

Taranaki Regional Council

# Pre-Election Report

For the October 2025 Local Authority Elections



Issued by S J Ruru  
Chief Executive  
Taranaki Regional Council  
July 2025

# What is the Pre-Election Report?



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*Local elections are held every three years. This Pre-Election Report is prepared to give our community and those wanting to stand as candidates for Taranaki Regional Council a snapshot of our work programmes and the challenges on the road ahead.*

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

Prepared by the Chief Executive independently of councillors, this report includes information from other planning and reporting documents such as the 2024/2034 Long-Term Plan (LTP), Annual Plans and Annual Reports.

While the Pre-Election Report has not been audited, most of the financial information in it has been reviewed by independent auditors either as part of previous Annual Reports or the 2024/2034 LTP.

Whether you are planning to stand in this year's election or are planning to vote, we hope this report will inspire informed debate about the Council, its role in protecting the environment and the future of Taranaki.

## **Links to other documents:**

Here are links to other documents

[2025/26 Annual Plan](#)

[2024/34 Long-Term Plan](#)

[State of Environment Report](#)





## A message from the Chief Executive

*Tēnā koutou. Greetings to you all and a huge thank you for taking the time to read this Pre-Election Report for the 2025 triennial elections where you can find out about Taranaki Regional Council's work, finances, challenges and information about the October elections.*

Our mission is to work with the Taranaki community to make the region an even more amazing place to live, play, work and do business.

We do this through our work programmes which aim to improve lifestyles, support livelihoods and take the region forward. This mahi is carried out while adapting to the rapidly changing environment in which we all live and work.

This Pre-Election Report has been prepared for candidates and voters to easily find all the information they need about the Council and those work programmes.

If you're considering a run for Council this year, it's vital to know what we do and how our work touches communities across the region from Waverley to Tongapōrutu and Ōpunake to Te Wera.

It is also important for voters to understand so that they are aware what issues are at stake and the opportunities to improve our region when they vote in the New Plymouth, North Taranaki, Stratford, South Taranaki or Taranaki Māori constituency.

We will also be holding a binding referendum on the future of the Māori constituency. The Taranaki Māori constituency was introduced for the 2022 local election following engagement with our community. However, in 2024 the Government enacted changes to the Local Electoral Act 2001 requiring councils to hold a binding poll on Māori constituencies.

If voters choose not to continue with a Māori constituency, we would have a Māori constituency councillor from 2025 to 2028 and the constituency would be disestablished in 2028.

A key theme in the 'road ahead' section is the changes and challenges we'll be facing in the short, medium and long-term. Our work is ultimately governed by legislation passed by Parliament. The pace of change has continued to accelerate over the last 18 months as the new Coalition Government took office and started implementing its priorities. This is having a major impact on many areas including how we manage resources, look after freshwater, protect indigenous biodiversity, mitigate and adapt to climate change, provide public transport services and how we work together with iwi and hapū.

This report also contains a brief explanation of our responsibilities and ownership of key amenities across Taranaki, setting out what level of service we will provide and how we will achieve this.

There's some key data on our finances including the Funding Impact Statement, our financial position, financial strategy and the forecast for our finances over the next three years.

For those elected as a councillor, you will support, advocate and provide leadership to the Taranaki community and the whole region you represent. Your voice will help shape the future of a region of more than 130,000 people.

**Steve Ruru, CEO**  
Taranaki Regional Council

*Ko tō tātou rohe*

## Our region

Population as at 2023

**126,015** 

**7.2%** increase since 2018

Average annual sunshine hours

**2,500**  **1972**

**2,657** **2024**

**5,457** **km<sup>2</sup>**

Marine reserves

extending 12 nautical miles  
into the territorial sea



**295** **km**

Coastline



**2** Marine reserves



**530** Named rivers  
and streams



**797,000**

Guest nights Year to March 2025



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



**\$1,455**

Agriculture, forestry  
and fishing



**\$1,082**

Mining



**\$1,048**

Primary  
manufacturing



**6,031<sup>mm</sup>**

Mean annual rainfall  
on Taranaki Maunga

1933-2024

**3**

District Councils

Land area

**93%** Rural 

**7%** Urban  

**723,610<sup>ha</sup>**

Total land area of Taranaki

Over

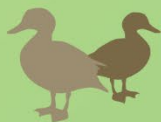
**7,147** 

identified and mapped wetlands

**28.6%**

Land used for dairy production

**19** Large lakes



Gross Domestic Product  
per capita as at 2024



**\$86,216**

Taranaki

**\$78,453**

New Zealand

**21.8%** Māori



# OUR MISSION



## Resource management

The Resource Management group of activities contributes to community well-being by promoting the sustainable use, development, and protection of Taranaki's natural and physical resources of land and soil, water, air, the coast.

