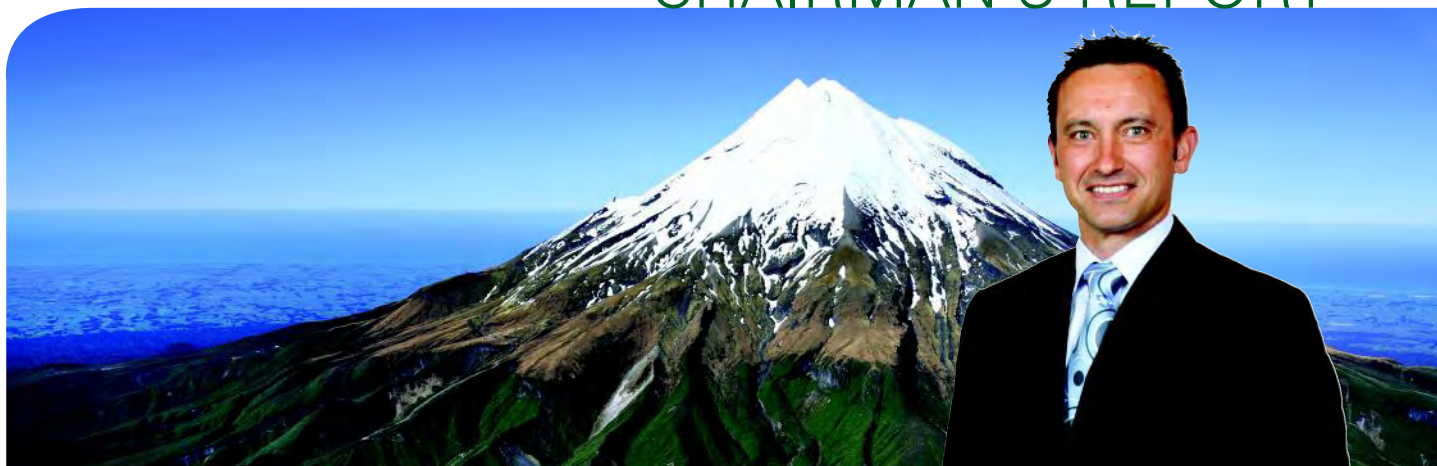


CHAIRMAN'S REPORT



On behalf of the Taranaki Regional Council, it is my pleasure to present the Council's *2010/2011 Annual Report* to the regional community.

The Council is involved in a diverse range of roles, responsibilities and public services. Across this range of activities, 2010/2011 was an operationally and financially busy, successful and at times challenging year. The Council has continued to focus on the efficient and effective delivery of its core functions. Highlights for the year included the completion of Stage One of the upgrade of the Lower Waiwhakaiho River Flood Protection Scheme, record sales of plants for the ever-growing riparian programme and the achievement of 100% compliance with Resource Management Act 1991 consent processing timelines for the eleventh straight year.

The Council plays a significant role in the economic and environmental success of Taranaki. This year alone, the Council processed resource consents that resulted in economic investment estimated to exceed \$800m. These investments by Taranaki people and businesses result in employment and prosperity for the region. The Taranaki Regional Council is proud of its role in facilitating this investment in a leading-edge manner.

Resource management is about promoting the sustainable use, development and protection of natural and physical resources. As I noted in last year's state of the environment report,

and as backed up by this year's programme of monitoring, enforcement and reporting, Taranaki can be proud of having a relatively high quality environment, which is valued and generally well managed by the community. Particularly it is pleasing to note and report that:

- Water quality, ecological health and bacteriological guidelines, are generally stable or improving
- Coastal water quality is excellent
- Soils are healthy and managed sustainably
- Air quality is excellent
- Wetland and key native ecosystems protection efforts have improved
- Landscape, amenity and heritage values are of a high quality.

Taranaki can be proud of having a relatively high quality environment, which is valued and generally well managed by the community.

None of this happens by accident. Long-term plans, strategies and, most importantly, programmes of activity are reaping rewards. The Council is committed to continuing this approach to successfully balancing economic activity and resource management.

The lower Waiwhakaiho Valley has seen major

development in the past decade. As noted in the Council's *2009/2019 Long-Term Council Community Plan*, there is a need to increase the level of protection offered by the Waiwhakaiho River Flood Protection Scheme. The move to provide 1-in-100 year protection has seen the Council complete Stage One of the upgrade. Specifically, this involved the raising of stopbanks on the river below the Devon Road bridge by between 0.5 and 1.5 metres. This upgrade will be completed over the next two years.

Many Taranaki land owners are committed to the *Taranaki Riparian Management Programme*. This massive environmental project is transforming the Taranaki landscape with a programme of stream-bank protection via fencing and planting. It is critical recognising the increasing intensification of dairying, to continue to protect water quality within Taranaki's waterways. With the process of preparing plans to support the fencing and planting largely complete, the focus has moved to increasing the pace at which these plans are implemented. I am delighted to report that this year, farmers purchased a record 328,000 plants that brought the total number of plants supplied to over the 2 million mark. This does not include the purchases made by land owners from other sources. This is a remarkable achievement for the community of Taranaki to celebrate. The challenge for all is to not rest on our laurels, but to increase the speed at which riparian plans are being implemented.



Following last year's public process to secure the future of Taranaki's own world-class rhododendron gardens at Pukeiti, the Council took over the ownership and operation of Pukeiti from 1 July 2010. This year, the process of moving Pukeiti from private-Trust ownership to public ownership was completed. Noticeably, visitor numbers increased when the Council opened up Pukeiti with free entry. The detailed planning to maintain and enhance Pukeiti as a world-class property has commenced.

Councillor Marsh made a significant contribution to the success of the Council over an eighteen year period.

Financially the Council continued its strong financial performance. Operating expenditure was 3.1% below budget. This was a good outcome in the current economic circumstances. After the vesting of Pukeiti assets, the Council ended up with an operating surplus of \$2.9m. The Council continues to hold no public debt. This places the Council in an excellent position to move forward.

Over time, the Council has continued its commitment to public ownership of a key strategic regional asset – Port Taranaki Ltd. The port company's contribution to the Council's financial position, through dividends, cannot be underestimated. However, Port Taranaki Ltd operates in a highly competitive environment. As such revenue, profitability and dividend streams are variable and subject to fluctuation. This became abundantly clear during 2009/2010 where, because of reductions in container trade and lower offshore exploration and development, revenue, profitability and dividends flows fell significantly. Port Taranaki Ltd delivered dividends in line with the 2010/2011 estimates (\$1.85m), but these were significantly below the forecast for 2010/2011 in the *2009/2019 Long-Term Council Community Plan*. The Council has empowered the Board and management



of Port Taranaki Ltd to address these issues in a timely manner rather than requiring the company to make hasty decisions in the pursuit of short-term gains but at the expense of the long term viability of the port. Port Taranaki Ltd is making good progress in responding to the changing trading environment and the future is looking more positive. The Council believes in and is committed to public ownership of Port Taranaki Ltd as a vital strategic asset for Taranaki.

Local authority elections were conducted in October 2010. Councillor Barry Marsh did not return after the election. Councillor Marsh made a significant contribution to the success of the Taranaki Regional Council over an eighteen year period. On behalf of our community, I would like to thank Barry for his contribution to the Council and indeed for his involvement in a range of capacities for the benefit of Taranaki.

Councillor Craig Williamson was elected for the first time in October 2010 and is welcomed to the Council. After a period of induction the Council is now into the full swing of its work and performing well.

An organisation of this type cannot operate effectively without the contributions from a dedicated and professional management and staff. I would like to take this opportunity to personally, and on behalf of the Council, thank all of the staff, management and external parties who have contributed to another successful year. The Council is in a very sound financial and operational position. With the continued assistance of our community, we are able to look forward optimistically to our role in enhancing our region's future.

On behalf of the Taranaki Regional Council Councillors,

David MacLeod
Chairman

CHIEF EXECUTIVE'S REPORT



INTRODUCTION

The 2010/2011 year was a busy and successful one for the Taranaki Regional Council. As in previous years the Council continued to work closely with the Taranaki community to deliver quality outputs across a wide range of Council activities. Again monitoring by the Council shows that the region has a generally good and healthy environment that is being maintained and improved with time and investment, continuing the work reported on in recent years.

