

Achievement of Community Outcomes

The Council operates within the following planning framework:



Figure 3: The Council's planning framework

COMMUNITY OUTCOMES

The *Local government Act 2002* defines community outcomes as the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions.

The broad community outcomes set out below were developed following a comprehensive public process. The Council has adopted these outcomes and it aims to achieve them in carrying out its activities.

CONNECTED TARANAKI

A region that delivers accessible and integrated infrastructure, transport and communications systems, which meet the needs of residents, business and visitors.

PROSPEROUS TARANAKI

A region that boasts a sustainable, resilient and innovative economy that prospers within the natural and social environment.

SECURE AND HEALTHY TARANAKI

A region that provides a safe, healthy and friendly place to live, work or visit.

SUSTAINABLE TARANAKI

A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection.

TOGETHER TARANAKI

A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity.

VIBRANT TARANAKI

A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.

The Council's *2017/2018 Annual Plan* lists 28 more specific community outcomes (levels of service) that the Council aims to achieve that will contribute to the broader community outcomes above. The detailed measures and targets associated with each of the specific outcomes are set out in the "Levels of service" under each of the "Groups of activities" in the *2017/2018 Annual Plan* and are reported against in this *Annual Report*.

The Council's mission statement reflects its core statutory responsibilities and activities in resource management and environmental protection, pest management and hazard and emergency management. It also reflects the Council's role in representing and advocating Taranaki's regional interests including recreation, culture and heritage activities at the regional level.

Figure 4 shows the way in which the Council aims to achieve community outcomes through its mission and the actual activities the Council carries out.

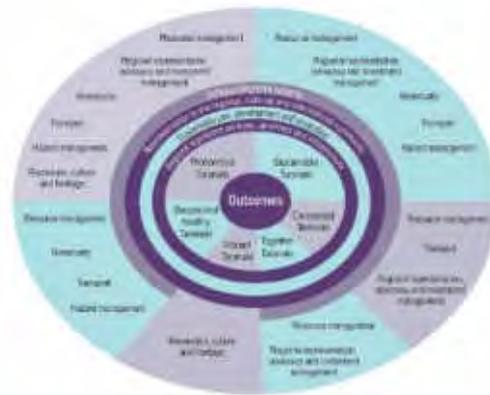


Figure 4: Relationship between the Council's mission and activities and community outcomes

The activities shown in Figure 4 are groups of activities. The groups of activities and the more specific individual activities within them form the basis of reporting on the details of the 10-year programmes contained in the *2017/2018 Annual Plan*. However, it is the contribution of these activities to the achievement of the community outcomes that lies at the heart of the *2017/2018 Annual Plan*.

Figure 4 shows how each of the groups of Council activities is linked to the relevant key community outcomes that it contributes to. The diagram shows that most of the Council's activities will contribute to furthering the community outcomes of a *Sustainable Taranaki* and a *Prosperous Taranaki*. Some activities will contribute to a *Secure and Healthy Taranaki* while others contribute to the outcomes of a *Connected, Together* and *Vibrant Taranaki*.

MONITORING FRAMEWORK AND PROGRAMMES

This section outlines the Council's planning processes and shows how each of the groups of Council activities is linked to the relevant community outcomes.

However, the Council needs to know if its planning processes and what it delivers each year contribute to the achievement of community outcomes.

The *Local Government Act 2002* requires the Council to report the results of any measurement undertaken during the year of progress towards the achievement of community outcomes. It also requires the Council to describe any identified effects that any activity within the group of activities has had on the community.

The Council has a comprehensive monitoring framework in place with many varied and wide-ranging programmes to monitor and to report on the outcomes of its activities. The main components of this framework and their connection to the Council's planning processes are shown diagrammatically in Figure 5.

The Council's monitoring framework is complex and multitiered. It covers a range of monitoring programmes from overall state of the environment monitoring, to monitoring of specific activity areas (such as pest management, land transport and emergency management) and monitoring of individual resource consents for compliance with consent conditions and Council policies. It also covers different time scales (from live, to quarter-hourly, to daily, quarterly, annually, three yearly or five yearly or longer) according to different needs or requirements.

Monitoring is also undertaken at different geographical scales (region-wide, catchment, eco-regions, property-based or site-specific) and may involve different types of information.

In developing its monitoring programmes, the Council has sought to establish an integrated monitoring framework that recognises the need for consistency, coordination and integration of monitoring activities:

- within the Council – to generate information that is timely, relevant and useful to the Council across a number of activities
- with other agencies – to avoid duplication and to make use of other sources of information where appropriate
- across issues and media – to recognise the interconnected nature of the biophysical economic, social and cultural environments.

Underpinning all aspects of the Council's monitoring programmes is effective data collection and management. This involves careful selection and maintenance of monitoring sites (having regard to the purpose, location, type and number of sites), proper sampling, surveying and analysis being undertaken according to recognised quality assurance programme by suitably qualified staff, and the maintenance of effective databases and data management systems.

A wide range of parameters is used in monitoring and these form the foundations of the Council's monitoring framework

The collection of information of high quality and integrity is fundamental to good decision-making. The timely analysis, interpretation and reporting of this information maintains accountability to the community and enables the Council to track its progress towards the achievement of the community outcomes that it has decided it will contribute to.

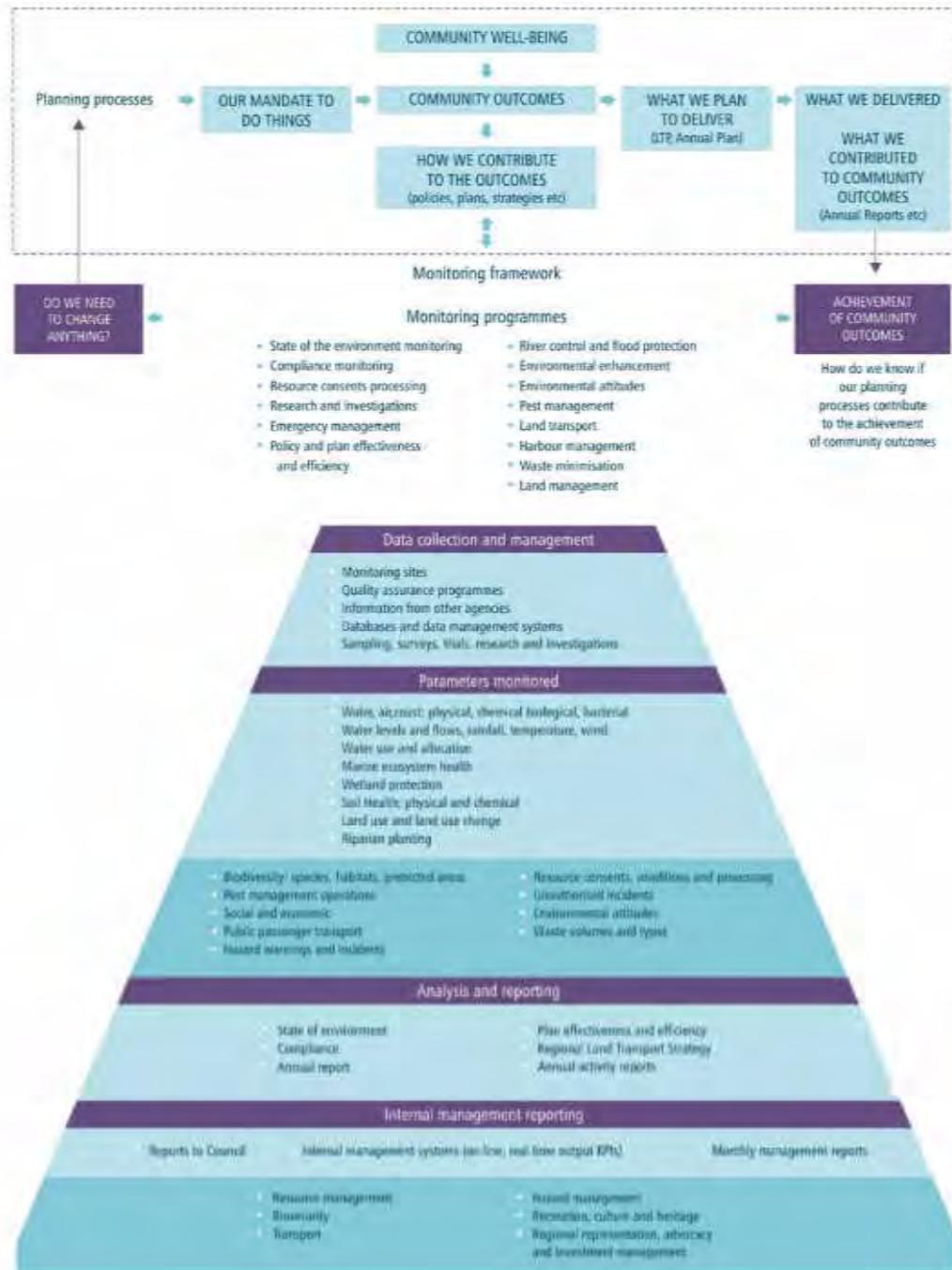
As previously indicated, the Council undertakes many measurements during the year of the progress it is making towards the achievement of community outcomes. The Council considers that it is too simplistic to select and report on only one or two parameters to show progress on community outcomes.

The Council's analysis, interpretation and reporting on the results of measurements undertaken is thorough and inevitably complex. Many reports are produced annually and the detailed results are set out in those reports. For example, the Council prepares particular state of the environment reports, compliance monitoring reports and various other reports on the results of Council activities. Some of the results of these reports are contained in this report, particularly under "Levels of Service" and "Activities" sections of this report. However, the results of all reports prepared by the Council during the year cannot be effectively and efficiently summarised in this report. Accordingly readers are referred to the more detailed reports on Council activities which are available on request and on the Council's website. Collectively, these reports indicate the progress that is being made towards the achievement of community outcomes and describe the effects that Council activities have had on the social, economic, environmental and cultural well-being of the community.

In July 2015, the Council published its 2015 state of the environment report: *Taranaki as One - Taranaki Tāngata Tū Tahī*. This report gives significant information on the state of Taranaki's environment, in its widest sense, which also gives much information on the achievement of community outcomes. Interested readers are encouraged to read the full state of the environment report, which can be found on the Council's website (www.trc.govt.nz).

This *Annual Report* and other reports of the Council prepared during the year show the results of progress towards the achievement of community outcomes. The Council is confident that its activities have progressed the community outcomes in the *2017/2018 Annual Plan*.

Figure 5: The Council's performance monitoring framework



Performance Information

The following pages explain in detail how the Council performed in achieving the objectives and performance targets established in the 2017/2018 Annual Plan.

Financial information on the net cost of services delivered is also provided in conjunction with the budget established in the 2017/2018 Annual Plan and the previous year's actual net cost of services.

The most important measure by which performance may be judged is that of whether defined tasks have been performed or not.

The Council also intends that its performance be measured in terms of:

Timeliness—in all cases, unless stated otherwise, the target was to complete the task by 30 June 2018.

Cost—in all cases the target was to complete the tasks defined for each significant activity within the budgeted expenditure and/or within any additionally stated, specific expenditure targets.

Quantity—in all cases where a quantity measure was specified, the target was to meet that specified quantity.

Quality—in all cases the target was to meet the quality expectations of the elected Councillors. The Council has extensive quality control procedures in place to ensure a high level of quality is present in the undertaking of activities.

Location—in all cases where a location was specified, the target is to deliver the service in that location.

The actual and estimated levels of expenditure are in accordance with the Council's adopted *Revenue and Financing Policy*.

Principal legislation and policy references for each significant activity are included in the 2015/2025 Long-Term Plan.

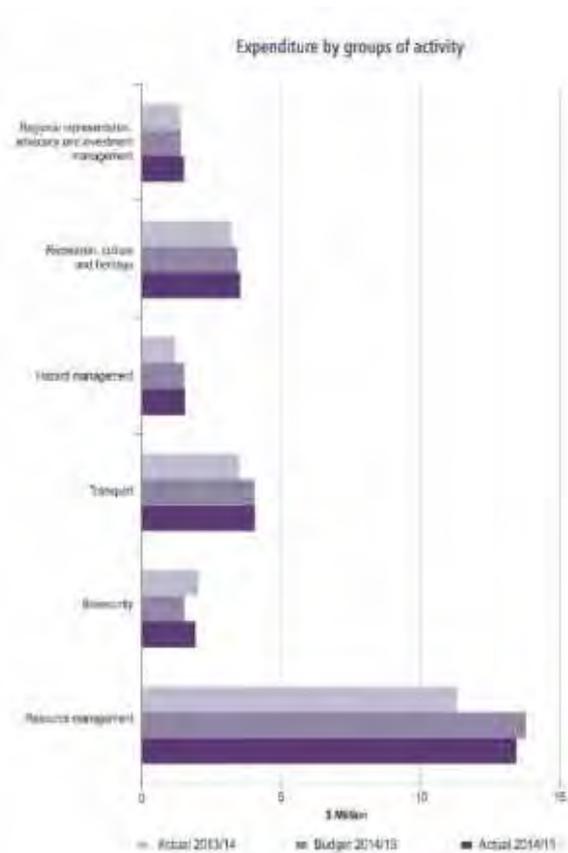


Figure 6: Expenditure by group of activities

Resource Management

RESOURCE MANAGEMENT ACTIVITIES:

Resource management comprises the following activities:



Resource management planning

—preparing, adopting and maintaining comprehensive and publicly considered policies, plans and strategies that will deliver to the Taranaki community, efficient and effective management of the Council's functions and Taranaki's natural and physical resources. This activity contributes to all levels of service (1 through 10) but is directly linked to the resource management policies, plans and strategies level of service (refer to level of service 9).

Consent processing and administration

—processing all applications for resource consents and administering resource consents in an efficient and effective manner—refer to levels of service 1, 2, 3, 5, 7, 8 and 10.

Compliance monitoring programmes

—undertaking effective and efficient monitoring of resource consents and, where necessary, undertaking successful enforcement action—refer to levels of service 1, 2, 3, 5, 7, 8 and 10.

Pollution incidents and response

—responding effectively to pollution incidents, reducing the occurrence and effects of pollution and other unauthorised incidents and, where necessary, undertaking successful enforcement action—refer to levels of service 1, 2, 3, 5, 7, 8 and 10.

State of the environment monitoring

—monitoring the state of the environment in Taranaki to enable periodic evaluation of trends in the state of the environment and of the effects of the implementation of the Council's policies and plans—this activity contributes to all levels of service (1 through 10).

Resource investigations and projects

—providing relevant research information for resource management purposes—this activity contributes to all levels of service (1 through 10).

Waste minimisation

—encouraging and implementing waste management and cleaner production initiatives in Taranaki consistent with the Regional Waste Strategy for Taranaki and the waste management plans of the districts—refer to level of service 9.

Sustainable land management plans and plant supply programme

—promoting sustainable land and riparian management by providing land management advice and information on an individual property basis and through advocacy and facilitation—refer to levels of service 4, 5, 6 and 8.