- Protection of the life-supporting capacity of water in-stream uses and values
- Efficient allocation of water for consumptive use
- Maintenance and enhancement of all water quality in our rivers and lakes, groundwater and coastal waters
- Develop strategies and programmes for the enhancement of the Waitara River catchment
- Maintenance of a high standard of ambient air quality
- Resource management policies, plans and strategies that deliver efficient and effective management of the natural and physical resources of the region and are acceptable to the community
- Efficient and effective resource consent processing, administration, compliance monitoring and enforcement
- Efficient and effective implementation of new resource management legislation



## Catchment management

The Catchment Management group of activities contributes to community wellbeing by promoting the sustainable use, development, and protection of Taranaki's natural and physical resources – particularly land, soil, water, and biodiversity.

- Pest management plans that deliver efficient and effective management of biosecurity functions
- Pest plants and animals controlled to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- Continue programmes to ensure Taranaki is one of the most advanced biodiversity regions in New Zealand and place the region to contribute to New Zealand's predator-free goals
- Protection of riparian land in intensively farmed catchments
- Sustainable land use in accordance with the physical capabilities of the land and soil resources
- Develop strategies and programmes for the enhancement of the Waitara River catchment



## Regional leadership and governance

The Regional Leadership and Governance group of activities contributes to community well-beings by maintaining effective and open community representation as an important part of the democratic process; advocating on behalf of the Taranaki community on matters of regional interest; implementing and further developing a programme of information transfer, advice and education on activities; and ensuring that the equity, property and treasury investments are managed efficiently.

- Effective advocacy on behalf of the Taranaki community on matters that affect statutory responsibilities or that relate to matters of regional significance, which are of interest or concern to the people of Taranaki
- Port Taranaki Ltd ownership as a strategic investment
- Effective management of property and treasury investments
- Promotion of community awareness, understanding and investment in regional functions and activities



## Transport

The Transport group of activities contributes to community well-beings by contributing to an effective, efficient and safe land transport system in the public interest by facilitating growth and economic development, reducing safety risk, maintaining and improving accessibility and public health, ensuring a regionally and nationally integrated transport network that is resilient and responsive and addresses these in an environment of constrained funding and affordability.

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



## Flood Protection and hazard management

The Flood Protection and Hazard Management group of activities contributes to community well-beings by enhancing the safety and wellbeing of the public and the protection of property from hazards and minimising and preventing damage by floods and river erosion.

- A civil defence emergency management system that delivers efficient and effective civil defence emergency management in Taranaki
- Accurate and timely flood warnings
- Flood protection and drainage schemes that protect life and property



## Regional facilities

The Regional Facilities group of activities contributes to community well-beings by supporting and developing regional gardens and ensuring the continuing maintenance and development of Yarrow Stadium as part of a prosperous and vibrant Taranaki.

- Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens
- Presentation and operation of Stadium Taranaki as one of New Zealand's premier regional sporting stadium and venue

## To work for a thriving and Prosperous Taranaki by:

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

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

# **The road ahead:**

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





## Improving how we manage resources

The Resource Management Act 1991 (RMA) is more than 30 years old and has not been fit for purpose for many years.

Last year it was announced that two new Acts will be developed to replace the RMA, with the enjoyment of property rights as the guiding principle for both Acts. The Planning Act will focus on land-use planning and regulation while the Natural Environment Act will create a framework for the use, protection and enhancement of the natural environment. The Government intends to have these new acts in place before the 2026 national elections.

One of the key focus areas in our 2024/2034 Long-Term Plan was how we can improve resource management in the region, in particular how spatial planning and working together with

the three district councils can align planning outcomes and involve tangata whenua and our communities more in decision making.