In all its activities, the Council has kept a clear focus on continuous improvements in service, quality and productivity whether it is in resource management, biosecurity, transport or other areas of Council activity. Praise is due at the outset of this report to the Council's staff who are dedicated and competent professionals and who take their responsibilities of service to the community very seriously.

The Council has kept a clear focus on continuous improvements in service, quality and productivity.

The Council enjoys productive relationships with key people in organisations throughout the region and beyond. With only rare exceptions, we find ourselves and our partners constructively focused on common goals, while acknowledging different roles. This has allowed the Council's energy to be applied to being productive and efficient in the provision of programmes. Constructive relationships that are underpinned by community focused leadership are one of Taranaki's enduring strengths. This parochial spirit continues to create breadth and opportunity in our economy and resilience in our communities. A core part of this has been the retention of local ownership of significant regional assets such as Port Taranaki and TSB Bank despite, at times, the ambitions of outsiders to see these businesses removed from the Taranaki community's ownership.

Constructive relationships that are underpinned by community focused leadership are one of Taranaki's enduring strengths.

Some of the Council's activities are necessarily of a regulatory nature. These provide the essential standards and certainty for the community. Others focus more on voluntary measures with appropriate and ongoing support. All the Council's activities are aimed at working with people to ensure the standards and goals we have set as a community are achieved so that we all enjoy a sustainable and prosperous future.

FLOOD CONTROL AND EMERGENCY MANAGEMENT, RIPARIAN PLANTING AND RESOURCE CONSENT PROCESSING

The 2010/2011 year saw significant milestones achieved in three quite different areas of Council business – flood control and emergency management, riparian planting and resource consent processing.

During the year significant improvement works on Stage One of the Lower Waiwhakaiho Flood Protection Scheme were completed. Approximately 1,340 metres of stopbank on the right bank of the river downstream of the state highway bridge on Devon Road were raised from between 0.5 and 1.5 metres. Some 8,500 cubic metres of fill was carried to the site to raise the earth stopbanks and over 500 cubic metres of cobbles were used in the construction of gabion basket walls. The cost of physical works totalled

Works on Stage One of the Lower Waiwhakaiho Flood Protection Scheme were completed.

approximately \$660,000. The completed works now provide much higher levels of flood protection for the multi-million dollar investments made in the Waiwhakaiho Valley retail and commercial complex.

Stages Two and Three of the Waiwhakaiho Scheme improvements including improved protection standards on the Mangaone Stream and the construction of detention dams in the upper Mangaone Stream catchment will be progressed in the coming years.

Improved public awareness is an important factor in saving lives and reducing stress and trauma during civil defence emergencies.

Continuing the emergency management theme, the Council made good progress during the year on the review of the Taranaki region's *Civil Defence Emergency Management Group Plan*. This *Plan* is to ensure that the people of Taranaki are well prepared to avoid or reduce the risks we all face from natural and other disasters and to be able to respond effectively to events when they occur. The earthquakes in Christchurch and the earthquake and tsunami in Japan which occurred during the year were very real reminders of the importance of such planning to the community.

Community preparedness for natural disasters was strengthened during the year with two exercises, the first based on a tsunami created by subsea earthquakes off the coast of South America and the second the Taranaki Blowout campaign based on an eruption of Mt Taranaki. The eruption scenario was developed by volcanologists and was presented over six weeks on the Council's website. The Council's website experienced significant traffic growth as a result of the campaign. Website traffic peaked at 63,765 page views at the height of the campaign in September 2010 with another 62,100 page views in October.

Improved public awareness is an important factor in saving lives and reducing stress and trauma during civil defence emergencies.

Over 328,000 plants were supplied to plan holders.

Last year I reported that good progress had been made in moving towards completion of riparian management plans on all dairy farms in the region with approximately 95% of all dairy farms having riparian plans in place. With the plan preparation phase now largely completed the Council has increased its efforts towards encouraging uptake of riparian plan recommendations by landowners. The Council's popular riparian plant supply programme reached two milestones during the year: over 328,000 plants were supplied to plan holders through the Council's contracted bulk purchasing scheme, the first time that more than 300,000 plants have been distributed to farmers in a financial year and taking the total beyond the 2 million mark in plants supplied since the riparian plants scheme began in 1996.

As of June 2011, plan holders had fenced 1,919 kilometres of streambank and planted 930 kilometres of streambank. This equates to 35% of the recommended fencing and 19% of recommended planting. The Council will continue its efforts to promote the uptake of riparian fencing and planting.

The Council's Riparian Management Programme is one of the largest and most innovative of its kind in the country. This was recognised during the year with an award from the Resource Management Law Association, a nationally-based organisation whose objectives are to promote excellence in resource management policy and practice. Further implementation by farmers of programmes such as the Riparian Management Programme will take on added importance as the Council moves to review its *Fresh Water Plan* with water quality objectives being driven even harder by central government through national level policy such as the *National Policy Statement on Freshwater Management* released during the year.

The Riparian Management Programme is one of the largest and most innovative of its kind in the country.

In the area of resource consent processing and administration the Council again achieved 100% compliance with Resource Management Act timelines. This was the eleventh consecutive year in which this milestone had been achieved. The value of the activities allowed to operate because of resource consents issued by the Council during the year is estimated at over \$800 million. Resource consents are closely monitored for compliance with consent conditions. Details of the Council's considerable efforts in this area are contained later in my report and in the main body of this report.

An efficient and effective resource consent processing business is vital for economic prosperity as well as for maintaining a clean, healthy environment which we all enjoy.



CHIEF EXECUTIVE'S REPORT

RESOURCE MANAGEMENT POLICY AND PLANNING

The resource management policy and planning area saw continued progress on the phased review of the Council's resource management policies and plans.

The review of the Council's *Regional Air Quality Plan* was completed through all of its stages with it becoming operative in July 2011. Extensive pre-hearing consultation was held with those who submitted on the Proposed Plan leading to a hearing of submissions in June 2010. Most submitters had indicated their satisfaction with Council responses to their submissions and did not wish to appear at the hearing.

The new *Regional Air Quality Plan for Taranaki* identifies issues for managing air quality in Taranaki, sets objectives to be achieved in relation to air quality in the region and establishes a framework of policies, methods and rules that will set the direction for managing air quality in Taranaki over the next 10 years and beyond.

The review of the Regional Air Quality Plan was completed.

The new *Regional Air Quality Plan* builds on the experiences and successes in implementing the previous *Air Quality Plan*. One of the more significant changes saw the introduction of a new rule banning backyard burning of domestic waste and green waste on residential properties in urban areas. The Council received a number of submissions on this rule during the plan preparation process, the large majority of which were in support of the ban.

The backyard burning rule will be enforced by the New Plymouth and Stratford district councils in their districts under a transfer agreement between the Taranaki Regional Council and the two district councils. The South Taranaki District Council opted not to take up the transfer and so the Taranaki Regional Council will administer the rule in the South Taranaki district.

The Council undertook an advertising campaign to raise public awareness of the ban (and of the range of alternatives to burning that are available) before the rule came into effect on 25 July 2011.

Burning of rubbish and green waste in low temperature outdoor fires can have adverse effects on human health, lower residential amenity and cause significant nuisance problems for those affected. With the introduction of this rule those in the Taranaki



community who live in closely developed built-up urban areas can look forward to much healthier and cleaner air in their homes and neighbourhoods.

Last year's report noted that major progress on the review of the Council's *Regional Coastal Plan* was held up pending the release of the *New Zealand Coastal Policy Statement (NZCPS)* being prepared by central government. This situation applied again for part of the year and therefore work on the review progressed slowly.

The *NZCPS* was eventually issued by notice in the *New Zealand Gazette* on 4 November 2010 and it came into effect on 3 December 2010. The *NZCPS* contains a number of policy directives to councils that will need to be reflected in the review of the *Coastal Plan*. Work is now gathering pace to complete the plan review.

The Council is also cranking into a full review of the *Fresh Water Plan for Taranaki* which

is the largest and most influential of the Council's Resource Management Act regulatory instruments, and the *Regional Soil Plan*.

Late in the year the Council received a project brief setting out a process and timeline for the review of both plans (which are to be combined into one plan). The review process will comprise five broad stages: undertaking or commissioning research; preparation of background documents on complex or potentially contentious issues as a basis for working group discussions with key stakeholders; review of all other provisions of the plans with targeted consultation; preparation of a draft plan for stakeholder feedback; and public notification of a proposed plan for public submissions as part of the formal statutory review process.

