhakaiho River stopbanks was undertaken in 2011.

The principal Scheme assets include the following:

- Gabion basket and reno mattress floodway (Mangaone Stream)
- Gabion basket stopbank wall (Mangaone Stream, Katere Road to Devon Road (raised in 2013))
- Gabion basket stopbank wall (Mangaone Stream, Devon Road to Rifle Range Road)
- Concrete block flood walls (Mangaone Stream)
- Earth stopbank (Mangaone Stream)
- Gabion basket stopbank wall (Waiwhakaiho River)
- Earth stopbank (Waiwhakaiho River)
- Massbloc wall (Waiwhakaiho River)
- Rock riprap lining (Waiwhakaiho River)
- Floodgated outlets (Mangaone Stream)
- Access track (Waiwhakaiho River)
- Headwall at the Katere Road, Devon Road and Rifle Range culverts (Mangaone Stream)

Note: The Katere Road Culvert and the Devon Road Culvert on the Mangaone Stream are not Scheme assets and were constructed by the New Plymouth District Council and NZTA respectively.

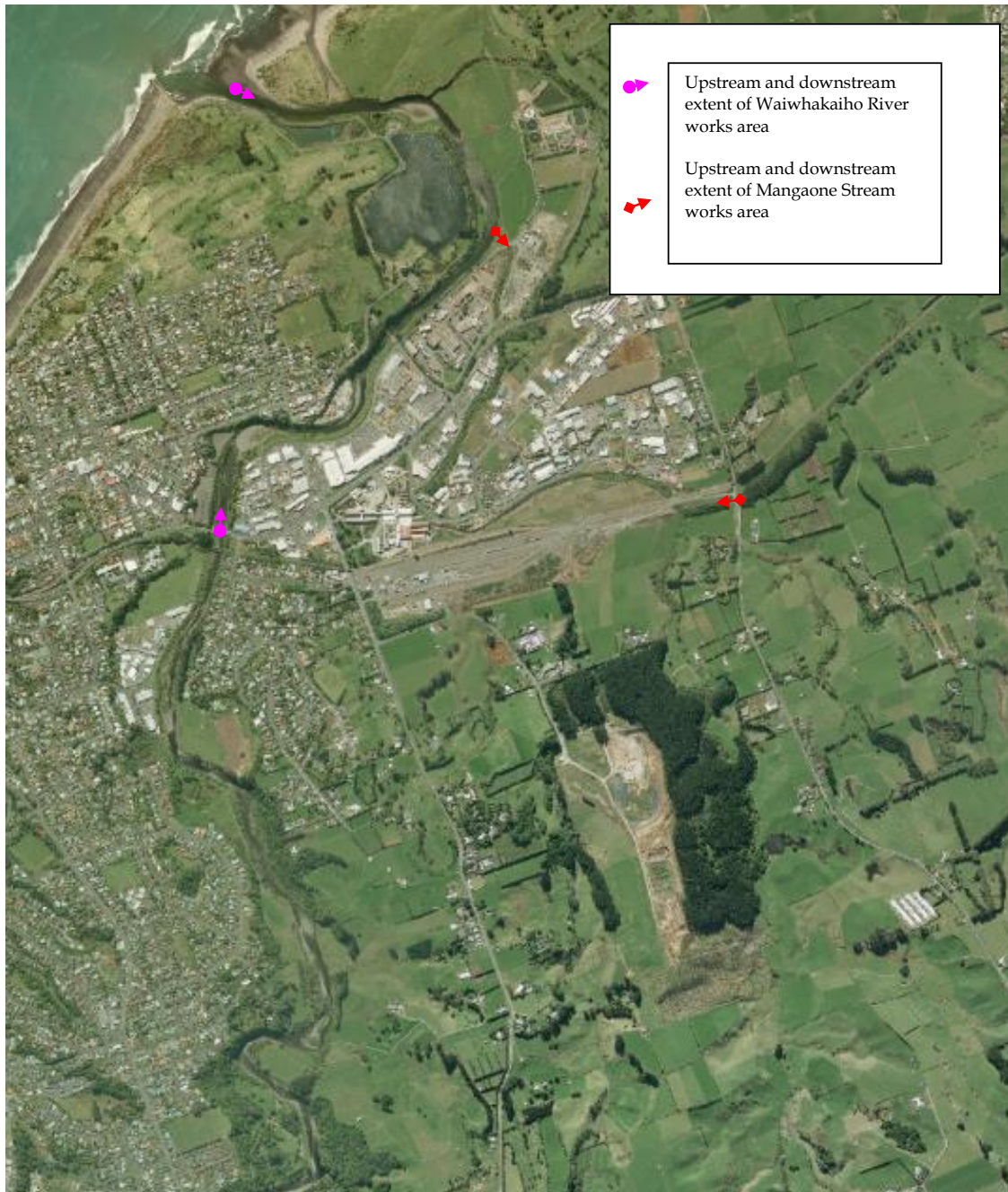


Figure 2: Scheme works area

3. Assets

3.1 Description of assets

Refer to Figure 3.

3.1.1 Earthfill stopbanks

Earthfill stopbanks are compacted earth structures which provide protection to properties in the Waiwhakaiho Basin from flooding.

Stopbanks are built to a level and grade where they will not be overtopped by the design flood. They are constructed to meet appropriate compaction standards, batter slopes and top width to ensure their structural integrity.

3.1.2 Gabion basket floodwalls

Gabion basket floodwalls are wire mesh gabion baskets filled with river stones, with spray-concrete on their river side face, which provide protection to properties in the Waiwhakaiho Basin from flooding.

The floodwalls are built to a level and grade where they will not be overtopped by the design flood.

3.1.3 Concrete block floodwalls

Concrete block floodwalls are reinforced concrete block walls which provide protection to properties in the Waiwhakaiho Basin from flooding. They are used when there is insufficient area to construct an earth stopbank or gabion basket floodwall.

The floodwalls are built to a level and grade where they will not be overtopped by the design flood.

The floodwalls across the Rifle Range Road culvert have been constructed 500mm higher than the adjacent stopbank to allow for future stopbank grading if required without having to raise the flood wall which would be structurally difficult.

3.1.4 Massbloc retaining walls

Massbloc retaining walls are one cubic metre blocks of lightweight open pore concrete stacked to retain the earthfill of a stopbank where a batter-slope cannot be accommodated.

3.1.5 Gabion basket floodway

A gabion basket floodway is a flood overflow channel constructed using gabion baskets and Reno Mattresses to provide an erosion resistant steep sided flood channel where there is insufficient room to form a natural earthen channel.

3.1.6 Rock riprap erosion protection

Rock riprap is large rock placed mechanically on an eroded or potentially erodible riverbank to prevent riverbank erosion that may threaten the integrity of the adjacent stopbank.

The rock is sized and placed to meet particular standards to ensure it withstands the river forces that occur during large flood events.

3.1.7 Access track

The access tracks in this context is a formed access track on the river side of the Waiwhakaiho River stopbank used to provide access to the river side of the stopbank and river bank for inspection and maintenance purposes.

3.1.8 Fences and gates

Fences and gates including bollards are installed to control access onto or along stopbanks.

3.1.9 Floodgates

Floodgates are steel or wooden flaps that are attached to the river end of a culvert through the stopbank and prevent floodwaters flowing up the pipe and flooding land on the inland side of the stopbank when the river level rises.

In the Lower Waiwhakaiho Flood Control Scheme on the Waiwhakaiho River, the pipes through/beneath the stopbank are the property of the New Plymouth District Council, as are the flood gates. However, given any failure of the gates can negate the benefits provided by the stopbanks, inspection and monitoring of the floodgates will be undertaken as part of the Scheme asset management activity. Pipes and floodgates on the Mangaone Stream are either privately owned or owned by the Council. The Council maintains Mangaone Stream pipes and floodgates.

3.1.10 Flood fairway (Berm)

Whilst a flood fairway is not strictly an asset, it is included here in recognition of the need for ongoing maintenance to ensure that the flood carrying capacity of the river or stream channel is not lost as this will reduce the effectiveness of the Scheme's stopbank system.

The flood fairway includes that area of land adjacent to the river edge and below the design flood level.

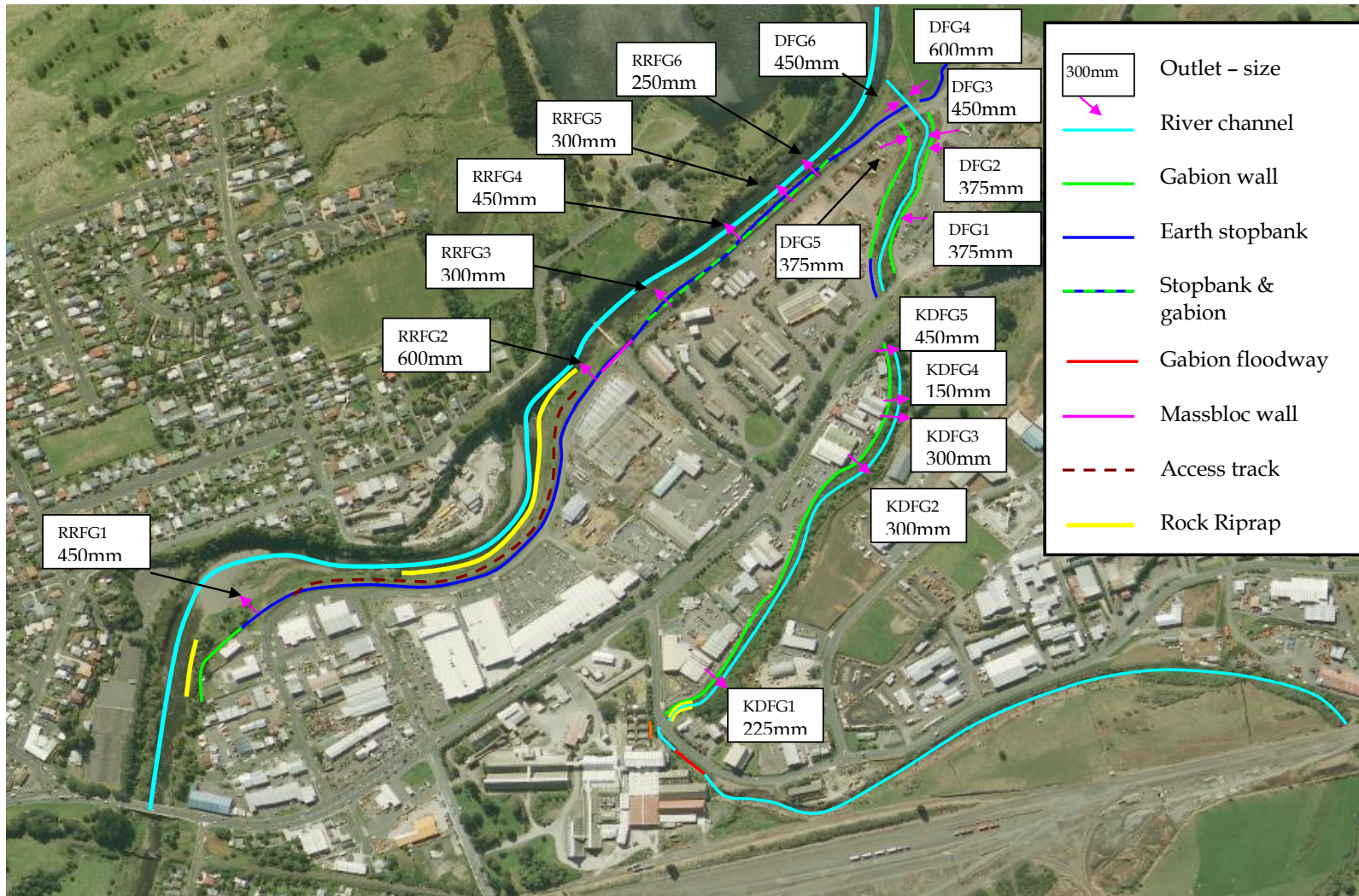


Figure 3: Asset Location

3.2 Asset capacity – design standards

3.2.1 Stopbanks, floodwalls and channels

When the Lower Waiwhakaiho Flood Control Scheme works were first constructed in 1995, the design standard was the 2% AEP flood event known at that time.

The new design standard on the Waiwhakaiho River stopbank is the 1,180 cumecs (determined to be the 1% AEP flood event in 2010). Freeboard of 500mm has been allowed for and the design flood level has included an allowance for climate change to the year 2060.

Hydraulic modeling on the Waiwhakaiho River is very difficult due to the steep channel, the sharp bend at Constance Street and the sudden changes in bed form. The hydraulic model used to determine the 1,180 cumec stopbank design level was calibrated with levels recorded in relatively small flood events and the flood profile was set by smoothing out a very irregular modeled flood profile.

The allowance of 500mm of freeboard and the allowance for increased flows due to climate change, make the design flood profile conservative for quite some time.

Flood levels should be pegged and surveyed for each flood following a 3.9m warning being issues for the Waiwhakaiho River at Egmont Village.

This will coincide with a flood flow of approximately 500 cumecs and these levels should be plotted and compared with a long section of the stopbank. If the flood level long section plot varies significantly from the stopbank long section, the information should be referred to a suitably qualified engineer for an assessment of the need for amendment to the design stopbank profile. Refer to Section 7.

The left bank stopbank on the Mangaone Stream between Katere Road and Devon Road was constructed following the 1995 flood. Hydraulic modeling undertaken in 2010 identified that the capacity of the channel was 54 cumecs with an allowance for 300mm of freeboard. Stopbank raising works undertaken in 2013 have increased the channel capacity to 73 cumecs with 300mm of freeboard.

Downstream of Devon Road the stopbanking will contain the 73 cumec flow with 300mm of freeboard coincident with only a moderate flood flow in the Waiwhakaiho River. It is considered that the probability of 100 year flood events in the Waiwhakaiho River coinciding with 73 cumec flows in the Mangaone is lower than 1%.

3.2.2 Structures

(a) Floodgates

Floodgates are designed to stop flow backing up tributary drains or pipe systems when the river channel is in flood and are designed to allow the drainage water to discharge to the river when the flood recedes.

All of the floodgated outlets on the Waiwhakaiho River are the responsibility of the New Plymouth District Council but should they fail to close during floods, the effectiveness of the

stopbank system is compromised. Therefore whilst the capacity of these floodgates is not an issue to be addressed by the Lower Waiwhakaiho Flood Control Scheme, ensuring they close effectively is.

There are a number of floodgated outlets along the Mangaone Stream between Katere Road and Devon Road that prevent backflow into the stormwater system servicing the adjacent properties. These floodgates are the responsibility of the Scheme.

(b) Culverts

There is only one significant culvert structure that is an asset managed by the Scheme and forms part of the spillway structure upstream of the Katere Road Culvert. The capacity of the structure has been checked and will pass the design flood flow.

The large culverts beneath Rifle Range Road and Katere Road, are the responsibility of the New Plymouth District Council; with the Devon Road culvert being the responsibility of NZTA.

The raised headwalls on these three structures are Scheme assets and have been constructed to increase the culvert capacity.

3.2.3 Edge protection

Rock riprap is designed to remain effective in a design flood event and will depend on the velocity and the batter slope at the site. Rock in the Waiwhakaiho River and Mangaone stream has remained very stable and any future rock used in these channels must be of similar size and grading.

3.3 Physical parameters

Table 1: Physical parameters

Asset Type	Location	Life (years)	Quantity			
Waiwhakaiho River						
Stopbanks	Constance Street & Rifle Range Road	Indefinite	29,580	m ³	1,360	m
Gabion basket Walls	Rifle Range Road	50/35	884	m ³	320	m
Gabion basket Walls	Constance Street	50/35	390	m ³	140	m
MassBloc walls	Rifle Range Road	50	320	each	125	m
Access Track	Rifle Range Road	20	2,100	m ²	625	m
Rock Riprap	Rifle Range Road	Indefinite	4,934	tonnes		
Rock Riprap	Constance Street	Indefinite	80	tonnes		
Fences & Gates	Rifle Range Road	20	3	no.		
Mangaone Stream						
Gabion basket Walls	U/s Devon Road	35	1,430	m ³	630	m
Gabion basket Walls	D/s Devon Road Right bank	50	260	m ³	260	m
Gabion basket Walls	D/s Devon Road Left bank	50	210	m ³	210	m
Rock Riprap	D/s Katere Road	Indefinite	500	tonne		
Gabion basket Spillway	U/s Katere Road	35	900	m ³		
Culvert outlets/floodgates		20	7	no.		
Concrete Block walls	Rifle Range Rd	50	90	m ²	56	m
Stopbank	Left bank d/s Devon Rd	Indefinite	150	m ³	60	m
Culvert headwall	Devon Road	50	1	each		
Culvert headwall upgrade	Katere Road Timber/concrete	25/50	1	each		

3.4 Asset condition

3.4.1 Stopbanks

Stopbanks on the Lower Waiwhakaiho Flood Control Scheme are built from either compacted Taranaki ash or with gabion baskets or a combination of both.

Whilst settlement of these banks and thus a reduction in the protection provided will be very small owing to the compaction that is readily achieved with the construction material, the level of the banks will be checked every 10 years.

Compacted earth stopbanks will be topped up if the survey shows that the crest has settled more than 150mm and gabion basket banks by more than 200mm.

On the Mangaone Stream, where the freeboard is only 300mm, topping up will be considered if the crest level is shown to reduce by more than 100mm. Settlement of the gabion basket banks is unlikely however.

Bank integrity can also be compromised by toe erosion, by wear and tear caused by vehicle access and pedestrian and bike access, and from large trees growing on the bank. These problems are exacerbated by the lack of adequate berm in some locations. Ongoing maintenance will prevent these issues becoming a problem.

However, it is possible that flood damage repair works may be needed in the future should river bank erosion put the bank at risk.

Stopbank asset condition will continue to be monitored by visual inspection, physical surveys and scheme reviews including detailed computer modeling.

3.4.2 Structures

A regular programme of maintenance will be carried out on all structures. Asset condition is monitored by regular inspection. Structural concrete is inspected periodically.

3.4.3 Edge protection

The condition of live edge protection in the Lower Waiwhakaiho Flood Control Scheme varies depending on its age and its previous maintenance. There are no new plantings and most of the old are largely native plantings along the downstream end of Rifle Range Road. Inspection of these plantings is undertaken regularly and any maintenance will involve replacement and trimming.

Rock riprap is generally in good condition and will be monitored periodically. Replenishment is generally not required but will be undertaken if the riprap reduces to 75% of the placed quantity.

3.5 Asset management system

The Taranaki region has a relatively small number of river control schemes within which infrastructural assets have been constructed and these schemes have a relatively small number of assets.

Because of this, it is possible to manage and keep track of these assets with very simple tools. Other councils that have a large network of infrastructural assets generally have an array of asset management tools used for the management of their assets.

The infrastructural assets are recorded in a simple Excel spreadsheet located on TRC file system, Number 3176793.

The Council does not have a Schedule of River Scheme Assets located within its financial record system.

3.6 Asset value

River scheme infrastructural assets in the Taranaki Region are valued at current replacement value.

The valuation of the Lower Waiwhakaiho Flood Control Scheme assets are reviewed and updated annually following a detailed inspection of the total Scheme. This is a practical option on the Waiwhakaiho Scheme as the area involved and the number of scheme assets is relatively small.

With the exception of the culverts and concrete walls, the values have been determined using unit rates obtained from the Scheme upgrade works undertaken in 2010/11 adjusted using CGPI indices.

The 2023 asset values are set out in Table 2 and in internal document 'Asset Valuation Spreadsheet: 3176793'.

Table 2: Asset values

Asset Type	Location	Quantity				Value 30/6/2023
Waiwhakaiho River						
Stopbanks	Rifle Range Road	29,580	m ³	1360	m	\$1,341,001
Gabion Basket walls	Rifle Range Road	1274	m ³	460	m	\$544,199
Mass Block Wall	Rifle Range Road	320	Each	125	m	\$231,128
Access track	Rifle Range Road	2100	m ²			\$ 31,714
Rock Riprap	Rifle Range Road	5014	tonnes			\$290,881
Rock Groynes	Constance Street	1	LS			\$ 20,638
Fences and gates	Rifle Range Road	3	Each			\$ 6,487
Mangaone Stream						
Gabion Basket walls	u/s & d/s Devon Rd	1900	m ³	1100	m	\$842,361
Rock Riprap	Katere & Rifle Range Rds	500	tonnes			\$ 60,991
Gabion Spillway	Katere Road	900	m ³			\$464,457
Culvert outlets	u/s & d/s Devon Rd	7	Each			\$ 22,314
Culvert Headwall	Katere, Devon, RR	1	LS			\$ 106,052
Stopbank	d/s Devon Rd	150	m ³	60	m	\$ 7,951
Retaining wall anchor	u/s Devon Rd	1	LS			\$ 20,753
Works culvert ramp	Downer/Technix	1	LS			\$ 32,903
TOTAL						\$4,023,829

4. Maintenance and renewals plan

4.1 Asset management system

Maintenance refers to the work necessary to retain the operating standard or service capacity of the Scheme and to keep the asset operational. Because a natural river system is involved, the work needed cannot always be accurately forecast in time. However, experience gives a very good guide as to the type and general level of work necessary to meet scheme requirements in periods of 'normal' river flow i.e. the base level of maintenance.

Maintenance can include:

- Works to maintain a structural element e.g. a stopbank or a length of edge protection;
- Regular operational activities, e.g. fairway/channel weed spraying and mowing; and
- Replacement of elements of the system such as walls, culverts or floodgates.

The maintenance plan will set out the programmes and costs required to maintain the desired level of service.

4.2 Service levels

4.2.1 General

The standard of protection provided by the Lower Waiwhakaiho Flood Control Scheme is 1% AEP (100-yr flood as determined in 2010) for flooding in the Waiwhakaiho River and the Mangaone Stream.

The hydraulic capacity provided by river control works can be determined with reasonable consistency and accuracy. The greater problem is in determining the security of the primary defenses - stopbanks, floodgates, natural terraces - against erosion. The level of risk of failure can only be estimated roughly.

The greater part of expenditure on maintenance of most river control systems is on erosion protection works. However as the Waiwhakaiho River has a stable strong bed, erosion control works that have been undertaken on the river in the main potential erosion areas are generally very stable and the risk of failure is very low. Consequently there is very little erosion that can threaten the stopbanks integrity. However despite this, no stopbanking system can guarantee absolute protection to the scheme design. Furthermore, it is difficult to precisely determine the risks of a stopbank breach occurring. An initial estimate is that there is a 90-95% likelihood that the stopbanks with adequate freeboard will withstand the design flood.

Minor damage to the erosion protection works at a critical location could result in a failure of the primary stopbanks, leading to inundation of a large part of the floodplain, i.e. the Scheme's value could be retained almost 100%, but its operating standard severely compromised.

Further, in many instances major damage to the erosion protection works could occur even though all floodwater is contained within the system.

4.2.2 Stopbanks

The Council will maintain the stopbanks to a level to ensure the design flood can be conveyed. For design standards see Section 3.2.

An ideal stopbank would have 3 metre top width and 2:1 batters as a minimum. However, the upgraded stopbanks on the Waiwhakaiho River have much steeper banks than this caused by a need to raise the bank to achieve the design standard but with no room to widen their base.

Access is to be available as far as possible along the top of the stopbank.

Settlement of up to 150mm of the freeboard will be allowed before stopbank reconstruction will be undertaken.

4.2.3 Gabion basket walls

The Council will maintain the gabion basket walls to a level to ensure the design flood can be conveyed. For design standards see Section 3.2.

A reduction from the design crest level of up to 200mm of the freeboard will be allowed before reconstruction will be undertaken. On the Mangaone Stream the reduction of only 100mm will be allowed.

4.2.4 Structures and walls

The Council will maintain all structures in a workable condition at all times to function to their design standards.

4.2.5 Edge protection – rock riprap

Rock riprap is generally in good condition and will be monitored periodically. Replenishment is generally not required but will be undertaken if the riprap reduces to 75% of the placed quantity of rock.

4.2.6 Edge protection – plantings

The condition of live edge protection in the Lower Waiwhakaiho Flood Control Scheme varies depending on its age and its previous maintenance. There are no new plantings and most of the old plantings, which are largely native plantings, are along the downstream end of Rifle Range Road. Inspection of these plantings is undertaken regularly and any maintenance will involve replacement and trimming.

4.2.7 Drainage outlets and floodgates

The flood gated drainage outlets on the Waiwhakaiho River are assets owned by the New Plymouth District Council.

TRC will inspect and clear the floodgated outlets on a regular basis as their failure will reduce to some extent the effectiveness of the stopbank system.

On the Mangaone Stream the outlets were installed to pass existing drainage flows through the stream bank beneath the gabion basket wall stopbanks.

TRC will inspect and clear the Mangaone Stream floodgated outlets on a regular basis and replace the gates and outlet pipes as required.

4.3 Maintenance history

Up until 2010, maintenance work on the Lower Waiwhakaiho Flood Control Scheme has largely been limited to stopbank mowing, weed spraying and other vegetation control. The removal of gravel build up has also been undertaken from time to time.

Commencing in late 2010, a concerted programme of vegetation control work on both the Waiwhakaiho River and the Mangaone Stream was undertaken. This work has cleared all large vegetation off the left bank of the Waiwhakaiho River between Devon Road and the downstream edge of the Firths Concrete site. On the right bank, the congestion of trees and other vegetation from the back of 19 Constance Street to the Vickers Road pipe bridge have been cleared. In 2016 the remaining large vegetation on the right bank downstream of Devon Road was cleared.

Again since 2010, the buildup of weeds and vegetation has been cleared from the Mangaone Stream between Katere Road and Devon Road. This included trimming back native trees and removing weed trees from the Department of Conservation reserve on the right bank of the stream. This work was authorized by the Department. Upstream of Devon Road, weeds have been cleared from the gabion basket spillway area and from amongst the riparian planting along the left and right banks, upstream of the fertilizer works.

Gravel build up in the Waiwhakaiho riverbed has been cleared from time to time at the Constance Street Beach, the Firth Beach, and from the channel downstream of the Mangaone Stream confluence.

The Constance Street and Firth sites were heavily extracted in 2011. No resource consents were required for any of these maintenance works.

4.4 Maintenance programme

The Council has developed a maintenance programme, which will minimize the risks of failures to the system, and thereby provide for the most efficient and economic operation, to the service standards determined previously. A detailed assessment has been undertaken of the work required to provide for the long term sustainable management of the Lower Waiwhakaiho Flood Control Scheme assets.

The key work components of this are summarised in Table 3, along with a general description of the activity and its estimated required frequency. Frequencies given are for the range of conditions anticipated throughout the scheme.

The Lower Waiwhakaiho Flood Control Scheme has been separated into three distinct components and subdivided further into reaches or items within those subcomponents.

This separation has been undertaken to ensure the components of the Scheme are inspected at a level that identifies all maintenance issues. Inspection and reporting at a large scale can result in important items being missed.