There was a clear preference to continue this spatial planning mahi. Work is now underway to develop a work programme. The government has been clear that spatial planning will be required under the new resource management regime. Accordingly, our spatial planning work has now been integrated with our wider work on resource management reform.

Developing a spatial plan would give our region a consistent and coherent plan for both future development and the protection of the environment. This may also provide a powerful tool for supporting climate change adaptation.

## Delivering on freshwater

One of our key work programmes is how to effectively and sustainably manage freshwater. The emphasis is on maintaining freshwater quality to national standards amid significant and complex challenges as well as our strong desire to work closely with tangata whenua in this area.

We've been on the frontline of implementing extensive changes to freshwater management in New Zealand for many years. We've had to pivot a number of times over the last ten years as the direction of Government policies has continued to change. We are hopeful that there will now be a period of stability in this area.

After working with our community when putting together the 2023/2034 LTP, we adopted a policy aimed at protecting and improving the health of the region's rivers, streams and wetlands.

This will mean developing our monitoring

network to get a better understanding of the challenges faced by different water bodies, creating a Land and Freshwater Plan to replace our existing policy that is now more than 20 years old and rolling out Freshwater Farm Plans.

While our work on Freshwater Farm Plans has paused in line with the direction from the Government in October 2024, we've continued to look at how we can improve water quality monitoring and there has been extensive consultation with the community and tangata whenua on the new Land and Freshwater Plan.

Work on this Plan has taken into account the Government's plans to issue a new National Policy Statement for Freshwater Management and, once this has been revealed, we will continue with the mahi to create a new plan for how we manage soil and freshwater in Taranaki.



## Addressing climate change

We're developing an organisational Climate Change Strategy over the next financial year as we consider how we can best support climate action and mitigation in Taranaki.

We allocated \$915,000 in the 2024/2034 LTP to focus on improving climate science and supporting climate change adaptation across the region after a community conversation about the best approach.

This is a major issue on the road ahead as climate change is expected to have wide-ranging impacts on our region.

The temperature is expected to increase by between 0.5°C and 1.5°C by 2040, while rainfall will become more variable, increasing the risk of drought on one hand and the risk of floods on the other. Rising sea levels will increasingly threaten coastal communities and these changes

will put more stress on already struggling ecosystems.

We have an important role to play in supporting the community to understand and adapt to these impacts. Our work will help us develop a robust understanding of how climate change will affect communities and ecosystems and how we respond to these impacts.

With mitigation the most effective way to reduce the impacts of climate change, we also have an important role to play in reducing our own emissions. We are proposing to do this by setting specific emissions targets for ourselves and will report on our progress.

This work will factor in the Government's Climate Strategy and its focus on infrastructure resilience, climate transition via credible markets, clean energy, innovation and nature-based solutions.

## Updating public transport

There will be a number of public transport updates and improvements over the coming year.

We provide public transport across the region including the Citylink urban routes in New Plymouth, the Connector service between New Plymouth and Hāwera and Southlink services.

Following community conversations over the last few years, we'll be rolling out improvements to the bus network based on the initial 'Bronze' changes which keep budgets manageable in the current government funding environment with the aspiration to move to higher frequency buses and the 'Gold' stage when further funding is available.

Other updates include a new regional transport



website and a full redesign of the public transport brand in Taranaki and a national ticket system – Motu Move – is also set to be introduced in 2026/2027.

In response to the Government Policy Statement for Land Transport and the expectation for costs to be covered by an increase in fares, there will be a rise in the next two financial years. In the foreseeable future, it will be challenging to improve the quantity and quality of our bus services. There will be ongoing pressure to increase the level of bus fares.

## Biosecurity review

Biosecurity continues to be one of our core programmes of work. For decades we have worked alongside our community to protect the Taranaki environment, economy and way of life from the threat of pest plants and animals.

We do this through the self-help pest programme, which requires landowners to control possum and mustelids, with our support. Our Towards Predator-Free Taranaki project has been embraced by our community and has achieved promising results. A huge amount of work also goes into pest plants, as we strive to eradicate some species, control others and encourage locals to do their bit.

It's not just the pests we know about. We're also working to prevent new threats from entering or becoming established in the region, including

playing a leading role in Biosecurity Taranaki.