While earlier completed plan efficiency and effectiveness reports concluded that the plans were generally effective and were efficient in achieving the plans' objectives, areas where improvements could be made were identified.

The review will also need to take into account changes in best practices in environmental management over the last 10 years or so, changes in community and business expectations and developments in the statutory frameworks that govern resource management. Among the latter are the release by central government of a range of national policy statements and national environmental standards designed to drive changes in freshwater and soil management nationwide.

One of the more significant national policy instruments to be released by the Government during the year was the *National Policy Statement (NPS) on Freshwater Management* released on 12 May 2011 and which came into force on 1 July 2011. This national policy statement requires all regional councils to establish water quality limits and targets for all bodies of freshwater in their regions so as to give effect to the objectives in the *NPS*.

The *NPS* also requires councils to set environmental flows and/or levels for all bodies of fresh water in their regions to give effect to the objectives in the *NPS* on water quantity and allocation. This will require the Council to set an allocation limit and a minimum flow for all bodies of fresh water in the region.

CHIEF EXECUTIVE'S REPORT

The implications of the *NPS on Freshwater Management* for the review of the *Fresh Water* and *Soil* plans are potentially significant. Given the significance for the review process, the Council agreed to seek legal clarification of a number of provisions in the *NPS*, including the effect of policies in the *NPS* required to be included in regional plans and applied in the period before water quality and quantity limits are set.

In respect of this transition period the Council has already communicated to resource users and in particular to dairy farmers, to expect to see an upping of the requirements for wastewater treatment systems arising from the *NPS*.

The Council was again active in the year in the area of advocacy and response, making 19 formal written submissions on a wide range of policy documents and legislative proposals from other organisations. A number of these submissions involved large or technically or legally complex documents that required thorough analysis and careful response.

From time to time the Council carries out surveys of those involved in the Council's resource consents process to gather information on how well the Council's processes are working. There have been similar surveys of those involved in the Council's policy and plan preparation processes.

During the year the Council commissioned an independent market researcher to carry out a survey of those who had made submissions to the Council's *Proposed Regional Policy Statement for Taranaki* and the *Proposed Regional Air Quality Plan for Taranaki*. The purpose of the survey was to gather information from submitters regarding the quality and standard of the Council's processes and documentation during the review of the two documents and where improvements could be made. Both documents were the latest statutory policy and planning instruments to be the subject of formal review processes.

The results were very positive for the Council and provide a strong endorsement of both the quality of the Council's documents and of the processes applied by the Council in completing statutory reviews of the two documents. The use of the pre-hearing process to resolve submissions on plans and avoid costly hearing and appeal processes for all concerned was strongly endorsed by those surveyed.

There were some suggestions for improvements most notably in relation to the size of documents and the amount of paperwork sent to submitters. To some extent these matters have been dictated by requirements of the Resource Management Act, but changes to the Act in recent times, mean that in future the Council will be able to take advantage of opportunities to reduce the amount of paper work received by submitters. The Council will also continue to develop its web-based electronic systems to make its documents more accessible to users.

The Council's representatives also provided direct assistance to a number of national level working parties.

RESOURCE CONSENTS AND COMPLIANCE

A total of 376 resource consents were processed during the year. This was a small increase on the 342 consents granted in 2009/2010.

The majority of applications (97%) were processed without public notification consistent with previous years and the pattern for most councils in New Zealand. For the eleventh year in a row, all consent applications

were fully processed within the statutory timeframes. The pre-hearing process which the Council strongly advocates has continued to be used successfully to either avoid or reduce the length of costly hearings. The key outcome of the pre-hearing processes was that no hearings were required to be held during the year, considerably reducing the costs to all parties.

For the eleventh year in a row,
all consent applications were
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It is perhaps useful to note that just because a very high proportion of consents are processed 'non-notified', this does not mean that few or no people were involved in these consent processes. In fact there was considerable public involvement in the non-notified processes. Excluding farm dairy discharges, 204 consents were processed on a non-notified basis. These involved consultation and/or written approvals with 470 affected parties including iwi and hapu. Iwi and/or hapu were consulted by either applicants or Council officers on 30% of these consent applications.

There were six Environment Court appeals outstanding at the beginning of the 2010/2011 year relating to an application for irrigation water from the Waitotara River and the renewal of consents by TrustPower for the Patea hydro-electric power scheme. Following mediation, these consents have since been granted in accordance with consent orders issued by the Environment Court.

The Council continues to achieve excellent results in resource consent processing which is a credit to all those involved in this activity. The Council compares extremely well in this function across a range of time, quality and cost metrics. The Council's charges are among the lowest in New Zealand. These results reflect the overall effectiveness of the Council's regional plans, staff competence and processing efficiencies.

The importance of maintaining efficiencies in the Council's consenting business is further highlighted when considering the capital value of activities licensed through the consents process. The estimated capital value of activities licensed to operate by consents during the year was over \$800 million. These figures provide a reminder of the economic significance of the Council's consenting role in the Taranaki and wider national economy.

87% of consent holders achieved
either a high or good level of
compliance performance.

The Council implemented 226 individually tailored compliance monitoring programmes involving 292 different resource consent holders with 1,030 resource consents during the year. These monitoring programmes involved 984 inspections, 2,084 water and soil samples, 185 air samples, 62

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freshwater biological surveys, 30 shellfish surveys and 11 marine bio-surveys. Inspections and sampling covered site management, abstraction and discharge quality and receiving environment or impact monitoring. Overall, some 87% of consent holders achieved either a high or good level of compliance performance while only 2% had a poor level of environmental performance.

Council officers visited 1,809 dairy farms (all dairy farms in the region), 25 piggeries and 46 poultry farms to inspect waste treatment systems. Inspections often included the measurement of various water quality parameters in effluent or receiving waters. A reinspection rate of 4.6% was necessary due to failure to satisfy the Council's consent conditions or regional plan requirements. This was about the normal level of reinspection that has traditionally occurred in Taranaki. Council officers also inspected 453 minor industrial operations. These included earth works, exploration wells, production stations and sandblasters. Only 4% of these sites required reinspection.

The monitoring undertaken by the Council contributes to the effective and efficient operation of highly valued resources in the Taranaki region. The total capital value of the sites where site-specific monitoring is undertaken by the Council is \$1.5 billion.

There were 555 environmental incidents registered and investigated by Council officers during the year. Two percent related to the marine environment, 59% related to freshwater quality, 33% to air quality and the balance to soil. The Council continues to place a very high emphasis on responding to and acting on pollution complaints to ensure that consent, and plan requirements are complied with once approved.

During the year the Council required 41 letters of explanation from consent holders and others as to why enforcement action should not be taken as a result of non-compliance. One hundred and forty six abatement notices were issued and 31 infringement notices, essentially instant fines, were issued in relation to unauthorised incidents. During the year six prosecutions from 2009/2010 were concluded successfully. In 2010/2011, the Council resolved to undertake seven prosecutions, four of these will be before the courts in 2011/2012.