Table 3: Maintenance frequency

Item/Activity	Description	Estimated Frequency
Channel/ Flood fairway <ul style="list-style-type: none"> • General overview • Cross section survey • Gravel beach survey • Gravel beach mtce • Berm mtce 	<ul style="list-style-type: none"> • Overview and general inspection of channel • Resurvey at previous cross section locations • Survey gravel beach & compare with cleared levels • Clear gravel buildup when required • Tree and weed clearing & rough mowing 	<ul style="list-style-type: none"> • 1 yearly • 5-7 yearly • 2-4 yearly • As required • 1 yearly
Riverbanks <ul style="list-style-type: none"> • Normal inspection • 6 Monthly inspection • Tree vegetation control • Vegetation control • Rock riprap 	<ul style="list-style-type: none"> • Overview and general inspection of river banks • Detailed inspection looking for erosion damage to riverbanks & rock works and vegetation congestion • Clear/maintain trees • Spray/clear weeds • Realign, and top-up as inspection identified 	<ul style="list-style-type: none"> • 1 yearly • 6 monthly • 2-3 yearly • 6 monthly • As required
Stopbanks <ul style="list-style-type: none"> • Detailed inspections • Survey • Mowing • Miscellaneous mtce 	<ul style="list-style-type: none"> • Complete walkover inspection • Long section & representative cross sections • Mow all grass stopbank areas • Miscellaneous minor repairs to grass cover, weed control, barriers 	<ul style="list-style-type: none"> • 6 monthly • 5/10 yearly • Monthly • 1 yearly
Gabion walls <ul style="list-style-type: none"> • Detailed inspections • Grass, weed control • Gabion wire repair • Shotcrete repair 	<ul style="list-style-type: none"> • Complete walkover inspection • Remove or spray • Patch or replace gabion • Patch damaged areas 	<ul style="list-style-type: none"> • 1 yearly • 6 monthly • As required • As required
Floodgates <ul style="list-style-type: none"> • Operational check • Annual inspection • Replacement 	<ul style="list-style-type: none"> • Regular operation check • Integrity check • Full replacement 	<ul style="list-style-type: none"> • 2 monthly • 1 yearly • 25 years
Structures <ul style="list-style-type: none"> • Walls • Culverts 	<ul style="list-style-type: none"> • Check Structure • Check Structure • Debris check and clearance 	<ul style="list-style-type: none"> • yearly • 5 yearly • 6 monthly and after floods

In general the priority order for maintenance work in the river scheme will be:

- retaining the integrity of the stopbanks;
- retaining the strength and integrity of erosion control works;
- keeping channels clear of obstruction; and
- maintenance of ancillary works.

4.4.1 Programmed inspections

All programmed inspections must be recorded on the inspection sheets set out in Appendix B and filed in the inspections folder kept in the river engineering office.

All matters identified as needing action must be completed as soon as practicable and marked off on the inspection sheets once completed.

4.5 Maintenance costs

4.5.1 Existing

The maintenance expenditure for the Lower Waiwhakaiho Flood Protection Scheme over recent years has been as follows:

2013/14	\$ 23,333
2014/15	\$ 27,619
2015/16	\$ 36,694
2016/17	\$ 27,656
2017/18	\$ 59,468
2018/19	\$123,947
2019/20	\$ 47,410
2020/21	\$ 39,733
2021/22	\$ 38,386
2022/23	\$ 26,422

4.5.2 Asset maintenance expenditure requirements

All expenditure on infrastructure assets will fall into one of two categories: capital expenditure or operating expenditure.

(a) Capital Expenditure

Capital expenditure projects are those displaying one or more of the following characteristics:

- Construction works which create a new asset that did not previously exist in any shape or form.
- Expenditure which purchases or creates a new asset (not a replacement) or in any way improves an asset beyond its original design capacity.
- Upgrade works which increase the capacity of the asset.

This work would be charged against a particular job cost code.

(b) Operating expenditure

All maintenance, upgrading, reconstruction, renewal and renovation work that does not increase the capacity of assets is treated as operating expenditure.

Operating expenditure can be divided further into two; normal ongoing day to day routine maintenance works and those other more infrequent larger projects that upgrade or renew the asset to its full (or original) service potential.

- (i) Routine maintenance expenditure: Routine maintenance projects can be expected to display some of the following characteristics:
- Regular and ongoing annual expenditure necessary to keep the assets operating at the required level of service, e.g. inspections; management; liaison with ratepayers etc.
 - Day to day and/or general upkeep works designed to keep the assets operating, e.g. insurances, power costs.
 - Works which provide for the normal care and attention of the asset including repairs and minor replacements.
 - Minor response type remedial works i.e. isolated instances where portions or sections of a unit of an asset fail and need immediate repair to make the asset operational again.

This work would be charged to: "North Taranaki River Maintenance" – 30 03 02 2455

- (ii) Renewal expenditure: Work displaying one or more of the following attributes can be classified as renewal expenditure:
- Works which do not increase the capacity of the asset, i.e. works which improve and enhance the assets restoring them to (or below) their original size, condition, capacity, etc.
 - The replacement component of augmentation works which does not increase the capacity of the asset, i.e. that portion of the work which restores the assets to their original size, condition, capacity, etc.
 - The replacement component of a capital work which replaces the redundant element of an existing asset.
 - Reconstruction or rehabilitation works involving improvements, realignment and regrading.
 - Renewal and/or renovation of existing assets, i.e. restoring the assets to a new or fresh condition.

This work would be charged to: "Maintenance Works Rivers" – 30 03 02 2466

4.6 Expenditure

Expenditure in the foreseeable future will focus almost entirely on maintenance and renewals. The capital works component of the Lower Waiwhakaiho Flood Control Scheme was substantially completed by June 2013.

A long term programme of monitoring and maintenance works with detailed cost estimates and the average annual expenditure required to ensure the Scheme is maintained to its full service potential is set out in Section 6.

5. Funding and financial planning

5.1 Accounting policies

It is the accounting policy of the Council that the Lower Waiwhakaiho Flood Control Scheme's assets are not depreciated. The funds required to maintain the asset in an as new condition are considered to be the maintenance budgets in the forthcoming period.

The Council uses the following procedures when applying the above policy:

- all expenditure (routine maintenance, flood damage maintenance and maintenance works) to maintain the existing as new condition (as required by the scheme objectives) is considered to be normal maintenance work and is financed as part of the maintenance budgets established for the period; and
- any additional new minor capital works that increases the assets performance ability are included in the capital works budget for the period, but, are still financed from the accumulated reserve funds.

The Council also indecently values the assets annually.

5.2 Revenue and financing policy

It is the Council's policy that river control schemes are funded by targeted rates over the community benefiting from the protection.

The Lower Waitara and Waiwhakaiho schemes have catchments that, when combined, comprise a substantial portion of the New Plymouth district. Significant flood control assets are managed and maintained within these catchments but because of the types of assets involved, normal maintenance costs are relatively minor. Accordingly, the Lower Waitara and Waiwhakaiho Schemes are funded from a rate that is a 100% capital value based works and services rate, applied over the whole of the New Plymouth district. This system is considered to be the most administratively efficient and appropriate funding mechanism.

5.3 Funding for disaster relief

The Taranaki Regional Council has made the decision to be self-funding in the event of a major disaster in the flood management scheme areas. This philosophy exists due to:

- the potentially high cost of insurance (relative to the benefits)
- the low probability of accessing Government or other disaster funding through participation in projects such as LAPP (Local Authority Protection Programme)
- the ability of the Council to reinstate the assets without significant financial implications

5.4 Routine maintenance costs

Routine maintenance costs for the scheme assets are relatively constant and easy to estimate. The cost of routine maintenance has been based in the past on historical trends. However, with the increase in the Lower Waiwhakaiho Flood Control Scheme's assets (including more stopbanking, and more emphasis on maintenance than has been the case in the past), detailed maintenance plan and estimates have been prepared. The estimated costs include monitoring and maintenance of riverbanks and berms, stopbanks, gabion basket floodwalls and floodway, floodgates and structural flood walls. The new maintenance programme is set out in Section 4.4 and estimated maintenance costs are set out in Section 6.

5.5 Flood damage funding

Due to the variability of flood events and their unpredictability, determining an appropriate programming of flood damage maintenance expenditure is more difficult than estimating routine maintenance allowances. Annual flood damage maintenance expenditure will vary greatly, from virtually nothing to large costs when a substantial rock work sustains major damage in a large flood event. Costs over a number of years could be very low, then, during a period of more intense flooding, maintenance costs could increase greatly to well beyond the annual average.

Therefore, no sensible programming of the flood damage costs can be prepared. Rather the estimated annual average flood damage maintenance cost should be used to guide annual scheme funding, with the unexpended portion of the budgeted costs accumulated year by year. This level is estimated at \$15,000 per annum. If unspent it is transferred to the North Taranaki/ River Control Schemes reserve.

In the cases where there are significant flood damage repairs, the process established in Section 5.8 would be utilised to reinstate the schemes to as new condition.

5.6 Non-routine maintenance costs

From time to time the Council needs to expend additional funds to maintain the level of protection offered by the flood control schemes because either the river channel dynamics have significantly changed or the Council's knowledge and understanding of the schemes has improved. This expenditure is not of a capital nature as the overall level of protection offered by the schemes has not changed. Accordingly, it is included in the annual maintenance expenditure budget. This expenditure has to be funded using the same funding policy as the other maintenance expenditure.

The planned maintenance works are included in the reserve fund movements for the next ten years. This expenditure is funded from the accumulated reserve fund balances. However, where the reserve balance is not sufficient to finance the maintenance works expenditure, then the level of the targeted rate would have to be increased.

5.7 Capital works funding

Capital expenditure that increases the level of protection provided by a scheme will generally be funded by either external or internal borrowing. This reflects the long life of the assets and the need to spread the costs of those assets over the life of the assets. Interest and principal repayments for the borrowing will be funded by the targeted rate.

Following the first stage of the review of the Lower Waiwhakaiho Flood Control Scheme, the Council made provision for some \$1.5 million spread over a three to four years period to fund the proposed scheme upgrade. The technical review of the Waiwhakaiho Flood Control Scheme as it related to the Waiwhakaiho River was completed in 2010 and detailed design work to upgrade the flood protection standard on the Waiwhakaiho River to the 100 year standard with an allowance for climate change to 2060 was completed in June 2011.

Stage 1 of the upgrade was completed in 2010/11. Stage 2 involving works on the lower Mangaone Stream was completed in 2012 and stage 3 involving the works on the mid Mangaone Stream was completed in 2013.

5.8 Financial planning

The funding of expenditure on the Lower Waiwhakaiho Flood Control Scheme is by way of a targeted rate. This is currently set to cover all expenditure in accordance with the Revenue and Financing Policy.

Any under-expenditure on the scheme is transferred to the North Taranaki/Waitara River Control Scheme reserve. Similarly, any over-expenditure is funded from a transfer out of the reserve. As at 30 June 2023 the balance of this reserve was approximately \$1.5 million.

Each year, the targeted rate is expected to fund the routine maintenance plus any flood damage maintenance work identified in the annual review of the schemes. As noted above, if there are an unusually high level of repairs arising out of the annual review then this will be funded via the process outlined in Section 5.1.

If there were no significant repairs arising out of the annual inspections then the reserve fund would continue to grow. The appropriate maximum level for the reserve needs to be considered.

This level is dependent upon the Council's ability to reinstate the assets as a result of a rare large damaging flood event. The Council has a philosophy of self-insurance to recover the service potential of the scheme assets after such an event. The estimated worst case scenario is total flood damage of \$1,000,000. The Council needs to be able to fund this level of expenditure as a maximum.

5.9 Funding of disaster relief

In all river flood control schemes the damage caused by the rare large floods is particularly hard to estimate and can vary greatly. This damage occurs at irregular intervals, with

unpredictable timing. In the case of a major flooding event it is proposed that funding for reinstatement be accessed through the following hierarchy:

- First, any unused/uncommitted funds from the maintenance budgets for the river control schemes for that financial year will be used;
- Second, any balance remaining in the reserve fund will be used;
- Third, any surplus Council-wide cash and investment balances will be loaned to the scheme reserve fund; and
- Finally, consideration will be given to the raising of debt finance.

The individual options available will be considered on a case by case basis.

6. Maintenance and monitoring cost estimates

Table 4 sets out the ongoing cost of maintaining and monitoring the Lower Waiwhakaiho Flood Control Scheme.

The frequency of the works have been estimated but may vary as a result of the frequency of flood events and other changes that may necessitate more frequent activities in some areas.

The actual will vary from year to year but will be known when annual budgets are prepared.

Table 4: Long Term monitoring and maintenance requirements

Item	Work Description	Work Frequency	contractor cost	TOTAL annualised average
		Years		Excluding Staff
General	General overview		-	-
	Cross section survey Waiwhakaiho	5	20,000	4,000
	Cross section survey Mangaone	5	6,000	1,200
	Consultants	1	2,500	2,500
	Flood warning system (proposed)	1	40,000	40,000
Riverbank and berms	Channel Management		-	
	Vegetation control	1	7,000	7,000
	Rock riprap	1	3,000	3,000
	Gravel beach mtce	5	2,000	400
Stopbanks	Detailed inspections		-	
	Survey	5	1,500	300
	Mowing	1	10,000	10,000
	Miscellaneous channel mgmt/mtce	1	10,000	10,000
	gates/ bollards	1	2,500	2,500
	tracks and paths	1	2,000	2,000
	floodgates	1	2,000	2,000
TOTALS				\$84,900

Spreadsheet Frodo No. 3212235 – (Sheet 2023-2024)

Table 5 and Figure 4 set out the estimated cost of managing and maintaining the Lower Waiwhakaiho Flood Control Scheme for the period 2023 to 2033.

The estimates separate the staff and internal cost from external costs that would be contracted out. The flood damage allowance is as per Section 5.5.

Table 5: Cost estimates 2023 to 2033

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Contracting Costs	81,000	79,000	100,500	85,000	81,000	79,000	79,000	100,500	81,000	79,000
Total Annual Maintenance Cost	81,000	79,000	100,500	85,000	81,000	79,000	79,000	100,500	81,000	79,000

Note: In addition to these costs, an allowance for flood damage of \$15,000 per annum is shared with the Lower Waitara River Flood Control Scheme and the Okato Scheme.

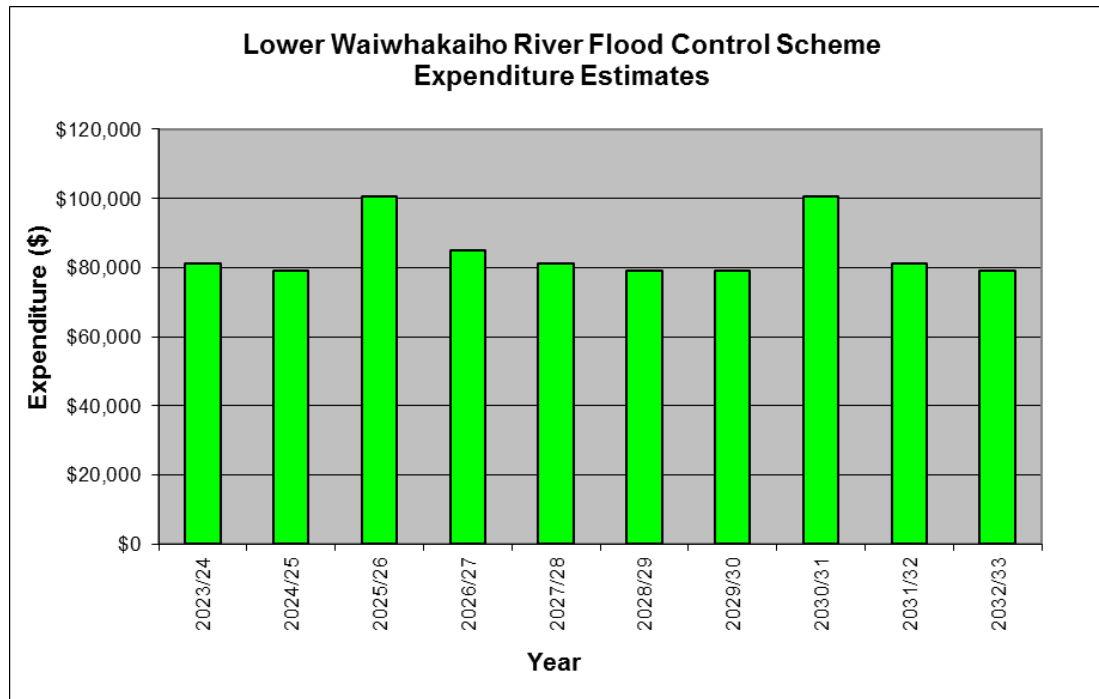


Figure 4: Cost estimates 2023 to 2033.

7. Infrastructure strategy

This infrastructure Strategy identifies:

- the infrastructure issues for the Scheme for the period from 2015 to 2045; and
- the principle options for managing those issues and the implications of the options.

The Waiwhakaiho Flood Control Scheme has been upgraded to provide protection from a flood in the Waiwhakaiho River of 1,180 cumecs and from the Mangaone Stream of 73 cumecs. These were considered in 2010 to have a 1% Annual Exceedance Probability (AEP) and have made allowance for increased flood levels arising from climate change to the year 2060. The upgrade works were completed in July 2014.

The land use in the area protected by the Scheme is 98% commercial and industrial with approximately 2% residential. The 1% AEP protection standard is considered to be the accepted standard for an area largely used for commercial and industrial uses.

Changes in the industries and commercial entities are likely to occur in the area protected by the Scheme over the life of this strategy but the land use would most likely continue to be commercial and industrial. In the very unlikely event that a change in land use would result in an increase in the percentage of residential land use, the protection standard provided by the Scheme would still be appropriate and therefore a further capital upgrade would not be required.

There is no planned upgrade to the level of service provided by the Scheme before 2060 as the Scheme will provide at least 1% AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. \$15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into seven types. The following table sets out how the Council will manage these asset types.

Asset Type	Renewal or replacement requirements	Expenditure
Earth stopbanks	<ul style="list-style-type: none"> • No replacement required. Stopbanks will be maintained to the design levels and standards 	Operational
Gabion basket structures	<ul style="list-style-type: none"> • Gabion baskets have a design life in the order of 100 years. The first gabion baskets were constructed in the Scheme in 1997. • Some minor maintenance may be required. • No replacement required before 2047. 	Operational
Concrete structures	<ul style="list-style-type: none"> • Concrete structures have a design life in the 50 to 100 year range. The concrete structures in the Scheme were all constructed since 2011 as part of the Scheme upgrade works. • No replacement required before 2047. 	Nil
Concrete culverts	<ul style="list-style-type: none"> • Concrete culverts have a design life of at least 50 years. • The earliest culverts installed as part of the Scheme were constructed in 1997 as part of the initial Scheme construction works. 	Nil

	<ul style="list-style-type: none"> No replacement required before 2045. 	
Aluminum and galvanised floodgates	<ul style="list-style-type: none"> Aluminum floodgates will not need replacing before 2047. Galvanised floodgates may need replacing prior to 2047. Current asset value of all floodgates is \$5,000 and would be replaced as required from annual maintenance funding. 	Operational
Rock riprap	<ul style="list-style-type: none"> Rock does not need replacement. Minor topping up may be required very irregularly. The Waiwhakaiho River and Mangaone Streams have stable beds resulting in stable riprap works that require minimal attention. 	Operational
Ancillary minor structures	<ul style="list-style-type: none"> Gates, fences and bollards have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required 	Operational

Risk Management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk.

The potential risk to the Scheme assets arise from over design flood events and from earthquakes.

Asset Type	Disaster Type	Risk	Financial Risk	Expenditure type to fund repair
Earth stopbanks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be very localised	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and slumping	Significant	Capital
Gabion basket structures	Flood	Minimal	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and toppling	Medium	Capital
Concrete structures	Flood	Minimal	Minor	Operational
	Earthquake	Minimal	Minor	Operational
Concrete culverts	Flood	Minimal	Minor	Operational
	Earthquake	Could have fractures in culverts that would need replacing	Minor	Capital
Aluminum & galvanised floodgates	Flood	Minor damage to floodgates	Minor	Operational
	Earthquake	Minimal		Operational
Ancillary minor structures	Flood	Moderate risk of damage	Minor	Operational
	Earthquake	Minimal		Operational
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up	Minor	Capital
	Earthquake	Minimal	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is drawn from Section 6 of this plan. There will be no capital expenditure over the next 30 year period.

Year(s)	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033	2033/ 2038	2038/ 2043	2043/ 2048	2048/ 2053
Estimated operating costs (\$1000's)	81	79	100	85	81	79	79	100	81	79	425	425	425	425

Assumptions Made

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

8. Performance monitoring

As well as the regular inspection and monitoring of the Lower Waiwhakaiho Flood Control Scheme assets to ensure that they maintain their integrity and provide the required flood standard, there is a need to monitor the performance of the Scheme in relation to its protection standard.

Traditional performance monitoring techniques are not easily applied to management of river schemes. Outcomes depend on the occurrence of unpredictable flood events, and the nature of fluvial hydraulics is complex and subject to random phenomena. However, it is still possible to apply the general principles of monitoring. Indeed, performance monitoring is required in order to adequately manage the assets. Review of the asset management plan will also depend on findings of performance monitoring.

The goal of the Lower Waiwhakaiho River Flood Control Scheme is to maintain the risk of flood damage at acceptable levels, by maintaining the desired levels of flood protection and erosion control (note that the risk of flood damage rather than actual flood damage is referred to).

River and stream cross section surveys are one of the most important monitoring programmes for management of the scheme. The cross section surveys can be used to help identify volumetric changes to the river and stream channels and banks, and possibly local points of erosion or deposition. Using the cross-section information, the design flood levels can be reassessed every fifteen years or so, and the stopbank surveys used to monitor the available freeboard.

8.1 River and stream channel cross sections

Full cross section surveys are to be undertaken on the Waiwhakaiho River and the Mangaone Stream Channel at 5 to 7 year intervals and compared with the previous cross sections to identify:

- whether or not there has been any significant change in the channel cross sectional area that may impact on the flood carrying capacity of the channel; and
- Whether or not there is any degradation trend that may be affecting the integrity of the erosion control works.

If significant changes are noted, the results of this monitoring must be referred to the Rivers Manager for assessment.

All cross section surveys must be drawn up, printed and hung in the engineering plan cabinet.

8.2 Flood level monitoring

8.2.1 Rivers and streams

Waiwhakaiho River

On the Waiwhakaiho River, flood flows that get to within 2.5 metres of the stopbank crest at any point along the river must be monitored closely. If possible, maximum water levels must be observed and pegged during the flood event and later surveyed. If the actual event can not be monitored, as soon as possible after the flood event has receded, the highest debris marks must be carefully observed, pegged and surveyed.

Care must be taken with observing the debris levels especially on the steep sections of the river banks.

It cannot be stressed strongly enough how important this information is. The stopbank design has been prepared with relatively poor calibration data and good actual flood information will enable the flood models to be checked and stopbank levels fine-tuned if required.

The Waiwhakaiho flood levels must be pegged from 100m upstream of Devon Road if possible to as far as is practicable downstream of the Mangaone Stream confluence. The most critical section however is between Devon Road and the Mangaone Stream confluence.

If flood levels are pegged during an event, the time at which the levels were observed must be recorded.

Mangaone Stream

On the Mangaone Stream, flood flows that get to within 1.5 metres of the stopbank crest at any point along the Stream must be monitored closely. If possible maximum water levels must be observed and pegged during the flood event and later surveyed. If the actual event can not be monitored, as soon as possible after the flood event has receded, the highest debris marks must be carefully observed, pegged and surveyed.

If flood levels are pegged during an event, the time at which the levels were observed must be recorded.

The flood levels must be pegged from Katere Road to the confluence with the Waiwhakaiho River.

8.2.2 Record keeping

All monitoring records must be filed in the Council's electronic filing system with clear reference to the channel being monitored, and the dates of the event.

Appendix 1

History

The following lists the key historical events that have occurred on the Scheme since 1980.

1980	<ul style="list-style-type: none"> • Flooding occurred – no plans for stopbanking • The need for culvert upgrade and stopbanking identified
1990	<ul style="list-style-type: none"> • Breach on Waiwhakaiho left bank in Cylone Hilda into Lake Rotomanu
1990/91	<ul style="list-style-type: none"> • Waiwhakaiho River Water Management Plan prepared
1994	<ul style="list-style-type: none"> • Plans being prepared to develop Waiwhakaiho Basin into industrial park
1994/95	<ul style="list-style-type: none"> • Funding for Waiwhakaiho investigation secured
21/4/1995	<ul style="list-style-type: none"> • Large flood in Mangaone Stream flooded Fitzroy Engineering and land to the left of Mangaone Katere Rd to Devon Rd
1995	<ul style="list-style-type: none"> • Flood protection ideas and priorities reassessed following flood
Dec 1995	<ul style="list-style-type: none"> • TRC adopted a proposal to construct a stopbank along Waiwhakaiho River to protect against a 2% AEP flood • Including flood wall along the left bank of Mangaone from Katere Rd to Devon Rd estimated cost \$860k • NPDC to replace undersized Katere Rd culvert • Fertiliser factory to fund upstream floodway construction
Jan 1996	<ul style="list-style-type: none"> • TRC advised Mangaone landowners that it would fund 60% of left bank stopbank works
Oct 1996	<ul style="list-style-type: none"> • Farmers Fertiliser Works to fund overflow channel – design completed \$170k
1996	<ul style="list-style-type: none"> • TRC grants consent for stopbank and river works • Gravel removed from Waiwhakaiho River downstream of Devon Rd • Laharic outcrop in Waiwhakaiho River upstream of SH3 lowered • Ford across Waiwhakaiho River removed
Jan 1997	<ul style="list-style-type: none"> • 3000 m³ Rock riprap placed along left bank (Vickers Road) \$86.5k to protect bank and sewer line – funded by New Plymouth District Council • All in-channel work completed April 1997
Mar 1997	<ul style="list-style-type: none"> • Contract let to Hurlstone Earthmoving Ltd to construct Waiwhakaiho River stopbank \$246,625.50
Dec 1997	<ul style="list-style-type: none"> • Mangaone Stream Gabion Contract let to Action Blast Clean Ltd - \$123,713.70. Work completed April 98
2008-2010	<ul style="list-style-type: none"> • Tonkin and Taylor undertook detailed investigation and preliminary design/flood modeling of Waiwhakaiho River and Mangaone Streams
Oct 2010	<ul style="list-style-type: none"> • Major clearance of overgrown vegetation on Waiwhakaiho River and Mangaone Stream commenced • Waiwhakaiho River right bank downstream of Devon Road • Waiwhakaiho River left bank adjacent to Firths • Mangaone Stream Katere Rd to Devon Road • Mangaone Stream upstream of Katere Road
2010/11	<ul style="list-style-type: none"> • Tonkin & Taylor determined design flood profile Waiwhakaiho River. This was adjusted and finalized by John Philpott – Rivers Manager
Jan 2011	<ul style="list-style-type: none"> • Contract let to Taranaki Civil Construction to upgrade Waiwhakaiho River flood protection from 2% AEP to 1% AEP with 500 mm freeboard and 50 years climate change allowance (Stage 1)
June 2011	<ul style="list-style-type: none"> • Practical Completion Certificate for Stage 1 upgrade contract issued
Dec 2012	<ul style="list-style-type: none"> • Practical Completion Certificate for Stage 2 upgrade contract issued
Mar 2013	<ul style="list-style-type: none"> • Practical Completion Certificate for Stage 2a upgrade contract issued
July 2013	<ul style="list-style-type: none"> • Practical Completion Certificate for Stage 3 upgrade contract issued
June 2020	<ul style="list-style-type: none"> • DHI hydraulic modelling and revised design levels (Frodo # 2530000)

Appendix 2

Inspection Sheets

Lower Waiwhakaiho Flood Control Scheme

Detailed Stopbank Inspection (6 – monthly)

River Name:	Waiwhakaiho River		Date:	
Inspected by:				
Constance St to Vickers Rd				
	Condition			
	Good	Poor	Comment	Action Required
Date Actioned				
Grass cover				
Access track				
Ramps, top of bank crossings, gates, & bollards				
Manholes Surrounding Ground				
Vickers Rd to Mangaone Stm				
	Condition			
	Good	Poor	Comment	Action Required
Date Actioned				
Grass cover				
Trees & weeds				
Massbloc wall interface				
Outer toe support				
Mangaone Stm to end of bank				
	Condition			
	Good	Poor	Comment	Action Required
Date Actioned				
Grass cover Stock damage ??				
Trees & weeds				
Concrete wall interface				
Access track & ramps				

Lower Waiwhakaiho Flood Control Scheme

Gabion Basket Stopbank Inspection

(6 – monthly)

River Name:	Waiwhakaiho River			Date:	
Inspected by:					
Upstream of Constance St.					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Gabion wire					
Shotcrete					
Toe support & grass cover					
Grass & weeds					
Vickers Rd to Mangaone Stm					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Gabion wire					
Shotcrete					
Grass & weeds					
Damage by trees ??					