But with reduced external funding and a changing biosecurity landscape, our approach will need to evolve. A review of our Taranaki Biosecurity Strategy is under way, looking at what our strategic priorities should be moving forward and how we might fund them.

From this we'll review the Regional Pest Management Plan, which sets out what species we target and how we go about eradicating or controlling them. This will include asking the public and stakeholders what they think.

With limited resources and competing priorities, it's vital that we prioritise and focus the finite resources we have in the right areas to get the best possible outcomes for our region.

## Protecting indigenous biodiversity

We have significant responsibilities to support the protection and enhancement of indigenous biodiversity in Taranaki.

Our region's biodiversity is under threat from climate change, habitat clearance, pests and pollution that are pushing many ecosystems to the point.

We have planned to meet the requirements set out in the National Policy Statement for Indigenous Biodiversity (NPS-IB), which came into effect on 4 August 2023. This includes developing a monitoring plan, biodiversity strategy and setting targets for indigenous vegetation cover.

Additionally, we work closely with landowners across the region to protect biodiversity via our Key Native Ecosystem programme.

The Government has stated it will review the NPS-IB and directed district councils not to proceed with programmes to identify significant natural areas, also curtailing the need for us to support this work.

However, our community was supportive of an option in the 2024/34 LTP for us to play a stronger role in biodiversity action in the region. We've allocated an extra \$440,000 to take a more proactive coordinating role in this area. Future work in this area will likely be aligned with our support for resource management reform.





## Working with Māori

Iwi and hapū, either individually or as a collective, want meaningful input to decision-making in Taranaki. We have established structures and processes to enable that to occur.

We have also recognised, however, the importance of continuing to strengthen our working relationships by providing more opportunities for Māori involvement in decision-making processes and by committing to take into account Te Tiriti o Waitangi/the Treaty of Waitangi and its principles.

Our strategic priorities involving tangata whenua include finalising and implementing the Waitara River Committee, the Ngāti Maru Joint Management Agreement, incorporating mātauranga Māori into resource management processes and working with iwi/hapū to advance development and implementation of our spatial planning, freshwater and indigenous biodiversity strategies.

Learning from the above priorities, we also intend to develop and implement a dedicated Māori participation strategy. This strategy will ensure that mātauranga Māori values and principles become an integral part of policy and service delivery. It will also identify how we and tangata whenua can best work together on delivering

shared priorities and build capacity within iwi and hapū.

We will continue to act cooperatively and in good faith showing flexibility, responsiveness and a desire to engage with Māori for the good governance of the region. This will be done in a manner that is inclusive and makes the best use of the resources of both Māori and ourselves.

This mahi will provide opportunities to involve Māori in major policy decisions, having regards to the effects resource consent applications have on Māori and continue to improve how we engage with Māori.

## Port Taranaki

The Council is the 100% owner of Port Taranaki Ltd (PTL) and this has provided steady and reliable dividends to offset rates. As a prudent Council, we need to assess the risk of being the sole owner of PTL and whether we should be diversifying our investments. A review of our ownership is due and we would consult our community to get their feedback on the respective options. This would be a formal review as the port is a vital economic and social asset for the region and its future ownership needs careful deliberation and consideration.

# Our finances

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

Looking back over the previous three years, the information comes from our audited annual reports for 2022/2023 and 2023/2024 and the latest forecast figures for 2024/2025. The reports from 2022/2023 and 2023/2024 are available on our website while the 2024/2025 Annual Report will be available once it has been adopted by the

Council (16 September 2025). The pages looking at the next three years are drawn from the 2024/2034 Long-Term Plan. As this data is now a year old, we've also included information from the 2025/2026 Annual Plan for comparative purposes.

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# Funding Impact Statement

This page looks at how our activities are funded, showing where that funding comes from, the amount each source is expected to produce and how those funds are applied. This table presents information for the years ended 30 June 2023, 2024, and 2025.