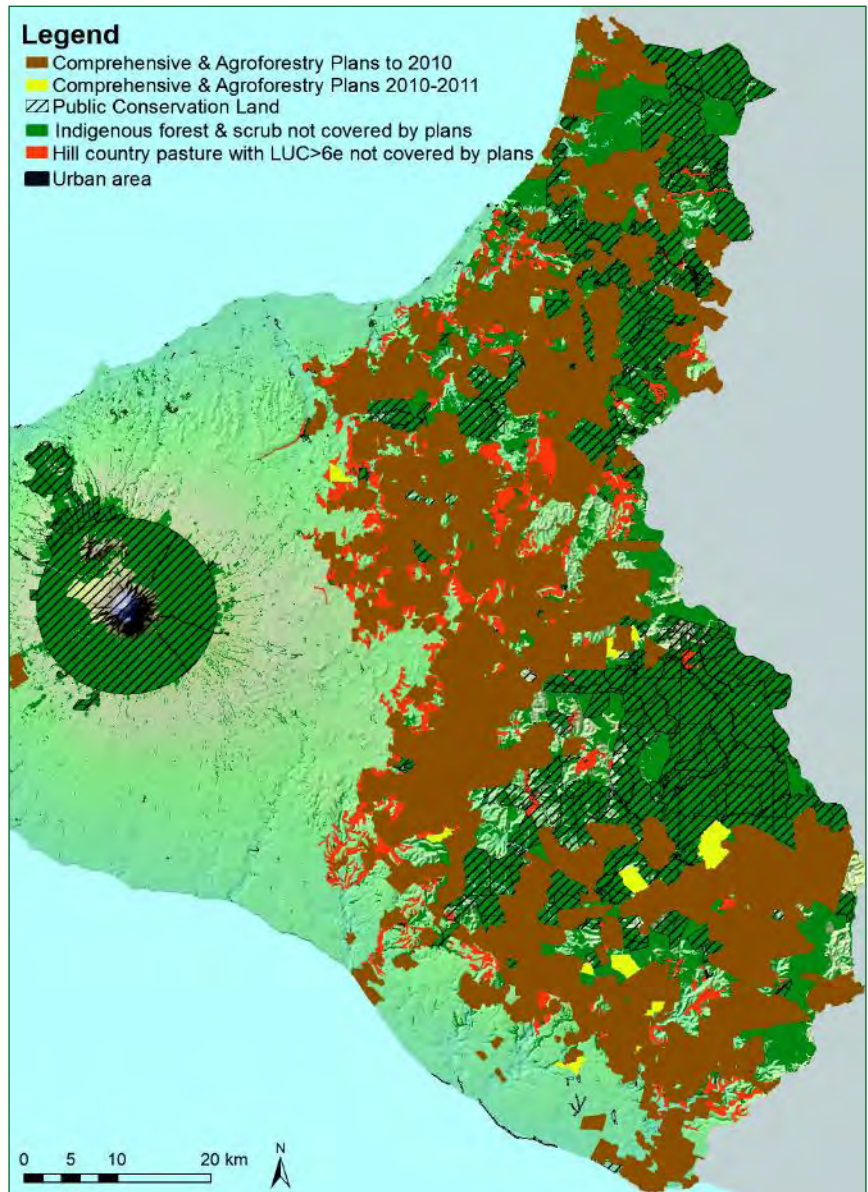


Figure 1: Comprehensive and agroforestry plans

STATE OF THE ENVIRONMENT REPORTING

The Council continued to implement its extensive state of the environment monitoring programme during the year. Some 22 separate programmes were implemented involving hundreds of monitoring sites and samples spread across the region. Five annual reports summarising monitoring results were prepared. These reports provide valuable information for inclusion in the Council's five yearly state of the environment report, the latest of which was published in May 2009.

The Council continued to maintain quality assurance programmes and information databases for the data collected under its state of the environment monitoring programme. The Council places great emphasis on having relevant and high quality scientific information available to it on which it can be informed as early as possible about trends in the environment so that as a community we make good resource management decisions. The results of state of the environment monitoring provide an essential input into the review of the Council's statutory plans and other policy documents.

CHIEF EXECUTIVE'S REPORT

All Taranaki sites continued to have overall good recreational water quality.

Analysis of the Council's biological data from its state of the environment monitoring programme has found that over the 15 years of the surveys, macroinvertebrate community index values have improved at 76% of sites with declines at the remaining sites. However when statistical significance tests are applied to the survey data, 35% of sites show improvement with no sites showing a statistically significant decline.

Monitoring of freshwater contact recreation water quality was carried out at 16 popular freshwater bathing spots. Each site was monitored a minimum of 13 times over the summer bathing season. All Taranaki sites continued to have overall good recreational water quality and only irregular samples in 'alert' or 'action' levels.

While challenges remain with managing freshwater quality, particularly with increasing pressures being placed on freshwater resources, Taranaki people can take comfort in the fact that most gauges from our state of the environment work show that we as a community are maintaining and enhancing overall water quality in Taranaki.

RESOURCE INVESTIGATIONS

A number of investigations and applied research projects continued to be progressed during the year. Some are joint ventures with organisations such as Crown Research Institutes. The Council is committed to continuing to invest at an appropriate level to improve its knowledge of issues and to aid decision-making.

Freshwater was a significant political issue in 2010/2011, and will continue to be so. The Council actively participated in various forums and advisory groups for determining funding priorities for freshwater research, measuring indigenous biodiversity, sharing information on biosecurity, and the expansion on the 'Envirolink' information sharing network.

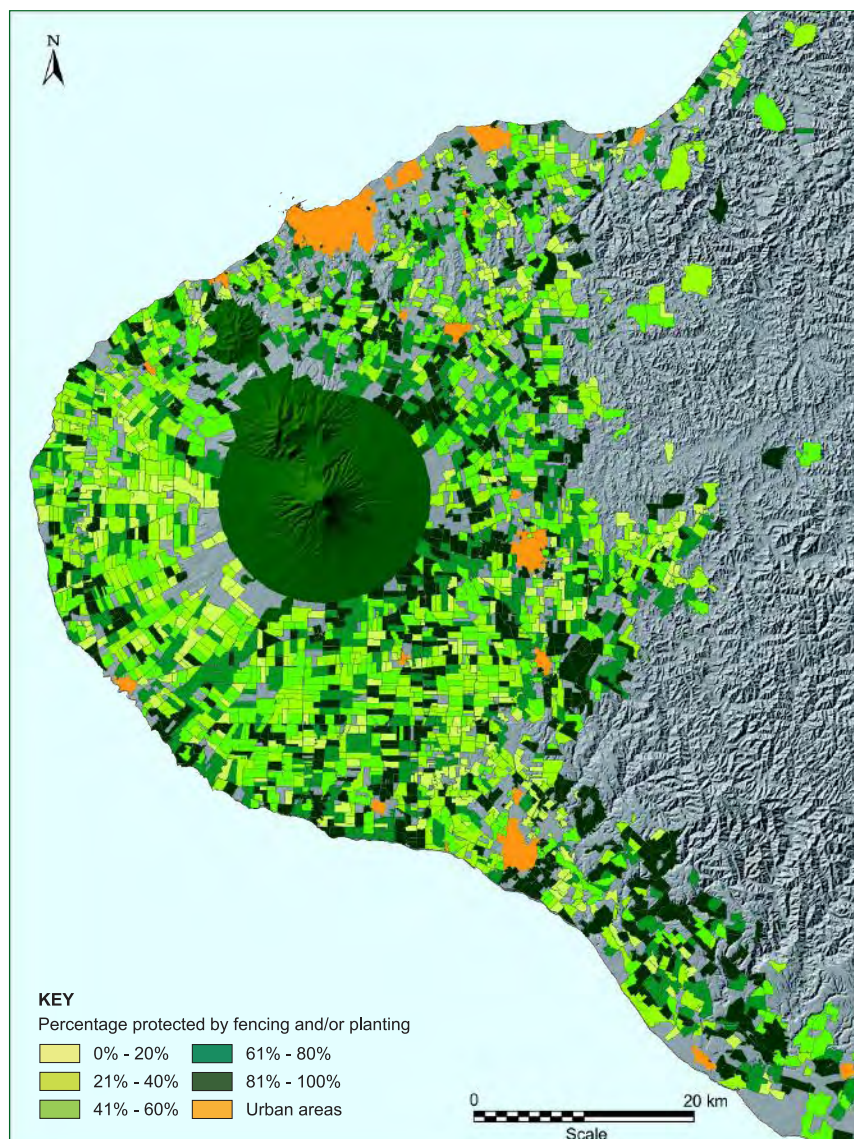


Figure 2: Riparian plans and percentage of protection

Thirteen research investigations and applied research projects were engaged on during the year. These included investigations into farm nutrient and environmental efficiency modelling, the relationship between dairy stocking rates and soil ecosystem health, and investigating the consequences of stream modification.

Two other applied research projects advanced during the year further demonstrate the range of research and resource investigation work the Council undertakes or supports.

Governance and strategic planning were the core focus for waste minimisation activities throughout the year. The Council has also provided a *Waste Management and*

Minimisation Strategy for Taranaki in 2011. This coincided with the release of the *New Zealand Waste Strategy* – reducing harm, improving efficiency by the Government, to ensure alignment between the two.