Massbloc Wall Inspection

(6 – monthly)

River Name:	Waiwhakaiho River			Date:	
Inspected by:					
End of Vickers Road					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Block integrity					
Block alignment					
Grass & weeds					

**Lower Waiwhakaiho Flood Control Scheme
Gabion Basket Stopbank Inspection and stopbank
(6 – monthly)**

River Name:	Mangaone Stream		Date:		
Inspected by:					
Katere Rd to Devon Rd					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Gabion wire					
Shotcrete					
Grass & weeds					
Foundation issues					
Devon Rd culvert headwall					
Devon Rd to Rifle Range Rd Left Bank					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Gabion wire					
Shotcrete					
Grass & weeds					
Stopbank					
Devon Rd to Rifle Range Rd Right Bank					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Gabion wire					
Shotcrete					
Grass & weeds					
Concrete wall interface					

Lower Waiwhakaiho Flood Control Scheme

Katere Road Spillway

(6 – monthly)

River Name:	Mangaone Stream		Date:		
Inspected by:					
Katere Road					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Headwall structure					
Gabion Wire					
Grass & weeds					
Culverts					

Lower Waiwhakaiho Flood Control Scheme
Detailed Riverbank and Berm Inspection
(6 – monthly)

River Name:	Waiwhakaiho River		Date:	
Inspected by:				
Upstream of Constance St.				
	Condition		Comment	Action Required
	Good	Poor		
Berm surface				
Trees & weeds				
Riverbank stability				
Rock riprap				
Constance St to Vickers Rd				
	Condition		Comment	Action Required
	Good	Poor		
Berm surface				
Trees & weeds				
Riverbank stability				
Rock riprap				
Vickers Rd to Mangaone Stm				
	Condition		Comment	Action Required
	Good	Poor		
Berm surface				
Trees & weeds				
Riverbank stability				
Rock riprap				

Lower Waiwhakaiho Flood Control Scheme
Detailed Riverbank and Berm Inspection
(6 – monthly)

River Name:	Mangaone Stream		Date:	
Inspected by:				
Upstream of Katere Road				
	Condition		Comment	Action Required
	Good	Poor		
Berm surface				
Trees & weeds				
Riverbank stability				
Rock riprap				
Katere Rd to Devon Rd				
	Condition		Comment	Action Required
	Good	Poor		
Grass cover				
Trees & weeds left bank				
Trees & weeds right bank				
Rock riprap				
Devon Rd to Waiwhakaiho				
	Condition		Comment	Action Required
	Good	Poor		
Grass cover Stock damage ??				
Trees & weeds left bank				
Trees & weeds right bank				
Rock riprap				

Lower Waiwhakaiho Flood Control Scheme

Structures (Annually)

River Name:	Mangaone Stream			Date:	
Inspected by:					
Katere Road Mangaone Stream Culvert					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Upstream headwall integrity					
Ravensdown wall integrity					
Devon Road Mangaone Stream Culvert					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Upstream headwall integrity					
Rifle Range Road floodwalls on Mangaone Stream Culvert					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Upstream wall integrity					
Downstream wall integrity					

Lower Waiwhakaiho Flood Control Scheme

Floodgates (6 – monthly)

Inspected by:		Date:	
River Name:	Waiwhakaiho River		
Rifle Range Road			
	Condition		Comment
	Good	Poor	
	Date Actioned		
RRFG1 (upstream) - 450mm			
RRFG2 - 600mm			
RRFG3 - 300mm			
RRFG4 - 450mm			
RRFG5 - 300mm			
RRFG6 (downstream) - 250mm			
<hr/>			
River Name:	Mangaone		
Downers side			
	Condition		Comment
	Good	Poor	
	Date Actioned		
DFG1 (upstream) - 375mm			
DFG2 - 375mm			
DFG3 - 450mm			
DFG4 (downstream) - 600mm			
<hr/>			
Technix Side			
	Condition		Comment
	Good	Poor	
	Date Actioned		
DFG5 (upstream) - 375mm			
DFG6 (downstream) - 450mm			
<hr/>			
Katere Rd to Devon Rd			
KDFG1 (upstream) - 225mm			
KDFG2 - 300mm			
KDFG3 - 300mm			
KDFG4 - 150mm			
KDFG5(downstream) - 450mm			

NOTE: Any problems with the Waiwhakaiho River floodgates must be referred directly to New Plymouth District Council.

The current (2013) contact person is: Rob Campbell 027 333 5698 06 759 6132

Lower Waiwhakaiho Flood Control Scheme Asset Management Plan
Updated - 16 August 2023

Okato Scheme

Asset Management Plan



Taranaki Regional Council
Private Bag 713
Stratford 4352

16 August 2023

Document: 3198897

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APPENDICES

- A Capital Works - Stony River overflow control**
- B Scheme Inspection Forms**

1. Introduction

1.1 The Plan

This Management Plan has been prepared to assist those delegated the responsibility for managing the Ōkato Scheme on behalf of the Taranaki Regional Council (the Council).

The Okato Scheme comprises works in the Hangatāhua/Stony River and Kaihihi Stream primarily to protect the Okato community and to manage a short reach of the Stony River upstream and downstream of the SH45 Bridge. Figure 4 shows the location of the Scheme.

The Okato Scheme assets include earthen stopbanks, river training groynes, rock riprap and flood overflow channels. Works on the Hangatāhua/Stony River and the Kaihihi Stream involve the management of in-channel gravel build up, the maintenance of bank protection and alignment control works, the maintenance of river edge vegetation, and the maintenance of stopbanks and overflow channels.

The current valuation of these assets (in terms of Local Government requirements) to 30 June 2023 is \$464,721.

1.2 Purpose and ownership of the Plan

The purpose of this Plan is to provide the means and mechanisms to enable the Scheme Manager to plan for the most efficient economic and sustainable management of the Okato Scheme.

The Okato assets need to be managed, to ensure they continue to effectively deliver scheme benefits on a long term, sustainable basis. Management requires provision for monitoring, maintenance and in some instances eventual replacement of these assets.

This Plan defines the objectives and performance standards for the scheme and the level of maintenance needed to ensure these are met at all times.

The Plan also provides a base against which the Council's performance in maintaining these infrastructural assets can be measured. This management plan will provide a framework for technical and financial inputs relating to the assets and their impact on long term financial planning.

Responsibility for implementing the Plan lies with the Council, which is the body responsible for managing the asset.

1.3 Duration and review of the Plan

The duration of the Plan is ten years from the date of formal preparation and acceptance by Council. This Plan has also been prepared with a 30-year time horizon. Maintenance costs and rates are current to June 2023.

The Plan will be updated, after the proposed capital works are completed and then reviewed again after ten years or earlier if required, to ensure that the requirements of the community are met, and that the assets are maintained at their most effective levels of service.

1.4 Legislative requirements

The principal statute affecting the management of infrastructure assets is the Local Government Act 2002 (the Act).

The Act empowers local authorities to provide a range of services. Specifically, the Act, together with the Soil Conservation and Rivers Control Act 1941, obligates regional councils to minimise and prevent damage by floods and erosion. The Council executing its responsibilities and powers as a catchment authority in terms of the Soil Conservation and Rivers Control Act 1941 constructed the schemes.

Part VI of the Act requires councils to effectively and efficiently manage their finances and assets. This involves planning for the maintenance, loss of service potential and capital upgrade of all assets. The associated funding for these commitments also needs to be provided for.

This asset management plan will assist the Council with defining the basis for determining long-term financial strategies. Information from the Plan will be used in preparing financial plans and statements required by the Act.

The Office of the Controller and Auditor-General (OAG) has a responsibility to ensure that councils comply with the requirements of the Local Government Act 2002. Part of this involves ensuring that councils are adequately providing for the ongoing maintenance, renewal and capital expenditure on infrastructure assets. The OAG has issued a number of guidelines to assist councils in the preparation of asset management plans.

1.5 Assumptions

There are a number of assumptions made in preparation of this asset management plan. These are made using current knowledge and experience, but may vary with time and in the light of further experience. Further, they will be updated when the Plan is reviewed. The assumptions are:

- that the Council will continue to perform its existing functions in respect to the current legislation;
- there will be no major changes that impact upon the role of the Council in terms of soil conservation and river control; and
- financial projections are in 2022/2023 dollars.

1.6 Assets to be managed

The Okato Scheme covers the Hangatāhua/Stony River from 500m downstream of the SH45 Bridge to 1850m upstream of the bridge, and the Kaihihi Stream from the upstream edge of Okato Township to the SH45 Bridge.

The Scheme Assets include:

Hangatāhua/Stony River

- The right bank river training rock riprap downstream of the SH45 Bridge
- The stopbanks/ guide banks and flood overflow channels on the right bank of the River between 1000m and 1800m upstream of the SH45 Bridge.

Kaihihi Stream

- Rock riprap at three sites on the right bank of the Stream and three sites on the left bank
- A series of snub groynes at two locations on the right bank
- Two sections of stopbank on the left bank upstream of Old South Road

The extent of the Scheme is shown in Figure 2 with Figure 3 showing the location of the Scheme assets in more detail.

1.7 Background

The Taranaki Regional Council has undertaken works in both the Hangatāhua/Stony River and the Kaihihi Stream over the years funded by a targeted rate on New Plymouth and North Taranaki constituencies. These works have been included in the “Minor Scheme Works” funding category.

The Stony River is a steep and aggressive river contained to a large degree in an incised channel over most of its length from Wiremu Road to SH45. Whilst serious erosion to its banks is occurring at some locations, the cost of works to control this erosion would be very high and clearly not cost effective. The Stony River has a very steep catchment of some 51 km² that rises to above 2000m on the very unstable western slopes of Mount Taranaki.

With the exception of a very large item of work to control the river’s alignment upstream of Wiremu Road, works in the Hangatāhua/Stony River have to a large degree been undertaken to maintain the alignment of the channel in the reach of river from 600m upstream to 600m downstream of the SH45 Bridge. This work has been undertaken to encourage the large volumes of gravel transported down the river to this point to move through to the lower river and not build up and threaten the highway bridge and properties in that reach.

The much smaller Kaihihi Stream is equally as steep as the Hangatāhua/Stony River in its lower reaches but although its catchment is greater than 75% of the Stony, its flood flows are significantly smaller because its headwaters only rise to an elevation of approximately 800m on the more stable Pouakai Ranges.

Whilst the Kaihihi Stream channel is much more stable than the Hangatāhua/Stony River channel, erosion still occurs along its unconsolidated stony river banks and relatively coarse gravel deposits build up on the insides of bends resulting in erosion on the opposite banks. Erosion also occurs from time to time during flood events over relatively straight reaches of the Stream.

Numerous works have been undertaken in the Kaihihi Stream over the years. These include; river bank protection works required following the removal in 1990 of the Okato Dairy Factory Water Intake Weir that was located approximately 220m upstream of the SH45 Bridge; bank protection works at a number of sites including that adjacent to and upstream of the Old South Road swing bridge; a stopbank to provide flood protection to the Okato swimming pool complex; and the extraction of gravel that builds up from time to time at a number of locations along the stream channel adjacent to Okato.

On-going river alignment and maintenance works have occurred in the Hangatāhua/Stony River but very little if any on-going maintenance is undertaken on the Kaihihi Stream other than some gravel removal from time to time.

1.8 Current river issues (2023)

1.8.1 Stony River

The large flood in April 2008 remobilised a large amount of bed material within the Stony River channel and significant quantities of gravel are now moving downstream in what are relatively small flood events. Accelerated erosion on the upper mountain is also threatening to further increase this bed load and may result in more adverse effects in the not too distant future.

On-going works have been required every one to two years in the 1.2 kilometre reach of the river centred on the SH45 Bridge to maintain as far as practicable a relatively straight alignment that maximises the rivers grade and thus its ability to transport the large volumes of gravel material through this reach. Approximately \$25,000 has been spent annually on average on this reach of the river to manage the gravel deposits and control the channel's alignment. This work will need to continue.

In the reach of the Stony River between 1000m and 1800m upstream of the SH45 Bridge, the river has in the past, overflowed its banks and flowed in northerly direction to join the Kaihihi Stream where it flows along the southern edge of Okato, and flowed down Kaihihi Road. The last time that this occurred was in the flood in April 2008. This flood caused damage to the farm through which it flowed, the Kaihihi Stream itself and to commercial properties at the intersection of Kaihihi Road and SH45. It is clear from the topography of the overflow area that this has occurred many times in the distant past.

Whilst these overflows are uncommon, with large volumes of gravel being transported by the Stony River from its upper reaches and increases in rainfall arising from the effects of climate change, they are likely to occur more regularly in the future.

Works required to reduce the risk of overflows causing future damage to the area were undertaken as capital works in 2013. The assets and their maintenance are included and allowed for in this plan.

The February 2022 flood event damaged rock riprap guiding the Hangatāhua/Stony River away from the true right bank immediately downstream of the SH45 bridge. Works completed in June 2023 reinstated this rock work with plans to reassess it after winter 2023.

1.8.2 Kaihihi Stream

After the 2008 flood, a detailed inspection of the Kaihihi Stream, over a length of 1.7 km from the SH45 Bridge to the upstream extent of Okato Township, identified a number of sites where river management and maintenance problems were evident. These included:

- areas of trees and vegetation that were reducing the flood carrying capacity of the channel and were or have the potential to cause river bank erosion;
- large trees that had fallen into the channel and are diverting the stream flow and cause erosion;
- the build up of gravel on the insides of bends, causing or having the potential to cause erosion on the opposite stream bank;
- heavy rock riprap and snub groynes that will need on-going maintenance especially following large flood events; and
- the stopbank that prevents flooding of the Okato Swimming Pool complex requiring maintenance and upgrading.

The adverse effects arising from the removal of the old dairy factory water supply weir upstream of the SH45 Bridge has been addressed and the river is now relatively stable through this reach.

Whilst the works required to manage and maintain the Kaihihi Stream channel are relatively minor in nature, failure to manage the channel and maintain the existing stream works will not only result in damage to a series of private properties, it will cause damage to a number of community assets such as part of the Stony River Walkway that runs along the right bank of the stream upstream of the Old South Road swing bridge, the swing bridge itself, the Okato Swimming Pool, and land under the control of the Department of Conservation, and the New Plymouth District Council.

Downstream of SH45, the Kaihihi Stream is heavily congested in parts with old willow trees that are diverting the stream channel in places, causing erosion and flooding of the adjacent properties. The land affected is owned by a relatively small number of landowners, some of whom have undertaken works to protect their own properties and others who have done very little, with their inactivity in some places adversely affecting neighbouring properties. It is not proposed that the stream downstream of SH45 is brought into the Scheme.

The 2022 flood event resulted in the Kaihihi Stream developing a secondary channel through Department of Conservation land on the true right bank approximately 750m upstream of the Okato foot bridge. The new alignment affected access to the Hangatāhua/Stony River Walkway and risked outflanking rock riprap placed immediately downstream of where the new channel re-entered the main channel. Works in June 2023 de-watered the new channel and reinstated flow through the main channel via bed material and vegetation management.

1.9 Climate

Because of its exposure to disturbed weather systems from the Tasman Sea, the Taranaki region is often quite windy, but has few climate extremes. The most settled weather occurs during summer and early autumn. Summers are warm. Typical summer daytime maximum air temperatures range from 19°C to 24°C but seldom exceed 30°C. Winters are relatively

mild with daytime maximum air temperatures ranging from 10°C to 14°C but are normally the most unsettled time of the year. Frost occurs inland during clear calm conditions in winter. Annual sunshine hours average about 2000 hours. Northwesterly airflows prevail and sea breezes occasionally occur along the coast during summer.

The mountain and ranges have a strong influence on rainfall in the area by attracting orographic type events which are often associated with frontal systems and depressions moving through the Tasman Sea. Annual rainfall on the upper slopes of the northern Egmont National Park ranges from 1500 to 5000mm.

1.9.1 Climate change

Some of the predicted impacts of a moderate rate of climate change for Taranaki include changes in average temperature, sea level rise and rainfall patterns. In general, Taranaki, like much of the west coast of New Zealand, is likely to become warmer and wetter.

Climate scientists estimate that Taranaki's temperature could be up to 3°C warmer over the next 70-100 years. This compares to a temperature increase in New Zealand during last century of about 0.7°C. Taranaki could be up to 20% wetter with more varied rainfall patterns and flooding could become up to four times as frequent by 2070.

As extreme weather events become more frequent or severe, the costs and damages associated with them are also likely to increase.

1.10 Land ownership

The land within the area included in the Okato Scheme is either privately owned, or under the control of the New Plymouth District Council or the Department of Conservation.

1.11 Protection standard

No particular protection standard has been adopted for the Okato Scheme. The stopbanking and overflow channel that will guide water that spills from the Hangatāhua/Stony River will be constructed to a standard that will give the best practicable standard of protection without unduly affecting the farm through which it will be constructed.

The rock riprap on the Kaihihi Stream will be sized to prevent damage in a 100 year event. The standard applied when the stopbank upstream of old South Road was constructed is unknown. This will be examined further when the stopbank is upgraded/maintained.

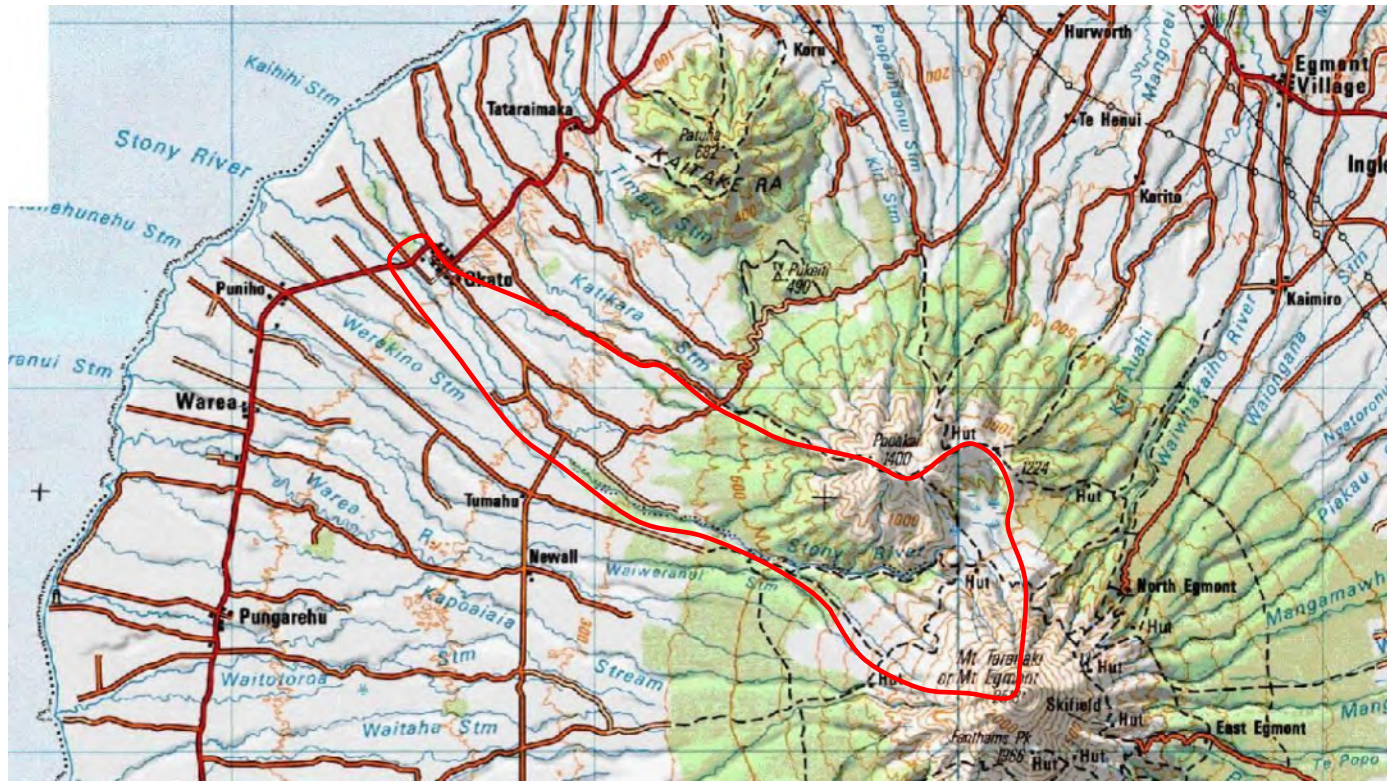


Figure 1: Hangatāhua/Stony River and Kaihihi Stream Catchment

2. General Scheme information

2.1 Principal Scheme features

2.1.1 Objectives of the Scheme

The Okato Scheme consists of a number of component infrastructural assets to manage the alignment of the Hangatāhua/Stony River, control flooding from the Hangatāhua/Stony River into the Kaihihi Stream, to control erosion of the Kaihihi Stream where erosion threatens the Okato area, and to limit flooding of the community asset of the Okato swimming pool complex.

The Okato Scheme assets that provide erosion control in the Kaihihi Stream have been constructed primarily to manage the alignment of the river channel to minimise the risk to property and community assets. The works in the Hangatāhua/Stony River have been undertaken largely to manage the channel's alignment to improve the channels gravel transport capabilities to reduce gravel build up at key locations.

Works were undertaken in 2013 to reduce the risk of flood waters that overflow the right bank of the Hangatāhua/Stony River from flooding in a northerly direction towards the Kaihihi Stream and affecting properties and community infrastructure in that area.

2.1.2 Scheme works' boundaries

Works on the Okato Scheme extend on the Kaihihi Stream from the SH45 Bridge to the upstream extent of the Okato Township and on the Hangatāhua/Stony River from 600m downstream of SH45 to 1810m upstream of SH45. Works on the Hangatāhua/Stony River channel itself are limited to a reach 500m upstream and downstream of SH45.

2.1.3 Hydrology

There is no specific design flood event for the Okato Scheme but where practicable rock riprap will be sized to withstand a 100 year event. Stopbanking overflow channels will again be designed to provide the best available protection within the constraints imposed by cost and natural ground features.

2.1.4 Overview of Scheme assets

The Hangatāhua/Stony River assets include:

- substantial rock riprap river training works located on the right bank of the river directly downstream of the SH45 Bridge;
- a low level stopbank/guidebank located on the right bank at about 1800m upstream of the SH45 bridge (Refer to Figure 6); and
- two overland flow channel blocks/guide banks on the right bank of the river at 1000 and 1200m upstream of the SH45 bridge (Refer to Figure 6).

The Kaihihi Stream assets include:

- A 35m length of rock riprap on the right bank at River distance 100m;
- A 25m length of rock riprap on the left bank at River distance 275m;

- A series of 5 snub groynes right bank at River distance 675m;
- A 50m length of rock riprap on the right bank at River distance 925m (Old South Road);
- A 70m length of rock riprap on the left bank at River distance 1050m;
- A 20m series of snub groynes on the right bank at River distance 1250m (new);
- A 60m length of rock riprap on the left bank at River distance 1350m
- A 25m length of rock riprap on the right bank at River distance 1525m;
- A 90m long earthfill stopbank on the left bank at River distance 1000m; and
- A 65m long earthfill stopbank on the left bank at river distance 1100m (Extended).