Biodiversity

—maintaining and enhancing the indigenous biodiversity of the Taranaki region, working alongside landowners and other groups and agencies in accordance with the Council's policies and biodiversity strategy priorities—refer to level of service 8.

Enhancement grants

—promoting the protection of the environment through the provision of targeted enhancement grants refer to levels of service 5, 6 and 8.

RESOURCE MANAGEMENT AND COMMUNITY OUTCOMES

The Resource Management group of activities contributes to community outcomes by promoting the sustainable use, development and protection of Taranaki's natural and physical resources of land and soil, water, air, coast and biodiversity in accordance with the Council's statutory duties, regional planning objectives and agreed national and other standards.

Specifically this group of activities contributes to the following community outcomes:

- Secure and Healthy Taranaki
- Prosperous Taranaki
- Sustainable Taranaki
- Connected Taranaki
- Together Taranaki.

Resource management activities contribute primarily to the outcome of a *Sustainable Taranaki*. They will also assist in the achievement of a *Prosperous Taranaki* by enhancing Taranaki's clean, green image and ensuring it remains a reality in overseas markets as well as emphasising Taranaki as an attractive place to work, do business and visit.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found from the following sources:

- Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941
- Local Government Act 2002
- Regional Policy Statement for Taranaki 2010
- Regional Coastal Plan for Taranaki 1997
- Regional Fresh Water Plan for Taranaki 2001
- Regional Soil Plan for Taranaki 2001
- Regional Air Quality Plan for Taranaki 2011
- Regional Waste Strategy for Taranaki 2011
- Resource Consent Procedures document
- Resource Consents Monitoring Procedures document
- Resource Management Act Enforcement Policy May 2017
- Enforcement Provisions and Procedures, Resource Management Act May 2017
- Delegations Manual for the Taranaki Regional Council
- Charging Policy under section 36 of the Resource Management Act 1991
- Taranaki Regional Marine Oil Spill Response Plan 2008
- Regional Action Plan for Taranaki: Dairying and Clean Streams Accord 2004
- State of the Environment Monitoring Procedures Document 1997.

The review of the *Regional Coastal Plan* continued. A Proposed Coastal Plan was publicly notified on 24 February 2018 and submissions called for. Sixty-one submissions were received. Council is making good progress working through the Schedule 1 plan review process. The Proposed Coastal Plan includes a number of important changes to the management of the Taranaki coastal environment and gives effects to the Government's revised *New Zealand Coastal Policy Statement*.

Progress on the ongoing engagement, research, investigations and information gathering underpinning the development of a Proposed Freshwater and Land Plan continued. Key activities for 2017/2018 were the commissioning of a study on recommended environmental flow limits, the ongoing development of a freshwater accounting system, and the setting of draft regional swimmability targets.

The Council also completed a non-statutory five-yearly interim review of the *Regional Air Quality Plan* that confirmed the efficiency and effectiveness of policies, rules and other methods in that Plan.

Consent processing was undertaken on a range of applications during the year. Council resource management policy is implemented through resource consents and other mechanisms. All the consent applications were processed efficiently within the time limits set in the Act. This is the 18th consecutive year that this milestone has been achieved. Ministry for the Environment surveys show the Council's consent processing costs are close to the median in New Zealand reflecting efficient systems, use of technology and prudent financial management. Efficient and effective consent processing contributes to a *Prosperous* and *Sustainable* community outcome.

In terms of indicators that inform the regional community concerning our biophysical and ecological environments, the Council continues to design, implement, and report on state of the environment programmes that encompass surface and underground fresh water systems, land use, biodiversity, the coastal environs, air quality, and soil. These programmes and findings are regularly subject to independent expert review. These programmes are interrogated to inform the Council and community not only on the state of our natural environment, but also trends, responses and effectiveness- does what we do make a difference? At a time when much media commentary highlights a negative view of our biophysical surroundings it is noteworthy that many indicators collectively indicate that overall the region is making good progress towards enhancing our already good environment, while noting areas where further progress is still desirable. This work contributes to the outcomes of a

Prosperous, Secure and Healthy, and a Sustainable Taranaki.

Likewise, the Council's very comprehensive and rigorous consent monitoring work shows a high level of environmental performance and compliance by our industries, municipal authorities, and farming sector, achieved through significant investment in environmental protection measures and good management practices. This commitment contributes to a *Prosperous* and a *Sustainable* community outcome.

An important component of resource management is responding to pollution and unauthorised incidents, and where necessary, undertaking successful enforcement action. A range of enforcement tools were used during the year ranging from the issuing of abatement notices to require an action to be undertaken to a prosecution for breach of the Act. Appropriate use of enforcement tools increases compliance levels and contributes to a *Sustainable* community outcome.

A relatively modest and carefully targeted specific investment in research and resource investigations is significantly extended by the engagement in national-level strategic initiatives around increasing the effectiveness of research investment across the New Zealand science sector. This has been particularly so during the implementation of recommendations arising from the review of research targeting and funding delivery in New Zealand, completion of national-level science and research roadmaps (now moving to implementation planning), and the scoping and development of a second tranche of research within the National Science Challenges at the national level. Several challenges include a Taranaki-specific or relevant component

The Council has continued to engage in the promotion and implementation of effective and environmentally robust waste reduction, recovery and re-use, and disposal of residual wastes, primarily through its participation in the Taranaki Solid Waste Management Committee. The co-ordinated regional approach to waste minimisation and management amongst the region's four councils provides for effectiveness and efficiency. With landfill capacity secured in the region, the focus of the Committee is on reduction at source and recovery of wastes for re-use when this is economically sustainable and relevant to the region's activities. A regional strategic framework for waste management is in place, and is implemented through *District Waste Minimisation Plans*.

Land management activities continue to be a focus with an increased emphasis on the implementation of property plans. In the riparian management area, which is New Zealand's largest streambank planting and fencing programme, 430,567 plants were grown on contract and ordered by landowners. Overall, in excess of 5.1 million plants have been planted under this programme. In the hill country area, there are incentives under the *South Taranaki Regional Erosion Support Scheme (STRESS)* programme to fence and plant erosion-prone land. The *Afforestation Grant Scheme* was reintroduced in 2016. Under *STRESS* land owners have agreed to significant soil conservation work in the erosion-prone part of the region's hill country. Council intends to reapply to the scheme in 2019 for another four years of participation.

In conjunction with land owners and community groups, 14 biodiversity plans were prepared for key native ecosystems covering 180 hectares with the objective of protecting and enhancing biodiversity values of those sites. In addition the Council worked with the Rotokare Scenic Reserve Trust, Purangi Kiwi (the Eastern Taranaki Environment Trust), Tiaki te Mauri o Parininihi Trust and the Taranaki Kiwi Trust, in their various programmes aimed at improving the biodiversity of Taranaki.

The Council continued to implement a regional biodiversity monitoring programme that will both measure the outcomes of the Council's biodiversity programmes and inform state of the environment reporting.

The Council administers and is the founding funder of Wild for Taranaki (Taranaki Biodiversity Trust) and employs an Operations Manager and Biodiversity Coordinator on their behalf. Throughout the year Wild for Taranaki continued to work with members and the community in preparation for the launch of "Restore Taranaki" an overarching vision that incorporates the many and varied member projects.

Environmental enhancement grants promote a *Sustainable Taranaki* through the protection of the environment by a series of grants for specific protection works. Work was undertaken on securing protection or undertaking maintenance or enhancement on thirty five regionally significant wetlands.

The combined effect of the Council's various activities, namely the biosecurity, riparian and hill country programmes, make a significant contribution to a *Prosperous* and *Sustainable Taranaki* through the protection of animal health and agricultural production, as well as the protection and enhancement of regional biodiversity.

LEVELS OF SERVICE

Programmed level of service	Reported level of service									
[1] Protection of the life-supporting capacity of water, in-stream uses and values										
<p>Measure: Macroinvertebrate Community Index (MCI) values (a measure of freshwater community richness and composition) at least 50 regionally representative sites.</p> <p>Target (Years 1-10): The proportion of sites showing a trend (whether significant or indicative) of improvement in MCI against a base year of 1995 to exceed the proportion showing decline over the same period.</p> <p>Baseline: There is a continuing regional trend of improvement in the quality of freshwater ecology across the region. MCI values were determined for 57 regionally significant sites. Trend analysis to June 2015 (from 1995) shows 29 sites of 57 with statistically significant trends of improvement, and none with a significant decline.</p>	<p>MCI values have been determined for 59 regionally significant sites and trend analysis for the period to June 2017 (from 1995) has been undertaken and reported. It shows 30 sites of 57 with statistically significant or very significant trends of improvement and one with a significant or very significant decline. Two sites could not be trended due to the shorter duration of monitoring at these sites. There is a decreasing downstream gradient of stream health ratings from 'very good' to 'fair' in ring plain streams. The MCI state of the environment monitoring programme continued during the year under review, with results for the 2017/2018 year to be reported during 2018/2019.</p>									
<p>Measure: Microbiological state of inland waters and coastal waters at bathing sites.</p> <p>Target (Years 1-10): Maintenance or increase in number of sites compliant with the 2003 Ministry of Health contact recreational guidelines.</p> <p>Baseline: There are 11 freshwater and 9 coastal water bathing sites monitored since 2003/2004. The following sites were compliant with the 2003 Ministry of Health contact recreational guidelines:</p> <table border="1"> <thead> <tr> <th></th> <th>Freshwater</th> <th>Coastal water</th> </tr> </thead> <tbody> <tr> <td>2003/2004</td> <td>6</td> <td>7</td> </tr> <tr> <td>2015/2016</td> <td>5</td> <td>7</td> </tr> </tbody> </table> <p>In 2015/2016, 87% of freshwater samples (93%-2003/2004) and 99% (99%-2003/2004) of coastal samples at these sites were compliant.</p>		Freshwater	Coastal water	2003/2004	6	7	2015/2016	5	7	<p>Microbiological monitoring of 16 freshwater and 13 marine sites was conducted over the summer bathing season. Results show that 80% of freshwater samples were compliant with the bacteriological guidelines throughout the season.</p> <p>Four of the sites monitored for freshwater quality in 2003/2004 were compliant in 2017/2018. Three of the freshwater sites monitored in 2017/2018 that exceeded the bacteriological guideline during the monitoring season only did so on two occasions.</p> <p>Coastal water quality is generally high at monitored sites. In Taranaki, >99% of coastal samples at these sites were compliant and only <1% of samples reached 'Action' level. The two sites that exceeded bacteriological guideline during the monitoring season only did so on a single occasion.</p>
	Freshwater	Coastal water								
2003/2004	6	7								
2015/2016	5	7								
<p>Measure: Physical barriers to fish passage.</p> <p>Target (Years 1-10): 100% of resource consents for in-stream structures to be compliant with fish passage conditions; number of known barriers to fish movement and passage to reduce by comparison with 2001 survey.</p> <p>Baseline: In October 2014, there were 43 consents with requirements for fish passage structures; as of May 2001 there were 26 consented and 30 unconsented structures known to be acting as barriers to fish passage. To October 2014, barriers to fish passage have been addressed at 12 of the sites consented in 2001, and at 6 of the sites unconsented in 2001.</p>	<p>Significant consented barriers are routinely inspected (including fish monitoring at some sites) for compliance with fish passage conditions. A review of the state of barriers identified in 2001 is underway, for follow-up of those not rectified. Inspections of these structures commenced during the year. A compliance programme for minor sites (e.g., farm culverts) has also been implemented, with all new culvert installations being inspected to ensure they provide for fish passage. Existing culverts are also inspected on a seven year rotation. Compliance implementation will increase the habitat range for native fish.</p>									

Programmed level of service

Measure: Ecological flows in catchments.

Target (Years 1-10): Guideline ecological flows are identified for all significant catchments with no catchments allocated below ecological flows set by Council policy or by any National Policy Statement or National Environmental Standard.

Baseline: By 2009, guideline ecological flows had been identified for all significant catchments. Three catchments or sub-catchments (about 1%) do not meet the Council's general ecological flow guideline but all consented abstractions comply with specific Council policies regarding the taking and use of water.

Reported level of service

There are no catchments allocated below ecological flows set by Council policy. The Council processed 19 surface water abstraction consents during the year (including new consent and renewal applications) which all complied with Council policy regarding ecological flows. There is no national policy statement or national environmental standard in place for ecological flows. The *Regional Fresh Water Plan* is currently being reviewed.

[2] Efficient allocation of water for consumptive use

Measure: Allocation of surface water for consumptive use in catchments.

Target (Years 1-10): Guidelines identifying available surface water are applied for all significant catchments and consents to take, use, dam or divert water granted in accordance with Council policy or any National Policy Statement or National Environmental Standard.

Baseline: By 2009, guidelines identifying surface water available for consumptive use had been prepared, and consents to take, use, dam or divert water have been granted in accordance with Council policy. Regularly updated information on water allocation guideline information is published.

Hydrological monitoring and assessment of abstraction consents indicates that some waterbodies within Taranaki are fully allocated, or are approaching this threshold. As part of the on-going development of the new *Land and Water Plan*, a review of flow statistics across the region has been undertaken and a water accounting system developed. The accounting system is now in use and is updated as flow statistics are refined or new water take consents are issued. The water accounting systems will be used to ensure consented abstraction volumes from each waterbody remain below the limits set through the plan review process.

Measure: The number of significant water abstraction permits monitored each year, their environmental performance and the Council's response to non-compliance.

Target (Years 1-10): 100% of significant water abstraction consents monitored; 85% of abstractors to attain a 'good' or 'high' level of compliance and performance; Council response to every unauthorised incident to be reported publicly; the Council to respond to all non-compliance events in accordance with its documented enforcement procedures.

Baseline: In 2015/2016, 100% of significant water abstraction consents were monitored with 99% attaining a "good" or "high" level of compliance and performance. Every unauthorised incident was reported publicly. The Council responded to all non-compliance events in accordance with its documented enforcement procedures.

Water resources are sustainably managed. Monitoring programmes are in place for 100% of significant water abstraction consents. In 2017/2018, 96% of sites attained a "good" or "high" level of compliance and performance (2016/2017, 94%). All unauthorised incidents are responded to, investigated, and publicly reported upon in accordance with adopted procedures.

Programmed level of service**Reported level of service**

[3] Maintenance and enhancement of overall water quality in our rivers and lakes, groundwater and coastal waters

Measure: Parameters that characterise the physical, bacteriological, biological and chemical quality of surface water.

Target (Years 1-10): Improvements in nutrient levels (ammonia, nitrate, total nitrogen, and dissolved reactive and total phosphorus), appearance (turbidity, clarity, absorbance, suspended solids), organic contamination (biochemical oxygen demand), bacterial levels (faecal coliform and enterococci bacteria), temperature, and algal cover, against a baseline of 1995 water quality, as applicable, at 11 representative sites.