	2024/2025 Forecast \$	2023/2024 Actual \$	2022/2023 Actual \$
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	15,990,001	13,571,536	11,806,661
Targeted rates	5,672,956	5,306,118	4,765,786
Subsidies and grants for operating purposes	5,283,573	5,792,369	5,483,616
Fees and charges	9,806,121	12,128,216	10,492,427
Interest and dividends from investments	11,749,163	11,917,227	11,394,144
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-
<b>Total operating funding</b>	<b>48,501,814</b>	<b>48,715,466</b>	<b>43,942,634</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	48,231,446	48,545,504	44,664,204
Finance costs	664,987	1,152,554	774,759
Other operating funding applications	-	-	-
<b>Total applications of operating funding</b>	<b>48,896,432</b>	<b>49,698,058</b>	<b>45,438,963</b>
<b>Surplus/(deficit) of operating funding</b>	<b>(394,618)</b>	<b>(982,592)</b>	<b>(1,496,329)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	9,790,000	5,000,000	5,000,000
Gross proceeds from sale of assets	476,076	492,781	931,455
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>10,266,076</b>	<b>5,492,781</b>	<b>5,931,455</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	335,000	-
- to improve the level of service	-	-	-
- to replace existing assets	6,048,576	3,064,699	4,491,809
Increase/(decrease) in reserves	1,462,340	(104,384)	(648,118)
Increase/(decrease) in investments	2,360,542	1,214,874	591,435
<b>Total applications of capital funding</b>	<b>9,871,458</b>	<b>4,510,189</b>	<b>4,435,126</b>
<b>Surplus/(deficit) of capital funding</b>	<b>394,618</b>	<b>982,592</b>	<b>1,496,329</b>
<b>Funding balance</b>	<b>0</b>	<b>0</b>	<b>0</b>






































# Statement of Financial Position

The Statement of Financial Position is also known as the balance sheet. It shows what we own (assets) and what we owe (liabilities) at the end of the financial year. The total sum of assets and liabilities is referred to as 'net assets' (public equity) – this is the net worth of the Council – providing a 'snapshot' of the Council's financial condition at that particular point in time. This table presents information for the years ended 30 June 2023, 2024, and 2025.

	2024/2025 Forecast \$	2023/2024 Actual \$	2022/2023 Actual \$
<b>Current assets</b>			
Cash and cash equivalents	3,124,630	1,425,807	3,360,640
Current portion of investments	25,906,831	24,389,166	22,313,780
Receivables from exchange transactions	487,702	2,120,880	1,518,612
Receivables from non-exchange transactions	2,027,375	6,406,169	4,273,518
Inventories	-	-	209,863
Term deposits and treasury investments	450,000	-	-
Loan to Taranaki Stadium Trust	11,000,000	4,500,000	-
Prepayments	656,974	368,194	396,787
Work-in-progress	1,004,652	733,324	337,990
<b>Total current assets</b>	<b>44,658,164</b>	<b>39,943,540</b>	<b>32,411,190</b>
<b>Non-current assets</b>			
Term deposits and treasury investments	1,750,000	675,000	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	31,710,000	22,000,000	19,500,000
Investment properties	24,309,000	21,859,000	21,859,000
Intangible assets	950,577	1,268,232	1,640,887
Property, plant and equipment	44,869,274	40,676,815	37,170,523
Deferred tax asset	166,401	166,401	175,390
<b>Total non-current assets</b>	<b>130,554,370</b>	<b>113,444,566</b>	<b>107,582,418</b>
<b>Total assets</b>	<b>175,212,534</b>	<b>153,388,106</b>	<b>139,993,608</b>
<b>Current liabilities</b>			
Payables from exchange transactions	4,716,185	7,986,037	4,801,344
Payables from non-exchange transactions	2,386,692	2,775,492	3,644,080
Employee entitlements	2,114,013	1,374,184	1,233,077
Work-in-progress	789,574	842,043	1,296,743
Borrowings	11,000,000	4,500,000	2,000,000
<b>Total current liabilities</b>	<b>21,006,464</b>	<b>17,477,756</b>	<b>12,975,244</b>
<b>Non-current liabilities</b>			
Employee entitlements	408,692	408,692	275,860
Borrowings	46,500,000	27,000,000	17,500,000
<b>Total non-current liabilities</b>	<b>46,908,692</b>	<b>27,408,692</b>	<b>17,775,860</b>
<b>Total liabilities</b>	<b>67,915,156</b>	<b>44,886,448</b>	<b>30,751,104</b>
<b>Public equity</b>			
Retained earnings	63,182,531	66,404,712	69,888,192
Reserves	33,556,513	32,094,173	32,198,557
Asset revaluation reserves	10,558,334	10,002,773	7,155,755
<b>Total public equity</b>	<b>107,297,378</b>	<b>108,501,658</b>	<b>109,242,504</b>
<b>Total liabilities and equity</b>	<b>175,212,534</b>	<b>153,388,106</b>	<b>139,993,608</b>