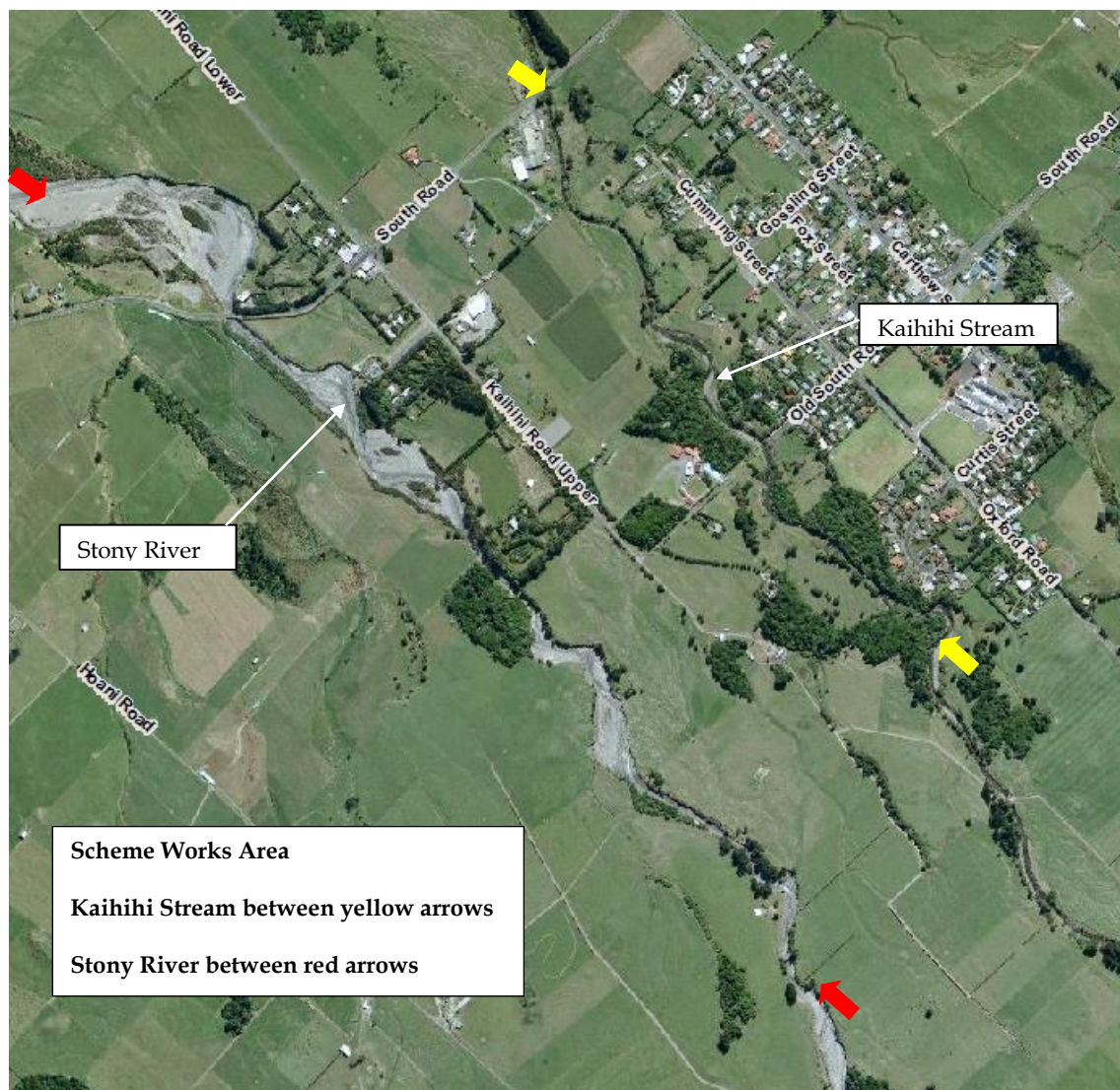


Figure 2: Extent of Scheme Works Area

3. Assets

3.1 Description of assets

3.1.1 Stopbanks

Stopbanks on the Kaihihi Stream are compacted earth structure, which prevent frequent flooding of the Okato Swimming Pool complex. On the Hangatāhua/Stony River they are compacted earthfill structures, possibly with a rock core that prevent frequent overland flow from the Hangatāhua/Stony River to the Kaihihi Stream

Stopbanks are constructed to meet appropriate compaction standards, batters slopes and top width to ensure their structural integrity.

3.1.2 Rock riprap erosion protection (bank lining)

Rock Riprap is rock placed mechanically on an eroded or potentially erodible riverbank to prevent riverbank erosion that may threaten the integrity of the adjacent riverbank.

The rock is sized and placed to meet particular standards to ensure it withstands the river forces that occur during large flood events.

3.1.3 Rock riprap river training work

Rock Riprap is rock placed mechanically on an alignment within or on the edge of the channel to guide the river flow.

The rock is sized and placed to meet particular standards to ensure it withstands the river forces that occur during large flood events.

3.1.4 Snub groynes

Snub groynes are engineered piles of rock placed on the riverbank extending out into the river flow to guide and divert the flow of the river away from the adjacent riverbank.

3.1.5 Overland flow channel block

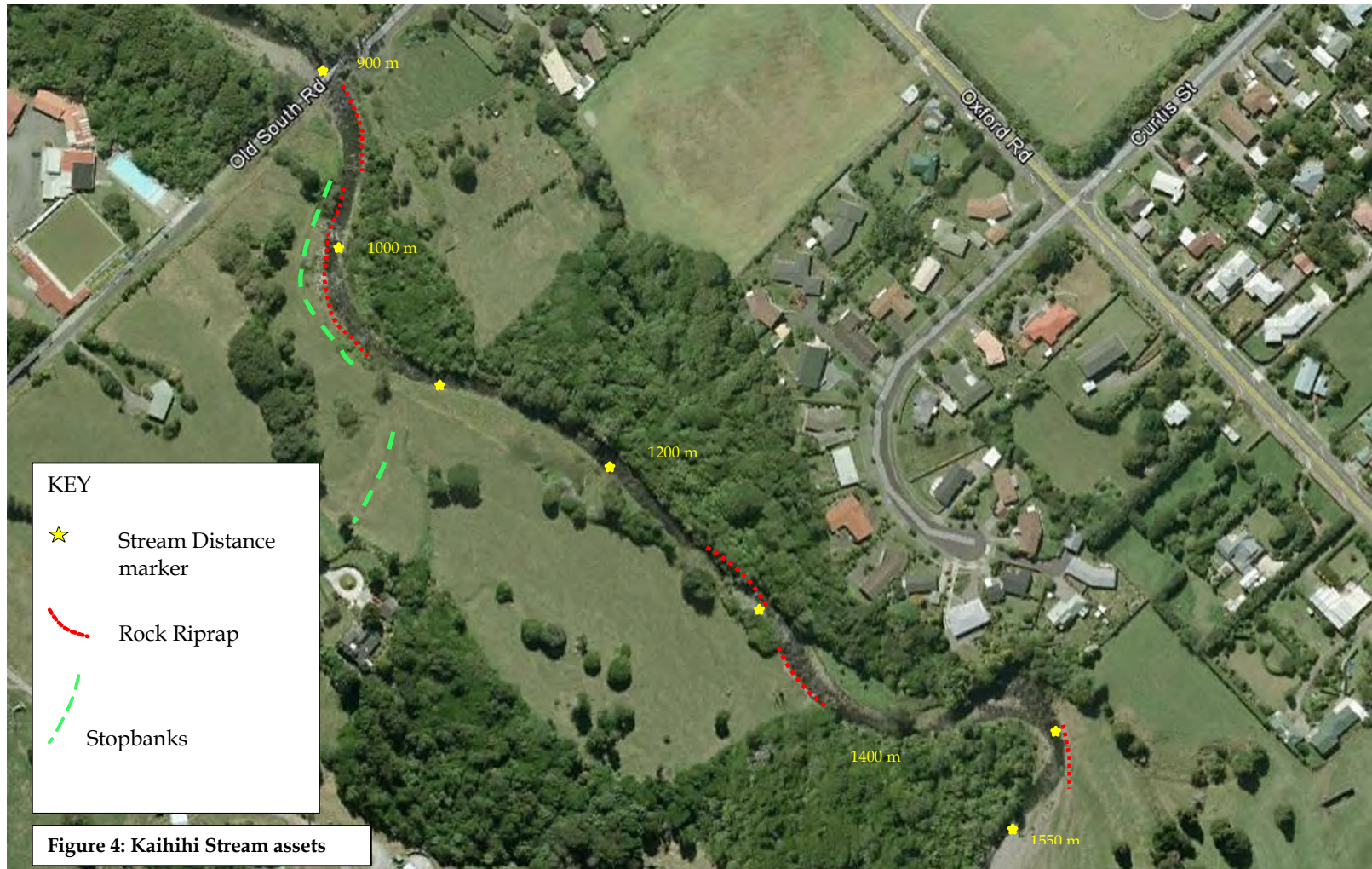
Overland flow channel blocks are in effect stopbanks built to close off flood channels that pass through the Hangatāhua/Stony River floodplain. These will be constructed with rock and earth fill obtained when clearing the overflow flood channel.

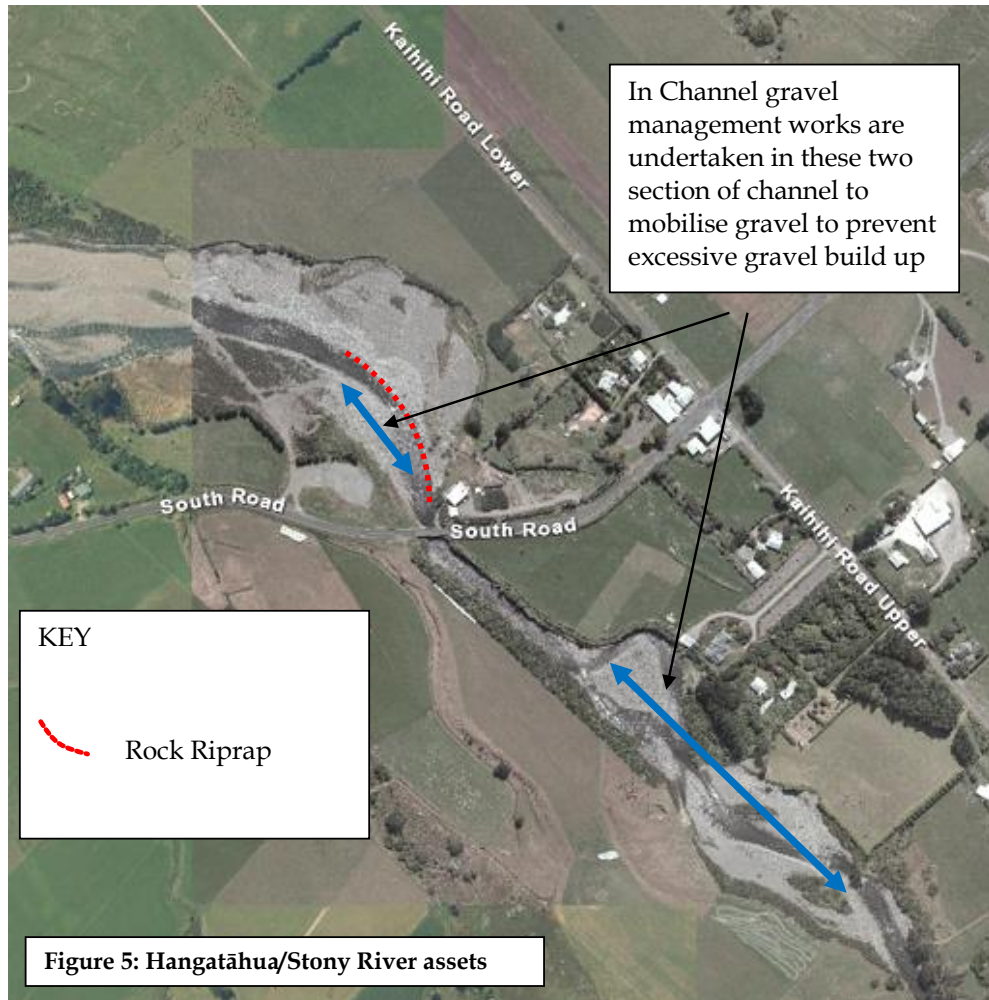
3.2 Asset capacity – design standards

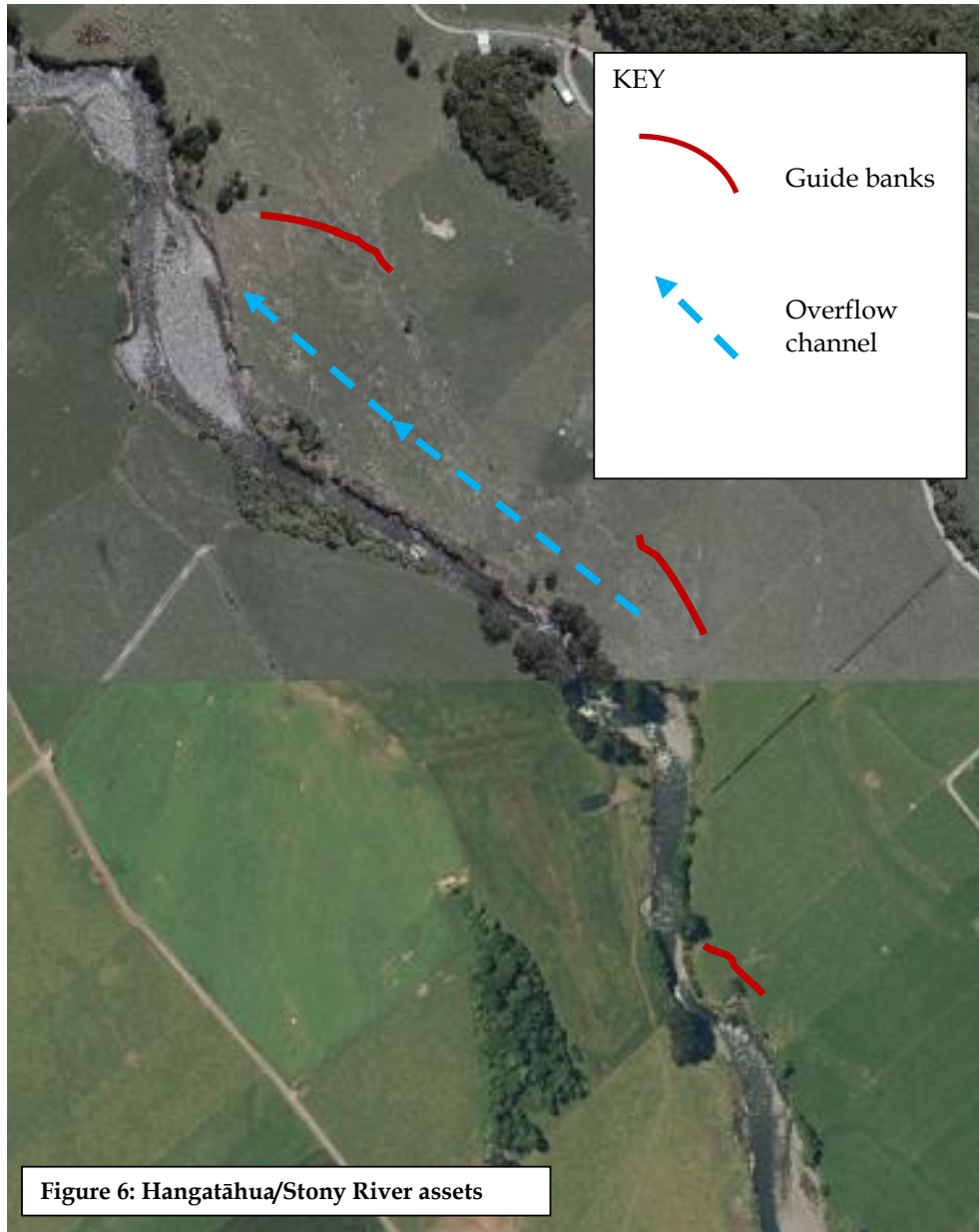
3.2.1 Stopbanks, and channels

There is no particular design standard for the stopbanks and channels on the Kaihihi Stream or Hangatāhua/Stony River. These banks have been constructed to prevent the more common overflows and not to prevent flooding from any particular event.









3.2.2 Rock riprap – river training

Rock riprap in the Hangatāhua/Stony River will need specific design that recognizes the local grade on the channel and flood flows. Where practicable the design standard shall be the 1% AEP flood event.

3.2.3 Rock riprap erosion protection

Rock riprap is designed to remain effective in a design flood event and will depend on the velocity and the batter slope at the site. Rock in the Kaihihi Stream has remained relatively stable and any future rock used must be of a similar or larger size and grade. Where practicable the design standard shall be the 1% AEP flood event.

3.2.4 Snub (rock) groynes

Snub groynes are designed to remain effective in a design flood event and will depend on their length, design features and river flow velocity at the site. The groynes in the Kaihihi Stream have remained relatively stable and any future rock used must be of a similar or large size and grade. Minor topping up is required from time to time to ensure that they remain effective. Where practicable the design standard shall be the 1% AEP flood event.

3.3 Physical parameters

The following table includes the existing and proposed scheme assets:

Table 1: Physical Parameters

Asset Type	Location	Life (yrs)	Quantity			
Hangatāhua/Stony River						
Rock Riprap - River Training	Right bank – downstream SH45 from 35 to 185m downstream	Indefinite	5,000	tonnes	145	m
Stopbank - Guidebank	Right bank – 1800m upstream of SH45	Indefinite	400	m ³	100	m
Overflow channel block/Guidebank	Right bank – 1000m upstream of SH45	Indefinite	300	m ³	25	m
Overflow channel block/Guidebank	Right bank – 1600m upstream of SH45	Indefinite	250	m ³	40	m
Kaihihi Stream						
Rock Riprap	Right bank 100m upstream of SH45	Indefinite	140	tonnes	35	m
Rock Riprap	Left bank 275m upstream of SH45	Indefinite	150	tonnes	25	m
Snub Groynes	Right bank 675m upstream of SH45	Indefinite	40	tonnes	5	
Rock Riprap and Snub Groynes	Right bank adjacent to Old South Rd Bridge	Indefinite	425	tonnes	50	m
Rock Riprap	Left bank 100m upstream of Old South Rd	Indefinite	450	tonnes	70	m

Stopbank	Left bank 100m upstream of Old South Rd	Indefinite	1,000	m ³	155	m
Snub Groynes	Right bank 350m upstream of Old South Rd	Indefinite	25	tonnes	3	
Rock Riprap	Left bank 445m upstream of Old South Rd	Indefinite	120	tonnes	60	m
Rock Riprap	Right bank 600m upstream of Old South Rd	Indefinite	50	tonnes	25	m

3.4 Asset condition

3.4.1 Stopbanks

The only stopbank currently in the Scheme is on the left bank upstream of Old South Road. It is narrow and only about 1 m high. It is approximately 20 years old and reasonably robust.

There is a lot of rank vegetation and weeds growing on the bank which will be cleared and the structure of the bank will be tidied up at the same time it is joined to the bank a little further upstream.

The reformed bank will be constructed with 2:1 batters and at least a 2m top width.

3.4.2 Edge protection

Whilst there are areas of vegetation along the riverbank, there are no areas that have been purposely planted with willow vegetation.

Rock riprap and groynes are generally in good condition but can vary to some degree depending on their location, age and their previous maintenance. Willow has become lodged and has grown amongst the rock and will be removed.

3.5 Asset management system

The Taranaki region has a relatively small number of river control schemes within which infrastructural assets have been constructed and these schemes have a relatively small number of assets.

Because of this, it is possible to manage and keep track of these assets with very simple tools. Other councils that have a large network of infrastructural assets generally have an array of asset management tools used for the management of their assets.

The infrastructural assets are recorded in a simple Excel spreadsheet located on the Council's file system, Number 3176790.

3.6 Asset value

River scheme infrastructural assets in the Taranaki Region are valued at current replacement value.

The valuation of the Okato Scheme has been undertaken for the first time as this plan has been developed. They will be reviewed and updated annually following a detailed annual inspection of the total Scheme. This is a practical option as the area involved and the number of Scheme assets are relatively small.

The 2023 asset values are set out in Table 2 and in the internal document 'Asset valuation Spreadsheet: 3176790'.

Table 2: Asset Values

Asset Type	Left or Right bank	Location	Quantity		Value 30/6/23
Hangatāhua/Stony River					
Rock riprap lining	RB	Downstream of SH45	5000	tonne	\$322,539
Guide bank	RB	1,800m U/S SH45	400	m ³	\$5,400
Overflow channel block	RB	1,000m U/S SH45	300	m ³	\$3,857
Overflow channel block	RB	1,600m U/S SH45	250	m ³	\$3,214
Kaihihi Stream					
Rock riprap lining	RB	100m U/S SH45	140	tonne	\$9,031
Rock riprap lining	LB	275m U/S SH45	150	tonne	\$9,678
Rock riprap lining	RB	675m U/S SH45	40	tonne	\$2,580
Rock riprap lining	RB	Old West Rd	425	tonne	\$27,416
Rock riprap lining	LB	100m U/S Old West Rd	450	tonne	\$29,029
Rock riprap lining	RB	350m U/S Old West Rd	25	tonne	\$1,613
Rock riprap lining	LB	445m U/S Old West Rd	120	tonne	\$7,741
Rock riprap lining	LB	500m U/S Old West Rd	120	tonne	\$3,870
Rock riprap lining	RB	600m U/S Old West Rd	50	tonne	\$3,225
Stopbank	LB	100m U/S Old West Rd	1000	m ³	\$35,529
TOTAL					\$464,721

4. Maintenance and renewals plan

4.1 Asset management system

Maintenance refers to the work necessary to retain the operating standard or service capacity of the scheme and to keep the asset operational. Because a natural river system is involved, the work needed cannot always be accurately forecast in time. However, experience gives a very good guide as to the type and general level of work necessary to meet scheme requirements in periods of 'normal' river flow i.e. the base level of maintenance.

Maintenance can include:

- Works to maintain a structural element e.g. a stopbank or a length of edge protection;
- Regular operational activities, eg. riverbank vegetation control, gravel removal and management
- Replacement of elements of the system such as rock riprap destroyed in flood event

The maintenance plan will set out the programmes and costs required to maintain the desired level of service.

4.2 Service levels

4.2.1 General

There is no particular design standard for the stopbanks and channels on the Kaihihi Stream or Hangatāhua/Stony River. The stopbanks have been constructed to prevent the more common overflows and not to prevent flooding from any particular event.

Minor damage to the erosion protection works adjacent to the stopbank on the Kaihihi Stream could result in a failure of the stopbanks, leading to inundation of the area it protects. i.e. the Scheme's value could be retained almost 100%, but its effectiveness could be compromised.

Rock riprap is designed to remain effective in a large flood event and will depend on the velocity and the batter slope at the site. Rock in the Kaihihi Stream has remained relatively stable and any future rock used must be of a similar or large size and grade. Where practicable the design standard shall be the 1% AEP flood event.

4.2.2 Stopbanks

The Council will maintain the Kaihihi stopbanks to ensure that the 2012 standard of protection is retained.

The stopbank and overflow channel blocks that prevent water spilling from the Hangatāhua/Stony River will be maintained to the level they were when constructed.

4.2.3 Edge protection – rock riprap and groynes

Rock riprap and groynes are generally in good condition and will be monitored periodically. Replenishment is generally not required but will be undertaken if the riprap reduces to 75% of the in-place rock.

4.3 Maintenance history

Works have been undertaken to on the Hangatāhua/Stony and Kaihihi to maintain the rock riprap works and the alignment of the channel by removing and relocating gravel build ups as they become a problem.

There has however never been a maintenance programme as such and any works that are undertaken are done so when a problem occurs or when the need is noticed during an add hoc inspection.

Annual expenditure of approximately \$30,000 on average has occurred over the years on maintenance and channel management activities.

Little if any vegetation control work has been undertaken.

4.4 Maintenance programme

The Council has now developed a maintenance programme, which will minimize the risks of failures to the scheme works, and thereby provide for the most efficient and economic operation of the scheme. A detailed assessment has been undertaken of the work required to provide for the long term sustainable management of the Okato Scheme assets.

The key work components of this are summarised in Table 3 below, along with a general description of the activity and its estimated required frequency. Frequencies given are for the range of conditions anticipated throughout the Okato Scheme.

Table 3: Maintenance frequency

Item/Activity	Description	Estimated Frequency
Channel / Flood fairway <ul style="list-style-type: none"> • General overview • Gravel beach mtce • Berm mtce 	<ul style="list-style-type: none"> • Overview & general inspection of channels • Clear gravel buildup when required • Tree and weed clearing 	<ul style="list-style-type: none"> • 1 yearly • As required (1 yearly estimate) • 1 yearly
Riverbanks <ul style="list-style-type: none"> • Normal inspection • Post flood inspection • Vegetation control • Rock riprap 	<ul style="list-style-type: none"> • Overview and general inspection of river banks • Detailed inspection looking for erosion damage to riverbanks and rock works and vegetation congestion • Clear/maintain trees • Realign, and top-up as inspection identified 	<ul style="list-style-type: none"> • 1 yearly • As required • 1 yearly • As required (4 yearly estimate)
Stopbanks <ul style="list-style-type: none"> • Detailed inspections • Miscellaneous mtce 	<ul style="list-style-type: none"> • Walkover inspection • Miscellaneous minor repairs to grass cover, weed control • Larger mtce requirements 	<ul style="list-style-type: none"> • 1 yearly • 1 yearly • 4 yearly
All <ul style="list-style-type: none"> • Surveying 	<ul style="list-style-type: none"> • Surveying of areas of concern • Aerial survey of storm damage 	<ul style="list-style-type: none"> • As required (5 yearly estimate)

In general the priority order for maintenance work in the Okato Scheme will be:

- retaining the integrity of the stopbanks and flood channel blocks;
- retaining the strength and integrity of erosion control works; and
- keeping channels and flood fairways clear of obstruction.

4.4.1 Programmed inspections

All programmed inspections must be recorded on the inspection sheets set out in Appendix B and filed in the inspections folder kept on the River Engineering Office.

All matters identified as needing action must be completed as soon as practicable and marked off on the inspection sheets once completed.

4.5 Maintenance costs

4.5.1 Asset maintenance expenditure requirements

All expenditure on infrastructure assets will fall into one of two categories: capital expenditure or operating expenditure.

- (a) Capital Expenditure

Capital expenditure projects are those displaying one or more of the following characteristics:

- Construction works which create a new asset that did not previously exist in any shape or form.
- Expenditure which purchases or creates a new asset (not a replacement) or in any way improves an asset beyond its original design capacity.
- Upgrade works which increase the capacity of the asset.

(b) Operating expenditure

All maintenance, upgrading, reconstruction, renewal and renovation work that does not increase the capacity of assets is treated as operating expenditure.

Operating expenditure can be divided further into two; normal ongoing day to day routine maintenance works and those other more infrequent larger projects that upgrade or renew the asset to its full (or original) service potential.

(i) Routine maintenance expenditure: Routine Maintenance projects can be expected to display some of the following characteristics:

- Regular and ongoing annual expenditure necessary to keep the assets operating at the required level of service, e.g. inspections; management; liaison with ratepayers etc.
- Day to day and/or general upkeep works designed to keep the assets operating, e.g. insurances, power costs.
- Works which provide for the normal care and attention of the asset including repairs and minor replacements.
- Minor response type remedial works i.e. isolated instances where portions or sections of a unit of an asset fail and need immediate repair to make the asset operational again.

(ii) Renewal expenditure: Work displaying one or more of the following attributes can be classified as renewal expenditure:

- Works which do not increase the capacity of the asset, i.e. works which improve and enhance the assets restoring them to (or below) their original size, condition, capacity, etc.
- The replacement component of augmentation works which does not increase the capacity of the asset, i.e. that portion of the work which restores the assets to their original size, condition, capacity, etc.
- The replacement component of a capital work which replaces the redundant element of an existing asset.
- Reconstruction or rehabilitation works involving improvements, realignment and regrading.
- Renewal and/or renovation of existing assets, i.e. restoring the assets to a new or fresh condition.

4.6 Expenditure

Expenditure in the foreseeable future will focus almost entirely on maintenance and renewals.

A long term program of monitoring and maintenance works with detailed cost estimates and the average annual expenditure required to ensure the Scheme is maintained to its full service potential is set out in Section 6.

5. Funding and financial planning

5.1 Accounting policies

It is the accounting policy of the Council that the Okato Scheme assets are not depreciated. The funds required to maintain the asset in an as new condition are considered to be the maintenance budgets in the forthcoming period.

The Council uses the following procedures when applying the above policy:

- all expenditure (routine maintenance, flood damage maintenance and maintenance works) to maintain the existing as new condition (as required by the scheme objectives) is considered to be normal maintenance work and is financed as part of the maintenance budgets established for the period; and
- any additional new minor capital works that increases the assets performance ability are included in the capital works budget for the period, but, are still financed from the accumulated reserve funds.