The Council participated in developing sustainability practices for the Rugby World Cup (RWC) games in Taranaki, in particular, trialling recycling initiatives at the ITM games in preparation for the RWC games in September 2011. Council continued to promote the AgRecovery Foundations recycling schemes, for the disposal of agricultural containers and silage wrap and with promotion and publicity. The Council also continued to

CHIEF EXECUTIVE'S REPORT



promote recycling of silage wrap through Plasback (formerly known as Agpac) and a local recycling company. The Council continued to investigate options for recovery and recycling of glass within the region.

LAND MANAGEMENT

Land management services continued to be well received during the year. Public demand for sustainable land management advice continues to be strong. Council advice is normally provided at a property scale through a range of plans:

- comprehensive plans that are based on detailed land resource mapping and the incorporation of all aspects of the farming operation and business into a whole farm package
- agroforestry plans which provide more detail on agroforestry or forestry proposals
- conservation plans which provide site or issue specific advice for often a small part of a property
- riparian plans, which provide site-specific advice on stream, bank protection and planting, primarily for water quality protection.

Five comprehensive farm plans and four agroforestry plans were prepared for hill country farmers during the year. These plans brought an additional 3,229 ha of land under a comprehensive sustainable land management plan. This now means that over 189,998 ha of the hill country has coverage under comprehensive or agroforestry plans. During the year, one conservation plan was prepared bringing the total number of these plans to 239.

In addition to its property planning services, the Council undertook a range of advisory, educational and extension activities promoting sustainable land management. A major



emphasis during the year continued to be the potential business opportunities that exist for land holders through climate change initiatives such as the Forestry Emissions Trading Scheme, the Permanent Forest Sink Initiative and the Afforestation Grants Scheme. The Council organised a series of meetings and field days for farmers informing them of the opportunities for carbon farming as an alternative and sustainable land use.

The Council also visited and advised plan holders of the forestry opportunities available through the Regional Council Pool of the Afforestation Grant Scheme. This Scheme involves the land holder receiving a grant to establish a forest on Kyoto compliant land and in return the Government receives the carbon credits and liabilities for the first 10 years. After

plan holders committed to implementing 19 kilometres of retirement fencing, 69 hectares of forestry planting and 3,695 poplar and willow poles over the 2011 winter.

Good progress was made in moving towards preparing riparian management plans for all dairy farms in the region. In 2010/2011, the Council prepared 32 riparian management plans (compared with 50 plans prepared last year). As at 30 June 2011, the Council has prepared 2,361 riparian management plans covering 12,364 kilometres of streambank. Approximately 96% of dairy farms in Taranaki now have riparian plans in place.

The *Regional Action Plan* which gives effect to the *National Dairying and Clean Streams Accord in Taranaki* has a number of targets for plan development and implementation. The Council has now surpassed its target of 90% of farms with a riparian plan by 2010, however implementation is moving quite slowly.

In 2010/2011 land holders fenced 405 kilometres of streambank and planted 188 kilometres of streambank. Council monitoring shows that 71% of streambanks covered by riparian plans are now fenced and 58% planted. Most of this however, is fencing or planning that existed prior to the *Accord*. Rates of fencing and planting will have to increase

A significant milestone this year was hitting the 2 million mark for riparian plants in the ground through the riparian scheme.

the contract expires, land holders may enter the forest in the Emissions Trading Scheme and earn carbon credits. In 2010/2011 the Council on behalf of land holders, obtained approval to fund 382 ha of new planting in the 2011/2012 year. One hundred and fifty nine hectares was also approved for the 2012/2013 year.

As reported previously, the Council was successful in securing over \$1 million of Government funding over four years for its South Taranaki and Regional Erosion Support Scheme (STRESS). The STRESS programme involves poplar and willow pole planting, close space planting, retirement and reversion fencing, targeting the Waitotara catchment and other erodible land in the region. Following the promotion of the STRESS programme, 15

substantially to meet the target of 90% of riparian plans implemented by 2015.

The Council is working hard to encourage uptake of riparian plan recommendations by landowners now that the riparian plan preparation phase has been largely completed. The Council has substantially increased its one-on-one liaison with landowners monitoring 94% of active riparian plans and providing supplementary advice on over 6,300 occasions during the year. It is important that Taranaki farmers now get on with the job of implementation as opposed to being led by regulation as advocated by many critics of farmers' environmental performance.

In 2010/2011, the Council continued with a recent initiative to tender for the provision of

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contract planting services for land holders who were undertaking their first riparian planting. The Council facilitated the matching up of contractors with land holders and over 14,000 plants were planted as a result. Feedback from all involved in the scheme was positive.

Growth of riparian plant sales through the Council's bulk purchasing scheme continued in 2010/2011. Approximately 346,609 plants (riparian, sand stabilisation and poplar/willow planting material) were distributed at cost. By any comparison this number of plants going into the ground last winter is a major planting effort, noting that a significant number of farmers also use plants from other sources.

A significant milestone of the Council this year was hitting the 2 million mark for riparian plants in the ground through the riparian scheme. This is the first time the Council has supplied over 300,000 riparian plants in a financial year, and we anticipate that this number will continue to grow. Although fencing and planting rates need to keep moving upwards, recognition also needs to be given to the significant efforts by many at present.

The Council continued to administer and service the Taranaki Tree Trust – a charitable trust dedicated to the protection and enhancement of the region's community amenity areas and biodiversity projects. The Trust received \$30,000 from the Council's Environmental Enhancement Grant scheme, in addition to donations from other sources.

The Trust met 4 times in the 2010/2011 year, and supported 30 planting projects in the Taranaki region. Recipients included an iwi trust, the Royal Forest and Bird Protection society, a school, campsites, and private landowners. A significant proportion of the funds went towards coastal restoration activities by five coastal board riders clubs, and Surfing Taranaki as part of the TSB Bank Women's Surf Festival. The Trust also gave its support to the Taranaki-Wanganui Living Legends project for the Rugby World Cup 2011.

BIODIVERSITY

The Biodiversity section was established in 2009. The Council has always been involved in biodiversity related activities but the recent increase in focus for the Council was supported by changes to the Resource Management Act, government statements

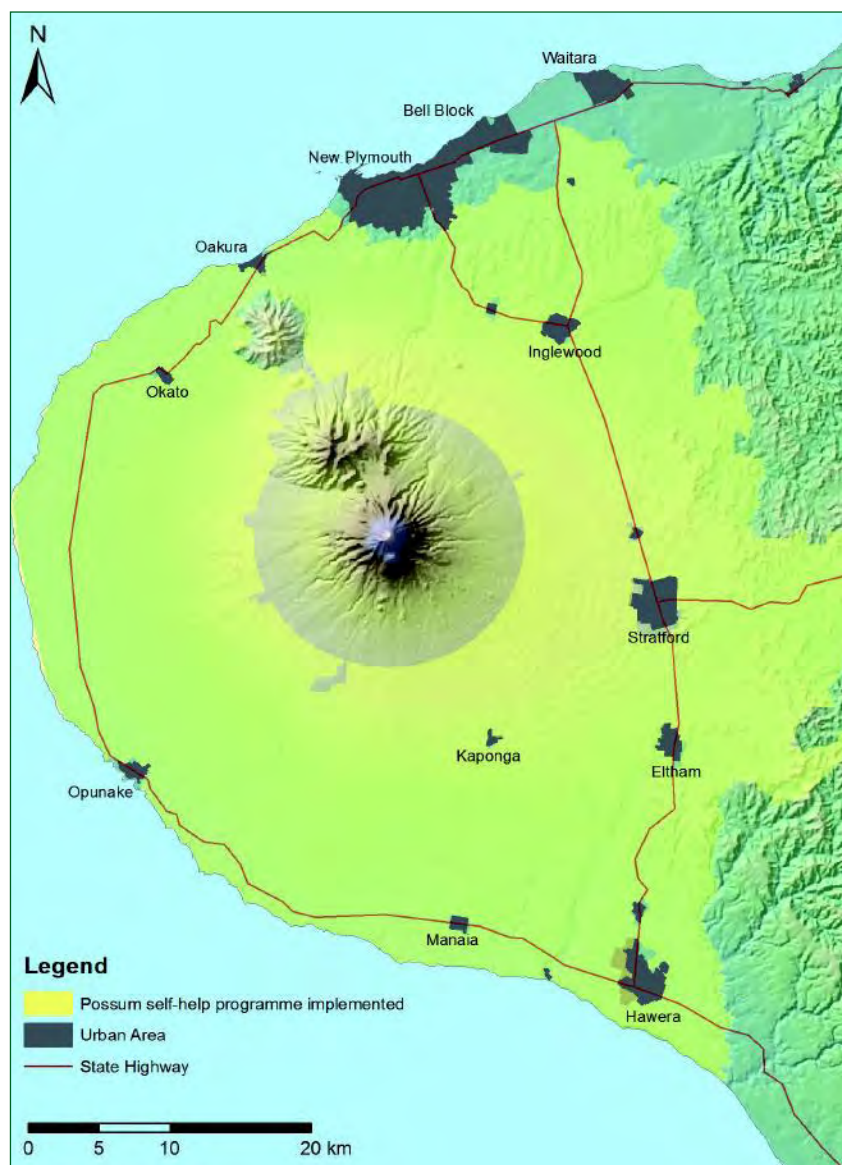


Figure 3: Self-help possum control programme

of national priorities and by the Taranaki community which confirmed its support for work to maintain and enhance our indigenous biodiversity - the variability among all our native plants and animals and the ecological complexes of which they are a part.