Baseline: Overall, surface water quality in Taranaki is stable or improving and is generally better than in 1995. Trend analysis to June 2015, for both the past 19 and 7 years, has been completed and reported to Council. Trend analysis at the 11 regional representative sites demonstrates:

- MCI and periphyton indicators for ecological health: every site of the 11 representative sites shows stability or improvement since 1995
- BOD: 9 sites of 11 stable against 1995 baseline, and all sites are stable over the recent period
- Bacteriological state: 18 of the 22 measures show improvement or stability over the last 7 years. 18 of the 22 measures show improvement or stability since 1995
- Nutrients: the number of sites showing stability or improvement is increasing over time. Since 1995, 75% of nutrient measures are stable or improving; since 2008, 91% of nutrient measures are stable (82%) or improving (9%).

Overall, surface water quality is improving and is better than in 1995. Trend analysis to June 2017 has been completed and reported upon. Trend analysis at 11 regional representative sites demonstrates:

- MCI indicators for ecological health: every site of the 11 representative sites shows stability (4 sites; to 2010, 8 sites) or improvement (7 sites; to 2010, 3 sites) since 1995
- BOD: 9 (82%) sites of 11 stable against 1995 baseline, and all sites (100%) stable against 1995 baseline over recent years.
- Bacteriological state: 82% shows improvement (9%) or stable (73%) against 1995 baseline, and 82% stable over recent years.
- Nutrients: the number of sites showing stability or improvement is increasing over time. Since 1995, 67% of nutrient measures stable (56%) or improving (11%); 75% of nutrient measures stable over recent years. Total nitrogen has been stable (55%) or improving (36%) since 1995, and stable (82%) over the recent years.

Periphyton: the latest trend results (2002-2018) showed no sites had a significant increase in thick mat and long filaments measure. Two sites showed statistically significant decreasing levels of long filamentous algae. 93% of surveys for all sites over the last two years (2016-2018) met national periphyton guidelines.

Measure: Nitrate levels in groundwater.

Target (Years 1-10): No sites in the state of the environment monitoring programme consistently above NZ human drinking water standard (NZDWS); improvement (decrease) in nitrate levels on a regional basis.

Baseline: In the latest survey, one site out of 74 was consistently above the NZDWS. Since 2002, 73% of sites sampled repeatedly have remained stable and 14% have showed an improvement. The number of sites and the number of samples exceeding the NZDWS has decreased.

Sampling is undertaken as part of the groundwater chemical quality monitoring programme. Concentrations of nitrate have fluctuated since monitoring commenced in 2002. Overall however, the median nitrate concentrations recorded at 14 long-term monitoring locations during the most recent period of monitoring (2015/2016) was less than the median recorded across the same sites in 2002. Over the same period, more sites (29%) display statistically significant reducing trends in nitrate concentrations (improvement) than increasing (deteriorating) trends (21%). Across the wider 32 site shallow groundwater monitoring network (including the 14 long-term monitoring sites and 18 others with shorter records), only one site consistently exceeded the limit for nitrate set out in the NZDWS. Twenty-six sites (81%) have not recorded any exceedance of the NZDWS since monitoring commenced in 2002, while 91% of sites have recorded less than one exceedance.

Programmed level of service

Measure: Physicochemical and biological parameters for quality of Lake Rotorangi.

Target (Years 1-10): The trophic state (an indication of the ecological condition as affected by nutrient enrichment) of Lake Rotorangi to remain as it was in 1988 (mesotrophic/mildly eutrophic, or the middle category of trophic states).

Baseline: The current life-supporting capacity of the lake is stable and relatively healthy (better than almost 2/3 of lakes monitored nationally). State of lake shown to continue to be mesotrophic/mildly eutrophic.

Reported level of service

The current life-supporting capacity of the lake is stable and relatively healthy. Monitoring for 2017/2018 was completed (4 surveys) and reported. The trophic state of lake continues to be mesotrophic/mildly eutrophic with an insignificant rate of change. All of the four scheduled monitoring runs for the year were completed as programmed.

Measure: The proportion of significant point source discharges into water monitored annually, associated consent compliance and the Council's response to non-compliance.

Target (Years 1-10): 100% of significant point sources monitored; 90% of sources to attain a 'good' or 'high' level of compliance and performance; Council response to every unauthorised incident to be reported publicly; the Council to respond to all non-compliance events in accordance with its documented enforcement procedures.

Baseline: In 2015/2016, 100% of significant point sources were monitored with 96% of significant industrial sources and 94% of significant agricultural sources attaining a 'good' or 'high' compliance and performance. The Council response to every unauthorised incident was reported publicly. The Council responded to all non-compliance events in accordance with its documented enforcement procedures.

The level of compliance remains high meaning environmental impacts will be minimal and sustainable resource management will be achieved. Monitoring programmes were implemented for 100% of significant point sources. 92% of significant industrial point sources attained a "good" or "high" level of compliance and environmental performance (91% in 2016/2017). Of significant agricultural sources, 92.3% (92.6%) attained a "good" or "high" compliance and performance.

Non-compliance was addressed by the use of various enforcement mechanisms under the *Resource Management Act*. There were three (1) instance of serious non-compliance that resulted in prosecutions being initiated.

[4] Protection of riparian land in intensively farmed (predominantly dairying) catchments

Measure: Protection of riparian land areas.

Target (Years 1-10): By 30 June 2020, 100% of riparian plan streams to be protected by fencing and 90% protected by vegetation where recommended.

Baseline: As of June 2015, 2,504 riparian management plans have been prepared recommending the planting of 5,483 km and fencing of 6,369 km of stream banks. At June 2015, 39% of the planting and 64% of the fencing had been completed resulting in 83.6% of riparian plan streams now protected by fencing and 68.55% by vegetation where recommended.

At year end, 2,789 (2,687—2016/2017) riparian management plans have been prepared recommending the planting of 6,098 (5,981) km and fencing of 6,954 (6,886) km of stream banks. At 30 June 2018, 45.7% (42.7%) of the recommended planting and 68.3% (67.5%) of the recommended fencing had been completed resulting in 85.7% (85%) of riparian plan streams now protected by fencing and 71.7% (70%) by vegetation where recommended.

Programmed level of service	Reported level of service
<p>[5] Sustainable land use in accordance with the physical capabilities of the land and soil resources</p> <p>Measure: Changes in land use.</p> <p>Target (Years 1-10): Maintain a positive trend towards more sustainable land uses at monitored (representative SEM) hill country and sand country sites.</p> <p>Baseline: As of 30 June 2015, the area of hill country covered by sustainable land management plans was 202,191ha. This represents a 1.5% increase over last year. The monitoring of sustainably managed land use, in accordance with the physical capabilities of the land and soil resources, is a 5-yearly programme. A contract with Landcare to undertake the project has been completed. The percentage of hill country being managed sustainably between 2007 and 2012 decreased slightly from 87.4% to 87.1%. Overall, from 1994 to 2012, sustainability increased by 3.2% from 83.9% to 87.1%. Between 2007 and 2012, the area of bare sand increased slightly at 2 of the 4 sites, decreased at 1 site and with no significant change at the other. The Council's own state of the environment monitoring of all coastal sand country shows a net decrease in bare sand of 65.5 ha.</p>	<p>The area of hill country covered by sustainable land management plans is 205,425ha (204,335ha — 2016/2017). The monitoring of sustainably managed land use, in accordance with the physical capabilities of the land and soil resources, is a 5-yearly programme. A contract with Landcare Research to repeat the project in 2018 is underway. The percentage of hill country being managed sustainably between 2007 and 2012 decreased slightly from 87.4% to 87.1%. Overall, from 1994 to 2012, sustainability increased by 3.2% from 83.9% to 87.1%. Between 2007 and 2012, the area of bare sand increased slightly at 2 of the 4 sites, decreased at 1 site and with no significant change at the other.</p>
<p>Measure: Regional soil quality.</p> <p>Target (Years 1-10): No overall deterioration in soil quality at 20 representative sites as shown by monitored soil structure parameters (density and macroporosity) maintenance of soil fertility at optimal (i.e. sustainable and productive) levels as shown by nutrient levels (total carbon and nitrogen, and Olsen phosphorus and mineralisable nitrogen) and no net increase in regional soil levels of cadmium and zinc to the extent that land use is compromised. The next survey will take place in 2017/2018.</p> <p>Baseline: Measurements of soil quality structure composition and health at 20 sites were undertaken in 2007/2008 as the baseline for further trend analysis. Re-sampling was undertaken in 2012/2013. Results show increases in the number of soil quality indicators lying within target ranges and no net increase in cadmium.</p>	<p>The monitoring of regional soil quality is a five-yearly programme. Sampling was completed for the latest survey. Twenty sites were sampled and results indicated 71% of samples were within the target ranges. There was no overall significant change in soil cadmium concentrations. The results showed general pattern in soil quality are similar to those found in other regions.</p>
<p>[6] Enhanced opportunities for sustainable development and best use of hill country</p> <p>Measure: Proportion of landowners informed of specific opportunities for sustainable land use on their properties.</p> <p>Target (Years 1-10): 69% of hill country in private ownership (306,000 ha) with comprehensive farm plans.</p> <p>Baseline: As at 30 June 2015, 202,191ha of private land have a farm plan.</p>	<p>There are 443 (437—2016/2017) comprehensive farm and agroforestry plans in place covering 205,425ha (204,335ha) on the 840 Taranaki hill country farms, covering 67% (66.8%) of the hill country land in private ownership. This provides a basis for landowners to make decisions on the most sustainable land uses for their properties.</p>

Programmed level of service	Reported level of service
[7] Maintenance of a high standard of ambient air quality	
<p>Measure: National Environmental Standard (NES) pollutants, namely sulphur oxide, nitrogen oxides, inhalable particulate, and carbon monoxide.</p> <p>Target (Years 1-10): Regional air quality to be maintained (i.e. at 2008 levels) within categories as defined by the Ministry for the Environment (MfE).</p> <p>Baseline: Between 2008 and 2015, air in the region matched the 'good' or 'excellent' categories of the MfE. Where monitoring repeated previous surveys, it was found that air quality was being maintained.</p>	<p>There is good air quality in the region, with negligible contribution from human activities. There is a co-ordinated programme of regional monitoring across a ten-year timeframe. In February 2016, continuous monitoring of fine particular matter PM_{2.5} (potential health risk) commenced in central New Plymouth and continues to date; the data is currently being analysed and will be reported in due course. In June 2018, MfE started a review of the National Environmental Standard (NES) for air quality.</p>
<p>Measure: The proportion of significant point source discharges into air monitored annually, associated consent compliance and the Council's response to non-compliance.</p> <p>Target (Years 1-10): 100% of significant discharge point sources monitored; 90% of sources to attain a 'good' or 'high' level of compliance and performance; the Council to respond to all non-compliance events in accordance with its documented enforcement procedures.</p> <p>Baseline: In 2015/2016, 100% of significant point source emissions were monitored with 94% of sources attaining a 'good' or 'high' level of compliance and performance. Council responded to all non-compliance events in accordance with its documented enforcement procedures.</p>	<p>The level of compliance remains high meaning environmental impacts will be minimal and sustainable resource management will be achieved. Compliance monitoring programmes were implemented for 100% of significant point sources discharging to air. Results show 100% of sources attained a "good" or "high" level of compliance and performance (97% in 2016/2017). Non-compliance was addressed by the use of various enforcement mechanisms under the <i>Resource Management Act</i>. All non-compliance events were responded to in accordance with documented enforcement procedures. Enforcement actions for 2017/2018 were collectively reported during the year and will be reported individually via annual reports.</p>
[8] Maintenance and enhancement of indigenous biodiversity	
<p>Measure: Protection of Taranaki's biodiversity on private land.</p> <p>Target (Years 1-10): 60% of Key Native Ecosystems (KNEs) on private land, covering at least 4,000ha, have a biodiversity plan.</p> <p>Baseline: As at 30 June 2015, 74 or 49% of Key Native Ecosystems (KNEs) on private land covering 2,927ha have biodiversity plans.</p>	<p>Biodiversity plans were prepared for a further thirteen KNEs on private land (180 ha). In total, 104 KNEs on private land covering 4,522 hectares now have biodiversity plans. This equates to 49% of all KNE sites with private land. In addition, a further biodiversity plan (2.4 ha) was prepared for a KNE on public land – the forested areas of New Plymouth District Council's PG Nops & Joe Gibbs Reserves' in Inglewood.</p>
<p>Measure: Inventory of sites that contain regionally significant biodiversity (KNEs) in the region.</p> <p>Target (Years 1-10): Maintain and regularly update current inventory of Key Native Ecosystems (KNEs).</p> <p>Baseline: As of June 2015, the inventory contained 198 sites.</p>	<p>Maintained and updated the inventory of KNEs. The inventory of Key Native Ecosystems is regularly maintained and updated. At June 2018, the inventory contained 252 sites (235—2016/2017).</p>

Programmed level of service

Measure: Maintain and improve the condition of KNEs

Target (Years 1-10): Improvement in biodiversity index at managed KNEs compared with a base year of application of the index.

Baseline: As at June 2014, of the 64 assessed forest remnants, over half (58%) were rated either “good” or “very good, 37.5% were rated “fair” and less than 5% were considered “poor”.

Reported level of service

Good progress continues in collecting baseline information for KNEs with 46 (59—2016/2017) assessments undertaken. In addition, 19 repeat five-year condition assessments were completed at 13 KNEs. From this 18 have either improved or maintained their condition score with one showing some decline.

[9] 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

Measure: Operative plans policies and strategies.

Target (Years 1-10): Full compliance with statutory requirements and timetables for the preparation review and implementation of policies, plans and strategies.

Baseline: As of June 2014, the Council has a full suite of operative *Regional Policy Statement* and regional plans (water, air, soil and coastal).

There is a complete suite of operative plans, policies and strategies in place.

The review of the *Regional Policy Statement for Taranaki* (RPS) was completed and made operative 1 January 2010. A non-statutory five-yearly interim review of the RPS, which included targeted consultation was completed.

The review of the *Regional Air Quality Plan for Taranaki* was completed and made operative on 25 July 2011. A non-statutory five-yearly interim review of the efficiency and effectiveness of the policies, rules and other methods of the *Plan* was completed.

The review of the *Regional Fresh Water Plan* and *Regional Soil Plan* continued. Ongoing engagement, research, investigations and information gathering underpinning the development of a *Proposed Freshwater and Land Plan* continued. This included the commissioning of a study on recommended environmental flow limits, the ongoing development of a freshwater accounting system, and the setting of draft regional swimability targets.

Progress was made on the review of the *Regional Coastal Plan*. As part of the review, an innovative ‘wave survey’ was carried out that allowed the community to tell us which surf breaks are values and why. This information was used to determine the appropriate level of protection for each surf break. In February 2018, a *Proposed Coastal Plan* was released for public consultation with 61 submissions being received.