5.2 Revenue and Financing policy

It is the Council's policy that river control schemes are funded by targeted rates over the community benefiting from the protection.

The Lower Waitara, Waiwhakaiho and Okato Schemes have catchments that, when combined, comprise a substantial portion of the New Plymouth district. Significant flood control assets are managed and maintained within these catchments but because of the types of assets involved, normal maintenance costs are relatively minor. Accordingly, the Lower Waitara, Waiwhakaiho and Okato Schemes are funded from a rate that is a 100% capital value based works and services rate, applied over the whole of the New Plymouth district. This system is considered to be the most administratively efficient and appropriate funding mechanism.

5.3 Funding for disaster relief

The Taranaki Regional Council has made the decision to be self-funding in the event of a major disaster in the flood management scheme areas. This philosophy exists due to:

- the potentially high cost of insurance (relative to the benefits)
- the low probability of accessing Government or other disaster funding through participation in projects such as LAPP (Local Authority Protection Programme)
- the ability of the Council to reinstate the assets without significant financial implications

5.4 Routine maintenance costs

Routine maintenance costs for the Okato Scheme assets are relatively constant and easy to estimate. The cost of routine maintenance has been based in the past expenditure with an allowance for increased monitoring and maintenance. The estimated costs include monitoring and maintenance of riverbanks and berms, rock riprap works and stopbanks. The new maintenance programme is set out in Section 4.4 and estimated maintenance costs are set out in Section 6.

5.5 Flood damage funding

Due to the variability of flood events and their unpredictability, determining an appropriate programming of flood damage maintenance expenditure is more difficult than estimating routine maintenance allowances. Annual flood damage maintenance expenditure will vary greatly, from virtually nothing to relatively large costs when a rock protection work sustains major damage. Costs over a number of years could be very low, then, during a period of more intense flooding, maintenance costs could increase to well beyond the annual average.

Therefore, no sensible programming of the flood damage costs can be prepared. Rather the estimated annual average flood damage maintenance cost should be used to guide annual scheme funding, with the unexpended portion of the budgeted costs accumulated year by year. This level is estimated at \$15,000 per annum for the Waitara, Waiwhakaiho and Okato Schemes.

In the cases where there are significant flood damage repairs, the process established in Section 5.8 would be utilised to reinstate the schemes to as new condition.

5.6 Non-routine maintenance costs

From time to time the Council needs to expend additional funds to maintain the level of protection offered by the scheme because either the river channel dynamics have significantly changed or the Council's knowledge and understanding of the schemes has improved. This expenditure is not of a capital nature as the overall level of protection offered by the schemes has not changed. Accordingly, it is included in the Annual Works Rivers budget. This expenditure has to be funded using the same funding policy as the other maintenance expenditure.

The planned maintenance works are included in the reserve fund movements for the next ten years. This expenditure is funded from the accumulated reserve fund balances. However, where the reserve balance is not sufficient to finance the maintenance works expenditure, then the level of the targeted rate would have to be increased.

5.7 Capital works funding

Capital expenditure that increases the level of protection provided by a scheme will generally be funded by either external or internal borrowing. This reflects the long life of the assets and the need to spread the costs of those assets over the life of the assets. Interest and principal repayments for the borrowing will be funded by the targeted rate.

5.8 Financial planning

The funding of expenditure on the Okato Scheme is by way of a targeted rate. This is currently set to cover all expenditure in accordance with the *Revenue and Financing Policy*.

Any under-expenditure on the scheme is transferred to the North Taranaki River Control Schemes reserve. Similarly, any over-expenditure is funded from a transfer out of the reserve. As at 30 June 2023 the balance of this reserve was \$1.5M.

Each year, the targeted rate is expected to fund the routine maintenance plus any flood damage maintenance work identified in the annual review of the schemes. As noted above, if there are an unusually high level of repairs arising out of the annual review then this will be funded via the process outlined in Section 5.1.

If there were no significant repairs arising out of the annual inspections then the reserve fund would continue to grow. The appropriate maximum level for the reserve needs to be considered.

This level is dependent upon the Council's ability to reinstate the assets as a result of a rare large damaging flood event. The Council has a philosophy of self-insurance to recover the service potential of the scheme assets after such an event. The estimated worst case scenario is total flood damage of \$500,000. The Council needs to be able to fund this level of expenditure as a maximum.

5.9 Funding for disaster relief

In all river flood control schemes the damage caused by the rare large floods is particularly hard to estimate and can vary greatly. This damage occurs at irregular intervals, with unpredictable timing. In the case of a major flooding event it is proposed that funding for reinstatement be accessed through the following hierarchy:

- Firstly, any unused/uncommitted funds from the maintenance budgets for the river control schemes for that financial year will be used;
- Secondly, any balance remaining in the reserve fund will be used;
- Thirdly, any surplus Council-wide cash and investment balances will be loaned to the scheme reserve fund; and
- Finally, consideration will be given to the raising of debt finance.

The individual options available will be considered on a case by case basis.

6. Maintenance and monitoring cost estimates

Table 4 sets out the ongoing cost of maintaining and monitoring of the Okato Scheme.

The frequency of the works have been estimated but may vary as a result of the frequency of flood events and other changes that may necessitate more frequent activities in some areas.

It is likely though that there will be some more and some less frequent and will balance out within a year.

Details are in the internal document 'Works Cost Spreadsheet: 3212481'.

Table 4: Long Term monitoring and Maintenance Requirements

MAINTENANCE AND CAPITAL WORKS ESTIMATES				
Item	Work Description	Work Frequency	Contractor cost	TOTAL annualised
		Years		Excluding Staff
OVERVIEW AND GENERAL INSPECTION				
General	Inspections	1		-
	Surveying	5	15,000	3,000
CHANNEL MANAGEMENT				
Kaihihi Stream	Vegetation control - trees	1	2,000	2,000
	Vegetation control - weeds	1	500	500
	Rock riprap & snub groynes	2	6,000	3,000
	Gravel beach mtce	1	1,000	1,000
	Stopbank maintenance	4	2,000	500
Stony River	Channel management	1	7,750	7,750
	Stopbank maintenance	4	1,000	250
ANNUAL COSTS			\$35,250	\$18,000

Table 5 and Figure 7 set out the estimated cost of managing and maintaining the Okato Scheme for the period 2023 to 2033.

The estimates separate the staff and internal cost from external costs that would be contracted out. The flood damage allowance is as per Section 5.5.

Table 5: Cost estimates 2023 to 2033

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Contractor costs	16,250	28,250	17,000	13,250	16,250	13,250	32,000	13,250	16,250	13,250
Total Annual Maintenance Costs	16,250	28,250	17,000	13,250	16,250	13,250	32,000	13,250	16,250	13,250

Note: In addition to these costs an allowance for flood damage of \$15,000 is a shared with the Lower Waiwhakaiho Flood Control Scheme, and Lower Waitara Flood Control Scheme.

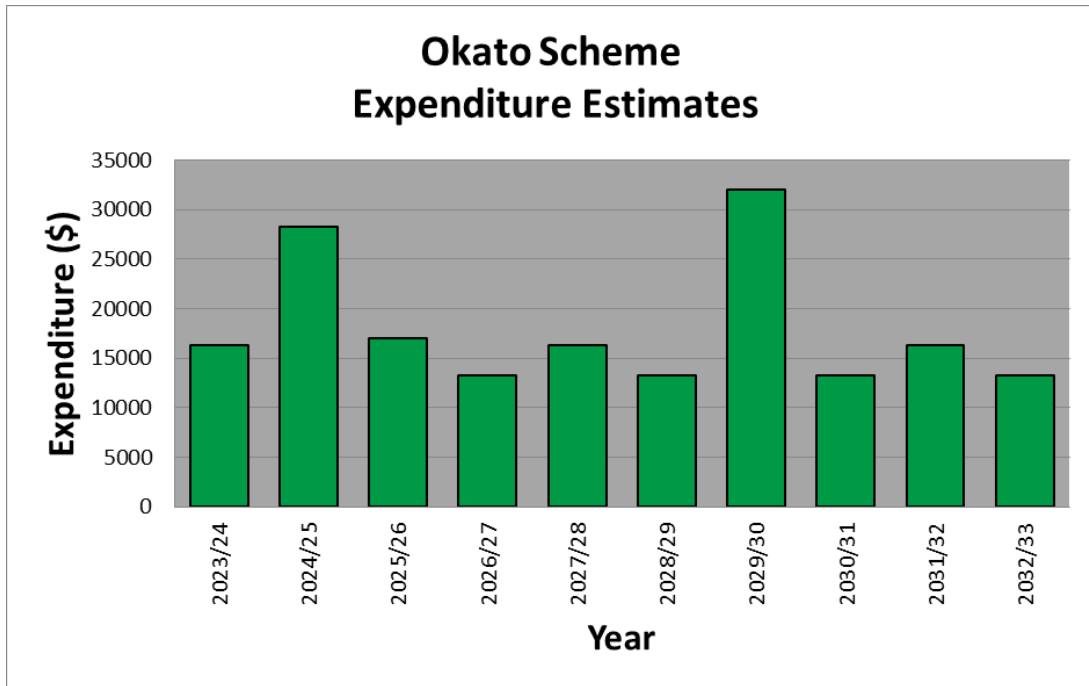


Figure 7: Cost estimates 2023 to 2033.

7. Infrastructure Strategy

This Infrastructure Strategy identifies:

- the infrastructure issues for the Scheme for the period from 2015 to 2045; and
- the principle options for managing those issues and the implications of the options.

Some relatively minor upgrade works were undertaken on the Okato Scheme in 2012/13. The Scheme currently manages sections of the Hangatāhua/Stony River and Kaihihi Stream to control the channel alignments and limit the adverse effects of out of channel floods flows as is practicable but to no particular standard.

The land use in the area protected by the Scheme is predominantly agricultural with some small areas of urban and commercial. The protection standard provided by the Scheme is considered to be an acceptable standard considering the land use and the nature of the assets at risk. Significant changes in the land uses are unlikely to occur in the area benefiting from the scheme works.

There is no upgrade planned for the Scheme within the next 30 years.

The risk to some of the Scheme infrastructure arising from natural disasters is significant especially those associated with the Hangatāhua/Stony River. Depending on the size of the damage to the Hangatāhua/Stony River assets, their repair may involve capital expenditure but those in the Kaihihi Stream would be funded from Scheme Reserves. \$15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into six types. The following table sets out how the Council will manage these asset types.

Asset Type	Renewal or replacement requirements	Expenditure
Earth stopbanks and guidebanks	<ul style="list-style-type: none"> • No replacement required. Stopbanks will be maintained to the design levels and standards. 	Operational
Rock river training works	<ul style="list-style-type: none"> • Rock does not need replacement. • Some rock repositioning may be required from time to time • Minor topping up may be required very irregularly. 	Operational
Rock groynes	<ul style="list-style-type: none"> • Rock does not need replacement. • Minor repositioning may be required. 	Operational
Rock riprap	<ul style="list-style-type: none"> • Rock does not need replacement. • Minor topping up may be required very irregularly. 	Operational

Risk Management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk.

The potential risk to the Scheme assets arise from over design flood events.

Asset Type	Disaster Type	Risk	Financial Risk	Expenditure type to fund repair
Earth stopbanks and guidebanks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be very localized.	Minor	Operational
Rock river training works	Flood	The large rock river training works could be severely damaged in a very large flood in the river.	Significant	Capital
Rock groynes	Flood	Moderate	Minor	Operational
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up.	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is drawn from Section 6 of this plan. There will be no capital expenditure over the next 30 year period.

Year(s)	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033	2033/ 2038	2038/ 2043	2043/ 2048	2048/ 2053
Estimated operating costs (\$1000's)	16	28	17	13	16	13	32	13	16	13	91	91	91	91

Assumptions Made

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

Appendix A

Inspection Record Sheets

Okato Scheme
Detailed Scheme Inspection – Hangatāhua/Stony River
(Annually)

Inspected by:			Date:		
Hangatāhua/Stony River					
Downstream of SH45					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Right bank rock riprap					
Channel capacity (gravel build up)					
Upstream of SH45 (Cavey's)					
Channel alignment					
Channel capacity (gravel build up)					
Flood overflow channel and channel blocks					
Upstream stopbank					
Overflow channel block (upstream)					
Overflow channel block (downstream)					

Okato Scheme
Detailed Scheme Inspection – Kaihihi Stream
(Annually)

Inspected by:			Date:		
Kaihihi Stream					
SH45 to Old West Road					
	Condition		Comment	Action Required	Date Actioned
	Good	Poor			
Rock work 100m u/s RB					
Rock work 275m u/s LB					
Snub groynes 675m u/sRB					
Rock work and groynes downstream of Swing Br. RB					
Channel capacity (gravel build up)					
Upstream of Old West Road (OWR)					
Rock work upstream OWR. RB					
Rock work 100m u/s LB					
Rock work 275m LB					
Rock work 350m u/s RB					
Rock work 445m u/s LB					
Rock work 600m u/s RB					
Stopbank 100m u/s LB					
Channel capacity (gravel build up)					

Ōpunake Flood Control Scheme

Asset Management Plan



Taranaki Regional Council
Private Bag 713
Stratford 4352

16 August 2023

Document: 3198900

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Summary

Objectives	<p>The Opunake Flood Control Scheme consists of a number of component infrastructural assets to provide the following:</p> <ul style="list-style-type: none"> • security from floods in the Opunake township in a 1% Annual Exceedance Probability (AEP) Flood event determined in 2016. (See section 1.12 for detailed scheme design and protection standards). 	
Term	In perpetuity	
Maintenance	Maintenance is funded to ensure the Scheme objectives will be met.	
Reporting	<p>Annually - Prepare annual maintenance plan and budget. - Discuss and agree with Council (report in LTP) - Report on works undertaken and costs to Council.</p> <p>Three Yearly - Revalue infrastructural assets</p> <p>Six Yearly - Review asset management plan. Agreed and adopted by Council.</p> <p>Flood Performance Report to Council on performance of scheme in all large flood events.</p>	
Funding	Maintenance funded by:	Targeted rate over the South Taranaki District Council
	Damage repairs funded by:	Rates (as above) Financial reserves Reprioritising works Loan
Financial reserves	Aim to:	<ul style="list-style-type: none"> - Build up reserves to meet above average planned expenditure. - Draw down reserves to meet unexpected expenditure.
Review of plan	Review when there is a change in maintenance standards, a change in funding policy, or at 6 yearly intervals.	

1. Introduction

1.1 The Plan

This management plan has been prepared to assist those delegated the responsibility for managing the Opunake Flood Control Scheme on behalf of the Taranaki Regional Council (the Council).

The Opunake Flood Control Scheme fundamentally provides flood protection to the Township of Opunake from floods originating from the Hihiwera Stream Catchment. Figure 1 shows the location of the Scheme.

The Opunake Flood Control Scheme assets include unlined clay channels, rock lined channels, large culverts and headwalls, rock riprap drop structures, fences and gates.

The current valuation of these assets (in terms of Local Government requirements) to June 2023 is \$522,557.



Figure 1: Scheme Location

1.2 Purpose and ownership of the Plan

The purpose of this Plan is to provide the means and mechanisms to enable the Scheme Manager to plan for the most efficient economic and sustainable management of the Opunake Flood Control Scheme.

The Opunake Flood Control Scheme assets need to be managed, to ensure they continue to effectively deliver scheme benefits on a long term, sustainable basis. Management requires provision for monitoring, maintenance and in some instances eventual replacement of these assets.

This Plan defines the objectives and performance standards for the Opunake Flood Control Scheme and the level of maintenance needed to ensure these are met at all times.

The Plan also provides a base against which the Council's performance in maintaining these infrastructural assets can be measured. This management plan will provide a framework for technical, and financial inputs relating to the assets and their impact on long term financial planning.

Responsibility for implementing the Plan lies with the Council, which is the body responsible for managing the asset.

1.3 Duration and review of the Plan

The duration of the Plan is ten years from the date of formal preparation and acceptance by Council. This Plan has also been prepared with a 50-year time horizon. Maintenance costs and rates are current to June 2023.

1.4 Legislative requirements

The principal statute affecting the management of infrastructure assets is the Local Government Act 2002 (the Act).

The Act empowers local authorities to provide a range of services. Specifically, the Act, together with the Soil Conservation and Rivers Control Act 1941, obligates regional councils to minimise and prevent damage by floods and erosion. The Council executing its responsibilities and powers as a catchment authority in terms of the Soil Conservation and Rivers Control Act 1941 constructed the schemes.

Part VI of the Act requires councils to effectively and efficiently manage their finances and assets. This involves planning for the maintenance, loss of service potential and capital upgrade of all assets. The associated funding for these commitments also needs to be provided for.

This asset management plan will assist the Council with defining the basis for determining long-term financial strategies. Information from the Plan will be used in preparing financial plans and statements required by the Act.

The Office of the Controller and Auditor-General (OAG) has a responsibility to ensure that councils comply with the requirements of the Local Government Act 2002. Part of this involves ensuring that councils are adequately providing for the ongoing maintenance, renewal and capital expenditure on infrastructure assets. The OAG has issued a number of guidelines to assist councils in the preparation of asset management plans.

1.5 Assumptions

There are a number of assumptions made in preparation of this asset management plan. These are made using current knowledge and experience, but may vary with time and in the light of further experience. Further, they will be updated when the Plan is reviewed. The assumptions are:

- that the Council will continue to perform its existing functions in respect to the current legislation;
- there will be no major changes that impact upon the role of the Council in terms of soil conservation and river control; and
- financial projections are in 2022/2023 dollars.

1.6 Assets to be managed

The Opunake Flood Protection Scheme currently includes three lengths of channel constructed to divert flood waters from the Hihiwera Stream to the Otahi Stream and to the Waiaua River and from the Allison Street Channel to the Hihiwera Stream.

The Scheme Assets include:

- The 390m long diversion channel to the Otahi Stream.
- The rock riprap drop structure into the Otahi Stream.
- 1220m of unlined diversion channel to the Waiaua River.
- 253m of rock lined diversion channel to the Waiaua River.
- Two rock riprap lined drop structures with a total length of 52m.
- Rock riprap at the outlet to the Waiaua River.
- Rock riprap lining on one 90 degree bends on the diversion channel to the Otahi Stream and on two 90 degree bends on the diversion channel to the Waiaua River.
- The 60m long 1200mm diameter Euroflow culvert and associated headwalls adjacent to Ihaia Road.
- The 10m long 1200mm diameter Euroflow culvert and associated headwalls beneath the farm tanker track
- 1000m of fencing and one access gate.

Figures 3, 4, and 5 show the location of the Scheme assets in more detail.

1.7 Scheme Background

The Opunake Flood Protection Scheme was constructed in response to a significant flood event in August 2015 where a large number of properties in Opunake were affected by floodwater originating from the Hihiwera Stream and a channel that has been named as the Allison Street channel.

The Scheme has been designed to manage the 100-year return period flood flows in the Hihiwera Stream and the Allison Street channel, with an allowance for climate change through to 2067, to prevent such a flood event from flooding properties in the Opunake Township.

As increasing the capacity of the two stream channels that pass through Opunake was not practicable, a range of options to divert flood waters away from the town were examined. The final Scheme plan which involves diverting the flood waters to the Otahi Stream and Waiau River was decided upon in late 2016 with the construction works undertaken in 2017 and 2018.

Further channel management and ongoing maintenance works are required within the Opunake Urban area but these will be undertaken by the South Taranaki District Council and do not form part of the Scheme.

1.8 Catchment description

The catchment of the Hihiwera Stream and Allison Street channel upstream of the Opunake Urban boundary have areas of 248 and 69 hectares respectively. The catchments are uniformly graded from an elevation of 100m down to 35m at the town boundary and almost entirely used for dairy farming.

The existing stream channels are relatively small and unable to carry the flood flows that occur in heavy rainfall events. These flood flows spill overland but generally rejoin the main channels before they enter the urban area. These overland flows will generally be caught by the diversion channels which cut across the lay of land.

1.9 Climate

Because of its exposure to disturbed weather systems from the Tasman Sea, the Taranaki region is often quite windy, but has few climate extremes. The most settled weather occurs during summer and early autumn.

The mountain and ranges have a strong influence on rainfall in the area by attracting orographic type events which are often associated with frontal systems and depressions moving through the Tasman Sea. Rainfall in the Hihiwera Stream catchment is not significantly affected by the mountain as the catchment extends only 5km inland from the coast.

The rainfall events that will result in large floods in the catchment will generally arise from small storm cells sweeping in from the coast. High intensity rainfall events lasting only about 1.5 hours will give rise to significant flood events in the catchment.

1.10 Climate change

Some of the predicted impacts of a moderate rate of climate change for Taranaki include changes in average temperature, sea level rise and rainfall patterns. In general, Taranaki, like much of the west coast of New Zealand, is likely to become warmer and wetter.

Climate scientists estimate that Taranaki's temperature could be up to 3°C warmer over the next 70-100 years. This compares to a temperature increase in New Zealand during last century of about 0.7°C. Taranaki could be up to 20% wetter with more varied rainfall patterns and flooding could become up to four times as frequent by 2070.

As extreme weather events become more frequent or severe, the costs and damages associated with them are also likely to increase.

Allowances have been made in the design of the flood protection works for the effects of climate change.

1.11 Land ownership

The Opunake Scheme assets lie on private and public land, including land under the control of the South Taranaki District Council.

Easements will be taken out to cover the parts of the Scheme that lies on Private land.

The land ownership details are as shown on Figure 2.

Table 1: Land ownership details

Location	Owner
A and C	Michael Drought 197 Ihaia Road, Opunake, 4681 LOT 1 DP 2823 LOT 2 DP 20874 SEC 1 SO 13308
B	Road Reserve – STDC
D	DOC Reserve – Concession – 64004-OTH
E	Hickey & Neal Limited 3450 Eltham Road, RD 32, Opunake, 4682 PT SECS 35 & 36 BLK IX OPUNAKE SD - X REF 11930/51000 11940/04400
F	Michael Drought 197 Ihaia Road, Opunake, 4681 Title details yet to be determined



Figure 2: Land ownership

1.12 Protection standard and design flood flows

The Opunake Scheme has been designed to divert 1% AEP flood flows (as determined in 2016) from the catchments upstream of the two diversion points.

The two diversion channels have freeboard and will carry flood flows greater than the 1% AEP flow. However, this cannot be relied on. In the event of significantly larger flows, it is possible that flood waters may enter the main Hihiwera Stream catchment and the Allison Street channel catchment downstream of the diversion points. In such events there is the potential for flooding in the downstream channels.

The downstream channels, culverts and diversion structures have sufficient capacity to carry the flow arising from a 1% AEP storm event in the whole catchment less that diverted to the Otahi and the Waiaua.

The downstream channels and diversions **have not** been designed to carry the flow from a 1% AEP flood event in the now reduced catchment area.

The following summarizes the final design flood flow parameters.

The Opunake flood control Scheme involves the diversion of flows from the Hihiwera Stream channel, the larger of the two channels, to the Otahi Stream to the west and the Waiaua River to the east.

The flow from 70 hectares of the catchment is diverted to the Otahi Stream and the flow from 106 hectares is diverted to the Waiaua River leaving the flow from 72 hectares of the Hihiwera Stream catchment to pass on downstream through the Opunake urban area.

The 1% AEP flood flow in the existing Hihiwera catchment has been determined to be 12.3 cumecs. The diversion to the Otahi will be 4 cumecs and the diversion to the Waiaua will be 4.7 cumecs leaving 3.6 cumecs in the channel at Whitcombe Road to pass on downstream through the Opunake urban area.

The smaller channel, known as the Allison Street channel, has a catchment of 69 hectares and a 1% AEP flood flow of 3.4 cumecs. The analysis of the flows in this channel does not take into consideration the significant restriction imposed by the culverted section of the channel adjacent to the School on Whitcombe Road. Significant ponding will still occur in this area and will as a result attenuate the downstream flows.

The combined flow in the two stream channels will in theory be 7.1 cumecs but because of the restrictions in the Allison Street channel, the flow rate required to pass through the urban area may be significantly less.

Stage 3 of the Scheme works are designed to divert up to 3 cumecs from the Allison Street channel into the Hihiwera Stream channel at the downstream end of the large culvert that passes beneath the railway land at the northern edge of the Opunake urban area.

The design of the stage 3 works involves a control device on the Allison Street channel that will allow the flow that can pass on downstream along its original path to be increased by up to 0.9 cumecs, if and when the existing section of the Allison Street channel through the urban area is improved.

2. General Scheme information

2.1 Principal Scheme features

2.1.1 Catchment Description

The catchment of the two stream channels that pass through Opunake has an area of 317 hectares (248 ha in the Hihiwera and 69 ha in the Allison Street catchment).

The most upstream extent of the catchment lies only 4.5 km to the northwest of the Opunake Township with the land falling at a relatively uniform grade over its total length.

The stream channels are therefore not directly affected by rainfall events on Mount Taranaki but it is clear that the mountain affects the nature of rainfall events.

The catchment is almost exclusively used for dairy farming with very few trees. There are a number of roadside drains that feed into the main stream channels but these all lie within the main catchment area.

2.1.2 Scheme Works (refer to Figures 3, 4, and 5)

The Scheme works are confined to three diversion channels and associated structures as follows:

The diversion to the Waiaua River.

This diversion commences at the large culvert that passes the stream channel beneath the farm access race adjacent to Ihaia Road and extends to where the diversion joins the Waiaua River.

The maintenance of the roadside channel upstream of the large culvert is the responsibility of the South Taranaki District Council.

The diversion to Otahi Stream

The diversion is a straight section of channel leading straight to the Otahi Stream. The original channel downstream of the diversion has been filled in. The channel upstream of the diversion is not part of the scheme and is maintained by the landowner. There is a small bank that ties the left bank of the diversion channel to the adjacent high ground to ensure that any overflows from the upstream channel are diverted into the diversion channel.

The Allison Street channel diversion

The channel lies directly to the north of the houses along the northern side of Gisborne Terrace. The diversion channel ends where it enters the existing old Hihiwera Stream railway culvert.

The diversion includes the structure associated with the throttle plate at the upstream end of the diversion but not the rest of the structure and weed screen. The rest of the structure is maintained by the South Taranaki District Council.

2.1.3 Overview of Scheme assets

The Opunake Flood Protection Scheme assets include:

The diversion to the Otahi Stream

- The upstream end of the diversion involves a rock riprap lined 90 degree bend in the channel that turns the channel across the fall of the land towards the Otahi Stream.
- The 400m long diversion channel to the Otahi Stream. The channel is cut through a high area of ground but falls on a uniform grade to edge of the terrace before it drops into the Otahi Stream. The left bank of the channel was built up over a section to achieve the required channel freeboard but this has been contoured into the adjacent paddock and is no longer an identifiable asset.
- The rock riprap drop structure into the Otahi Stream. This is a very steep drop down the bank of the Otahi Stream.
- 20m long guide bank at upstream end of diversion channel to catch overland flow from upstream and divert it into diversion channel.
- 350m of post and electric wire fencing along the left bank. The right bank fence was an existing boundary fence.