During 2010/2011, the Council prepared a further 10 biodiversity plans in consultation with landowners bringing the total number of these plans to 34 covering 934 hectares of significant native bush and wetland areas. The database of Key Native Ecosystems (KNEs) was maintained, with the addition of three new sites to the inventory bringing the total number to 163 KNEs, covering 117,773 ha.

The Council meets regularly with care groups and other stakeholders to progress biodiversity outcomes. In 2010/2011, the Council promoted biodiversity through a series of three workshops. The workshops were part of the year's programme of free public events at the Council's three regional gardens, Pukeiti, Tupare and Hollard Gardens. The workshops focused on river ecology (Pukeiti), pest animals (Tupare) and garden biodiversity (Hollard Gardens).

In areas where active management is required by landowners – as is the case for biodiversity enhancement – landowners must be encouraged to own their own bit of the problem and to work collectively towards an

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agreed outcome. It is important for the Council to inform, therefore providing information and advice and working with others through biodiversity forums and meetings.

The Council also undertook a wide range of practical works with landowners and volunteers to implement biodiversity plans. This work, for example, included invasive animal control - predominantly possum, mustelids and rodent control on 31 key native ecosystem sites - and invasive weed control on 20 key native ecosystem sites spread across the region. Over ten thousand native plants were supplied for ecological restoration or enhancement work at sites such as Rapanui Petrel Colony, Sandy Bay dune restoration, and Waikirikiri (Komene Lagoon). Council also contributed towards the cost of fencing at a number of sites.

The fourth Taranaki Biodiversity Forum was hosted by the Council in December 2010. The forum explored opportunities for people and organisation with an interest in biodiversity to better gather, store and or access biodiversity related information. It was well attended by almost 50 participants representing a wide variety of local agencies, organisations, and individuals.

In 2010/2011, the Council also prepared a draft *Biodiversity Accord* which is now ready to be considered for final adoption by participating parties. The *Accord* sets out a statement of intent between participating parties on a vision, desired outcomes, priorities, and a plan of action for addressing biodiversity in the region. The Council is unaware of any other region where the development of such an accord addressing such wide ranging issues has been undertaken. It underlies the positive and collaborative relationship between key stakeholders in Taranaki on biodiversity related issues.



Over ten thousand native plants were supplied for ecological restoration or enhancement work.

PEST ANIMAL AND PLANT MANAGEMENT

The Council's two pest management strategies were successfully implemented during the year. Implementation of the Self-Help Possum Control Programme on the Taranaki ring plain continued to be a major pest animal focus, under the Council's *Pest Animal Management Strategy for Taranaki*.

As at 30 June 2011, 3,786 properties covering approximately 228,000 hectares have been incorporated into the Self-Help Possum Control Programme. Except for urban areas, the programme now covers almost all privately owned land on the ring plain and significant parts of the coastal terraces and frontal hill country.

Within the programme possum infestation levels have been successfully reduced and will be maintained to a level that protects agricultural production values and animal health on the ring plain. Reducing infestations of possums also protects indigenous biodiversity values and contributes to the protection of such values in the Egmont National Park.

In preceding years, the Council has undertaken initial possum control to include new areas in the Self-Help Possum Control Programme (typically between 8,000 and 12,000 hectares). However, in accordance with the Council's *2010/2011 Annual Plan*, no major expansions of the Self-Help Possum Control Programme



were undertaken in 2010/2011 so as to allow resourcing of Council support for possum control on privately owned land around Egmont National Park. This was done in conjunction with major possum control work in the Egmont National Park carried out by the Department of Conservation.

This control largely involved engaging private contractors to undertake control on 136 properties covering approximately 11,500 hectares of land. An additional 38 properties covering approximately 2,000 hectares were treated by Council staff. The Council treated areas were for relatively small areas that would have been too expensive to tender, contract and monitor for.

With a very large area of the region now within the Council's Self-Help Possum Control Programme, it is important that monitoring and follow-up work occurs to ensure compliance with *Strategy* rules to keep possum numbers at low levels. A total of 1,181 inspections were carried out in 2010/2011 to ensure that land occupiers were complying with the *Strategy* rule. This monitoring showed a small number of properties with excessive possum numbers and in these instances land occupiers were advised to undertake possum control. Follow up inspections confirmed most land occupiers had undertaken the required possum control. Only 9 Notices of Direction were required to direct land occupiers to control possums on their land and these were complied with and no other enforcement action was required. Consequently though a combination of regular monitoring, early warnings, advice and enforcement ultimately there was 100% compliance with the *Strategy* rule.

Previously the Council has relied on the residual trap catch (RTC) to assist it in determining where it should focus its compliance monitoring efforts. However, since 2009/2010 the Council has adopted the wax tag technique as the more cost effective technique for determining the need for possum control – the wax tag technique is better suited (than RTC) for monitoring low possum infestation levels and for identifying 'pockets' of possums. In 2010/2011, the Council laid 754 wax tag lines. In instances where monitoring identified properties with excessive possum numbers, land occupiers were advised to undertake possum control.

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The Self-Help Possum Control Programme is an outstanding example of a local authority facilitating and empowering land occupiers to actively manage an environmental and agricultural pest to achieve results that could not have been attained by the Council acting on its own or simply leaving the issue to private individuals to address.

The animal pest management team also contributed significantly to the Council's targeted facilitation of protecting significant biodiversity assets as noted under the biodiversity heading earlier in my report.

The Self-Help Possum Control Programme is an outstanding example of a local authority facilitating and empowering land occupiers to actively manage an environmental and agricultural pest.

The Council responded to over 3,800 requests for advice and assistance in pest animal control.

The *Pest Plant Management Strategy for Taranaki* was implemented as required. The Council maintains a programme of property inspections to ensure occupiers are complying with *Strategy* rules requiring them to control pest plants on their land. The inspection programme is based on three categories of property (A, B or C) depending on the recent history in managing pest plants on the property.

In 2010/2011, the Council undertook more than 9,000 inspections of properties for compliance with the Council's *Strategy* rules, responded to 69 complaints relating to pest plants and 199 requests for information from the public about weeds and other plants.

In 2010/2011 the number of Category C properties (those having had problems relating to the management of pest plants) inspected decreased from 192 last year to 186. The number of Category C properties has been declining since a high in 2006/2007 when there was a shift in focus from agricultural pest plants (where compliance is now generally high) to environmental pest plants such as Old Man's Beard, Giant Gunnera, Pampas Grass and Wild Ginger. It is anticipated that as compliance with the *Strategy* improves the number of Category C properties will decrease further. This trend is already apparent as the number of Category C properties are steadily declining due mainly to farms with pampas problems over previous years making good progress towards compliance with the *Strategy*.

During the year the Council issued 195 Notices of Direction directing land occupiers to control pest plants, down from 342 last year. The Notices of Direction related primarily to the control of Pampas, Gorse, Ragwort and Wild Ginger. The increased focus on enforcement of the *Strategy* rules relating to pampas served also to raise awareness of the need for landowners to think ahead to 2012 when they will need to destroy their Pampas hedgerows or shelterbelts and perhaps replace them with more appropriate shelterbelt species.

The Council inspected 52 plant nurseries and retail outlets in Taranaki to ensure that they were not selling, propagating or distributing pest plants.