[10] Efficient and effective resource consent processing, compliance monitoring and enforcement

Measure: Compliance with Resource Management Act 1991 requirements.

Target (Years 1-10): 100% compliance.

Baseline: As of June 2014, processing, administering and compliance monitoring of resource consents was 100% compliant with Resource Management Act requirements.

All consents (100%—2016/2017) processed during the period complied with *Resource Management Act* requirements, and full compliance with timelines allowed activities to be undertaken without delay.



Programmed level of service

Measure: Monitoring and enforcement programmes.

Target (Years 1-10): All consents appropriately monitored with necessary compliance enforcement undertaken.

Baseline: In 2015/2016, the Council implemented 186 individual monitoring programmes of significant consents. Of those, 71% of programmes attained a 'high' environmental performance and 24% a 'good' performance. Monitored 1,743 (100%) dairy farms, and undertook 246 other inspections of minor industrial operations. All other consents were appropriately monitored. Necessary enforcement action was undertaken.

Reported level of service

Implemented 120 (191—2016/2017) individual monitoring programmes of significant consents. Of those, 54% of programmes attained a "high" environmental performance (74%) and 38% a "good" performance (21%). 76% of all individual consents were rated 'high' and 20% of consents were rated 'good'.

All dairy farms 1,710 (1,721) were monitored for compliance with resource consent conditions. There were 164 (291) other inspections of minor industrial operations. All other consents were appropriately monitored for compliance with resource consent conditions. All necessary enforcement action was undertaken. Compliance programmes were implemented as scheduled.

ACTIVITIES—WHAT WE PLAN TO DO

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
[1] Resource management planning			
Complete preparation/full reviews and interim reviews of resource management policies, plans and strategies:		compliance with statutory timeframes, and the Council's <i>Resource Consents Procedures</i> document.	<i>Consents Procedures</i> document.
<i>Regional Policy Statement</i> : Interim review in 2016/2017. Full review in 2019/2020.	Completed the non-statutory five-yearly interim review of the <i>Regional Policy Statement</i> , which included targeted consultation.	Successfully defend 100% of consent decisions appealed to the Environment Court.	No (0) consent decisions were appealed to the Environment Court.
<i>Regional Coastal Plan</i> : Full review continued in 2017/2018. Interim review 2023/2024.	Coastal plan review ongoing with the <i>Proposed Coastal Plan</i> publicly notified February 2018.	Minimise the number and duration of resource consent hearings by resolving, through the pre-hearing process, at least 50% of submissions received on resource consent applications.	Resolved, through the pre-hearing process, 100%-8 (100%-5) of resource consent applications attracting submissions without recourse to a formal hearing. No (0) resource consent hearings. 24 out of 24 (8/8) submissions were resolved—100% (100%).
<i>Regional Air Quality Plan</i> : Interim review 2016/2017. Full review 2021/2022.	Completed the interim review of <i>Air Quality Plan</i> .		
<i>Regional Fresh Water and Land Plan</i> : Ongoing review 2019/2020.	Freshwater and soil plan reviews ongoing.		
[2] Consent processing and administration		[3] Compliance monitoring programmes	
Provide appropriate and timely information in response to 100% of requests for assistance in implementing <i>Resource Management Act 1991</i> plan rules.	Provided information, to assist processing 308 (263—2016/2017) consent applications, being 6 (0) publicly notified, 3 (9) limited notified and 299 (254) non-notified applications, in compliance with the <i>Resource Management Act 1991</i> .	100% of individual compliance monitoring programmes for all major consents designed, implemented and publicly reported upon (approximately 200 individual compliance monitoring programmes per annum) within the negotiated budgets and completed within nine months of the end of the monitoring period.	100% (100%) of individual compliance monitoring programmes (120 programmes, following amalgamation of some programmes) for all major consents designed, implemented and publicly reported upon within the negotiated budgets and completed within nine months of the end of the monitoring period.
Process and determine 100% of accepted resource consent applications (approximately 400 consents per annum), in compliance with the <i>Resource Management Act 1991</i> , including	Of the 308 (264) applications, 100% (100%) were processed, issued and reported on in accordance with the statutory procedures of the Act, and the Council's <i>Resource</i>	Implement and report on 100% of recommendations arising from prior year's monitoring of resource consents subject to an individual compliance monitoring programme.	Within each annual report, recommendations from previous reports are set out and their implementation reported upon.

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
Implement annual programmes for 100% of resource consents for agricultural discharges and 90% of minor industries not otherwise subject to an individual compliance monitoring programme (approximately 3,300 inspections per annum).	Undertook 164 (291) inspections of minor industrial operations ensuring good environmental practices. Only 5 (5) reinspections were required. Completed the annual inspection round of discharges of agricultural waste (100% of issued consents), including dairy, poultry and piggery farms—1,750 (1,775) were completed. The non-compliance rate (failure to meet consent conditions) was 7.7% (7.4%) for dairy farms. All poultry and piggery farms were compliant. 191 (131) dairy farm reinspections were undertaken to ensure full compliance. In total, 1,941 (1,906) inspections and reinspections were successfully undertaken.		prosecutions were initiated. One prosecution from 2015/16 and one from 2017/18 were resolved.
		Administer and implement the <i>Taranaki Regional Marine Oil Spill Response Plan</i> as agreed with Maritime New Zealand including responding to 100% of oil spills.	Administered the <i>Tier II Taranaki Regional Oil Spill Response Plan</i> in accordance with the agreed programme. One (0) minor marine oil spill occurred that warranted actioning the <i>Plan</i> . Undertook two regional marine oil spill response exercises and took part in the national marine oil spill Exercise Paihere.
		[5] State of the environment monitoring	
		Implement and report on 100% of the Councils state of the environment monitoring programmes comprising monitoring of surface fresh water, levels and flows, fresh water quality, groundwater quantity and quality, coastal waters, biodiversity, air quality and land use sustainability using recognized and reputable methods of data collection, analysis and reporting in accordance with the Council's <i>State of the Environment Monitoring Procedures</i> document and <i>State of the Environment Monitoring Programmes</i> .	Implemented 100% (100%—2016/2017) of the state of the environment monitoring programmes, in accordance with the prepared programmes. The Council's report <i>Taranaki as one - Taranaki Tangata Tu Tahi</i> State of the Environment report 2015 was prepared in 2014/2015 and was released at the start of the 2015/2016 year.
		[4] Pollution incidents and response	
Respond to all consent non-compliance and implement appropriate advisory and enforcement actions to require 100% compliance with resource consents and/or regional plans.	Responded to 222 consent non-compliances found during routine monitoring. Enforcement action was undertaken where necessary.		
Respond to 100% of pollution and other complaints (generally within four hours of receipt) and where appropriate instigate control, clean up and enforcement procedures, where reasonable and appropriate, and publicly report on all environmental incidents.	Responded to, and publicly reported upon, 414 incidents (545—2016/2017) with 100% (100%) within the required timeframe. Instigated control and clean-up where required. Enforcement action was undertaken, 200 (191) abatement notices and 67 (55) infringement notices were issued. Three (0)		

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
Monitor, review and where appropriate, further develop existing programmes by 30 June of each year.	Existing programmes were reviewed. These programmes will be implemented in 2018/2019.		interpretation and analysis. A report from NIWA updating information on the state of, and trends in, the five best practice dairy catchments (May 2017) provided background to inform the ongoing fresh water plan policy review.
Prepare and publish the five-yearly state of the environment report The next report is due in 2020.	Work was completed on collating data, trend analysis, and information as part of the next state of the environment report.		
Maintain all quality assurance programmes and information databases for hydrometric, air quality, physicochemical freshwater, terrestrial biodiversity, fresh water biological and marine biological data. IANZ registration for chemical analysis maintained.	All quality assurance programmes and information databases for hydrometric, air quality, physicochemical freshwater, terrestrial biodiversity, fresh water biological and marine biological data, were maintained.	Continue to use microbial source testing technology to identify sources of faecal contamination in Taranaki waters.	Samples were collected from several catchments to determine sources of particular high count events. Predominantly bovine sources were identified.
Maintain public access to on-line live regional data on hydrology, meteorology, soil moisture and bathing beach water quality. Live data reported on the Taranaki Regional Council's website.	Live on-line data was maintained and reported for 37 hydrology sites (33), 28 (27) meteorology sites, 11 (11) soil moisture sites, 16 (16) freshwater sites, and 13 (10) marine bathing beach water quality sites.	Support studies into the behaviour and bioavailability of cadmium in agricultural soils and fertilizer.	As part of the Cadmium Working Group, contributed to studies into the bioavailability and behaviour of cadmium in soils, the variability and drivers of uptake of cadmium by various plant species and bioaccumulation in livestock and evidence for management options. Updates and progress reports on the results of these studies were received.

[6] Resource investigations and projects

Over the period of the 2015/2025 Long-Term Plan the Council intends to undertake a range of resource investigations and applied research projects. These are normally undertaken in partnership with science providers, other councils or resource users but may also include a range of other parties, including iwi, as potential partners for Council resource investigations and projects. Such projects evolve over time. Specifically for 2017/2018:

Continue to support the "best practice dairying catchments" study in the Waiokura Stream catchment.	Continued to monitor the ecological and physicochemical water quality parameters within the Waiokura catchment, with consideration of data
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Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
Engagement in “Envirolink” and other science research project development opportunities and strategies for regional councils, to enhance knowledge base for policy development and implementation. Projects with clear relevance and benefit to Taranaki to be adopted by “Envirolink” and other funding opportunities (advocacy to be reported through Council’s annual report processes).	<p>There was on-going engagement with MBEs National Science Challenges - Our Land and Water, Bioheritage, Sustainable Seas and Natural Hazards- with regard to Taranaki case studies and relevance. Envirolink projects underway:</p> <ul style="list-style-type: none"> • national high intensity rainfall modelling • water quality sampling standards • farm scale soil mapping • management options for aquatic weeds • fish passage and barrier mitigation assessment criteria • a review of marine recreational microbiological guidelines • eDNA for native fish monitoring • spectral analysis of coastal water quality <p>Worked with the Government to develop the <i>Conservation and environment</i> and the <i>Primary Sector Science roadmap 20-year science roadmap</i> projects.</p>	<i>Minimisation Strategy for Taranaki</i> , as well as the territorial authorities’ waste management and minimisation plans.	
		[8] Sustainable land management plans and plant supply programme	
		Planning services. Provide property planning services to landholders. Prepare plans covering 1,000 ha of land use capability mapping in the hill country and 100 riparian plans in the intensive water management zone.	Prepared 6 (7—2016/2017) comprehensive farm plans and 2 agroforestry plans covering 1,089 (1,055) hectares of farmland for landholders. Prepared 101 (100) riparian plans covering 363 (524) kms of stream bank. 131 (208) kms of riparian management was proposed with the balance of 232 kms (315) being adequately protected.
		Monitoring and reporting. Liaise with and monitor approximately 2,600 riparian plans and 100 farm plans and report on the implementation of the recommended fencing and planting.	Contacted land occupiers with plans on 8,421 (8,413) occasions. Supplementary advice and information was provided. 8.4% (12.7%) or 202 (325) km of the remaining recommended fencing of stream bank was fenced and 6.6% (4.7%) or 233 (167) km of streambank have been planted. 4,752 (4,650) km of stream bank has been fenced and 2,787 km planted (2,554). 1,557 ha (2,785) of retired marginal land, and 219 ha (196) of established production forest were recorded. Across all plans, 55,489 ha (54,738) of marginal land has been retired and 11,806 ha (11,587) of production forest have been established.
[7] Waste minimisation			
In collaboration with the region’s territorial authorities, facilitate a regional approach to waste management initiatives and programmes at a policy, management and implementation level. This includes servicing the Taranaki Solid Waste Management Committee; delivery and monitoring of the <i>Waste Management and</i>	Continued to support a regional approach to waste minimisation including the facilitation of the Taranaki Solid Waste Management Committee.		

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
Provision of advice. When requested, provide advice on sustainable land management practices within ten working days.	Received and actioned, within 10 days, 106 (152) inquiries. Advice and assistance on sustainable land management, soil conservation and riparian management was provided.	[9] Biodiversity	
Provide servicing and support to the Taranaki Biodiversity Trust and assistance to other organizations involved in promoting sustainable land management.	Provided administrative and treasury services to the Taranaki Biodiversity Trust "Wild for Taranaki".	Prepare at least 10 biodiversity plans per annum for properties containing key native ecosystems (KNE).	Fourteen (14— 2017/2018) new biodiversity plans were completed, with a further nine (9) five-year plan reviews completed.
Provide, on a cost-recovery basis, approximately 450,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.	Provided 441,308 (371,307) plants for sustainable land management purposes. Provided 10,741 (5,682) items of poplar and willow planting material to 152 (115) landholders. Provided 430,567 (363,525) plants at cost to 953 (952) landholders, to plant approximately 250 (200) kilometres of stream margins and supplied 1,445 (2,100) sand stabilisation plants targeting 3 (4) sites.	Initiate and support implementation of work programmes on all KNE's with a biodiversity plan and monitor and report on progress.	Initiated implementation of 100% of plans prepared during the year.
Implement the South Taranaki and Regional Erosion Support Soil Conservation Programme including an estimated 4,000 poplar poles, 50ha of protection forestry and construction of 22 km of retirement fencing to retire 400 ha of marginal land.	Planted 4,100 (3,398) poles, 20.7 (40) ha of forestry and erected 18.5 (22.2) km of fencing to retire or protect 211.3 (204.3) ha of marginal land.	Undertake a trial programme to test large-scale predator suppression and eradication techniques across an entire catchment (the Waiwhakaiho). The trial will target possums, mustelids (weasels, ferrets and stoats), feral cats and rats.	Successfully bid for \$11.7 million funding from Predator Free 2050 Ltd a government owned company that provides funding to large scale predator projects. Actual field work will commence during the 2018/2019 year.
		[10] Enhancement grants	
		Implement a programme using environmental enhancement grants for the protection of biodiversity habitats of regional significance.	Ongoing fencing, planting and maintenance has been undertaken to secure the protection of wetlands. This included work on 35 (33) regionally significant wetlands. This work means that 59 (59) wetlands are formally protected.

COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Resource management planning	623,170	755,692	579,695
Consent processing and administration	857,906	980,640	823,424
Compliance monitoring programmes	3,083,445	2,705,280	3,020,264
Pollution incidents and response	897,531	999,369	888,729
State of the environment monitoring	2,325,093	2,072,511	2,071,851
Resource investigations and projects	283,581	410,116	217,578
Waste minimisation	103,404	137,216	128,235
Sustainable land management plans and plant supply programme	3,440,759	3,460,218	3,214,961
Biodiversity	1,475,772	1,829,105	1,337,303
Enhancement grants	647,533	705,733	642,442
Total expenditure	13,738,194	14,055,880	12,924,482
Income			
General rates	4,209,997	4,209,997	3,986,371
Direct charges	5,592,991	5,682,156	5,320,934
Government grants	309,196	302,000	285,113
Transfer to reserves	-	-	-
Investment funds	3,626,010	3,861,727	3,332,064
Total income	13,738,194	14,055,880	12,924,482
Operating surplus/(deficit)	-	-	-
Capital expenditure			
Land	-	-	-
Buildings	-	-	-
Motor vehicles	105,886	288,000	291,915
Plant and equipment	148,639	911,250	107,019
Office furniture	-	-	-
Computer equipment	-	-	-
Flood and river control assets	-	-	-
Computer software	-	-	-
Total capital expenditure	254,525	1,199,250	398,934
Funded by:			
Transfer from retained earnings	254,525	1,199,250	398,934
Total funding	254,525	1,199,250	398,934
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	-	-	-
—to replace existing assets	254,525	1,199,250	398,934
Total capital expenditure	254,525	1,199,250	398,934
Gross proceeds from the sale of assets	21,165	71,000	76,827
Depreciation/amortisation expense	440,615	506,334	444,935

ASSET ACQUISITIONS AND REPLACEMENTS

Asset purchases planned for the landscape predator control project did not occur. This expenditure was unspent has this has now been incorporated into the *Predator Free Taranaki Project* which commenced late in the financial year.

INTERNAL BORROWING

There is no internal borrowing within this group of activities.

Biosecurity

BIOSECURITY ACTIVITIES:

Biosecurity comprises the following activities:

Biosecurity planning

—preparing, adopting and maintaining comprehensive and publicly considered

policies, plans and strategies that will deliver to the Taranaki community, efficient and effective management of the Council's biosecurity functions—refer to level of service 1.

Pest animal management

—controlling pest animals to minimise their adverse effects on biodiversity, primary production and the regional economy and environment—refer to level of service 2.

Pest plant management

—controlling or eradicating pest plants to minimise their adverse effects on biodiversity, primary production and the regional economy and environment—refer to level of service 3.



Pest management planning and operational activities—both animals and plants—are to protect agricultural production and/or biodiversity values by reducing or controlling pests, preventing the spread of pests or in some cases eradicating all known infestations of pests. The implementation of the strategies contributes to a *Sustainable* and *Prosperous Taranaki*.

Completed the formal review of the pest plant and pest animal strategies. The review included the development and public notification of a *Proposed Pest Management Plan for Taranaki* that sets out the regulatory framework for pest management and a draft *Biosecurity Strategy for Taranaki* that sets out all the programmes and activities relating to pest management, including non-regulatory activities. No appeals to the Environment Court were received. Both documents were adopted in February 2018.

BIOSECURITY AND COMMUNITY OUTCOMES

The Biosecurity group of activities contributes to community outcomes by minimising the actual or potential impact of pest plants and animals on the environment and on the Taranaki economy and community. Specifically this group of activities contributes to the following community outcomes:

- Secure and Healthy Taranaki
- Prosperous Taranaki
- Sustainable Taranaki.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be

found from the following sources:

- Biosecurity Act 1993
- Local Government Act 2002
- Pest Management Strategy for Taranaki: Animals 2007
- Pest Management Strategy for Taranaki: Plants 2007.

Following the success of a trial in the Kaupokonui catchment, control of old man's beard was expanded into the Waingongoro catchment with contractors undertaking the initial control of a further 12 kms of riverbank. The new *Regional Pest Management Plan for Taranaki* has reinstated the requirement for land occupiers to maintain the Kaupokonui, now initial control is complete.

There were no extensions of the *self-help possum control programme* as work concentrated on the retreatment of areas surrounding Egmont National Park in conjunction with the Department of Conservation's control operation within the Park. Contractors completed possum control over 5,850 ha reducing possum numbers to 3.02% and 2.70% residual trap catch rate across two contract areas.



The total number of properties in the *self-help possum control programme* is 4,086 covering 240,200 ha. Monitoring confirms that occupiers in the *self-help possum control programme* have been effective in maintaining reduced possum numbers in areas treated. The mean residual trap catch for properties monitored was 6.9% (below the target of 10%) significantly reducing the adverse effects of possums.

In May 2018, \$11.6m funding over five years was secured from Predator Free 2050 Limited, the government owned company set up to allocate funding towards the vision of New Zealand being predator free by 2050. Towards Predator Free Taranaki aims to reduce predator numbers to low levels over the next 10 years, with the long-term aim of testing the feasibility of eradication. The project builds on existing programmes through urban New Plymouth and the *self-help possum control programme* and helps to connect key native ecosystems together throughout

the landscape. In addition, the project will work with the Taranaki Mouna Project and the Department of Conservation to remove possums from the Kaitake range and surrounding farmland to the coast.

Technical support and planning assistance was provided to the Rotokare Scenic Reserve Trust, Tiaki Te Mauri o Parininihi Trust's project at Parininihi Whitecliffs and Purangi Kiwi. These Trusts have undertaken successful reintroductions of Hihi (stitchbird) and Kokako returning these taonga bird species to the region.

The combined effect of the pest management activities has made a significant contribution to a *Prosperous and Sustainable Taranaki* through the protection of animal health and agricultural production, as well as the protection and enhancement of regional biodiversity.

LEVELS OF SERVICE

Programmed level of service	Reported level of service
<p>[1] Pest management plans that deliver efficient and effective management of the Council's biosecurity functions</p> <p>Measure: Presence of appropriate pest management plans.</p> <p>Target (Years 1-10): Pest management plans for pest plants and pest animals are in place in accordance with statutory requirements.</p> <p>Baseline: Two adopted pest management strategies are in place, both most recently reviewed in 2007.</p>	<p>Pest management plan and strategy, delivering efficient and effective management of biosecurity functions, are in place in accordance with statutory requirements. A review of the strategies has been completed, which includes the public notification of a <i>Proposed Pest Management Plan for Taranaki</i> and a draft <i>Biosecurity Strategy for Taranaki</i>. No appeals to the Environment Court were received and both documents were adopted in February 2018.</p>
<p>[2] Pest animals controlled to minimize their adverse effects on biodiversity, primary production and the regional economy and environment</p> <p>Measure: Area of the ring plain maintained under the <i>self-help possum control programme</i> at levels to reduce risks to the environment and primary production.</p> <p>Target (Years 1-10): Residual trap catch (RTC) of less than 10% across the rural area covered by the <i>self-help possum control programme</i>.</p> <p>Baseline: In 2015/2016, the RTC was 6.13% across 235,464ha covered by the <i>self-help programme</i>.</p>	<p>The <i>self-help possum control monitoring programme</i> showed landholders maintained the possum population at a 6.9% (2017/2018—4.98%) residual trap catch across the <i>self-help possum control programme</i> area. At this level, the adverse effects of possums on biodiversity and production are significantly reduced. The slight increase was expected as properties have undertaken less intensive control due to previous low results.</p>
<p>[3] Pest plants controlled or eradicated to minimise their adverse effects on biodiversity, primary production and the regional economy and environment</p> <p>Measure: Control or eradication of "eradication" pest plants.</p> <p>Target (Years 1-10): Control of 100% of known infestations of Senegal Tea, Climbing Spindleberry, Mignonette Vine and Giant Reed in the region.</p> <p>Baseline: In 2015/2016, there were 92 properties where these plants were identified and controlled.</p>	<p>There was increased surveillance around existing eradication species locations resulting in additional infestations being discovered. Control of these pest plants occurred for 100% of new and known infestations. One hundred and ninety nine (152—2016/2017) inspections were carried out on properties known to or suspected of having had an infestation. Direct control, where it was warranted, occurred on 199 (84) properties. Of those, 98 (62) properties around the region were treated for Mignonette Vine, 16 (9) properties for Climbing Spindleberry, 1 (1) property for Senegal Tea, 40 (12) properties for Giant Reed and 30 properties for Moth plant, a newly listed eradication pest plant.</p>
<p>Measure: The extent of "sustained control" pest plants.</p> <p>Target (Years 1-10): Reduce the extent of sustained control pest plants and the number of Category C properties requiring two or more inspections (because of significant pest plant compliance problems).</p> <p>Baseline: 186 Category C properties in 2015/2016.</p>	<p>Undertook a total of 2,212 (6,061) property inspections. Of these, 259 (354) related to Category C properties, including a targeted programme focusing on Giant Gunnera in the Oaonui catchment. The reduction in inspections is due to intensive searching for pest plants at specific locations. This has resulted in the targeted Old Man's Beard and Gunnera programmes achieving good reductions of these key pest species. There was also a focus on the review of the <i>Regional Pest Management Plan for Taranaki</i> and the development of <i>Towards a Predator Free Taranaki</i>.</p>

ACTIVITIES

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
<p>[1] Biosecurity planning</p> <p>Undertake ten-yearly review of the <i>Pest Management Plan for Taranaki</i> in 2017/2018 and an interim review in 2022/2023.</p>		<p>Inspection, monitoring and where necessary, enforcement of sustained control pest programmes.</p> <p>Undertook 579 (604) inspections with results estimating possum populations maintained to acceptable levels: 6.9% (4.98%) residual trap catch rate across the <i>self-help possum control programme</i>.</p> <p>Undertook 2,212 (6,061) property inspections for pest plants, including a targeted programme focusing on Giant Gunnera in the Oaonui catchment.</p> <p>Issued 227 (83) Notices of Direction for sustained control pest programmes 16 (6) for possums and 211 (77) for plants.</p> <p>Undertook small scale control of unwanted plant organisms on 28 (50) occasions.</p>	
<p>[2] Pest animal and pest plant management</p> <p>Dependent upon the review of the <i>Pest Management Plan for Taranaki</i>:</p>		<p>Raise public awareness of and respond to enquiries related to pest issues.</p> <p>Responded to 124 (105) requests for advice and information. Received 420 (525) notifications providing advice and, where appropriate, undertaking control action. Undertook a publicity and education programme on pest plants.</p>	
<p>Undertake operational programmes through both the <i>Pest Management Plan for Taranaki</i> and the <i>Pest Management Strategy for Taranaki</i>, including</p>	<p>Provided property specific advice to landholders across the <i>self-help possum control programme</i> covering 4,086 (4,094) properties on 240,200 hectares (240,200). Completed possum control over 5,850ha surrounding Egmont National Park reducing possum numbers to 3.02% and 2.70% residual trap catch rate across two contract areas.</p>	<p>Undertake direct control of pests within selected Key Native Ecosystems.</p>	<p>The owners of 97 (97) KNE's received practical and funding support, to assist in the set-up and maintenance of plant and animal pest control programmes to protect significant indigenous biodiversity.</p>
<p>Eradication of selected pest plants.</p>	<p>Undertook direct control on 199 eradication pest plant infestations. Continued control of Old Man's Beard in the Waingongoro catchment, treating 12 kilometres of riverbank. Made two (2) releases of control agents to control Japanese honeysuckle. Contributed to the Landcare biological control research programme.</p>		

COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Biosecurity planning	57,975	47,756	50,388
Pest management	1,891,173	1,485,448	1,671,747
Total expenditure	1,949,148	1,533,204	1,722,135
Income			
General rates	796,288	796,288	727,847
Direct charges	88,910	106,500	200,223
Transfer from reserves	-	0	116,000
Transfer to reserves	(100,000)	(100,000)	-
Investment funds	1,163,950	730,416	678,065
Total income	1,949,148	1,533,204	1,722,135
Operating surplus/(deficit)	-	-	-
Capital expenditure			
Land	-	-	-
Buildings	-	-	-
Motor vehicles	268,791	32,000	69,428
Plant and equipment	23,243	12,500	1,305
Office furniture	-	-	-
Computer equipment	-	-	-
Flood and river control assets	-	-	-
Computer software	-	-	-
Total capital expenditure	292,034	44,500	70,733
Funded by:			
Transfer from retained earnings	292,034	44,500	70,733
Total funding	292,034	44,500	70,733
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	-	-	-
—to replace existing assets	292,034	44,500	70,733
Total capital expenditure	292,034	44,500	70,733
Gross proceeds from the sale of assets	38,696	8,000	38,304
Depreciation/amortisation expense	63,156	78,914	69,388

ASSET ACQUISITIONS AND REPLACEMENTS

The higher asset acquisitions than planned was due to motor vehicle replacements that had been deferred from previous years.

INTERNAL BORROWING

There is no internal borrowing within this group of activities.

Transport

TRANSPORT ACTIVITIES:

Transport comprises the following activities:



Regional land transport planning

—contributing to an effective, efficient and safe land transport system in the public interest—refer to level of service 1.

Public transport

—promoting the provision of community public transport in Taranaki and assisting the transport needs of the transport disadvantaged—refer to level of service 2.

Harbour management

—promoting safe navigation for all users of the waters of Port Taranaki—refer to level of service 3.

TRANSPORT AND COMMUNITY OUTCOMES

The Transport group of activities contributes to community outcomes 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.

Specifically this group of activities contributes to the following community outcomes:

- Secure and Healthy Taranaki
- Prosperous Taranaki
- Sustainable Taranaki
- Connected Taranaki
- Together Taranaki
- Vibrant Taranaki.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found from the following sources:

- Local Government Act 2002
- Land Transport Management Act 2003
- Maritime Transport Act 1994
- Regional Land Transport Plan for Taranaki
- Regional Public Transport Plan for Taranaki.

There was an ongoing focus, with much success, on strong advocacy on many fronts with respect to land transport activities — particularly with regard to securing central government investment in regionally important state highway improvements.

Work continued on progressing the SH3 Awakino Gorge to Mt Messenger Programme. Through the Regional Transport Committee and as a participant in the State Highway 3 Working Party, there was a continued engagement with the NZ Transport Agency on the options being considered for three projects within this Programme:

- Mt Messenger Bypass project – consenting process under way for the preferred route (construction planned to start late 2018, with completion anticipated to be 2021)

- Awakino Tunnel Bypass project — on track for construction to start October 2018, with completion anticipated to be 2020
- Corridor-wide safety and resilience improvements—continued during the year.

Support of the inter-regional cross-sector State Highway 3 Working Party continues to see relationships between the member organisations strengthen, in particular the relationship with the Waikato Regional Council. The Mt Messenger and Awakino Tunnel bypass projects reflect the value of working collaboratively on land transport issues.

No meetings were held during 2017/2018 year due to the consenting process timeframes for the Mt Messenger Bypass project. However, there has been continued support for the prioritisation of a stock truck

effluent disposal site being constructed on SH3 near Piopio and a replacement site in the Mt Messenger vicinity which addresses the capacity needs of the Ahititi stock truck disposal site.

Specific advocacy work has also continued to secure improvements to the Forgotten World Highway (SH43), including sealing of the remaining 12 kilometre section of unsealed state highway.

The *Regional Land Transport Plan* (RLTPlan) came into effect from 1 July 2015 and remained operative throughout the year. A mid-term review (for the 2018/2019 – 2020/2021 period) of the *Regional Land Transport Plan 2015-2021* commenced during the 2017/2018 year (as required by the *Land Transport Management Act 2003*), with a draft document consulted on during March/April 2018.