The diversion to the Waiaua River

- 1235m of unlined diversion channel to the Waiaua River.
- 254m of rock lined diversion channel to the Waiaua River.
- Two rock riprap lined drop structures with a total length of 52m.
- Rock riprap on two 90 degree bends.
- Rock riprap at the outlet to the Waiaua River.
- The 60m long 1200mm diameter Euroflow culvert and associated headwalls and rock riprap adjacent to Ihaia Road.
- The 10m long 1200mm diameter Euroflow culvert and associated headwalls and rock riprap beneath the farm tanker track. (The upgraded tanker track is not a scheme asset.)
- 1170m of fencing and one access gate.

The Allison Street channel diversion

- 130m of unlined diversion channel to the Hihwera Stream.
- A concrete channel lining and entry slab at the railway culvert end of the diversion channel.
- Channel throttle in the existing STDC Allison Street channel structure.

Figures 3, 4 and 5 details the general location of these assets.

3. Assets

3.1 Description of assets

3.1.1 Unlined diversion channels

Unlined diversion channels are channels cut directly into the in situ ground. Batter slopes are all at 1.5 horizontal to 1 vertical. The base width varies from 0.75m to 1.5m. The depth varies from 1m to 2.5m. The channels will grow vegetation over time.

3.1.2 Rock lined diversion channels

Similar to the unlined channels but lined with a 250mm layer of 75mm to 200mm broken faced rock riprap.

3.1.3 Rock riprap lined drop structures

Similar to the unlined channels rock riprap lined with a 1 m thick layer of ¼ tonne graded rock riprap placed over a layer of granular filter.

3.1.4 Rock riprap lined bends

90 degree bends in the channel lined with ¼ tonne graded rock riprap.

3.1.5 Euroflo culverts

These culverts are 1200mm diameter twin walled EUROFLO is a twin walled HDPE (high density polyethylene culvert pipes).

The culverts have either a rock riprap headwall or a Humes precast concrete headwall. The channel at the outlet to the culverts is lined with ¼ tonne rock riprap

3.1.6 Access track

Access tracks in this context are formed access track over the stopbank or along the riverside of the stopbank used to provide access to the river side of the stopbank and river bank for inspection maintenance purposes, and recreational purposes.

3.1.7 Fences and gates

Three types of fencing are included in this asset type.

- 350m of single wire electric
- 962m of post and 4 wire plus two electric
- 80m of 7 wire boundary fence

3.1.8 Concrete entry slab

This asset is a concrete lining to the channel upstream of the Railway culvert entrance on the Allison Street diversion. The concrete lines the channel floor for 2m and up the batter slopes by 1m.

3.1.9 Adjustable throttle in Allison Street channel control structure

The asset is a galvanized steel adjustable gate that closes the size of the opening into the downstream section of the existing Allison street channel. The structure can only be adjusted in low flow period to either increase or decrease the flood flow past the structure.

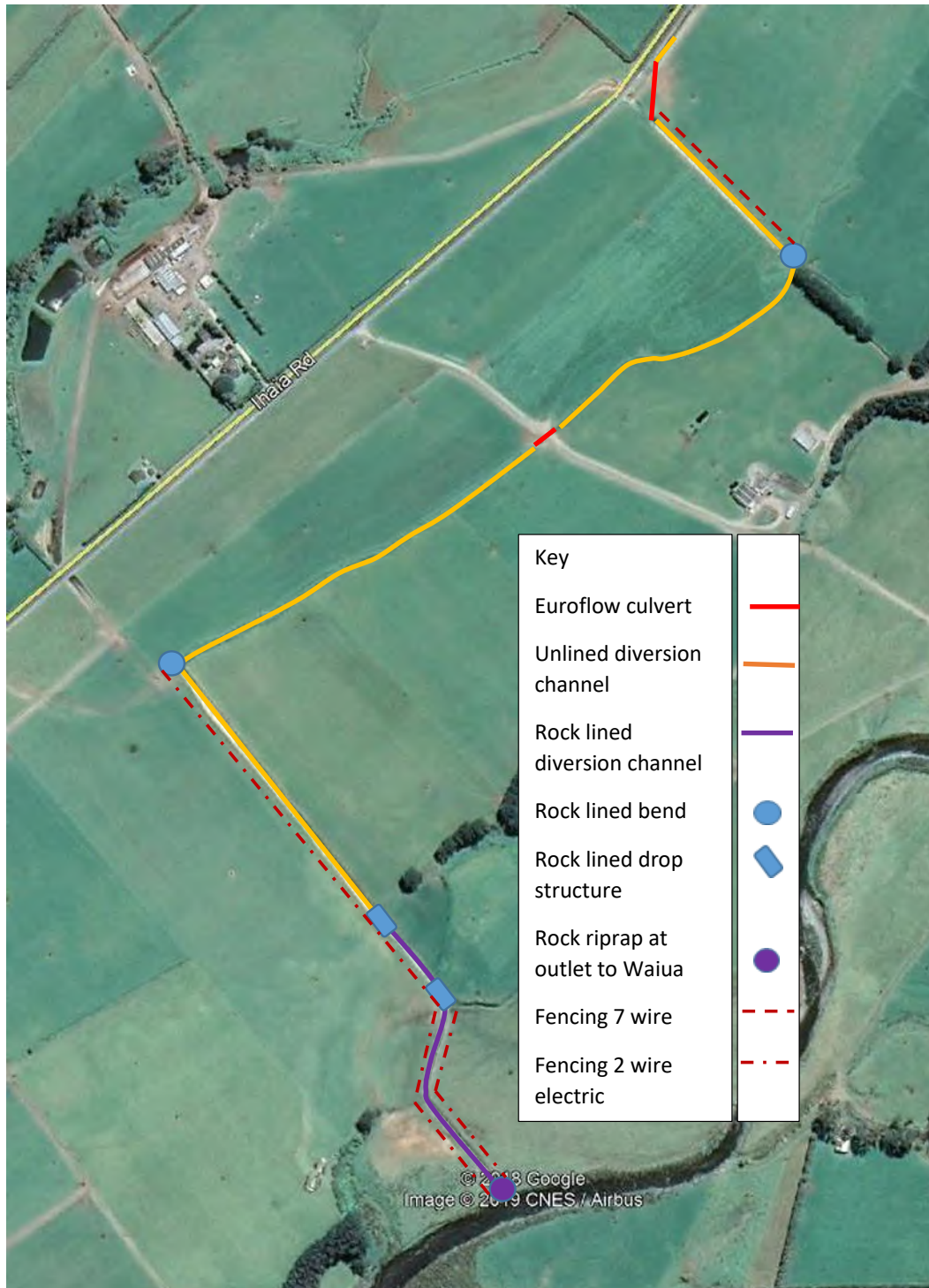


Figure 3: Location of Scheme Assets - Diversion to the Waiau River



Figure 4: Location of Scheme Assets – Diversion to the Otahi Stream



Figure 5: Location of Scheme Assets – Diversion to the Lower Hihiwera Stream

3.2 Asset capacity – design standards

3.2.1 All channel asset, rock riprap, and culverts

All these assets have been designed to carry the flows and remain effective in a 1% AEP flood event as determined in 2016.

The channels are designed to have at least 300mm of freeboard.

3.2.2 The channel throttle on the Allison Street Channel

This assets has been designed to throttle the flow reaching the existing STDC control such that in a 1% AEP flood flows at least 3 cumecs will be diverted from the Allison Street channel into the diversion channel that flows towards the existing Hihiwera Stream railway culvert. The throttle plate is adjustable to allow a larger proportion of the flood flow to remain in the Allison Street channel downstream of the throttle gate if during flood flows, there appears to be surplus capacity in the channel.

3.3 Physical parameters

Table 1: Physical Parameters

Asset Type	Location	Life (years)	Quantity			
Diversion to the Otahi Stream						
Diversion channel	Refer to Figure 4	Indefinite			400	m
Stopbank / guidebank		Indefinite	130	m ³	20	m
Rock riprap		Indefinite	150	m ³		
Rock riprap/drop structure		Indefinite	50	m ³		
Fencing	Along left bank of diversion channel	20			350	m
Diversion to the Waiaua River						
Unlined diversion channel	Refer to Figure 3	Indefinite			560	m
Existing channel to maintained by Scheme		Indefinite			680	m
Rock lined diversion channel		Indefinite			254	m
Rock lined drop structure		Indefinite			52	m
Rock lining in channel		Indefinite	437	m ³		
Rock Lining in drop structures		Indefinite	300	tn		
Euroflow culverts		Indefinite				72
Fencing - Post and 2 wire electric		20			962	m
Fencing 7 wire		20			208	m
Allison Street Channel diversion						
Diversion Channel	Refer to Figure 5	Indefinite			130	m
Concrete ling and entry slab		40	1	no.		
Channel Throttle		25	1	no.		

3.4 Asset condition

3.4.1 Diversion channels and rock linings

The channel were excavated through natural ground in 2017 and 2018.

They will alter in shape slightly over time and as flood flows occur.

Channel stability will however continue to be monitored by visual inspection.

Rock riprap linings will be monitored to ensure it remain effective. Replenishment is generally not required but will be undertaken if required.

3.4.2 Structures

A regular programme of maintenance will be carried out as required on all structures. Asset condition is monitored by regular inspection. Structural concrete is inspected periodically.

3.4.3 Fencing

Fencing will need little maintenance unless damaged by the landowners. Regular inspection will be undertaken to ensure the channels are not damaged by stock gaining access through fences.

3.5 Asset management system

The Taranaki region has a relatively small number of river control schemes within which infrastructural assets have been constructed and these schemes have a relatively small number of assets.

Because of this, it is possible to manage and keep track of these assets with very simple tools. Other councils that have a large network of infrastructural assets generally have an array of asset management tools used for the management of their assets.

The infrastructural assets are recorded in a simple Excel spreadsheet located on the Council's file system, Number 3176791.

The Council does not have a Schedule of River Scheme Assets located within its financial record system.

3.6 Asset value

River scheme infrastructural assets in the Taranaki Region are valued at current replacement value.

The valuation of the Opunake Flood Protection Scheme assets are reviewed and updated annually following a detailed inspection of the total Scheme. This is a practical option as the area involved and the number of Scheme assets is relatively small.

The 2023 asset values are set out in Table 2 and in internal document derived from 'Asset Valuation Spreadsheet 3176791.

Table 2: Asset Values (30 June 2023)

Asset Type	Location	Quantity				Value 30/6/2023 \$
Channel						
Stage 1	Diversion to Otahi Stm	400	m			55,741
Stage 2	Diversion to Waiaua River	861	m			150,948
Stage3	Diversion with railway land	130	m			15,014
Bends and drop structures						
Stage 1	Bends and drop structures	3,117	m ³			24,127
Stage 2	Bends and drop structures	460	tonne			35,308
Stage 2	Channel lining	437	m ³			52,552
Culverts Chainages 100 & 638						
Stage 2	Culverts Chainages 100 & 638	72	m			119,104
stopbank						
stopbank	Stage 1 - Chainage 0	130	m ³			4,941
Fencing	Stage 1	350	m			18,489
Fencing	Stage 2	1,170	m			36,447
Concrete entry slab	Stage 3		LS			2,964
Channel Throttle	d/s Gold Street		LS			6,922
TOTAL						\$522,557

Frodo: 3176791

4. Maintenance and renewals plan

4.1 Asset management system

Maintenance refers to the work necessary to retain the operating standard or service capacity of the scheme and to keep the asset operational. Because the assets are subject to unpredictable climate events, the work needed cannot always be accurately forecast in time. However, experience gives a very good guide as to the type and general level of work necessary to meet scheme requirements in periods of 'normal' weather events i.e. the base level of maintenance.

Maintenance can include:

- Works to maintain a structural element e.g. a rock lining, drop structure or throttle structure;
- Regular operational activities, channel weed spraying
- Replacement of elements of the system such as fencing and other structural elements over time.

The maintenance plan will set out the programmes and costs required to maintain the desired level of service.

4.2 Service levels

4.2.1 General

The current standard of protection provided by the Opunake Flood Protection Scheme is the 1% AEP standard.

The hydraulic capacity provided by river control works can be determined with reasonable consistency and accuracy. The greater problem is in determining the security of the primary defenses against erosion. The level of risk of failure can only be roughly estimated.

Since the Scheme assets have only recently been constructed (2017/2018), there are few records of past maintenance requirements or costs.

The channels and rock lining will settle down over time and vegetation becomes established but they remain a little vulnerable for a period of time.

4.2.2 Channels

The Council will maintain the channels to a level to ensure that they can adequately carry the design flood flows. For design standards see Section 3.2.

4.2.3 Structures

The Council will maintain all structures in a workable condition at all times to function to their design standards.

4.2.4 Culverts

Culverts, headwalls and outlet protection rock riprap will be monitored periodically. Clearing flood debris and rock riprap replenishment will be undertaken if the riprap is and when required.

4.3 Maintenance history

The Opunake Scheme assets were constructed in 2017 and 2018 and as such there is no maintenance history.

4.4 Maintenance programme

The Council has now developed a maintenance programme, which will minimize the risks of failures to the system, and thereby provide for the most efficient and economic operation, to the service standards determined previously. A detailed assessment has been undertaken of the work required to provide for the long term sustainable management of the Opunake Flood Protection Scheme assets.

The key work components of this are summarised in Table 3 below, along with a general description of the activity and its estimated required frequency. Frequencies given are for the range of conditions anticipated throughout the Opunake Flood Protection Scheme.

The Opunake Flood Protection Scheme assets have been separated into distinct components to ensure the Scheme assets are inspected at a level that identifies all maintenance issues. Inspection and reporting at a large scale can result in important items being missed.

Table 3: Maintenance frequency

Item/Activity	Description	Estimated Frequency
Overall Scheme Assets <ul style="list-style-type: none"> • General inspection • Weed control • Rock riprap mtce 	<ul style="list-style-type: none"> • Overview and general inspection of Scheme assets • Weed spraying • Checking riprap integrity and top-up 	<ul style="list-style-type: none"> • 1 yearly OR • Soon after significant flow events • 1 yearly check • Top up as required
Diversion Channels <ul style="list-style-type: none"> • Inspection of channel integrity • Weed control • Rock riprap mtce 	<ul style="list-style-type: none"> • Walkover inspection checking to ensure that there is no significant channel erosion. • Weed Spraying and mechanical cleaning if required • Checking riprap integrity and top-up 	<ul style="list-style-type: none"> • 1 yearly • OR • Soon after significant flow events • 1 yearly • As required

Culverts <ul style="list-style-type: none"> • Normal inspection • Inspection after flood event 	<ul style="list-style-type: none"> • Overview and general inspection • Detailed inspection looking for inlet and outlet erosion and debris blockages 	<ul style="list-style-type: none"> • 1 yearly • After flood event
Guide banks <ul style="list-style-type: none"> • Detailed inspections • Effectiveness 	<ul style="list-style-type: none"> • Check integrity (stock damage) • After flood event – check to see that it catches overland flow from upstream channel 	<ul style="list-style-type: none"> • 6 monthly • After flood event
Throttle structure <ul style="list-style-type: none"> • Normal inspection • Inspection after flood event 	<ul style="list-style-type: none"> • Check for integrity and fixings • Check and clear debris 	<ul style="list-style-type: none"> • 1 yearly • After flood event
<ul style="list-style-type: none"> • Fences and Gates 	<ul style="list-style-type: none"> • Visual integrity check – repair as required 	<ul style="list-style-type: none"> • 1 yearly

In general the priority order for maintenance work in the Opunake Flood Protection Scheme will be:

- retaining the integrity of the diversion channels and drop structures;
- Keeping channels clear of weeds and debris
- keeping culvert entrances clear of debris and rock riprap integrity
- maintenance of ancillary works.

4.4.1 Programmed inspections

All programmed inspections must be recorded and files in on Opunake files

All matters identified as needing action must be completed as soon as practicable and marked off on the inspection sheets once completed.

4.5 Maintenance costs

4.5.1 Existing

As the Scheme has only just been constructed, there are no historical maintenance costs.

4.5.2 Asset maintenance expenditure requirements

All expenditure on infrastructure assets will fall into one of two categories: capital expenditure or operating expenditure.

(a) Capital expenditure.

There are no plans for any capital improvement works

(b) Operating expenditure

All maintenance, upgrading, reconstruction, renewal and renovation work that does not increase the capacity of assets is treated as operating expenditure.

Operating expenditure can be divided further into two; normal ongoing day to day routine maintenance works and those other more infrequent larger projects that upgrade or renew the asset to its full (or original) service potential.

- (i) Routine maintenance expenditure: Routine Maintenance projects can be expected to display some of the following characteristics:
- Regular and ongoing annual expenditure necessary to keep the assets operating at the required level of service, e.g. inspections; management; liaison with ratepayers etc.
 - Day to day and/or general upkeep works designed to keep the assets operating, e.g. insurances, power costs.
 - Works which provide for the normal care and attention of the asset including repairs and minor replacements.
 - Minor response type remedial works i.e. isolated instances where portions or sections of a unit of an asset fail and need immediate repair to make the asset operational again.

This work would be charged to: "Opunake Scheme Maintenance" – 30 03 04 2464

- (ii) Renewal expenditure: Work displaying one or more of the following attributes can be classified as renewal expenditure:
- Works which do not increase the capacity of the asset, i.e. works which improve and enhance the assets restoring them to (or below) their original size, condition, capacity, etc.
 - The replacement component of augmentation works which does not increase the capacity of the asset, i.e. that portion of the work which restores the assets to their original size, condition, capacity, etc.
 - The replacement component of a capital work which replaces the redundant element of an existing asset.
 - Renewal and/or renovation of existing assets, i.e. restoring the assets to a new or fresh condition.

This work would be charged to: "Opunake Scheme Maintenance" – 30 03 04 2464

4.6 Expenditure

With the completion of the capital works undertaken over the period 2017 to 2018, Expenditure in the foreseeable future will focus almost entirely on maintenance with some minor renewals.

A long term program of monitoring and maintenance works with detailed cost estimates and the average annual expenditure required to ensure the Scheme is maintained to its full service potential is set out in Section 6.

5. Funding and financial planning

5.1 Accounting policies

It is the accounting policy of the Council that the Opunake Flood Control Scheme's assets are not depreciated. The funds required to maintain the asset in an as new condition are considered to be the maintenance budgets in the forthcoming period.

The Council uses the following procedures when applying the above policy:

- all expenditure (routine maintenance, flood damage maintenance and maintenance works) to maintain the existing as new condition (as required by the scheme objectives) is considered to be normal maintenance work and is financed as part of the maintenance budgets established for the period; and
- any additional new minor capital works that increases the assets performance ability are included in the capital works budget for the period, but, are still financed from any accumulated reserve funds.

The Council also values the assets annually.

5.2 Revenue and financing policy

It is the Council's policy that river control schemes are funded by targeted rates over the community benefiting from the protection.

The Opunake Flood Control Schemes is funded from a rate that is a 100% capital value based targeted works and services rate, applied over the whole of the South Taranaki District. This system is considered to be the most administratively efficient and appropriate funding mechanism.

5.3 Funding for disaster relief

The Taranaki Regional Council has made the decision to be self-funding in the event of a major disaster in the flood management scheme areas. This philosophy exists due to:

- the potentially high cost of insurance (relative to the benefits)
- the low probability of accessing Government or other disaster funding through participation in projects such as LAPP (Local Authority Protection Programme)
- the ability of the Council to reinstate the assets without significant financial implications

5.4 Routine maintenance costs

Routine maintenance costs for the Opunake Flood Protection Scheme assets will be relatively constant and easy to estimate. The cost of routine maintenance has been based on estimated works requirements but will need to be amended over time as maintenance records are collected. The estimated costs include monitoring and maintenance. The new maintenance programme is set out in Section 4.4 and estimated maintenance costs are set out in Section 6.

5.5 Flood damage funding

Due to the variability of flood events and their unpredictability, determining an appropriate programming of flood damage maintenance expenditure is more difficult than estimating routine maintenance allowances. Annual flood damage maintenance expenditure will vary greatly, from virtually nothing to moderate costs if damage to rock riprap of channel banks occur. Costs over a number of years could be very low, then, during a period of more intense flooding, maintenance costs could increase to beyond the annual average.

Therefore, no sensible programming of the flood damage costs can be prepared. Rather the estimated an annual average flood damage maintenance cost could be used to guide annual scheme funding, with the unexpended portion of the budgeted costs accumulated year by year. As no annual flood damage costs have occurred to date, no estimate can be prepared at this point in time. This matter should be reviewed in 5-years time.

In the cases where there are significant flood damage repairs, the process established in section 5.6 would be utilised to reinstate the schemes to as new condition.

5.6 Non-routine maintenance costs

From time to time the Council needs to expend additional funds to maintain the level of protection offered by the flood control schemes because either the river and stream channel dynamics have significantly changed or the Council's knowledge and understanding of the schemes has improved. This expenditure is not of a capital nature as the overall level of protection offered by the schemes has not changed. Accordingly, it is included in the Annual river works budget. This expenditure has to be funded using the same funding policy as the other maintenance expenditure.

5.7 Capital works funding

Capital expenditure that increases the level of protection provided by a scheme will generally be funded by either external or internal borrowing. This reflects the long life of the assets and the need to spread the costs of those assets over the life of the assets. Interest and principal repayments for the borrowing will be funded by the targeted rate.

No capital improvements are envisaged for this scheme

5.8 Financial planning

The funding of expenditure on the Opunake Flood Protection Scheme is by way of a targeted rate. This is currently set to cover all expenditure in accordance with the Revenue and Financing Policy.

Any under-expenditure on the scheme is transferred to the South Taranaki River Scheme reserve. Similarly, any over-expenditure is funded from a transfer out of the reserve. As at 30 June 2023 the balance of this reserve was \$3,537.

Each year, the targeted rate is expected to fund the routine maintenance plus any flood damage maintenance work identified in the annual programme for the schemes. As noted above, if there is an unusually high level of repairs arising out of the annual review then this will be funded via the process outlined in Section 5.1.

If there were no significant repairs arising out of the annual inspections then the reserve fund would continue to grow. The appropriate maximum level for the reserve needs to be considered.

This level is dependent upon the Council's ability to reinstate the assets as a result of a rare large damaging flood event. The Council has a philosophy of self-insurance to recover the service potential of the scheme assets after such an event. The estimated worst case scenario is total flood damage of \$500,000. The Council needs to be able to fund this level of expenditure at a maximum.

5.9 Funding for disaster relief

In all river flood control schemes the damage caused by the rare large floods is particularly hard to estimate and can vary greatly. This damage occurs at irregular intervals, with unpredictable timing. In the case of a major flooding event it is proposed that funding for reinstatement be accessed through the following hierarchy:

- First, any unused/uncommitted funds from the maintenance budgets for the river control schemes for that financial year will be used;
- Second, any balance remaining in the reserve fund will be used;
- Third, any surplus Council-wide cash and investment balances will be loaned to the scheme reserve fund; and
- Finally, consideration will be given to the raising of debt finance.

The individual options available will be considered on a case by case basis.

6. Maintenance and monitoring cost estimates

Table 4 sets out the ongoing cost of maintaining and monitoring of the Opunake Flood Protection Scheme.

The frequency of the works have been estimated but may vary as a result of the frequency of flood events and other changes that may necessitate more frequent activities in some areas.

The actual will vary from year to year but will be known when annual budgets are prepared.

Table 4: Long Term monitoring and Maintenance Requirements

Item	Work Description	Work Frequency	contractor cost	TOTAL annualised
		Years		Excluding Staff
General	6 monthly inspections			
Drain Maintenance	Spraying	1	1500	1,500
Channel Maintenance	Erosion repair - rock riprap	5	5000	1,000
General Maintenance	Fencing and culverts	5	2,000	400
TOTALS				\$2,900

Table 5 sets out the estimated cost of managing and maintaining the Opunake Flood Protection Scheme for the period 2023 to 2033.

The estimates separate the staff and internal cost from external costs that would be contracted out. The flood damage allowance is as per Section 5.3.

Table 5: Cost estimates 2023 to 2033

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Contracting Costs	\$ 6,500	\$ 3,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,500	\$ 3,500	\$ 1,500	\$ 1,500	\$ 1,500
Total Annual Maintenance cost	\$ 6,500	\$ 3,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,500	\$ 3,500	\$ 1,500	\$ 1,500	\$ 1,500

Note: In addition to these costs, an allowance for flood damage of \$10,000 is shared with the Okato and Waitotara Schemes.

7. Infrastructure Strategy

This Infrastructure Strategy identifies:

- the infrastructure issues for the Scheme for the period from 2015 to 2045; and
- the principle options for managing those issues and the implications of the options.

The Opunake Flood Control Scheme was constructed in 2017 and 2018 to provide protection to the 1% Annual Exceedance Probability (AEP) flood event with an allowance for increase flood flows arising from climate change to the year 2065.

The land use in the area protected by the Scheme is a mixture of rural, commercial, industrial and residential with the majority of the area being rural and residential. The 1% AEP protection standard is considered to be the accepted standard for town the size of Opunake.

Changes in the land uses are likely to occur over time but it is unlikely that the percentages of land use type will vary significantly over the next 30 years. The value of the assets in and around Opunake protected by the Scheme are very unlikely to change significantly over the next 30 years to warrant an upgrade to a higher standard of protection. Notwithstanding this, there is no plan to further upgrade to the level of service provided by the Scheme before 2065 as the Scheme will provide at least 1% AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. \$10,000 is budgeted each year for the repair of flood damage from the South Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into six types. The following table sets out how the Council will manage these asset types.

Table 6: Renewal and replacement requirements

Asset Type	Renewal or replacement requirements	Expenditure
Open earthen channels	<ul style="list-style-type: none"> • No replacement required. The channels will be maintained to the design shape and standard. 	Operational
Open rock lined channels	<ul style="list-style-type: none"> • No replacement required. The channels will be maintained to the design shape and standard. 	Operational
Rock riprap drop structures	<ul style="list-style-type: none"> • No replacement required. The channels will be maintained to the design shape and standard. Minor topping up may be required very irregularly. 	Operational
Euroflo culverts and headwalls	<ul style="list-style-type: none"> • Culverts and headwalls have a life exceeding 30 years 	Nil
Throttle structure	<ul style="list-style-type: none"> • Galvanized steel structure generally above water level - unlikely to require replacement in foreseeable future 	Nil
Fencing and gates	<ul style="list-style-type: none"> • Fences and gates have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required 	Operational

Opunake Flood Control Scheme - Asset Management Plan
16 August 2023

Risk Management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk.

The potential risk to the Scheme assets arise from over design flood events and from earthquakes.