In relation to "eradication pest plants", the Council treated 22 properties and directed landowners to treat a further three infestations.

Undaria seaweed is the only marine based pest plant in the *Pest Management Strategy for Taranaki: Plants*, and falls under the eradication status. This seaweed is currently confined to Port Taranaki. The Council is continuing to work with the Department of Conservation and the Port Company to eradicate it from the Port. A direct control programme was undertaken around the wharfs and pontoons on the Lee Breakwater by Council in June 2011, while the Port Company eradicated infestations within the commercial areas.

TRANSPORT

The Council's transport activities presented challenges for the Council in 2010/2011, particularly in the provision of passenger transport services as the new legislation and administrative arrangements introduced in 2009 bedded in.

The most significant activity within the transport area during 2010/2011 was the adoption of the *Regional Land Transport Strategy*. The Council was therefore active during 2010/2011 on a wide range of land transport planning and associated advocacy, liaison and collaborative activities in accordance with this *Strategy*.

The Council continued to manage the CityLink bus service contract which was introduced in May 2010. Monitoring shows that usage has increased by 14%, excluding increases in transfers. This increase is directly attributable to improvements to the service that have been made throughout the year. The Council, through New Plymouth District ratepayers, and central government, have invested significantly in the new services. The Council and contractor Transit Coachlines Ltd will continue to work hard to ensure the new services are a success, however those services will also require support from the travelling public if they are to be retained.

Patronage on the once-a-week South Taranaki Southlink services continued to increase and therefore met the Council's patronage targets with strong support from SuperGold card holders. All of these services completed the second year of their five year contracts.

Bus services will require support from the travelling public if they are to be retained.

The Council continued to make improvements in the administration of the Total Mobility Scheme which provides discounted taxi travel for people with disabilities. At the conclusion of 2010/2011, the Scheme had a client base of approximately 1,870. A total of four taxi organisations now participate in the Scheme: New Plymouth Taxis Ltd, Energy City Cabs, Stratford Taxis and Hawera Taxis Ltd. One new provider, the companion driving service 'Driving Miss Daisy' was added in May 2011. Over 58,000 Total Mobility passenger trips were undertaken, a decrease of 9.2% from the previous year. This can be attributed to the changes in client's travel patterns due to affordability, greater use of mobility scooters, decreasing dependence on taxis for transport and improvements in administration and auditing of trips.

The Council continued its wide ranging advocacy work on land transport matters with membership of the State Highway 3 Working Party, Stratford

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to Okahukura Working Party, Stock Truck Effluent Disposal Working Party and Taranaki Cycleways Group.

On the maritime front, there were 1,550 vessel movements in Port Taranaki which was an increase of 156 on the previous year, without any navigation and safety incidents occurring. An audit of the Port Safety Management system was undertaken in September 2010 by Maritime New Zealand and the system was deemed to meet the requirements of the *NZ Port and Harbour Marine Safety Code*.

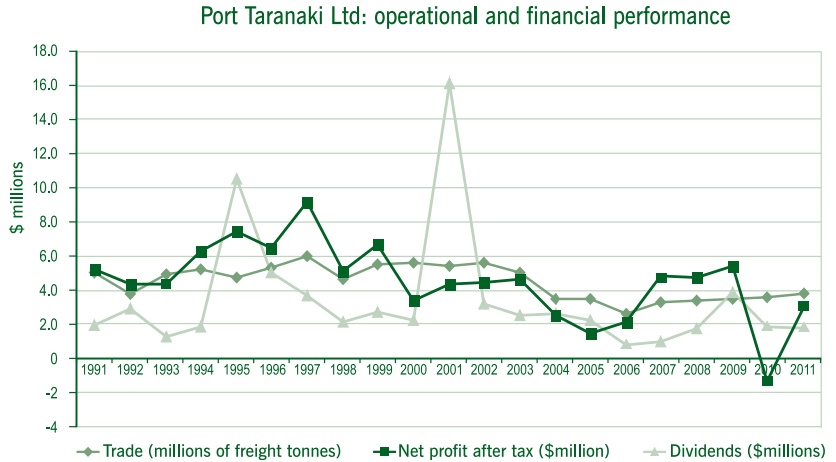
FLOOD CONTROL AND EMERGENCY MANAGEMENT

Flood protection schemes at Waitara and Waiwhakaiho were maintained to design specifications during the year. A key element of the successful management of the Waitara Flood Protection Scheme has been the regular maintenance, monitoring and observation of channel and flow conditions. Where deterioration of, or damage to the river training groynes and bank protection rock work has occurred, restoration work is carried out.

The Council maintained its Waitara flood control scheme in accordance with the asset management plan programme. The Council continued a programme of upgrading scheme works at Waitara including placing 2,000 tonnes of rock upstream of the town bridge to provide a more manageable river edge.

Caretaking activities throughout the whole scheme area continued during the year and included vegetation control, mowing of stopbanks and berms, weed control and management of plantings within the wildlife habitat area adjacent to the main groynes. Passive recreation and community care is being encouraged within Council owned reserve land.

The reserve area is important to the community for a wide range of activities including walking, fishing and boating. The Lower Waitara River is also highly significant



for tangata whenua and has significant historic and biodiversity values.

Given the importance of the area to the local community, the Council established the Waitara Flood Protection Liaison Committee, consisting of representatives from local hapu, Waitara Community Board and New Plymouth District Council to give the community greater involvement in the management of the reserve.

The Lower Waiwhakaiho flood protection scheme was managed to agreed standards in accordance with asset management plan programmes.

As I noted in the Highlights for the year section at the beginning of my report, the Council successfully completed Stage One improvements to the Lower Waiwhakaiho Flood Protection Scheme. The raising of the stopbanks along approximately 1.3 kilometres or river bank below the state highway 3 bridge on Devon Road will provide a much higher level of protection for the increasing assets within the Waiwhakaiho Scheme area. Further stages of work largely in the Mangaone Stream catchment will increase the effectiveness of flood protection in the Scheme area.

A further 800m of channel clearance work was undertaken in the Waitotara River in

A further 800m of channel clearance work was undertaken in the Waitotara River

accordance with the Council's agreed river clearance and maintenance programme. Material removed from the channel was stacked at designated sites adjacent to the river and generally disposed of by landholders by burning. A further 12.85 km of ground based spraying of regrowth was undertaken. A total of 24.435km of physical clearance has now been completed.

The Council received 57 special weather watches and warnings from the MetService. In all instances, flood monitoring was undertaken in accordance with the *Flood Event Standard Operating Procedure* and in 22 cases flood warnings issued.

The key focus of the Taranaki Civil Defence Emergency Management (CDEM) group during the year was the implementation of the *Taranaki Civil Defence Emergency Management Group Plan* and *2010/2011 Business Plan*.

The review of the *Civil Defence Emergency Management Group Plan* continued throughout the year. This involved carrying out a hazards and risks analysis workshop, a workshop on the development of the goals and objectives for the *Group Plan* and discussions with a number of key stakeholders, as input into the new *Proposed Plan*. The group also conducted a public awareness and readiness campaign, and prepared the *Group Welfare Plan*. The 6



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advisory groups continued to provide expertise and support to the CDEM Group.

During the year the CDEM group convened an exercise, Exercise Tangaroa, based on a tsunami created by subsea earthquakes off the coast of South America, and participated in Disaster Awareness week with the Taranaki Blowout campaign. Staff delivered 23 group presentations, and facilitated a further 11 workshops. The *What's the Plan Stan* teaching resource was utilised in schools, with the Council delivering 66 classroom sessions based on this material.

There are now more than 3,800 subscribers to the Taranaki CDEM warning service. This was utilised when a Tsunami warning was issued for the Taranaki coastline as a result of the Japan earthquake. The CDEM Group also responded to the Christchurch earthquakes, providing assistance in the form of personnel, welfare, and arranging resources to be dispatched from the region.

The work of the CDEM Group was greatly assisted by the Coordinating Executive Group which comprises representatives from a wide range of organisations and emergency service providers including councils, the Fire Service,



Pukeiti attracted 15,000 visitors

the District Health Board and Police. The contributions of these organisations and of the many volunteers to reducing risks and ensuring we are well prepared to handle emergencies, has been greatly appreciated.