# Financial Strategy

The table on this page presents the actual performance for 2022/2023 and 2023/2024 and forecast performance for 2024/2025, against rates, rates increases, debt and returns on investments as set out in the Financial Strategy in the 2021/2031 Long-Term Plan for 2022/2023 and 2023/2024 and 2024/2034 Long-Term Plan for 2024/2025.

KEY			
 Forecast	 Achieved	 Actual	 Target
	2024/2025 Forecast \$	2023/2024 Actual \$	2022/2023 Actual \$
<b>Rates</b>			
Total rates will not exceed 60% of total revenue	 44.84%	 38.8%	 37.7%
<b>Rate increases</b>			
Total rates increases or decreases will not exceed 5% of total expenditure	 5.79%	 4.41%	 2.72%
<b>Borrowing</b>			
Total interest expense on net external public debt will not exceed 40% of total annual rates and levies	 10.7%	 6.10%	 4.67%
Net external public debt per capita will not exceed \$500	 \$251	 \$248	 \$166
<b>Investment returns</b>			
Cash, cash equivalents and treasury investments	 4.71%	 5.8%	 3.7%
<b>Endowment properties</b>			
	 \$1,029,600	 \$990,000	 \$960,000
	 \$1,042,648	 \$958,765	 \$910,042
<b>Port Taranaki Ltd.</b>			
	 \$8,000,000	 \$8,000,000	 \$8,000,000
	 \$7,000,000	 \$8,000,000	 \$8,000,000
<b>Civic Assurance Ltd (\$1,000 at 30 June 2021). The Council inherited these shares. They are not expected to return a dividend over the next ten years.</b>			
			
<b>Regional Software Holdings Ltd. This company owns and operates software for a group of regional councils. The Council holds these shares as a strategic investment in a critical component of its operations. The company is not expected to generate significant profits, nor is it expected to return a dividend over the next ten years.</b>			
			

# Forecast Council Funding Impact Statement

This is the same as the information on page 14 but looking ahead to the next three years. This table presents the forecast Whole of Council Funding Impact Statement for the years ended 30 June 2026, 2027, 2028 and 2029.

	2024/2025 Long-Term Plan \$000s	2025/2026 Long-Term Plan \$000s	2026/2027 Long-Term Plan \$000s	2027/2028 Long-Term Plan \$000s	2028/2029 Long-Term Plan \$000s
<b>Sources of operating funding</b>					
General rates, uniform annual general charge, rates penalties	16,286	18,973	21,392	22,996	23,571
Targeted rates	5,673	5,890	6,006	5,925	5,995
Subsidies and grants for operating purposes	4,865	5,143	5,102	5,193	5,283
Fees and charges	10,652	10,693	10,449	10,782	10,995
Interest and dividends from investments	11,917	11,468	11,490	11,512	11,634
Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0
<b>Total operating funding</b>	<b>49,393</b>	<b>52,167</b>	<b>54,439</b>	<b>56,408</b>	<b>57,478</b>
<b>Applications of operating funding</b>					
Payments to staff and suppliers	49,959	51,125	49,908	50,102	50,026
Finance costs	1,530	1,639	1,635	1,625	1,715
Other operating funding applications	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>51,489</b>	<b>52,764</b>	<b>51,543</b>	<b>51,727</b>	<b>51,741</b>
<b>Surplus/(deficit) of operating funding</b>	<b>(2,096)</b>	<b>(597)</b>	<b>2,896</b>	<b>4,681</b>	<b>5,737</b>
<b>Sources of capital funding</b>					
Subsidies and grants for capital expenditure	0	0	0	0	0
Development and financial contributions	0	0	0	0	0
Increase/(decrease) in debt	0	0	0	0	0
Gross proceeds from sale of assets	866	482	801	1,232	549
Lump sum contributions	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0
<b>Total sources of capital funding</b>	<b>866</b>	<b>482</b>	<b>801</b>	<b>1,232</b>	<b>549</b>
<b>Applications of capital funding</b>					
Capital expenditure					
- to meet additional demand	0	0	0	0	0
- to improve the level of service	0	0	0	0	0
- to replace existing assets	8,320	5,667	3,087	4,084	3,292
Increase/(decrease) in reserves	199	431	427	(536)	420
Increase/(decrease) in investments	(9,749)	(6,213)	183	2,365	2,574
<b>Total applications of capital funding</b>	<b>(1,230)</b>	<b>(115)</b>	<b>3,697</b>	<b>5,913</b>	<b>6,286</b>
<b>Surplus/(deficit) of capital funding</b>	<b>2,096</b>	<b>597</b>	<b>(2,896)</b>	<b>(4,681)</b>	<b>(5,737)</b>
<b>Funding balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Forecast Statement of Financial Position