Table 7: Risk factors by Scheme asset

Asset Type	Disaster Type	Risk	Financial Risk	Expenditure type to fund repair
Open earthen channels	Flood	Some minor erosion damage possible. Any damage would be very localised	Minor	Operational
Open rock lined channels	Flood	Some minor erosion damage possible. Any damage would be very localised	Minor	Operational
Rock riprap drop structures	Flood	Some damage possible. Any damage would be very localised	Minor	Operational
Euroflo culverts and headwalls	Flood	Could suffer minor damage from being overtopped	Minor	Operational
Throttle structure	Flood	Minimal	Minor	Operational
Fencing and gates	Flood and Earthquake	Could suffer minor damage due to foundation failure	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is drawn from Section 6 of this plan. There will be no capital expenditure over the next 30 year period.

Table 8: Indicative 30year estimate

Year(s)	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033	2033/ 2038	2038/ 2043	2043/ 2048	2048/ 2053
Estimated operating costs (\$1000's)	6.5	3.5	1.5	1.5	1.5	6.5	3.5	1.5	1.5	1.5	15	15	15	15

Assumptions Made

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

8. Performance monitoring

As well as the regular inspection and monitoring of Opunake Flood Protection Scheme assets to ensure that they maintain their integrity and provide the required flood standard, there is a need to monitor the performance of the Scheme in relation to its protection standard.

Traditional performance monitoring techniques are not easily applied to management of river schemes. Outcomes depend on the occurrence of unpredictable flood events, and the nature of fluvial hydraulics is complex and subject to random phenomena. However, it is still possible to apply the general principles of monitoring. Indeed, performance monitoring is required in order to adequately manage the assets. Review of the asset management plan will also depend on findings of performance monitoring.

The goal of the Opunake Flood Protection Scheme is to maintain the risk of flood damage at acceptable levels, by maintaining the desired levels of flood protection (note that the risk of flood damage rather than actual flood damage is referred to).

Cross section surveys are one of the most important monitoring programmes for management of the Opunake Flood Protection Scheme. The cross section surveys can be used to help identify volumetric changes to the river and stream channels and banks, and possibly local points of erosion or deposition. Using the cross-section information, changes in cross sectional area of the river that may impact on flood carrying capacity of the channel can be monitored and the design flood levels can be reassessed every fifteen years or so. Any significant reduction in channel cross section would require more frequent reassessment. Stopbank surveys are used to monitor the available freeboard.

8.1 Flood level monitoring

On the diversion channels, flood flows that get to within 0.75 metres of the top of the channel bank at any points along the channels must be monitored closely. If possible maximum water levels must be observed and pegged during the flood event and later surveyed. If the actual event cannot be monitored, as soon as possible after the flood event has receded, the highest debris marks must be carefully observed, pegged and surveyed.

It cannot be stressed strongly enough how important this information is. Good actual flood information will enable the flood flow models to be checked and channel and culvert size fine-tuned if required.

If flood levels are pegged during an event, the time at which the various parts of the river were pegged must be recorded.

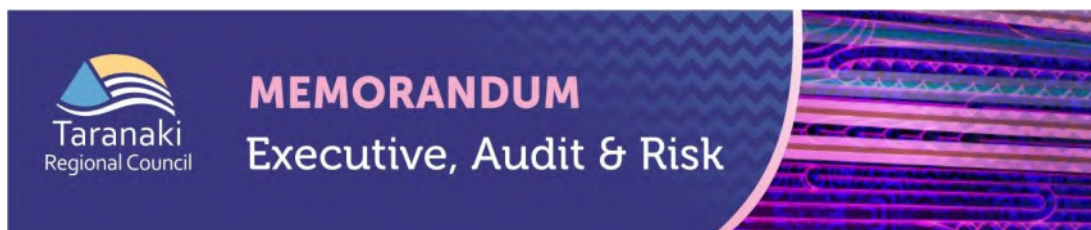
8.1.1 Record keeping

All monitoring records must be filed in the Council's electronic filing system with clear reference to the channel being monitored, and the dates of the event.

Appendix 1

Inspection Sheets

See TRC Document: 3200622 - "Opunake"



Date: 24 October 2023

Subject: **Collaborating for Active Spaces and Places**

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

Document: 3213423

Purpose

1. The purpose of this memorandum is to receive, consider and adopt the *Collaborating for Active Spaces and Places* strategy and framework for the provision of spaces and places for sport, active recreation and play in Taranaki.

Recommendations

That the Taranaki Regional Council:

- a) receives and adopts the Collaborating for Active Spaces and Places strategy and framework
- b) determines that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- c) 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. In 2018, the Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning was prepared. The Council supported this strategy. Regional stakeholders have updated the strategy for consideration and adoption.
3. The regional stakeholders are Sport Taranaki, New Plymouth District Council, Stratford District Council, South Taranaki District Council, New Zealand Community Trust, Toi Foundation, Sport New Zealand, Taranaki Electricity Trust, Venture Taranaki, iwi and Taranaki Regional Council.
4. The Council has been an active participant in the development of the Strategy.

Issues

5. The issue for consideration is the adoption of the Collaborating for Active Spaces and Places strategy and framework (CASP).

Discussion

6. CASP is a strategy and framework for the provision of spaces and places for sport, active recreation and play throughout all of Taranaki. Led by Sport Taranaki, it has been co-developed in collaboration with a number of key partners and stakeholders in the region.
7. The CASP will provide for the provision of recreation across the entire Taranaki region, promoting a collaborative approach between providers (asset owners and funders) and ensuring that all parties are better informed of community needs and a shared vision of best practice provision.
8. The CASP builds upon the previous iteration – Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning (2018) that Council received and supported.
9. The review is considered to be beneficial to the provision of support for our recreation and sporting groups within the region and has provided opportunity to develop multi-use facilities. In addition, support for sporting groups to amalgamate where appropriate to achieve efficiencies in administration and facilities provisions has been developed.
10. The CASP incorporates refinements of a number of elements of spaces and places thinking including:
 - Facilities values and principles
 - Best practice planning approaches
 - Te Tiriti partnership development
 - Decision making principles
 - Recognition of the importance of play
 - Leadership, endorsement and funding frameworks.
11. The mechanism for ongoing Council involvement in the CASP will be through the Taranaki Facilities Consortium (TFC). This is a group that provides strategic oversight and includes key stakeholders that are party to the CASP MOU. The TFC is the successor to the Taranaki Regional Sport and Recreation Facilities Steering Group.
12. Council will have ongoing representation on the TFC. The relationship between the TFC, member organisations and associated obligations and outcomes will be outlined in a Memorandum of Understanding (MOU). The Council will make a small financial contribution to the operation of the TFC. This will be funded from existing budgets.
13. The membership of the TFC is as follows:
 - New Plymouth District Council
 - Taranaki Regional Council
 - Stratford District Council
 - South Taranaki District Council
 - Sport Taranaki

- Sport NZ
 - Toi Foundation
 - NZ Community Trust
 - Taranaki Electricity Trust
 - Venture Taranaki Trust
 - Iwi (Representation as per Ngā Iwi o Taranaki Chairs Forum).
14. The Taranaki Regional Facilities Framework sits as part of the CASP and provides identified guidance and triggers for when a project should be reviewed and assessed by the TFC and go through the CASP processes. The Framework provides much greater clarity on the roles and responsibilities of the CASP for both users and members and will provide surety going forward as to how and when CASP will be involved in projects.
15. If Council adopts the CASP it commits to working alongside other partner organisations who adopt the strategy and sign up to the Collaborating for Active Spaces and Places Taranaki Memorandum of Understanding (MOU). It permits the TFC to recommend prioritisation of projects within the Terms of Reference for that group.

Options

16. There are three options, namely:
- adopt the CASP
 - do not adopt the CASP
 - seek amendments to the CASP
17. The recommended option is to adopt the CASP for the following reasons:
- Taranaki sport and recreation facilities are developed and funded in a co-ordinated, structured process that avoids inefficiencies and duplication
 - the Council will be able to apply for funding for its facilities through a structured, professional process.
18. There is no real disadvantage to the Council supporting the adoption and implementation of the CASP and, there is the potential for significant upside benefit for the regional community.

Significance

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

Financial considerations—LTP/Annual Plan

21. 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

22. 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

23. 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

24. 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

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

Appendices/Attachments

Document 3213494: [Collaborating for Active Spaces and Places](#)



A place for everyone

COLLABORATING FOR ACTIVE SPACES & PLACES

Taranaki

A strategy & framework for the provision
of spaces and places for sport, active
recreation, and play in Taranaki

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Appendices

Appendix 1. Identified International, National and Regional Facilities in Taranaki

Appendix 2. Best Practice Case Study: *Kaitake Community Sports Hub*

PARTNER ORGANISATIONS



Acknowledgment and thanks to NPDC, SDC, and STDC for supplying photos for this document.



Foreword

This refreshed Collaborating for Active Spaces and Places Strategy signals a point of maturity in how partners collaborate and work together in Taranaki.

An updated and agreed approach to spaces and places provision for play, active recreation, and sport that is based on evidence and is pragmatic comes at a time when councils, funders, the sport and recreation sector, and ultimately the participant are feeling the burden of an economic downturn. Fiscally prudent decisions and collaborative solutions to facility challenges are more important than ever.

Along with considering the changing needs of the participant, this iteration of the Strategy considers spaces and places that support active recreation, and play alongside sport, seeks to explore mana enhancing relationships with mana whenua, and considers the role the Strategy can play in advocating for better environmental outcomes.

Sport New Zealand Ihi Aotearoa (Sport NZ) aims to inspire New Zealanders to develop a life-long love of participating in play, active recreation, and sport. Above all, we want to see “Every Body Active”. Sport NZ has long been an advocate for locally-led development of spaces and places for play, active recreation, and sport that provide quality experiences for communities. Working alongside our Regional Sport Trust and National Sport and Recreation Organisation partners, we are committed to supporting local government and others involved in the planning, funding, development, and provision of more affordable, well-utilised, and sustainable spaces and places. We know this is a critical enabler for physical activity and community wellbeing.

We also know that levels of physical activity are in decline and yet people want to be more

active and have access to a broader range of physical activity experiences. This is more marked for some communities and age groups than others. The decline in physical activity levels is due to a range of social, economic, technological, political, and environmental factors, only some of which we can influence. Fortunately, providing quality experiences for people in your communities is something we can influence together.

Taranaki continues to lead the way in having community funders at the table alongside councils as key enablers of spaces and places provision and ensuring a complementary network approach. The alignment with the Taranaki Different & Better project further highlights that quality spaces and places provision sits hand-in-hand with a sustainable play, active recreation, and sport delivery system to ensure the participant can access quality physical activity experiences.

The ultimate goal of the Collaborating for Active Spaces and Places Strategy is to ensure all parties are better informed of community needs and have shared vision of best practice provision. It’s encouraging to see this new Strategy is further refined and simplified and provides a high-level strategic approach and decision-making framework for spaces and places provision. It promotes a collaborative approach, both strategically and operationally, and a shared understanding of the system pressures, progress, and priorities to help guide Councils and funding agencies in their decision making.

Sport NZ acknowledges and applauds all the Councils, funders, and Sport Taranaki for their continued leadership in this area and we look forward to continuing to support the Strategy implementation.

Julie Morrison
General Manager Strategy, Policy & Investment
Sport New Zealand Ihi Aotearoa / July 2023



1.0 Introduction

Being active is an important part of healthy lifestyles for young and old alike. While the physical benefits of regular activity are widely recognised, the importance of sport, active recreation and play to mental, social, and spiritual health is increasingly acknowledged as making a significant contribution to the wellbeing of individuals and communities. Taranaki has an opportunity to leverage these benefits through its unique environment (Te Taiao) that embraces our mountain (Maunga Taranaki), land (whenua), rivers (awa) and sea (moana).

32% of adults in Taranaki meet the recommended guidelines of 30+ minutes of physical activity, 5 days per week. This ranks Taranaki as the 5th lowest region in NZ for adult physical activity

(Sport NZ, Active NZ survey, 2021)

44.8% of NZ adults 65+ are physically active, however in Taranaki only 35.2% of adults 65+ are physically active

(MoH, NZ Health Survey, 2017-20)

The provision of appropriate facilities - spaces and places - is a critical component in ensuring that we are all able to realise our physical activity aspirations and ambitions, maintain our health, and strengthen our communities.

Challenges in developing and maintaining fit for purpose, sustainable, and accessible spaces and places necessitate the development of new approaches.

Challenges include:

- The duplication of provision exacerbated by a large number of single use facilities,
- Lack of and increased burden on volunteers.

- Changes in traditional sport participation trends and membership models.
- Increasing costs to build and maintain.
- Changing funding environment.
- Aging network.

The funders and enablers, of sport, active recreation and play are increasingly seeking to ensure that the limited resources available are used effectively and efficiently in providing the best possible outcomes for communities and the greater Taranaki region.

Overcoming the challenges requires everyone to work together for the greater good. Enablers, such as councils and funding organisations are encouraged to work together to share information on parks, reserves, active recreation and sport developments, to discuss and agree aspirations, to set priorities and make decisions. Communities and sector organisations need to consider facility solutions that may include “hubbing” with others and/or repurposing of existing facilities.



Commitment from all stakeholders to the strategy and framework is critical to achieving success. As such, this strategy and framework recognises the mandate of individual organisations and provides for their autonomy, their requirements to comply with statutory regulations and their decision making processes, while promoting the greater good across the region.

The purpose of this strategy is to provide a pragmatic process for funders and enablers to share information, understand needs, set priorities, and make decisions on resource allocation. Additionally, it sets out clear processes and key considerations for communities and applicants to develop quality projects and achieve success in addressing their facility challenges.

The processes outlined in the strategy are intended to become the default “go to”, the point of reference for funders, enablers, and the sector in seeking facility solutions. Through implementing this collaborative approach, we will ensure the limited resource and investment available is more effectively applied. This will deliver a more connected sector in Taranaki, a progressive shift from large numbers of single use facilities towards sustainable, multi-use spaces and places, and better meet the needs of communities across the Taranaki region.

By closely aligning Collaborating for Active Spaces and Places Taranaki with the Taranaki Different & Better project, we are in a unique position in Aotearoa New Zealand in being able to deliver an integrated people

and facilities solution for the Taranaki sport, active recreation and play sector.

This review has been developed through input from strategy partners, the sector and wider community in Taranaki. As writers of this strategy we are grateful to all our funders, enablers, sport, active recreation, play and other individuals and organisations for their contribution.

Note: Facilities in the context of this strategy are defined as buildings, spaces and places and environments where sport active recreation and play are planned to occur.

2.0 Background



This strategy, its framework and processes seek to review, refine, and build on the previous iteration - *Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning (2018)*.

The 2018 strategy enabled significant achievements in facility development in Taranaki.

These include:

- Employment of operational resources through the Sport Taranaki Spaces & Places Lead,
- Launching the Taranaki Facilities Steering Group consisting of stakeholder representatives to review and provide feedback on facility proposals
- The development of the Future Focus Fund (through Toi Foundation resourcing) to support sector organisations in exploring the best solutions to their facility challenges.

Note: The 2018 strategy also contains a detailed analysis of specific code needs which remain relevant and are not within the scope of this review. For code by code analysis please refer to the 2018 strategy at <https://sportnz.org.nz/resources/taranaki-regional-sports-facility-strategy/>

Through review and evaluation of existing facility development leadership structures, stakeholder practices, decision making processes and systems, including their alignment to the existing Strategic Approach, this second iteration of a spaces and places strategy for Taranaki seeks to:

- Strengthen spaces and places leadership that engages all stakeholders in collaborating for the greater good of the Taranaki region, while maintaining their organisational autonomy;
- Refine a framework to allow priority projects to be identified and guide decision making to ensure optimal use of resources in providing sustainable sport and active recreation facilities in Taranaki;
- Promote and support sharing of information and development of play strategies across regional, district and local level facilities; and

- Develop processes that are clear, efficient, and effective for funders, enablers, communities, and sector organisations, and ensure support and guidance for these groups.
- Seek to enhance mana whenua partnerships in the provision of spaces and places.

This strategy has been informed by:

- Literature review of local, regional and national documents relating to spaces, places and facility planning and provision for sport and active recreation.
- Interviews with stakeholders, Steering Group members, funders, enablers, and sector organisations;
- Analysis of Taranaki demographics, sport and active recreation sector trends and data,
- Evaluation of current practices, processes and tools; and
- Local knowledge of the consultants.

The scope of this strategy covers spaces and places for sport, active recreation and play and for the purposes of this strategy, the following Sport NZ definitions should be noted;

Sport has institutionalised rules, competition, and conditions of play. It has a formalised structure and a recognised body at a local club, regional, and/or national level. Participation in sport is typically defined by competition between people or teams.

Active Recreation is non-competitive physical activity for the purposes of wellbeing and enjoyment.

Play is intrinsically motivated, personally directed, freely chosen, fun, accessible, challenging, social and repeatable.



2.1 Let's be Playful – the Place of Play

Play and active recreation contribute significantly to individual and community wellbeing and, unlike sport, generally occur informally and in particular within parks and open spaces. Many of these settings are the responsibility of councils and schools.

This strategy recognises and acknowledges the role of district and regional councils and schools as owners and/or administrators of the majority of settings in which most play and active recreation occurs and their mandate in delivering positive experiences for their communities within regulatory frameworks. There are other existing community processes that establish aspirations and priorities around sport, active recreation and play developed through Reserve Management Plans, Open Space Sport and Recreation Strategies and the like that will inform this strategy and associated decision-making.

The role of play at regional, district and local level will be considered through active sharing of information as strategies are developed and projects that evolve from those strategies are implemented.

In supporting healthy communities, councils are encouraged to develop Parks and Open Spaces (or similar) strategies that prioritise and plan for social infrastructure which will enable and encourage playful environments and active communities.

Such strategies could include (but are not limited to) a focus on:

- Improving the play and active recreation value of amenities, parks, and open spaces;
- Improving accessibility to play and recreation, including neighbourhood “within a walk” opportunities;
- Linking and connection of active recreation and transport corridors in urban and rural communities such as walkways and cycleways;
- Opportunities for cultural expression and integrating mana whenua values and narratives.

While play and much active recreation is primarily in the environment of and the responsibility of councils, all organisations are encouraged to think about and look for ways to integrate, connect or provide new informal physical activity opportunities when working on existing or future facility projects.





2.2 Taranaki Different & Better

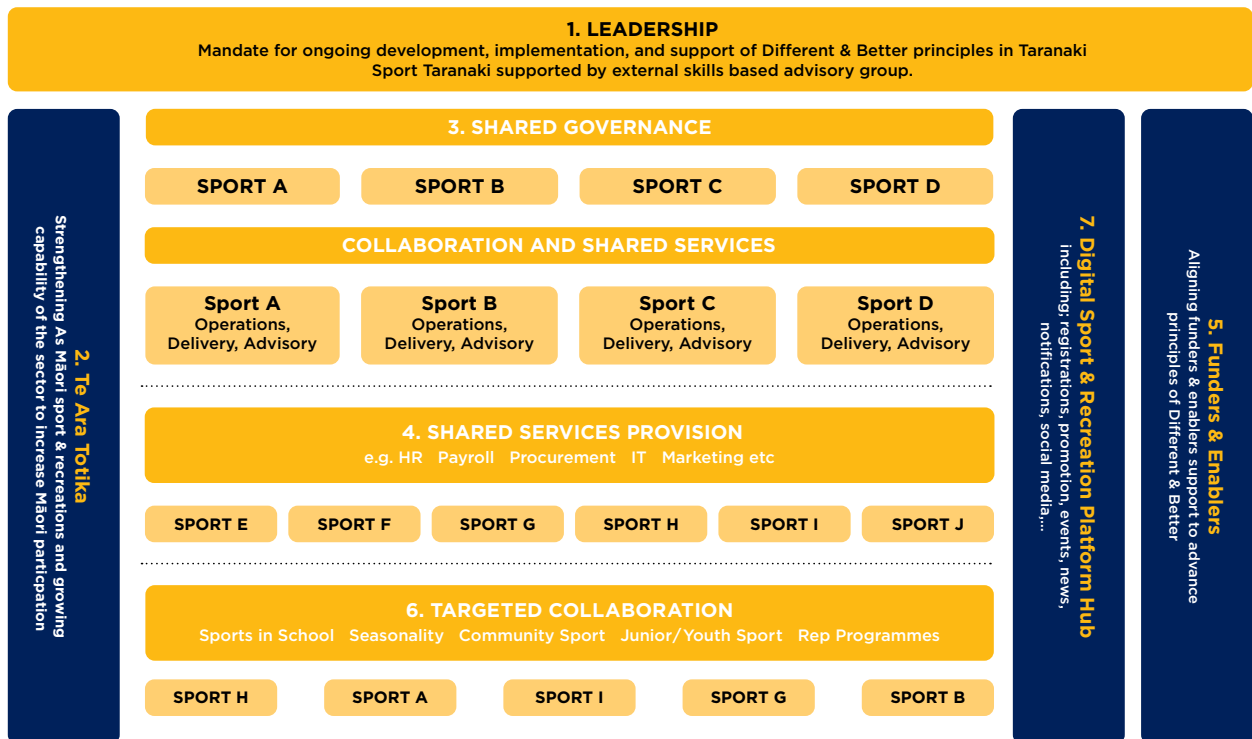
Taranaki Different & Better is a change management project that looks at the 'people systems' in sport and active recreation. The project seeks to increase quality experiences by encouraging collaboration between sports codes and developing participant centred programmes and tools.

It is important that when facilities are built or

upgraded the people structures and management systems that run the facility are considered. Ensuring that effective governance and operational structures are implemented will be critical to ensuring that community use is fully optimised.

Taranaki Different & Better consists of seven related workstreams represented in the diagram below.

Taranaki Different & Better



When applied together, Taranaki Different & Better and Collaborating for Active Spaces and Places, Taranaki, present a powerful opportunity to provide integrated people and facility solutions that will

serve the region and our communities well in the future. For more information about the Taranaki Different & Better framework please visit the Sport Taranaki website.



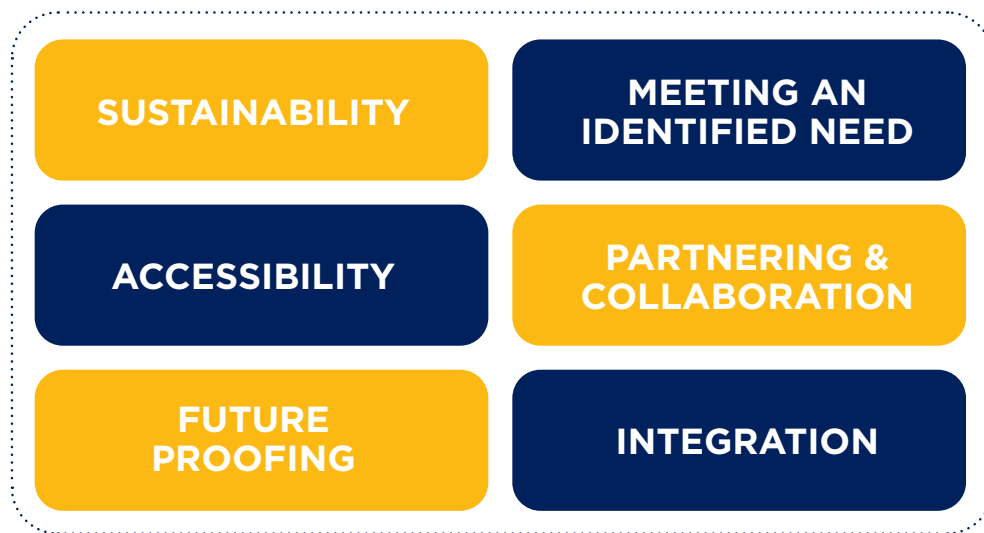
Quality planning is essential to ensuring life-long sustainability and optimal use of sport and active recreation facilities. Often those with facility challenges skip straight to design and build without fully considering the options and opportunities, the feasibility of initial concepts and the operational models essential for delivering the most viable and achievable outcomes for community participation in sport and recreation.

Sport NZ's Sporting Facilities Framework identifies key facility planning and design elements with the aim of achieving a greater proportion of facilities that are affordable, efficient, effective, and sustainable in delivering more sport, active

recreation and play opportunities for New Zealanders.

This strategy embraces these principles and builds on them in the application of the Framework

Sport NZ's Facilities Principles



For more information about the framework go to:

<https://sportnz.org.nz/media/1411/nz-facilities-framework.pdf>



2.3 Quality Spaces and Places Planning

Sport NZ's Facilities Lifecycle



The Sport New Zealand - Facility Planning Tool

The Facilities Planning Tool is a national digital inventory of facility provision that Regional Sports Trusts, Councils, and planning consultants can have access to for planning or updating purposes. This tool supports the regional planning process by

providing the ability to see information and visual mapping of facilities relevant to your customised search requests. The facilities tool is free to use, and it is recommended that partners to the strategy register to have access to the facilities tool to enable access to visual mapping and to maintain accurate up to date information about Taranaki sport, active recreation and play facilities.



2.4 Te Tiriti Partnership Approach

It is critical to identify and engage mana whenua in spaces and places development. The planning process should prioritise the inclusion of Māori perspectives (Te Ao Māori), knowledge (matauranga), practices (tikanga), and wellbeing aspirations as determined by mana whenua.

This can be achieved through:

- From the outset ensuring Māori knowledge is included at every stage of the process. Identifying the right people at the right level(s) and providing for Māori to define for themselves how they want to be involved (which could include not being involved),
- Ensuring the partnership approach is consistently maintained and mana enhancing throughout the project,
- Valuing what mana whenua bring to the project as skilled experts alongside planners, engineers or architects and ensuring their knowledge is sought in good faith.

Note: Councils generally have engagement channels with mana whenua and can provide advice and support to community organisations in this regard.

Consideration should also be given to;

Te Taiao – the natural environment

- Understanding the significance, to Māori, of the relationship between people and land (whenua), water (wai), climate (ahuarangi) and living beings (koiora).
- Acknowledging the significant role that Māori play in the care and protection of the whenua.
- Zero or low impact approaches to energy, water, and waste management,
- Focus on the use of sustainable materials.

Whakapapa – identity and connection

- Recognising and providing for the relationship of mana whenua to mountains (maunga), rivers (awa), and other cultural sites of significance,
- Acknowledging and educating about traditional stories and whakapapa through design, art, and cultural panels,
- Creating spaces that provide for and foster community and whānau togetherness,
- Integrating and making visible mana whenua values and narratives,

Mana Motuhake – Māori self-determination

- Including te reo Māori in names, places, and signage, ensuring they have a deeper meaning beyond a direct translation to ensure the story is reflected in the names.
- Creating spaces that allow for the presence and practice of iwi, hapū, mana whenua.

Manaakitanga – hospitality and mutually beneficial relationships.

- Providing spaces to meet, greet and eat including kitchens and communal spaces,
- Providing defined entrances and gateways.

Wairua – spiritual wellbeing and good health

- Creating an environment that encourages rest and contemplation,
- Providing a space that is spiritually uplifting.

3.0 Taranaki Values & Principles



The values reflected here will guide this strategy towards our common purpose, while the principles guide the way in which partners work to make quality decisions and uphold the integrity of the strategy.