RECREATION, CULTURE AND HERITAGE

As I reported last year, the ownership and operation of Pukeiti rhododendron gardens was transferred to the Taranaki Regional Council on 1 July 2010. The focus during the year was the transition from private trust ownership to public ownership. The preparation of an asset management plan to develop and enhance the property and its plant collection, similar to the planning processes which resulted in very successful redevelopment of Tupare and Hollard Gardens has commenced. This will ensure that Pukeiti continues to be of benefit to the people of Taranaki and an asset to the region that current and future generations can be proud of.

Both Tupare and Hollard Gardens have benefited greatly from the increased

operational and capital commitment from the Council over the last few years.

The Council reported a slight decrease in visitor numbers for Tupare and Hollard, therefore the growth of visitor numbers for these gardens is the focus for 2011/2012. Pukeiti has traditionally attracted up to 10,000 visitors annually, in 2010/2011 15,000 visitors enjoyed its tranquillity, which reflected its new status as a public garden with free admission. Thirty five events were hosted at Tupare, 13 at Hollard Gardens, and 18 at Pukeiti.

The Council continued to rate to cover some of the costs for the redevelopment of Yarrow Stadium. 2010/2011 was the ninth year of the 10-year life of the targeted rate. Yarrow Stadium has undergone a major upgrade of facilities with the focus on planning and preparation for three Rugby World Cup games to be held in September 2011.

The ongoing partnership relationship with Puke Ariki continued during 2010/2011. During the year five projects were funded by the 2010/2011 annual contribution, under the Council's Foundation Partnering Agreement with Puke Ariki. These included the *60 Springs* environmental education programme, the development and presentation of material at the Museum of South Taranaki and the *What if? The future of Taranaki* exhibition at Puke Ariki.

Through these activities the Council is providing for high quality and diverse recreational experiences and is contributing to making Taranaki a prosperous and vibrant region.

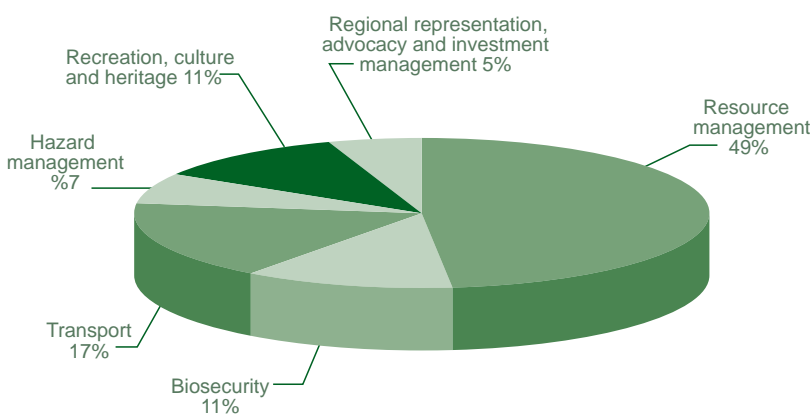
PUBLIC INFORMATION

The Council continued to place emphasis on the provision of information to the public and on the development of quality information systems.

During the year the Council's external website www.trc.govt.nz experienced significant traffic growth, largely as a result of the online Civil Defence awareness campaign, Taranaki Blowout. Website traffic peaked at 63,765 page views at the height of Taranaki Blowout in September 2010, with another 62,100 page views in October. This levelled out to a monthly average of 48,396 for the year, up from 39,000 in 2009/2010.

Environmental awards were presented to 9 recipients during the year. A good level of applications continues to be received for these annual awards which provide an insight into

Expenditure by groups of activities



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the many varied activities that dozens of people are undertaking to enhance where we live.

A continued emphasis was placed on providing educational material and other forms of assistance to schools, especially on environmental matters. Four issues of the school-oriented *S.I.T.E.* newsletter were produced. There were 150 visits to classes involving 4,454 students and 63 class field trips. There was a further 834 visitors to the Council's display areas. Council staff also facilitated three teacher training workshops and provided assistance and support for teachers undertaking learning experiences both within and outside the classroom.

In addition to the above activities, five issues of the Council's newsletter *Recount* were published and widely distributed to over 1,000 key stakeholders and, as always, requests for information on a wide range of topics were responded to.

The Council also engaged in a number of significant public information campaigns during the year, the most notable being campaigns promoting Tupare and Hollard Gardens, public transport, riparian management and civil defence.

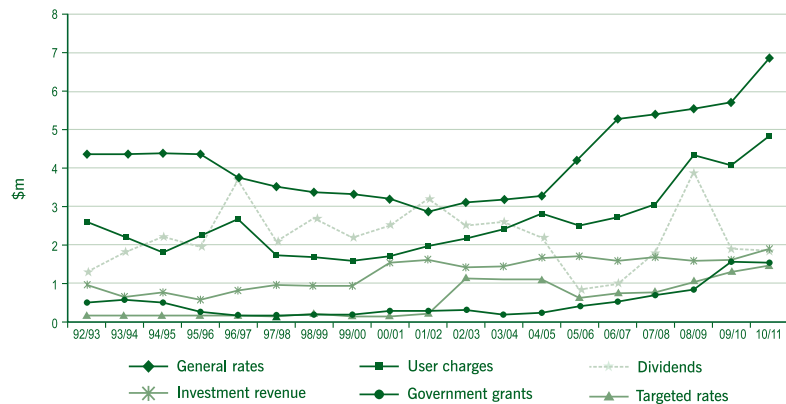
The Council undertook a number of sponsorship activities in 2010/2011 to promote sustainable resource management and environmental education in the region. Sponsorship was provided for the Taranaki Science and Technology Fair, and the Taranaki Young Enterprise Scheme Environmental Award.

INVESTMENTS

Port Taranaki Ltd performed relatively well in bouncing back from the impacts of Fonterra's trade decisions made in the 2009/2010 year. Operational revenue was up by \$1,400,000 or 3.7% on last year. Diversification of trade continues to be an important focus as the company looks to restore revenue, profit and dividend levels in the medium to long term. Pre-tax profits were up by \$1.1 million to \$4.6 million. This resulted in dividends of \$1.85 million, which whilst right on budget for the year, remain lower than the forecasts in the *2009/2019 Long-Term Council Community Plan*.

In the short to medium term projected dividend levels remain below expectations as outlined in the Council's *2009/2019 Long-Term Council Community Plan*. The Council has given Port Taranaki Ltd the latitude to address its revenue

Revenue trends



The Council finished the year with a surplus of \$2.94 million which was \$1.34 million better than budgeted.

and profitability concerns in a considered and appropriate manner. This year's results support the Council's decisions in regard to the long-term future of Port Taranaki Ltd. Dividend levels will be a major factor in the preparation and adoption of the *2012/2022 Long-Term Plan*.

Port Taranaki continues to operate in a highly competitive and volatile industry. The Council acknowledges the public's support for its ownership of Port Taranaki Ltd and is committed to supporting the Company in its commercial aspirations. That includes a periodic examination and re-examination of the port company's leadership, its capital structures and strategic value to the region.

FINANCIAL

The Council finished the year with a surplus of \$2.94 million which was \$1.34 million better than budgeted. This came about from Pukeiti's assets being higher than anticipated on acquisition (\$1.85 million) and investment property revaluations being \$282,000 lower than budget. Operating expenditure was \$18.6 million which was \$0.6 million less than programmed. As for most businesses, the Council has worked especially hard during the last period on cost control.

The Council's financial position remains strong with no public debt. Total public equity increased to \$74.5 million.

The Council continued to have concerns with the requirement to comply with New Zealand International Financial Reporting Standards (NZ IFRS). This transition to NZ IFRS has been a significant imposition on all local authorities with questionable benefit to the public. The significant impact on the Council's operating surplus from the acquisition of Pukeiti is a case in point. Under the prior accounting rules this type of transaction would not have been shown as income and therefore would not have impacted upon the operating surplus.

ACKNOWLEDGEMENTS AND OUTLOOK

The efforts and achievements of Council staff are gratefully acknowledged. They are skilled and positive in all they do and are a pleasure to work with.

Regional Councillors have continued to provide clear and consistent direction in a way that is constructively focussed on Taranaki's future.

The Council is financially and operationally very sound. Like the region we serve, we move forward with a determined confidence to make our region positively 'like no other'.

Basil Chamberlain
Chief Executive