The RLTPlan is operative for a six-year period and has two parts – one relating to policy and strategy, the other to the programme matters of projects, funding, priorities and timing. The strategic direction component informs the projects and activities proposed for funding.

During the 2017/2018 year, two requests to make minor variations to the RLTPlan were received and approved as follows:

- from the NZ Transport Agency for the addition of a new project to enable a single phase business case to be undertaken during the year to determine the feasibility of surfacing the remaining 12km of State Highway 43
- from the New Plymouth District Council for the addition of a new project to enable KiwiRail to undertake level crossing improvements in the New Plymouth District (total estimated cost of \$230,000).

The *Regional Public Transport Plan for Taranaki 2014/2024* (RPTP) remained operative throughout the year. The RPTP describes the public transport services proposed to be provided in the region, and sets out a programme of action and associated policies.

On the advocacy front, formal submissions were made on the:

- short-list of options being considered for the SH3 Awakino Gorge to Mt Messenger Programme (on behalf of the SH3 Working Party)
- NZ Transport Agency's draft State Highway Investment Proposal (SHIP 2018)
- Taranaki Regional Economic Development Strategy – feedback on potential projects for inclusion
- NZ Transport Agency's draft *Long-Term Strategic View*
- Mt Messenger Bypass project – on behalf of the SH3 Working Party

- Waikato Regional Council's draft 2018 Update to the *2015 Waikato Regional Land Transport Plan*
- Ministry of Transport's draft *Government Policy Statement on Land Transport 2018/19-2027/28* (GPS 2018)
- NZ Transport Agency's draft *Investment Assessment Framework for the 2018-21 National Land Transport Programme* (IAF 2018)

The region's public transport services continued with the Citylink (New Plymouth, Bell Block, Waitara and Oakura) service recording an increase in patronage of 1.7%. This equates to passenger usage of 591,142.

The Connector (Hawera to New Plymouth) recorded a slight increase of 0.8%, bringing patronage numbers to 30,303. WITT students and Taranaki District Health Board passengers made up 35% and 12% respectively of all passengers.

Of the three once-a-week Southlink (South Taranaki) services, one showed an increase in patronage whilst the other two recorded reduced numbers. Patronage on the Waverley to Hawera service was 1,223, a decrease of 13%. Opunake to Hawera (including Manaia to Hawera) patronage was 720, down 30% whilst the Opunake to New Plymouth patronage was 6,577, an increase of 5%.

Passenger transport activities also included continued funding of Total Mobility services for people with impairments throughout Taranaki.

Within the Total Mobility scheme 44,098 trips were made. This figure is up 15% on the 38,477 trips made in the previous year. It is the first time in 12 years that an increase has been recorded. The service continues to be well received by patrons. During the year, the new National Total Mobility Administration System, including photo ID/ electronic magnetic swipe cards to record client trips (through in-vehicle card readers), was successfully implemented. The Ironside Vehicle Society also continued to receive funding assistance. In total, 6,910 trips were carried out; an increase of 0.9%, with 5,436 (79%) specifically involving passengers who required the use of wheelchair hoists.

Communicating with and informing users of Council's public transport services continued using social media. Media advertising campaigns were also conducted via cinema, radio, digital and on-bus.

The Council's land transport activities contribute to the community outcomes of a *Secure and Healthy, Connected, Prosperous and Sustainable Taranaki*.

LEVELS OF SERVICE

Programmed level of service	Reported level of service
[1] Land transport policies and activities that deliver efficient, effective and value for money transport solutions, land transport infrastructure and services for Taranaki	
<p>Measure: Presence of an appropriate <i>Regional Land Transport Plan for Taranaki</i>.</p> <p>Target (Years 1-10): A <i>Regional Land Transport Plan for Taranaki</i> that is kept current in accordance with statutory requirements.</p> <p>Baseline: The <i>Regional Land Transport Plan for Taranaki 2015/2016-2020/2021</i> is current and operational.</p>	<p>The <i>Regional Land Transport Plan</i> is current and in accordance with statutory requirements. The Plan, covering the period 2017/2018-2020/2021, came into effect from 1 July 2015.</p>
<p>Measure: Presence of an appropriate <i>Regional Public Transport Plan for Taranaki</i>.</p> <p>Target (Years 1-10): A <i>Regional Public Transport Plan for Taranaki</i> that is kept current in accordance with statutory requirements.</p> <p>Baseline: The <i>Regional Public Transport Plan for Taranaki 2014-2024</i> is current and operational.</p>	<p>The <i>Regional Public Transport Plan for Taranaki</i> is current and in accordance with statutory requirements. The Plan, covering the period 2014-2024 came into effect from 29 July 2014.</p>
[2] Provision and increasing use of public transport services	
<p>Measure: Annual number of passenger trips on the region's public transport services.</p> <p>Target (Years 1-10): Increase by 6% pa the number of passengers carried.</p> <p>Baseline: Between 2008/2009 and 2015/2016, passengers on community passenger transport services in the region grew from 349,607 to 605,603 pa. In 2015/2016, 605,603 passengers were carried on the New Plymouth urban and community services.</p>	<p>There were 624,286 (2016/2017—614,815) passengers carried on the region's public transport services. This is an increase of 1.5% on 2016/2017.</p>
[3] Safe navigation for all users of the waters of Port Taranaki and its approaches	
<p>Measure: The number of reported navigation safety incidents within Port Taranaki and its Approaches.</p> <p>Target (Years 1-10): No significant incidents.</p> <p>Baseline: There have been no significant incidents in the last 10 years.</p>	<p>There were 958 (2016/2017—880) vessel movements undertaken through Port Taranaki. No (0) significant incidents involving unsafe navigation practices were reported within Port Taranaki and its approaches. There was one was one minor incident involving a close quarters near miss situation between a local fishing vessel and inbound merchant vessel A new a Harbour Master was appointed.. The Harbourmaster is undertaking as thorough review of navigation safety.</p>

ACTIVITIES

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
<p>[1] Regional land transport planning</p> <p>Complete preparation/full reviews and interim reviews of the transport policies, plans and strategies:</p>		<p>Monitor the region's bus service contracts including patronage growth and fare box recovery. Monitor the commerciality ratio of the region's public transport services and publish the ratio annually.</p>	
<p>Review and make adjustments to the regional land transport plan, as required, in accordance with statutory requirements.</p>	<p>Two variations to the <i>Plan</i> were processed during the year. An <i>Annual Monitoring Report</i> was published in November 2017.</p>	<p>Patronage on the Citylink service was 591,142 (581,456) up 1.7%. Patronage on the Connector was 30,303 (30,071) up 1%. Waverley to Hawera down 13% with patronage of 1,223 (1,405). Opunake to Hawera down 30% with patronage of 720 (1,027). Opunake to New Plymouth up 5% with patronage of 898 (852). Farebox recovery for all services was 38.6% (37.8%). The commerciality ratio for the region's public transport services was 40% (41.2%).</p>	
<p>Complete a mid-term review of the <i>Regional Land Transport Plan 2015/16-2020/21</i> during 2017/2018.</p>	<p>The mid-term review was completed and adopted in June 2018.</p>	<p>Provide financial assistance to the Ironside Vehicle Society subject to funding eligibility criteria being met.</p>	
<p>Review and make adjustments to the <i>Transport Activity Procurement Strategy</i>, as required, in accordance with statutory requirements.</p>	<p>The regional component of the <i>Strategy</i> was implemented through a number of activities undertaken. These were regularly reported on.</p>	<p>Funding of \$54,000 (\$50,000) to the Ironside Vehicle Society for carriage of disabled persons in restricted areas.</p>	
<p>[2] Passenger transport</p>		<p>[3] Harbour management</p>	
<p>Provide Total Mobility subsidy assistance to qualifying persons through the New Zealand Transport Agency supported <i>Total Mobility Scheme</i>. Process complete applications from eligible applicants within 10 working days.</p>	<p>Provided Total Mobility Scheme services to the targeted areas—44,098 (38,477—2016/2017) passenger trips were made. An additional 6,910 (6,850) trips were made by the Ironside Vehicle Society.</p>	<p>Provide harbourmaster and harbour warden services for Port Taranaki and implement the <i>Navigation Bylaw for Port Taranaki and Approaches</i>. No significant breaches of the requirements of the <i>New Zealand Port and Maritime Safety Code</i>, including the <i>Port Taranaki Harbour Safety Management System</i>.</p>	<p>External arrangements in place for harbourmaster services. There were 958 (880—2016/2017) vessel movements. No (0) unsafe navigation practices were reported. There was one minor incident involving a close-quarters near miss. The <i>Navigation and Safety Bylaws for Port Taranaki and its Approaches</i> continues to be enforced. There were no significant breaches of the <i>Port Taranaki and Harbour Safety Management System (HSMS)</i>. The HSMS was reviewed.</p>
<p>Operate public transport services in the New Plymouth district and regional Taranaki consistent with the <i>Regional Public Transport Plan</i> subject to funding approval from the New Zealand Transport Agency and the availability of local share funding.</p>	<p>Passenger transport services in New Plymouth urban areas and regional Taranaki were operated consistent with the <i>Regional Public Transport Plan</i>.</p>		

COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Regional land transport planning	131,267	145,419	114,889
Passenger transport	4,005,036	3,851,430	3,762,180
Harbour management	38,774	33,500	33,504
Total expenditure	4,175,077	4,030,349	3,910,574
Income			
General rates	146,089	146,089	149,796
Targeted rates	858,207	858,207	850,272
Direct charges	1,088,030	1,149,360	1,095,247
Government grants	1,866,109	1,705,987	1,647,887
Government grants – for capital	85,639	-	21,853
Transfers from reserves	40,000	40,000	40,000
Transfers to reserves	(3,367)	(3,297)	(5,551)
Investment funds	180,009	134,003	132,923
Total income	4,260,716	4,030,349	3,932,427
Operating surplus/(deficit)	85,639	-	21,853
Capital expenditure			
Land	-	-	-
Buildings	-	-	-
Motor vehicles	21,140	-	21,148
Plant and equipment	136,371	-	173
Office furniture	-	-	-
Computer equipment	-	-	-
Flood and river control assets	-	-	-
Computer software	15,000	-	-
Total capital expenditure	172,511	-	21,321
Funded by:			
Transfer from retained earnings	172,511	-	21,321
Total funding	172,511	-	21,321
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	-	-	-
—to replace existing assets	172,511	-	21,321
Total capital expenditure	172,511	-	21,321
Gross proceeds from the sale of assets	14,348	-	5,655
Depreciation/amortisation expense	5,876	16,000	5,170

ASSET ACQUISITIONS AND REPLACEMENTS

Asset acquisitions includes the Regional Integrated Ticketing Project. This is a joint procurement project with other regional councils that has been delayed and was budgeted for in the previous year.

INTERNAL BORROWING

There is no internal borrowing within this group of activities.

Hazard Management



HAZARD MANAGEMENT ACTIVITIES:

Hazard management comprises the following activities:

Civil defence emergency management

—promoting and enhancing, within the Taranaki community, an integrated comprehensive emergency management system including reducing risk, maintaining readiness, and providing response and recovery capacity and capabilities—refer to levels of service 1 and 2.

Flood management and general river control

—providing accurate and timely flood warnings, providing flood control advice and undertaking minor works and associated actions to minimise and prevent damage by floods and river erosion—refer to levels of service 3 and 4.

River control schemes

—managing and maintaining river control scheme works to accepted design standards to minimise and prevent damage by floods and river erosion—refer to levels of service 3 and 4.

HAZARD MANAGEMENT AND COMMUNITY OUTCOMES

The Hazard management group of activities contributes to community outcomes 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.

Specifically this group of activities contributes to the following community outcomes:

- Secure and Healthy Taranaki
- Prosperous Taranaki
- Sustainable Taranaki.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found from the following sources:

- Civil Defence Emergency Management Act 2002
- National Civil Defence Emergency Management Plan 2015
- Taranaki Civil Defence Emergency Management Group Plans (2012 and 2018)
- Taranaki Civil Defence Emergency Management Annual Business Plans
- Soil Conservation and Rivers Control Act 1941
- Resource Management Act 1991
- Land Drainage Act 1908
- Lower Waitara River Flood Control Protection Scheme asset management plan
- Lower Waiwhakaiho Flood Control Protection Scheme asset management plan
- Okato Scheme asset management plan.

Civil defence emergency management (CDEM) in Taranaki is delivered through a single organisational CDEM Group (CDEMG) structure. The region's four councils form the Group, which is supported by a number of advisory and co-ordination groups and the Co-ordinating Executive Group (CEG), comprising staff representatives of the local authorities, emergency services, Health Board, and the advisory groups. The four key areas of activity are hazard identification and risk reduction, community readiness, response capability and delivery, and recovery planning. There is increasing emphasis upon the first two, so that the likelihood and/or scale of consequences of a major event are reduced. The emphasis is always on enabling communities to take responsibility for their own wellbeing rather than be reliant on outside assistance.

The *Civil Defence Emergency Management Act 2002* requires an all hazards approach to emergency management, encompassing not only natural hazards but also events such as human and animal pandemics and technological failures and catastrophes.



Activities include engaging with the region's three territorial authorities to promote land use management as a means of reducing community vulnerability, awareness and preparation at both the individual and community level, the provision of an appropriate level of trained personnel and facilities, and co-ordination of the various agencies who would have a role in any significant event. This was the last year of implementation of the *Civil Defence Emergency Management Group Plan for Taranaki 2012-2016*, which carries a focus on community resilience (social and economic) alongside organisational upskilling. The *Plan* was reviewed during 2017/2018, as required by statute, and a new *Plan* came into effect at the end of the year.

River control and flood protection activities are focused on ensuring that risks associated with flooding and river control are appropriately managed. The activities include flood protection schemes in the Lower Waitara, the Lower Waiwhakaiho, the Waitotara River, the Stony River and the Kaihihi Stream, as well as minor river control works and the provision of advice. A new flood protection scheme has also been constructed to protect Opunake Township.

All schemes were maintained to their design standards.

The Lower Waiwhakaiho Flood Control Scheme provides 1% Annual Exceedance Probability (AEP) flood protection (1 in 100-year) to the businesses and residents in the area included within the scheme with an allowance for the effects of climate change to 2060. This is a very high level of protection, consistent with similar areas across New Zealand.

The Lower Waitara River Flood Control Scheme provides 1% Annual Exceedance Probability (AEP) flood protection (1 in 100-year) to the businesses and

residents in the area included within the scheme with an allowance for the effects of climate change to 2065. This is a very high level of protection, consistent with similar areas across New Zealand.

Channel clearance works and maintenance of the cleared channel has continued in the Waitotara River and its major tributaries. Willow pole planting has been undertaken at strategic locations to control erosion. The risk of flooding to the Waitotara Township and low-lying farmland has been reduced as a result of this work.