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

	2024/2025 Long-Term Plan \$000s	2025/2026 Long-Term Plan \$000s	2026/2027 Long-Term Plan \$000s	2027/2028 Long-Term Plan \$000s	2028/2029 Long-Term Plan \$000s
<b>Current assets</b>					
Cash and cash equivalents	602	781	762	717	777
Receivables from exchange transactions	1,560	1,591	1,626	1,662	1,697
Receivables from non-exchange transactions	2,600	2,652	2,710	2,770	2,828
Inventories	208	212	217	222	226
Prepayments	416	424	434	443	453
Work-in-progress	312	318	325	333	340
<b>Total current assets</b>	<b>5,698</b>	<b>5,978</b>	<b>6,074</b>	<b>6,147</b>	<b>6,321</b>
<b>Non-current assets</b>					
Treasury investments	27,083	27,083	27,533	27,733	27,083
Investments in CCOs & similar entities	26,799	26,799	26,799	26,799	26,799
Loan to Taranaki Stadium Trust	45,000	44,750	44,500	44,250	45,000
Investment properties	22,733	23,188	23,698	24,220	22,733
Intangible assets	1,550	1,600	1,820	1,870	1,550
Property, plant and equipment	42,153	44,690	44,113	44,213	42,153
Deferred tax	161	161	160	159	161
<b>Total non-current assets</b>	<b>165,479</b>	<b>168,271</b>	<b>168,623</b>	<b>169,244</b>	<b>165,479</b>
<b>Total assets</b>	<b>171,177</b>	<b>174,249</b>	<b>174,697</b>	<b>175,391</b>	<b>176,058</b>
<b>Current liabilities</b>					
Payables from exchange transactions	3,931	4,010	4,098	4,188	4,276
Payables from non-exchange transactions	2,080	2,122	2,168	2,216	2,263
Borrowings	2,000	2,000	2,000	2,000	2,000
Work-in-progress	1,040	1,061	1,084	1,108	1,131
Employee entitlements	1,664	1,697	1,735	1,773	1,810
<b>Total current liabilities</b>	<b>10,715</b>	<b>10,890</b>	<b>11,085</b>	<b>11,285</b>	<b>11,480</b>
<b>Non-current liabilities</b>					
Employee entitlements	312	317	325	332	340
Borrowings	58,000	64,350	64,700	63,450	61,200
<b>Total non-current liabilities</b>	<b>58,312</b>	<b>64,667</b>	<b>65,025</b>	<b>63,782</b>	<b>61,540</b>
<b>Total liabilities</b>	<b>69,027</b>	<b>75,557</b>	<b>76,110</b>	<b>75,067</b>	<b>73,020</b>
<b>Public equity</b>					
Retained earnings	63,598	61,473	61,383	62,063	64,667
Reserves	31,396	30,063	30,048	31,105	31,215
Asset revaluation reserves	7,156	7,156	7,156	7,156	7,156
<b>Total public equity</b>	<b>102,150</b>	<b>98,692</b>	<b>98,587</b>	<b>100,324</b>	<b>103,038</b>
<b>Total liabilities and equity</b>	<b>171,177</b>	<b>174,249</b>	<b>174,697</b>	<b>175,391</b>	<b>176,058</b>