We VALUE processes and facilities that promote:

COLLABORATION

- Engaging early with key stakeholders.
- Seeking partnerships with other organisations.
- Working together in the reduction of duplication and the creation of efficiencies.

ACCESSIBILITY

- Ensuring all people have access to physical activity opportunities.
 - Considering all the demographic and cultural diversities within communities.
- Focusing on programming and activation activities in a way that reduces barriers for users

SUSTAINABILITY

- Understanding of whole of life costs at the outset.
- Implementing environmentality sustainable practice.
- Remaining relevant over time as trends and communities change.



The PRINCIPLES that guide our work and inform decision making are:



GREATER GOOD

Greater good drives this mahi.



UNITY IS STRENGTH

Unity is strength, a regional strategy which all funders and enablers endorse and apply in their setting.



COLLABORATION

Collaboration between funders and enablers serves to optimise the use of available resources – the whole is greater than the sum of the parts.



LEADERSHIP

Leadership that supports the sector in the effective development of solutions to spaces and places challenges creates equity and easy pathways for organisations and volunteers.



TE TIRITI PARTNERSHIP

Te Tiriti Partnership Approach recognises the principles by which Māori worldview (Te Ao Māori), knowledge (Matauranga) and tikanga (practices) are included in the planning, design and implementation of Collaborating for Active Spaces and Places - Taranaki.



PRIORITISATION

Prioritisation of spaces and places projects and solutions that:

- address an identified need,
- are well planned,
- environmentally and economically sustainable, and
- accessible to people of all ages, genders, ethnicities, and abilities;
- are well-utilised
- explore repurposing, consolidation, collaboration and sharing with other organisations in developing multi-use facility solutions;
- promote social connection, community resilience and wellbeing through sport, active recreation, and play; and
- contribute to the Taranaki facility network and are aligned to related plans



SIMPLIFICATION

Simplification of the strategy - for funders, enablers, community and sector organisations and their volunteers.

4.0 Leadership



Successful implementation of Collaborating for Active Spaces and Places - Taranaki requires formal leadership at organisational, strategic, and operational levels. It is critical that all stakeholders are committed to, and are engaged in, the leadership of this strategy - its framework and approaches.

4.1 Organisational Leadership. A regional strategy is only effective when all stakeholders, in particular funders and enablers of spaces and places development in Taranaki, endorse and apply the strategy within their individual organisations.

Stakeholders need to adopt the Values, Principles Framework and processes embodied within Collaborating for Active Spaces and Places - Taranaki, and make every endeavour to apply these in their organisational setting and to identify champions / leaders to represent their organisation in the strategy.

4.2 Strategic Leadership. Strategic leadership is a critical factor in achieving the best outcomes for spaces and places development. This function is currently provided by the Taranaki Regional Sport and Recreation Facilities Steering Group (TRSRFSG) which is replaced by the **Taranaki Facilities Consortium (TFC)** in the refreshed strategy.

TFC will comprise of key stakeholders that are party to the Collaborating for Active Spaces and Places Taranaki Memorandum of Understanding (MOU), a position available for iwi representation, at the discretion of Taranaki Iwi Chairs, and a channel for Taranaki Different & Better to inform its work.

Through a terms of reference, TFC will be responsible for receiving Facility Challenge Submissions, the prioritisation of projects and decision making within the framework.

A key component in this strategy is reducing duplication and ensuring the limited funding available is applied sustainably. **The Taranaki Funders Forum (TFF)** will provide greater visibility across projects seeking support throughout Taranaki, in particular for facility challenges that fall outside the triggers for TFC endorsement, and thus further inform the work of TFC.

4.3 Operational Leadership. Many of those charged with meeting facility challenges in the sport, active recreation and play sector are volunteers or administrators with little experience and expertise in facility development. To align with the strategy and achieve best outcomes, they require expert support in navigating the challenges.

The Future Focus Fund, previously resourced by Toi Foundation, administered by Sport Taranaki, and delivered by a network of local consultant expertise, is a good example of successful current practice in addressing the need for practical support of community volunteers and organisations to ensure they are 'fit for facility projects'.

Sport Taranaki, through the Sport Taranaki Spaces & Places Lead, is the organisation best placed to deliver operational leadership and support to funders, enablers, and sector organisations utilising the strategy and framework.



Organisational Leadership

Stakeholder Leads

New Plymouth District Council, Stratford District Council, South Taranaki District Council, Taranaki Regional Council, Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, Sport Taranaki, Sport New Zealand also Venture Taranaki, others as identified



Strategic Leadership

Taranaki Facilities Consortium

New Plymouth District Council, Stratford District Council, South Taranaki District Council, Taranaki Regional Council, Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, Sport Taranaki, Sport New Zealand also Venture Taranaki, Iwi



Taranaki Funders Forum

Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, others as identified

Taranaki Different & Better advisory panel

Operational Leadership

Sport Taranaki

Spaces and Places Lead
Taranaki Different and Better Lead

Partner Organisations





The Taranaki Regional Facilities Framework defines a hierarchy of facilities and provides a template that determines how TFC and the sector may determine the best ways forward in meeting facility challenges. The Framework is designed to deliver greater good for the Taranaki region, avoiding duplication, promoting collaboration and sustainability, while acknowledging and providing for the autonomy of stakeholder organisations to work in supporting their individual mandates and communities.

This Framework provides triggers for TFC involvement and / or endorsement in projects and criteria for optimising developments that can be used to inform TFC decision making and prioritisation.

Taken together with the process diagram for securing support for spaces and places projects, the Framework provides a clear pathway and process for both TFC and the sector in developing optimal solutions when faced with facility challenges.

Taranaki Regional Facilities Framework

Hierarchy Levels	Definition	TFC oversight	Prioritisation Criteria	Identified Taranaki Facilities
International	Capable of hosting international championship and spectator events in one or more sport or activity.	TIER 1 <ul style="list-style-type: none"> Requires TFC review Independent Feasibility Study recommended for developments over \$200,000 	Essential <ul style="list-style-type: none"> Identified need Landowner engagement Mana enhancing Hapū / iwi engagement Improved Accessibility Partnering with others / hubbing Impact on the environment Multi-use spaces and optimising utilisation 	See Appendix 1: Identified International, National, Regional facilities in Taranaki for guidance.
National	Capable of hosting national championship or spectator events in one or more sport or activity,			
Regional	Capable of hosting inter-regional events in one or more sport or activity,			
District	In the main, provides a sport, active recreation or play facility for participants across a region or within a regional district.	TIER 2 <ul style="list-style-type: none"> Triggers for TFC involvement and/or endorsement Scale – projects over \$50,000 and not part of an already approved LTP, RMP already completed community consultation or Codes or activities with declining participation or There is potential for collaborating with other groups. Any project that fit the criteria above, requires TFC visibility via a Facilities Challenge Submission.	Desirable <ul style="list-style-type: none"> Understands its role in wider network Ongoing operational costs Provision for play, active recreation, and social connection 	Quality planning for Spaces & Places <ul style="list-style-type: none"> Key planning steps: <ul style="list-style-type: none"> Concept Plan Key project steps: <ul style="list-style-type: none"> Design Build Operate Improve
Local	In the main , provides a sport, active recreation or play facility for participants in a local setting			





6.0 Securing support, guidance and funding for Spaces and Places projects

Endorsement of your project by Taranaki Facilities Consortium (TFC) may be required by funders considering applications for grants supporting your spaces and places project via a Facilities Challenge Submission.

This process is designed to ensure your project has the best chance of success and provide clarity on:

- i) the expectations of funders;
- ii) how to engage with TFC to obtain endorsement; and
- iii) how to access expert support.

TFC will consider your submission and provide advice on the next steps. There is expert support available through TFC to ensure your facility project has the best chance of success.

Included in the process is a Facilities Information Tool (FIT) which provides easy guidance on the information you need to provide when making a Facility Challenge Submission to TFC.

Note: Landowner engagement: It is critical to engage with the appropriate landowner and/or administrator of the land on which your facility will be located prior to developing detailed plans. In many instances the landowner/administrator will be local and/or regional Council. If the land is a park or reserve the landowner may be hapū/iwi (out of Land Settlement legislation) with administration by Council, DOC or Regional Council. Landowner engagement will be a key criteria for TFC in considering your project for further support.

The process diagram below will help you through the required steps for progressing your project.

Do I need to engage with the Taranaki Facilities Consortium (TFC)?



- Is your project associated with an international, national, or regional sport, active recreation or play facility or
- Does your activity have declining participation numbers or
- Is there potential for collaborating with other clubs or groups in your project or
- Is the total cost of your project greater than \$50,000?

NO

If you answered **NO** to **all questions**, proceed directly with the planning, design, and funding of your project. (Note that funders will share details of your application with the Taranaki Funders Forum). Remember, the Spaces and Places Lead at Sport Taranaki is still available to help with advice and guidance.

YES

If you answered **YES** to **one or more questions**, you need to engage with TFC to progress your project with funders and enablers.

If you answered yes to one or more of the above questions, the actions you will need to submit your facility challenge to TFC to access support and endorsement that will give your project the best chance of success with funders and enablers. Use

the Facilities Information Tool (FIT) available through the Sport Taranaki website to do this. The questions on the next page of this section will help you prepare for completing your submission.



After TFC have considered your submission, they will respond outlining the next steps which may:

- ask for more information,
- direct you to the landowner for approval / endorsement of your project,
- require engagement with iwi and/or hapū as mana whenua
- link you with expert advice, to move your project forward,
- require you to undertake more planning (funding may be available on application),
- endorse your project to move to the planning stage with detailed design,
- endorse your project to apply directly to funders,
- not endorse your project and provide reasons for the decision and advise on alternative solutions.

If required, Sport Taranaki, through the Spaces and Places Lead will provide support for you in addressing any of the above requirements from TFC. Once you have appropriately responded to TFC requirements, you will re-submit to TFC who will reconsider your submission and again advise on next steps.

The following questions will help you prepare your initial submission to TFC through the Facilities Information Tool and ensure your submission has the best chance of gaining endorsement.

It's important to note that there are a range of possible solutions to facility challenges that can be explored such as:

Identifying other facilities within the network, partnering or hubbing with schools or other clubs/ activities, modifying delivery models, improving existing facilities, repurposing other facilities, or developing new.

Considering and preparing answers to the following questions will help you provide information required by TFC:

- How have you identified the need for this project? Who will benefit from your project? Have you completed a needs assessment?

- What challenges are you trying to provide solutions for with this project?
- Can you outline the consultation and approval you have received from the appropriate landowner (local or regional authority and/or private landowner)?
- Is your project part of an Adopted LTP and RMP and/or other strategic document - if so reference this?
- Have you identified iwi and/or hapū interest as mana whenua and describe any engagement to date?
- Does your project consider duplication with other facilities or similar organisations nearby?
- What other partners could potentially be involved in benefitting through collaboration, amalgamation, hubbing and repurposing?
- Does your project have the support of any RSO/ NSO or other regional or national body with a mandate for your sport or recreation activity?
- How might you incorporate opportunities for active recreation or play into your facility and this project?
- What opportunities exist for wider community use of your facility that can be included in this project?
- How does your project take into account trends and demographics of your sport, active recreation or play activity in the region?
- What environmental impacts and/or environmental sustainability measures have been considered as part of your project?
- What thinking have you done towards the management and operational models you might implement as part of this project?
- Have you considered the ongoing operational costs associated with your facility and how do you plan to meet these so that the facility is sustainable?

The review outcome does not guarantee funding for the next phase as funders have their own independent funding policies. However, this process allows your project to be seen by local funders simultaneously and your response letter can be used to support funding applications should community funding be needed to progress any stages of the project

7.0 Recommendations



1.0 Organisational Leadership.

It is recommended that;

- 1.1 Key stakeholders, as members of the Taranaki Facilities Consortium, appoint a champion / leader of the strategy within their individual organisations and
- 1.2 This strategy is supported by an MOU / Partnership Agreement between key stakeholders.
- 1.3 Through the MOU, stakeholder organisations adopt and advocate for the Values, Principles and processes embodied in Collaborating for Active Spaces and Places – Taranaki and make every endeavour to apply these in their organisational setting.
- 1.4 Partners to the strategy, register to have access to the Facilities Planning Tool to enable access to visual mapping and to maintain accurate up to date information about Taranaki sport, active recreation and play facilities.

2.0 Strategic Leadership.

It is recommended that;

- 2.1 Taranaki Regional Sport and Recreation Facilities Steering Group (TRSRFSG) be replaced by the Taranaki Facilities Consortium (TFC) consisting of the organisational leaders of individual stakeholder organisations party to the MOU.
- 2.2 TFC members would include; New Plymouth District Council (NPDC), Stratford District Council (SDC), South Taranaki District Council (STDC), Taranaki Regional Council (TRC), Sport Taranaki (ST), Toi Foundation (TF), New Zealand Community Trust (NZCT), Taranaki Electricity Trust (TET), Venture Taranaki (VT) and any other agencies such as Sport NZ as determined by the TFC.
- 2.3 A position on TFC is made available for iwi representation, at the discretion of Taranaki Iwi Chairs Forum.
- 2.4 TFC establish a formal channel for Taranaki Different & Better to connect to and inform its work and achieve effective integrated people and places solutions.
- 2.5 TFC be primarily responsible for receiving facility challenge submissions, the prioritisation of projects and decision making within the strategic framework.
- 2.6 The leadership and implementation of the strategy should be funded through a combination of;
 - 2.6.1 Current and future Sport NZ Spaces & Places investment,
 - 2.6.2 Contributions from partners to the MOU based on a per capita rate to District Councils and set levy to other partners.
- 2.7 TFC develop Terms of Reference to include;
 - 2.7.1 Election of an independent chairperson, and development of independent branding.
 - 2.7.2 A MOU / Partnership Agreement binding TFC partners to the approaches of Collaborating for Active Spaces - Taranaki,
 - 2.7.3 A communication and education plan for the sector including establishing TFC as the first point of engagement for organisations exploring solutions to facility challenges,
 - 2.7.4 Processes for engaging iwi and hapū as mana whenua where appropriate,
 - 2.7.5 Resourcing the work of TFC,
 - 2.7.6 Meeting protocols including receiving reports from Taranaki Funders Forum (TFF),
 - 2.7.7 Explore future funding models for sport, active recreation and play facilities in Taranaki, including maintaining a regional facility rate (see Far North model).



2.8 TFC adopt the Taranaki Facility Framework embedded in Collaborating for Active Spaces and Places – Taranaki to guide prioritisation and decision making.

2.9 Sport Taranaki provide operational and administrative services as required and resourced by TFC partner organisations. Including the development of the Facilities Information Tool to ensure a streamlined Facility Challenge Submission process for organisations

2.10 Development of a comprehensive communication and education programme into the sector through operational support.

2.11 A Taranaki Funders Forum (TFF) is established to inform the work of the TFC and optimise funding outcomes. TFF to include representatives from Toi Foundation, NZCT, TET and other funders as determined from time to time. The TFF would:

2.11.1 share information on facility projects and grant applications, in particular applications under \$50k that fall outside TFC scope, to avoid duplication and maximise funding outcomes,

2.11.2 report to the TFC,

2.11.3 develop and adapt processes to support its function and improve the experience for volunteers and the sector, including common / shared application models or parts thereof.

2.12 Review this strategy in alignment with the next Councils Long Term Planning cycle.

3.0 Operational Leadership. It is recommended that;

3.1 Sport Taranaki is the organisation best placed to deliver operational leadership and support to funders, enablers, and sector organisations in aligning with the

strategy, including communication and education leadership.

3.2 This operational leadership is delivered through the Sport Taranaki Spaces & Places Lead, including an implementation plan for Collaborating for Active Spaces and Places – Taranaki monitored by TFC.

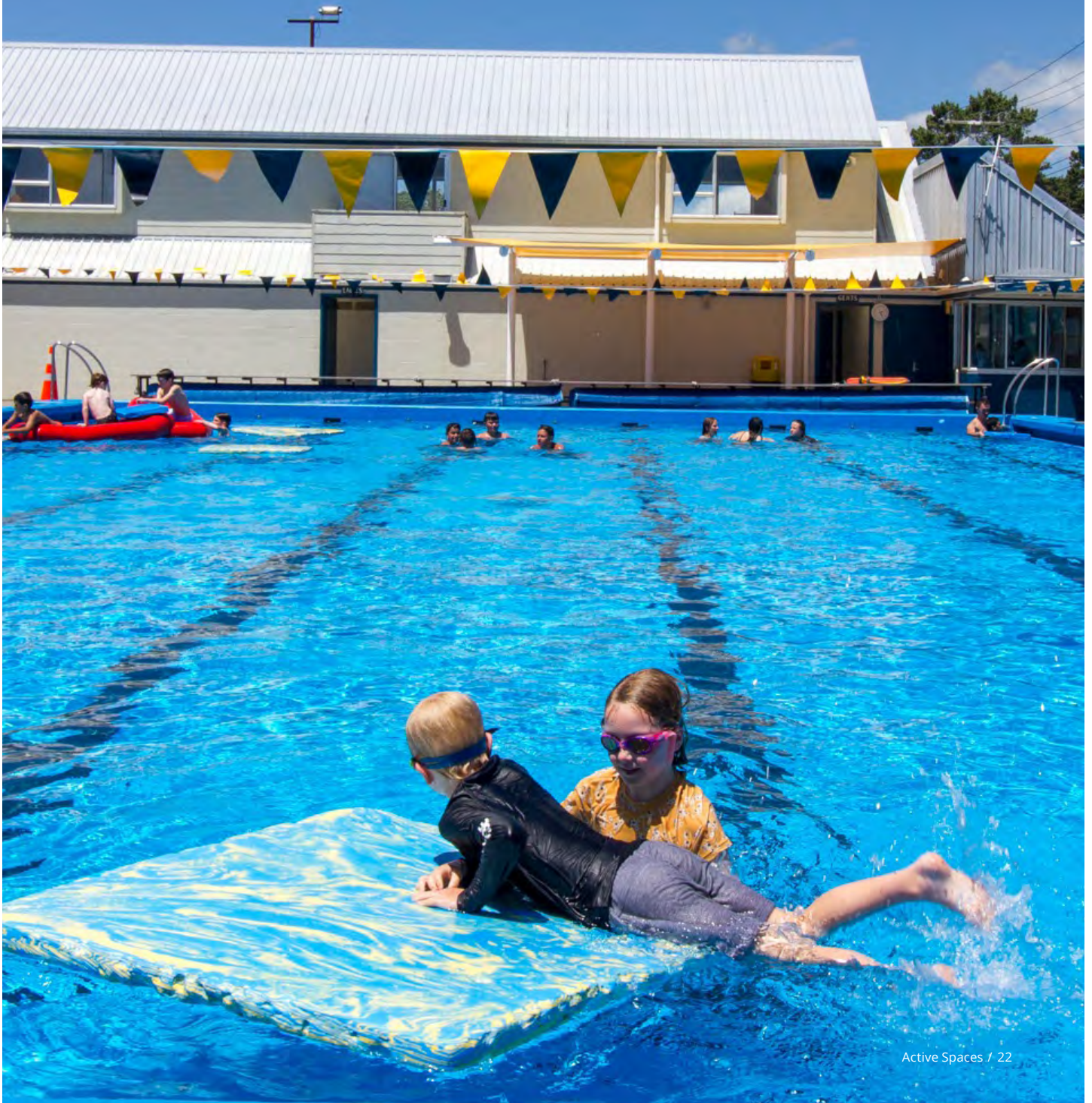
3.3 The strategy is effectively engaged with the leadership and delivery of Taranaki Different & Better, providing collaborative facility and people solutions.

3.4 The Future Focus Fund, or a similar model as determined by TFC, be retained, strengthened, and resourced.





"This document is about strategic alignment, efficiencies for facility providers and better physical activity outcomes for communities."



Appendix 1

Identified International, National and Regional Facilities in Taranaki

In considering the network of facilities in the region it is important to recognise that each facility has a role to play in meeting a range of different needs as part of the network. The following hierarchy has been identified for use within this strategy and future facility planning in the region.

Facility Hierarchy Definitions

Definition	Explanation	Example
International Championships	A facility with the ability to host international competitions/tournaments (i.e. between multiple nations) Eg. World Championships Event	
International Event	A facility with the ability to host international spectacle events (including professional and semi-professional franchise competitions involving single teams from outside New Zealand) – Eg. New Zealand Vs Australia	TET Multi Sports Centre – Hockey Turf Yarrow Stadium
National Championships	A facility with the ability to host National competitions/tournaments (between multiple regions from across the entire country) – Eg. New Zealand Championships event	Ngamotu Links Golf Course
National Event	A facility with the ability to host National spectacle events (including professional and semi-professional franchise competitions involving single teams from within New Zealand) – Eg. Taranaki Airs Vs Wellington Saints, Taranaki A Vs Wellington A	TSB Stadium
Regional	A facility with the ability to host inter-regional competitions and/or serves as a regional high performance training hub for one or more sports codes. Eg. Lower North Island Championships	Waiwhakaiho Netball Courts
District	A facility with the ability to draw significant numbers of teams/competitors from across an individual or adjacent territorial authority boundaries for either competition or training purposes. Eg. Taranaki Championship event	TSB Hub
Local	A facility with the ability to serve a local catchment's basic sporting needs. This catchment will predominantly be drawn from within an individual town or cluster of suburbs within a local authority.	War Memorial Halls

It is important to recognise that levels within the hierarchy are not exclusive and a single facility may meet the needs of different levels, for example a regional facility will also likely meet local needs. However, it is equally possible for a venue suitable for national spectator events not having the ability to cater for regional tournament provision.

Taranaki Facilities within the hierarchy

Regional and above facilities in Taranaki have been identified to assist with planning, prioritisation and scale of future spaces and places projects.

Facility Type /	Location /	Facility	Details	Use
Indoor Courts	New Plymouth	TSB Stadium	Line markings for 3x Basketball Courts, 3x Netball, 9x Volleyball, 2 meeting spaces, office space, event catering space, toilets and change rooms, grandstand seating for 2500. Does not meet FIBA requirements for international fixtures or Netball NZ requirements for International / National fixtures.	National Spectator Event For Basketball
Sports Fields	New Plymouth	Yarrow Stadium	1x Artificial Turf with crowd capacity of 22,000 once East Stand is complete. 2x grass fields with 1 additional field to be reinstated at completion of east stand build.	International Spectator Event for Rugby, Rugby League, Football, Touch
	South Taranaki	The Hub	5x full size fields in winter	Regional for Rugby League
Cricket	New Plymouth	^ Pukekura Park	1x grass wicket, 2x training nets owned by Central Districts Cricket, Changing Pavilion (with structural issues) Crowd capacity of 5000 No longer meets criteria of International Cricket Council for international fixtures.	National Spectator Event
Netball courts	New Plymouth	Waiwhakaiho Park Netball Courts	13x full size netball courts, 1x control tower which houses a medical room, playground, 1x pavilion which houses an umpire's room, toilets and changing room, Tuck shop. Host of the North Island Under 16 tournaments	Regional
Athletics Tracks	New Plymouth	TET Stadium Inglewood	Olympic class mondo athletics track, event control tower, access to toilets and change area, throwing cage, shot put, Disc 2x long jump pits, inner grass surface covered grandstand with 1050 capacity	National Championship
Golf	New Plymouth	New Plymouth Golf Club (Ngamotu Links)	18-hole destination golf course, putting green and with 2 additional practice areas. Clubrooms, bar and café/function space and onsite golf shop.	National Championship
BMX	New Plymouth	Hickford Park, Bell Block - BMX Track	Facility incorporates starting gates, slope, 3 turns and jumps within the straights. Has control tower onsite.	National Championship +

Facility Type / Location / Facility			Details	Use
Bowls	New Plymouth	Paritutu Bowling Club	Paritutu or Westend identified as the headquarters of a national event, alongside other bowls clubs across the region as identified by the national body.	National Championship
Equestrian	South Taranaki	*Egmont A&P Showgrounds	Indoor Arena - 65m x 35m, stabling for 317 horses, 200 under cover and 117 open yards, Outdoor sand arena - 40m x 40m.	Regional
Motor Sport	Stratford	Stratford Speedway	Located within the Stratford A&P showgrounds. 1x Speedway track, access to toilets, parking, Involved in current facility upgrade and collaboration project (Stratford Park)	National Championships
Artificial Turfs	Stratford	TET Multi Sport Centre	1x Full size artificial hockey turf, competition level lighting, access to change and toilet facilities, access to bar and restaurant, open air grandstand seating.	International Spectator Event For Hockey
Roller Sports	New Plymouth	New Plymouth Roller Sport Arena	2x large indoor areas, one 50 x 25 metres plus seating, bathrooms and walkways and another area 18 x 28 metres with a mezzanine floor providing viewing over both areas.	Regional
Motocross	New Plymouth	MACH 1 Motorcycle Park - Taranaki Motorcycle Club	2x Clay based tracks - 1x Junior track, 1x Senior track. Track consists of a combination of tabletop jumps and rhythm sections. The follow facilities onsite: Clubrooms with kitchen and bar facilities, male, female and disability toilets, 2x timing huts, track maintenance storage shed. Host of national ATV and Senior and Junior titles - average one national event per year.	National Championships

* Current as at the time of writing. Still under review as part of the National and Taranaki Equestrian Regional Facilities Strategy.

^ At time of writing Pukekura Park is currently under review for upgrades by New Plymouth District Council.

+ Hickford Park BMX Track have secured hosting rights for the Oceania Championships in 2025

• Aquatic Facilities were excluded due to the intention to deliver a Regional Aquatics plan in 2024.

All other facilities considered to be either providers of District or Local provision.

Information pulled from the following sources:

- Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning (2018)
- National sport facility strategies
- Sports websites
- Conversations with national and regional sports administrators

Appendix 2

For further reference:

Best Practice Case Study:

[Kaitake Community Sports Hub](#)

Sport New Zealand:

[Spaces and Places Resources](#)





“We need to elevate the status of this leadership group. The strategy needs to be understood and the automatic go to for facility challenges”





A place for everyone

COLLABORATING FOR ACTIVE SPACES & PLACES

Taranaki

PARTNER ORGANISATIONS



CONSULTANTS



Public Excluded Recommendations – Executive Audit and Risk Committee 24 October 2023

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 11 September 2023 for the following reason/s:

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:

Item 19 – Confirmation of Public Excluded Executive Audit and Risk Minutes – 11 September 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 20 – Yarrow Stadium Plus: Project Steering Group Report

General subject of each matter to be considered	Ground(s) under section 48(1) for the passing of this resolution	Reason for passing this resolution in relation to each matter
Item: 20 Yarrow Stadium Plus: Project Steering Group Report	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information 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>	To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities. To enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

AGENDA AUTHORISATION

Agenda for the Executive, Audit and Risk Committee meeting held on Tuesday 24 October 2023.

Approved:



16 Oct, 2023 11:56:26 AM GMT+13

M J Nield
Director - Corporate Services

Approved:



16 Oct, 2023 12:59:15 PM GMT+13

S J Ruru
Chief Executive