Ongoing monitoring was undertaken on the Stony River in the vicinity of the SH45 Bridge to ensure that the river remained in a central alignment that facilitated gravel transport and prevented land erosion. No work was required this financial year.

Minor works were undertaken on the Kaihihi Stream to control the channel alignment and prevent erosion.

In response to flooding in Opunake township in 2015, flood protection options were investigated and implemented in partnership with the South Taranaki District Council to construct a flood diversion scheme. The Opunake Flood Protection Scheme was completed in 2018 and provides 1% Annual Exceedance Probability (AEP) flood protection (1 in 100-year) to the businesses and residents in the area included within the scheme with an allowance for the effects of climate change to 2065. This is a very high level of protection, consistent with similar areas across New Zealand.

The provision of river control services provides protection to people and property and thereby contributes to a *Prosperous, Sustainable and Secure and Healthy Taranaki*.

LEVELS OF SERVICE

Programmed level of service	Reported level of service
<p>[1] A Civil Defence Emergency Management (CDEM) system that delivers efficient and effective civil defence emergency management in Taranaki that is acceptable to the community</p> <p>Measure: Presence of an appropriate Civil Defence Emergency Management (CDEM) system.</p> <p>Target (Years 1-10): A <i>Civil Defence Emergency Management Group Plan</i> that is kept current and resourced in accordance with statutory requirements.</p> <p>Baseline: Review of the <i>Civil Defence Emergency Management Group Plan for Taranaki 2012-2017</i> is to be completed in 2017. The <i>Plan</i> will be reviewed in 2022.</p>	<p>Programmes providing and resourcing administration and community engagement, and lifting levels of equipment, resourcing, and training within the EOC and community centres, as set out in the current Group Plan, and planning functions including the Group Plan review were implemented during 2017/2018 as planned and resourced. The <i>Civil Defence Emergency Management Group Plan 2012-2017</i> was in effect throughout the year, while a statutory review was in effect. The functions and structures of the Group and the roles and responsibilities of its members were reviewed. A stocktake of hazards was undertaken. Proposed objectives, principles, and performance expectations across Reduction, Readiness, Response, Recovery, and Monitoring and Evaluation, for incorporation into the new <i>Group Plan</i> were adopted. The new <i>Plan</i> was adopted at the end of the year, as was a budget and work plan for 2018/2019.</p>
<p>Measure: Delivery of contractual requirements.</p> <p>Target (Years 1-10): All contract requirements to provide emergency management office and administering authority services to the Civil Defence Emergency Management Group are delivered as specified.</p> <p>Baseline: Annual budget and proposed annual work programme to be adopted by the CDEM Group and annual report adopted by the Group, each year.</p>	<p>The contracted emergency management office and administering authority services have been delivered as agreed. The work plan and budget for 2017/2018 was implemented. The plan and budget for 2018/2019 has been adopted. Contracts for key roles are on-going to ensure availability of suitably trained and competent personnel. Recruitment, appointment and training of additional controllers is continuing, with new candidates having been identified and enrolled in national training. Processes are underway for new appointments for Recovery Manager and Welfare Manager.</p>
<p>[2] Effective emergency readiness and response capability and capacity in the region</p> <p>Measure: Level of capacity and capability within Taranaki CDEM.</p> <p>Target (Years 1-10): Group readiness and response capability and capacity to be maintained at or enhanced above the level as set out in the <i>Group Plan</i> and as assessed by the MCDEM monitoring and evaluation analysis tool.</p> <p>Baseline: The Group's readiness and response capability and capacity is set out in the <i>2012 Group Plan</i> and has been assessed and recorded by the MCDEM monitoring and evaluation analysis tool in 2015.</p>	<p>MCDEM scored the Group's readiness and response capability (2014/2015) above the designated MCDEM target. Arrangements for Group office resourcing and local CDEM delivery of response and recovery are described in the notified new proposed Group Plan. Training for volunteers and member councils continued as a priority. The work plan for 2017/2018 included a lifelines inter-vulnerability study; community preparedness planning; strategic recovery planning for eventual incorporation in Group Plan; auditing and maintenance of ECC (regional) systems and resources and development of EOC (local) systems including updates of Standard Operating Procedures for commonality, equipment and facilities, resourcing and records; and new public alerting systems and protocols.</p>

Programmed level of service

Measure: Implementing effective response and recovery procedures to minimise harm or damage to people and property arising from an emergency.

Target (Years 1-10): Response and recovery is carried out in accordance with established plans and procedures in order to minimise harm or damage to people and property, and reviewed for corrective actions.

Baseline: Response and recovery procedures are set out in *Standard Operating Procedures* as listed in the 2012 *Group Plan*.

Reported level of service

Response and recovery protocols and personnel are in place. Utilisation of social media increased with evidence of greater recognition and utilization by the regional community. The new *Group Plan* requires strategic recovery planning. The CDEM work plan prioritises the appointment and training of Group (existing) and local (new) controllers and recovery managers. A public emergency alerting protocol and technology at national and regional levels is now in effect. CDEM responded to severe weather alerts/warnings, Cyclones Fehi and Gita and a local tornado. Debriefs have identified corrective actions around procedures and equipment for future implementation.

[3] Flood protection and drainage schemes that protect life and property

Measure: The number of schemes maintained to their full service potential.

Target (Years 1-10): 100% of schemes maintained to ensure that they provide protection to the agreed standard and the scheme assets are maintained as established in the adopted asset management plans.

Baseline: As of 30 June 2016, the Waitara and Waiwhakaiho flood control schemes were maintained to their full service potential. The Waitotara and Okato river control schemes were maintained to the standard set out in their scheme management plans.

All schemes were maintained to their full service potential. Maintenance works on the Waiwhakaiho and Waitara River Schemes included the regular stopbank and berm mowing and the clearance of excess vegetation from the flood fairway. All floodgates were inspected regularly to ensure they will operate effectively when required. Erosion control works were undertaken on the Waiwhakaiho Scheme. Willow clearing works were undertaken on the Waitotara River along with planting and layering works required to control erosion at critical locations to control the channel alignment. Channel monitoring was undertaken on the Stony River downstream of the SH45 Bridge to monitor the build-up of heavy gravel deposits and to respond as necessary. Channel clearing works and erosion control works were also undertaken on the Kaihihi Stream. The Opunake Flood Protection Scheme was designed and constructed.

[4] Accurate and timely flood warnings

Measure: Number of accurate and timely flood warnings issued.

Target (Years 1-10): Accurate and timely flood warnings issued in 100% of cases.

Baseline: In 2015/2016, the Council issued warnings in 100% of cases.

Accurate and timely flood warnings were issued on 5 occasions where the monitoring of river levels indicated that flood warnings were necessary (8 in 2016/2017). This provided timely warnings to allow for the protection of people and property.

ACTIVITIES

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
[1] Civil defence emergency management			
Prepare, implement, monitor and report upon the <i>Taranaki Civil Defence Emergency Management Annual Business Plan</i> .	The <i>2017/2018 Annual Business Plan for Taranaki Civil Defence and Emergency Management</i> (CDEM) was implemented. The work plan and budget for 2018/2019 was prepared and adopted.	Effectively monitor rainfall and river levels and issue timely flood warnings. Maintain continuous monitoring systems (100% functional) and issue timely warnings for all cases, where necessary, in accordance with the <i>Flood Event Standard Operating Procedure</i> (approximately 35 warnings per annum).	Received 62 special weather watches and warnings from the MetService (63 in 2016/2017). In all instances, flood monitoring was undertaken in accordance with the <i>Flood Event Standard Operating Procedure</i> and in 5 cases, flood warnings were issued (8).
Implement, monitor and report upon the <i>Civil Defence Emergency Management Group Plan for Taranaki 2017</i> , and draft, and notify the next <i>Plan</i> in 2022.	The <i>2017/2018 Annual Business Plan</i> , giving effect to the current Group Plan, was delivered and reported on an on-going basis. The <i>Group Plan</i> review, covering hazard and risk identification and prioritization, readiness, response preparation, recovery planning, and governance and structure, was completed during the year and a new Group Plan is now in effect..	Undertake minor emergency river and flood control works when necessary.	No (0) emergency works were required.
		Respond to 100% of requests for drainage, river and flood control advice and assistance within ten working days.	Investigated and responded to 34 (20) requests for advice all within ten working days.
		Facilitate river control projects for the environmental enhancement of the region's waterways.	Twenty-three (14) river control projects were undertaken for environmental enhancement.
Maintain, review, and as needs be, implement effective response and recovery procedures to minimise harm or damage to people and property arising from emergency events.	Response and recovery personnel and protocols were in place throughout the year. During the year CDEM responded to numerous severe weather alerts/warnings and Cyclones Fehi and Gita and a local tornado required responses at Group level. Debriefs reviewing performance have identified corrective actions around procedures and equipment for future implementation. Processes for appointments at local level have been initiated.		
[2] Flood management and general river control		[3] River control schemes	
		Manage all flood and river control schemes across the region in accordance with asset management plans; including Lower Waiwhakaiho, Lower Waitara, Okato and Waitotara Schemes.	All schemes were maintained to design standards. Maintained stopbanks and berm areas by mowing, weed control and the clearance of larger vegetation within the flood fairway. Erosion control works. Willow and poplar clearing works undertaken on the Waitotara River to maintain the capacity of the flood channel. Channel and erosion control works undertaken on the Okato Scheme.

Programme	2017/2018 actual performance
Manage other minor river schemes to standards as agreed with scheme participants.	No work was required on minor schemes.
Implement the rural component of an Opunake Flood Control Scheme. The rural component of the Scheme will divert floodwaters from the Hihiwera Stream to the Otahi Stream and the Waiaua River. An urban component will be designed and implemented by the South Taranaki District Council. The scheme is designed to protect Opunake from a 1% Annual Exceedance Probability (one-in-100-year) flooding event.	The rural component of the Opunake Flood Protection Scheme has been constructed and is operational.



COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Civil defence emergency management	1,123,427	1,042,967	721,234
Flood management and general river control	250,447	247,856	318,199
River control schemes	241,779	261,859	251,347
Total expenditure	1,615,653	1,552,682	1,290,780
Income			
General rates	136,980	136,980	293,616
Targeted rates	700,454	700,454	662,877
Direct charges	954,013	965,858	476,291
Government grants	11,500	-	519
Transfers from reserves	18,937	-	19,027
Transfers to reserves	(65,953)	(44,672)	(54,681)
Investment funds	191,308	125,648	209,745
Total income	1,947,239	1,884,268	1,607,394
Operating surplus/(deficit)	331,586	331,586	316,614
Capital expenditure			
Land	-	-	-
Buildings	-	-	-
Motor vehicles	37,728	70,000	31,209
Plant and equipment	3,710	4,000	6,832
Office furniture	756	-	755
Computer equipment	9,741	-	-
Flood and river control assets	246,887	600,000	173,661
Computer software	-	-	-
Total capital expenditure	298,822	674,000	212,457
Funded by:			
Transfer from retained earnings	298,822	674,000	212,457
Total funding	298,822	674,000	212,457
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	246,887	600,000	173,661
—to replace existing assets	51,935	74,000	38,796
Total capital expenditure	298,822	674,000	212,457
Gross proceeds from the sale of assets	218,325	-	4,130
Depreciation/amortisation expense	38,160	53,086	44,808

ASSET ACQUISITIONS AND REPLACEMENTS

The Opunake Flood Protection Scheme was substantially completed. The final cost was \$246,887, which was less than the \$600,000 budget.

INFORMATION ON CORE ASSETS

Pursuant to section 6 of the *Local Government (Financial Reporting and Prudence) Regulations 2014*, the following information relates to flood protection and control works:

	2017/2018 Actual \$	2016/2017 Actual \$
Closing book value	12,603,270	12,513,720
Acquisitions constructed by the Council	24,258	-
Acquisitions transferred to the Council	-	-
Estimated replacement cost	12,603,270	12,513,720

INTERNAL BORROWING

Improving the level of service on the Opunake flood control scheme, the Waiwhakaiho River Flood Control Scheme and the Waitara River Flood Control Scheme was funded by internal borrowing.

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Opening balance	4,578,093	4,448,451	4,514,293
Plus borrowed during the year	151,766	342,500	131,160
Less principal repaid during the year	74,691	74,086	67,360
Closing balance	4,655,168	4,716,865	4,578,093
Interest charged during the year	314,152	311,412	304,954

NON-FINANCIAL PERFORMANCE MEASURES RULES 2013

The Secretary for Local Government has promulgated, pursuant to section 261B of the *Local Government Act 2002*, a standard set of performance measures for flood protection and control works that are required to be applied by councils in respect of major works. Major flood protection and control works means flood protection and control works that meet two or more of the following criteria:

- operating expenditure of more than \$250,000 in any one year
- capital expenditure of more than \$1 million in any one year
- scheme asset replacement value of more than \$10 million, or
- directly benefitting a population of at least 5,000 people.

None of the Council's flood protection and control works schemes meet the threshold tests for being categorised as major. Therefore, the Council is not reporting the promulgated standard set of performance measures for this activity. The Council does not engage in any other activities covered by the *Non-Financial Performance Measures Rules 2013*.

Recreation, Culture and Heritage



RECREATION, CULTURE AND HERITAGE ACTIVITIES:

Recreation, culture and heritage comprises the following activities:

Regional gardens

—ensuring that Hollard Gardens, Tūpare and Pukeiti are maintained and enhanced as regionally significant recreational and heritage amenities—refer to level of service 1.

Puke Arika

—maintaining an ongoing partnership relationship with the Puke Arika regional museum and library including the ongoing use of display and presentation material within an annual project—refer to level of service 2.

Yarrow Stadium

—facilitating the continued maintenance and development of Yarrow Stadium—refer to level of service 3.

RECREATION, CULTURE AND HERITAGE AND COMMUNITY OUTCOMES

The Recreation, culture and heritage group of activities contributes to community outcomes by supporting and developing regional gardens, maintaining an ongoing partnership relationship with Puke Arika regional museum and library and ensuring the continuing maintenance and development of Yarrow Stadium as part of a prosperous and vibrant Taranaki.

Specifically this group of activities contributes to the following community outcomes:

- Prosperous Taranaki
- Vibrant Taranaki
- Sustainable Taranaki.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found from the following sources:

- Local Government Act 2002
- Taranaki Regional Council Empowering Act 2001
- Hollard Garden Asset Management Plan 2014
- Tūpare Asset Management Plan 2014
- Pukeiti Asset Management Plan 2014.

YARROW STADIUM

The Council supports the long-term maintenance and development of Yarrow Stadium through the Taranaki Stadium Trust (the Trust). The Taranaki Stadium Trust is a council-controlled organisation and owns Yarrow Stadium. The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with the Taranaki Regional Council and the New Plymouth District Council.