# Our works programmes

## Resource Management

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

- Protection of the life-supporting capacity of water in-stream uses and values
- Efficient allocation of water for consumptive use
- Maintenance and enhancement of all water quality in our rivers and lakes, groundwater and coastal waters
- Develop strategies and programmes for the enhancement of the Waitara River catchment
- Maintenance of a high standard of ambient air quality
- Resource management policies, plans and strategies that deliver on efficient and effective management of the natural and physical resources of the region and are acceptable to the community
- Efficient and effective resource consent processing, administration, compliance monitoring and enforcement
- Efficient and effective implementation of new resource management legislation



## Transport

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

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



## Flood protection and Hazard Management

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

- A civil defence emergency management system that delivers efficient and effective civil defence emergency management in Taranaki
- Accurate and timely flood warnings
- Flood protection and drainage schemes that protect life and property





## Catchment Management

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

- Pest management plan that delivers efficient and effective management of biosecurity functions
- Pest plants and animals controlled to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- Continue programmes to ensure Taranaki is one of the most advanced biodiversity regions in New Zealand and place the region to contribute to New Zealand's predator-free goals
- Protection of riparian land in intensively farmed catchments
- Sustainable land use in accordance with the physical capabilities of the land and soil resources
- Develop strategies and programmes for the enhancement of the Waitara River catchment



## Regional facilities



We will ensure our commitment to our regional gardens and Stadium Taranaki by maintaining the following levels of service:

- Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens
- Presentation and operation of Stadium Taranaki as one of New Zealand's premier regional sporting stadium and venue



## Regional Leadership and Governance

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

- Effective advocacy on behalf of the Taranaki community on matters that affect statutory responsibilities or that relate to matters of regional significance which are of interest or concern to the people of Taranaki
- Port Taranaki ownership as a strategic investment
- Effective management of property and treasury investments
- Promotion of community awareness, understanding and investment in regional function and activities



# How the election works

The local body elections are your chance to have a say on who makes the big decisions on the issues facing our region.

Election day is on 11 October 2025, and we use postal voting where voting documents can either be posted or dropped into a ballot box. For those wanting to stand for Council, nominations open on Friday 4 July 2025 and close at noon on Friday 1 August 2025. To be eligible to stand, you must be a New Zealand citizen, enrolled as a Parliamentary elector and nominated by two electors.

Those already enrolled and voters who enrol by 1 August 2025, will receive their voting documents in the mail from Tuesday 9 September 2025. If you aren't already enrolled, pick up an enrolment pack from any postal agency, by phoning 0800 ENROLNOW (0800 36 76 56) or via the Electoral Commission's website – [www.vote.nz](http://www.vote.nz).

We use the first past the post (FPP) electoral system for the Taranaki Regional Council elections. Depending on where voters reside or if they are enrolled on the Māori electoral roll, voters will elect:

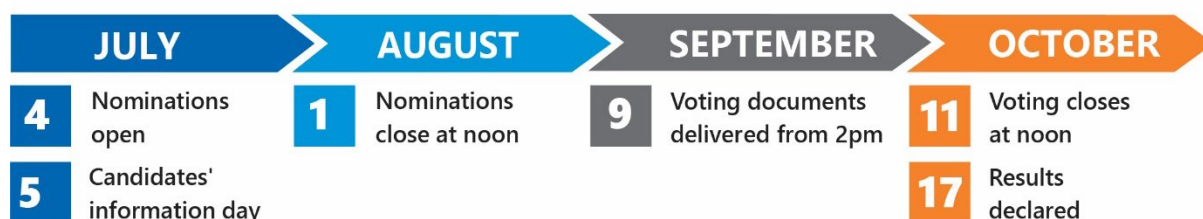
- Five members from the New Plymouth Constituency
- Two members from the North Taranaki Constituency
- One member from the Stratford Constituency
- Two members from the South Taranaki Constituency
- One member from the Taranaki Māori Constituency.

Voters will also make a decision on whether the Council should retain a Māori Constituency for future elections. This referendum follows changes in 2024 by the Government to the Local Electoral Act 2001.

For all election information, go to

[taranakirc.nz/2025-local-elections](http://taranakirc.nz/2025-local-elections)

## Elections timeline – key dates





<p><b>PŌTI</b> <b>2025</b></p> <p>NGA PŌTITANGA Ā-ROHE</p>	<p><b>VOTE</b> <b>2025</b></p> <p>LOCAL ELECTIONS</p>
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