The Trust, the New Plymouth District Council and the Taranaki Regional Council have a partnership arrangement for the operation and the development, maintenance and enhancement of the Yarrow Stadium facilities. Under the Trust's Deed and the Management Agreement between the Trust and the New Plymouth District Council, the New Plymouth District Council operates and funds the operations of Yarrow Stadium. The Taranaki Regional Council funds, via the Trust, the long-term maintenance and development of Yarrow Stadium.

This partnership for funding and operating, maintaining, and developing assists is designed to maintain Yarrow Stadium as a premier regional sports and events venue.

Yarrow Stadium hosted an All Blacks test match against Argentina in September 2017. This was the operational highlight of 2017/2018. The remainder of the year has been spent addressing issues arising from earthquake assessments of the stands that indicated that they are earthquake prone buildings.

The response to the earthquake assessments was, first and foremost, to protect public safety for patrons and staff. This involved closing both stands for all use. After that, the focus has been on getting the Stadium operational again before the process of determining the required remedial works occurs. Throughout this process, the exploration of issues of liability will continue.

Yarrow Stadium is well regarded nationally and internationally and, as such, both the Council and Taranaki Stadium Trust are committed to getting Yarrow Stadium fully operational as soon as is practicable.

REGIONAL GARDENS

This was the third year of implementation of the current asset management plans for Pukeiti, Tūpare and Hollard Gardens.

The programme of works to upgrade Pukeiti continued with a range of developments across the garden and renewal of important infrastructure.

A new Lodge was constructed to provide a new complementary destination for community activities including a place to relax and learn about the garden and cultural history of Pukeiti, a venue for public and private events and a base for members of the Pukeiti Rhododendron Trust

Other development works included:

- installation of the Valley of the Giants story panels
- completion of the landscaping and planting of the new covered areas around the Rainforest Centre.

The rhododendron collection continued to be enhanced with regular bush margin clearance, new plant introductions and regular pruning and shaping. Pukeiti houses 1,283 different types of rhododendrons, including different subspecies, varieties and forms. Fifty new species or cultivars were added to the collection and 225 different types have been propagated from our own collection. Eleven different rhododendron were removed or lost from the collection.

Tūpare was maintained to the standard established in the asset management plan and continues to maintain a high standard of craft, care and plantsmanship.

Hollard Gardens was maintained to the standard established in the asset management plan and continues to consolidate as a quality community asset for the outlying districts and beyond.

Hollard Gardens and Tūpare both experienced a solid increase in visitor numbers with Hollard Gardens going from 18,175 last year to 19,985 visitors and Tūpare growing to 38,239 visitors from 35,810. Pukeiti numbers dramatically increased from 29,109 to 82,887.

PUKE ARIKI

The partnership with Puke Ariki allows for the presentation of educational and information material of relevance to the Council as well as contributing to the successful presentation of Puke Ariki. The partnership contributed towards four projects: *Permian Monsters – Life before the Dinosaurs*, a very popular interactive exhibition; *Refresh of the conservation component of Taranaki Naturally Gallery* which focusses on the Purangi Kiwi Project and Taranaki Mouna Project; *Taranaki Theatre Experience*, a multisensory state of the art production and *Aotea Utanganui Museum of South Taranaki* to support the development of the exhibition *The Big Bang: natural disasters in South Taranaki*.

These three recreation, culture and heritage activities contribute to the *Prosperous Taranaki*, the *Vibrant Taranaki* and the *Sustainable Taranaki* community outcomes by providing world-class community facilities and supporting programmes of activity. Yarrow Stadium, Puke Ariki and the regional gardens attract visitors and events to Taranaki that it would not otherwise receive. These attractions/events contribute financially to the regional economy (*Prosperous Taranaki*) and socially/environmentally/culturally (sporting and cultural events – *Vibrant Taranaki*). The provision of environmental and other educational activities through Puke Ariki and the regional gardens contributes to an educated society (*Sustainable Taranaki*).

LEVELS OF SERVICE

Programmed level of service	Reported level of service
[1] Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens	
<p>Measure: Maintenance and enhancement of three regionally significant gardens.</p> <p>Target (Years 1-10): Pukeiti, Tūpare and Hollard Gardens maintained and enhanced in accordance with the provisions of the adopted asset management plans.</p> <p>Baseline: The three properties are maintained to the latest adopted asset management plan. Latest asset management plans were adopted in 2014.</p>	<p>All three regional gardens were maintained and enhanced in accordance with their adopted asset management plans.</p>
<p>Measure: Level of use of Tūpare, Hollard Gardens and Pukeiti.</p> <p>Target (Years 1-10): Increasing the number of visitors and the number of events at each property.</p> <p>Baseline: In 2015/2016, Tūpare attracted 32,926 visitors, Hollard Gardens 16,030 and Pukeiti 29,481 visitors. There were 49 events at Tūpare, 80 at Hollard Gardens and 23 at Pukeiti. All three properties were part of the <i>Powerco Taranaki Garden Spectacular</i>.</p>	<p>Tūpare attracted approximately 38,239 visitors (35,810 – 2016/17 with Hollard Gardens attracting approximately 19,985 (18,175) and Pukeiti 82,887 (29,109). There were 40 (54) events at Tūpare, 61 (79) at Hollard Gardens and 26 (11) at Pukeiti.</p>
<p>Measure: Access to Tūpare, Hollard Gardens and Pukeiti.</p> <p>Target (Years 1-10): Tūpare, Hollard Gardens and Pukeiti open to the public between 9am to 5pm seven days a week with free general access.</p> <p>Baseline: Tūpare and Hollard Gardens have been open in this way since 2002. Free access to Pukeiti commenced from 1 July 2010.</p>	<p>The gardens were open to the public daily. Entry was free to all three properties.</p>
[2] Partnership relationship with the Puke Ariki regional museum and library	
<p>Measure: Annual project for the delivery of display and presentation material.</p> <p>Target (Years 1-10): Delivery of an annual project.</p> <p>Baseline: In 2015/2016, the ongoing partnership relationship with Puke Ariki contributed towards four projects: <i>Sunlight – Ihi Kōmaru</i>, a touring interactive exhibition which showed how light shapes the world around us; <i>STORY app</i>, a mobile app which adds a digital story-telling dimension to the Taranaki Naturally Gallery and Tūpare; and the <i>TRC events programme</i>. Funding of \$25,000 was invested in the <i>Aotea Utanganui Museum of South Taranaki</i> to support the development of an exhibition focusing on parks and recreation in South Taranaki.</p>	<p>The ongoing partnership relationship with Puke Ariki continued. The partnership contributed towards four projects: <i>Permian Monsters – Life before the Dinosaurs</i>, a very popular interactive exhibition; <i>Refresh of the conservation component of Taranaki Naturally Gallery</i> which focusses on the Purangi Kiwi Project and Taranaki Mouna Project; <i>Taranaki Theatre Experience</i>, a multisensory state of the art production (funding carried over to 2018/2019) and <i>Aotea Utanganui Museum of South Taranaki</i> to support the development of the exhibition <i>The Big Bang: natural disasters in South Taranaki</i>.</p>



Programmed level of service

Reported level of service

[3] Presentation and operation of Yarrow Stadium as one of New Zealand’s premier regional sporting stadium and venue

Measure: Maintenance and development of Yarrow Stadium for a range of events and activities.

Yarrow Stadium hosted an All Blacks test match against Argentina in September 2017. This was the operational highlight of 2017/2018. The remainder of the year has been spent addressing issues arising from earthquake assessments of the stands that indicated that they are earthquake prone buildings.

Target (Years 1-10): Provision of funding for the ongoing maintenance and development of Yarrow Stadium.

Baseline: The Council commenced providing funding for the ongoing maintenance and development of Yarrow Stadium in 2015/2016.

The response to the earthquake assessments was, first and foremost, to protect public safety for patrons and staff. This involved closing both stands for all use. After that, the focus has been on getting the Stadium operational again before the process of determining the required remedial works occurs. Throughout this process, the exploration of issues of liability will continue.

ACTIVITIES

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
<p>[1] Regional gardens</p> <p>Provide three regional gardens (Tūpare, Hollard Gardens and Pukeiti) for free general use by the regional community. Three gardens open 9am to 5pm seven days a week, with Hollard Gardens and Tūpare open till 8pm during daylight saving hours.</p>		<ul style="list-style-type: none"> investigating further recreational opportunities. 	
<p>Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events.</p>		<p>Review and adopt asset management plans for Tūpare, Hollard Gardens and Pukeiti by 31 October 2017.</p>	
<p>Continue implementing the Pukeiti asset management plans focusing on completing the upgrade works at Pukeiti. Priority tasks to be completed include:</p> <ul style="list-style-type: none"> rebuilding the Lodge and surrounds enhancing the garden and the rhododendron collection, including development of the weka wetland and children's activities continuing the implementation of the plant collection plan refurbishing the plant borders upgrading the outer ring tracks completing the upgrade of the Rain Forest Centre 		<p>All three asset management plans were revised and adopted in 2017/2018. The next review of the plans will occur in 2020/2021.</p>	
<p>Tūpare attracted 38,239 visitors (35,810—2016/2017) with Hollard Gardens attracting 19,985 (18,175) and Pukeiti 82,887 (29,109). There were 40 (54) events at Tūpare, 61 (79) at Hollard Gardens and 26 (11) at Pukeiti.</p>		<p>[2] Puke Ariki</p> <p>Maintain an ongoing partnership relationship with the Puke Ariki regional museum and library including the ongoing use of display and presentation material within an annual project.</p>	
<p>A comprehensive upgrade programme is in progress. The following works were undertaken:</p> <ul style="list-style-type: none"> enhancement of the rhododendron collection through bush margin clearance, story panels and seasonal plant husbandry construction and fit out of a new lodge refurbishment of areas affected by the developments as built structures are completed construction of a new treehouse in the Valley of the Giants completion of the Valley of the Giants story panels construction started on the weka wetland landscape installation 		<p>The ongoing partnership relationship with Puke Ariki continued. The partnership contributed towards four projects: <i>Permian Monsters – Life before the Dinosaurs</i>, a very popular interactive exhibition; <i>Refresh of the conservation component of Taranaki Naturally Gallery</i> which focusses on the Purangi Kiwi Project and Taranaki Mounga Project; <i>Taranaki Theatre Experience</i>, a multisensory state of the art production (funding carried over to 2018/2019) and <i>Aotea Utanganui Museum of South Taranaki</i> to support the development of the exhibition <i>The Big Bang: natural disasters in South Taranaki</i>.</p>	

Programme	2017/2018 actual performance
[3] Yarrow Stadium	
Contract with New Plymouth District Council for the operation and management of Yarrow Stadium.	The Trust and the New Plymouth District Council have a management agreement for the operation and management of Yarrow Stadium. New Plymouth District Council operated and managed Yarrow Stadium.
Undertake asset management planning for the future maintenance, enhancement and development of Yarrow Stadium.	Asset management planning for Yarrow Stadium is on hold while issues arising from earthquake assessments of the stands, that indicated that they are earthquake prone buildings, are attended to.
Provide regional funding for the future maintenance, enhancement and development of Yarrow Stadium.	Provided regional funding to the Taranaki Stadium Trust for long-term maintenance and development at Yarrow Stadium. Funding has been used to attend to issues arising from earthquake assessments of the stands that indicated that they are earthquake prone buildings. The focus has been on getting the Stadium operational again.



TARANAKI STADIUM TRUST

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

The Trust, the New Plymouth District Council and the Taranaki Regional Council have a partnership arrangement for the operation and the development, maintenance and enhancement of the Yarrow Stadium facilities. Under the Trust's Deed and the Management Agreement between the Trust and the New Plymouth District Council, the New Plymouth District Council operates and funds the operations of Yarrow Stadium. The Taranaki Regional Council funds, via the Trust, the long-term maintenance and development of Yarrow Stadium.

This partnership for funding and operating, maintaining and developing is designed to maintain Yarrow Stadium as a premier regional sports and events venue.

Yarrow Stadium hosted an All Blacks test match against Argentina in September 2017. This was the operational highlight of 2017/2018. The remainder of the year has been spent addressing issues arising from earthquake assessments of the stands that indicated that they are earthquake prone buildings.

The response to the earthquake assessments was, first and foremost, to protect public safety for patrons and staff. This involved closing both stands for all use. After that, the focus has been on getting the Stadium operational again before the process of determining the required remedial works occurs. Throughout this process, the exploration of issues of liability will continue.

Yarrow Stadium is well regarded nationally and internationally and, as such, both the Council and Taranaki Stadium Trust are committed to getting Yarrow Stadium fully operational as soon as is practicable.

The performance of Taranaki Stadium Trust has been judged against the following measures:

The presence of a Management Agreement with the New Plymouth District Council for the operation of the Stadium.

An agreement for the management and operation of Yarrow Stadium, between the Trust and the New Plymouth District Council, is in place. The original agreement for the Council to manage and operate the stadium was signed in 2004 and the latest renewal came into effect from 27 June 2013. New Plymouth District Council operated Yarrow Stadium in accordance with the Management Agreement during 2017/2018.

The provision of funding for a programme of agreed maintenance and long-term development of the Stadium. The programme of maintenance and long-term development is to be agreed upon by the Taranaki Regional Council and the New Plymouth District Council.

The New Plymouth District Council and the Taranaki Regional Council have agreed upon a long-term maintenance and development programme for the ten years from 2016/2017 to 30 June 2025. The Taranaki Regional Council provided the annual funding of \$876,000 to the Taranaki Stadium Trust.

Asset management planning for Yarrow Stadium is on hold while issues arising from earthquake assessments of the stands, that indicated that they are earthquake prone buildings, are attended to. Funding has been used to attend to issues arising from earthquake assessments of the stands. The focus has been on getting the Stadium operational again.

Significant policies and obligations on ownership and control of council-controlled organisations

The Trust will remain in the control of the Taranaki Regional Council as long as the partnership agreement between the Trust, the New Plymouth District Council and the Taranaki Regional Council continues. If the partnership dissolves, control of the Trust, and the associated obligations, revert to the New Plymouth District Council.

COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Regional gardens	2,621,182	2,477,947	2,328,714
Puke Ariki	150,000	150,000	150,000
Yarrow Stadium	876,000	876,000	876,000
Total expenditure	3,647,182	3,503,947	3,354,714
Income			
General rates	1,588,231	1,588,231	1,601,390
Targeted rates	306,871	306,871	307,454
Direct charges	285,181	152,000	181,605
Investment funds	1,466,899	1,456,845	1,264,265
Total income	3,647,182	3,503,947	3,354,714
Operating surplus/(deficit)	-	-	-
Capital expenditure			
Land	-	-	-
Buildings	1,635,670	1,162,000	2,269,721
Motor vehicles	103,387	40,000	40,188
Plant and equipment	147,329	24,000	41,779
Office furniture	-	-	-
Computer equipment	2,309	-	-
Flood and river control assets	-	-	-
Computer software	2,334	-	-
Total capital expenditure	1,891,029	1,226,000	2,351,688
Funded by:			
Transfer from retained earnings	1,891,029	1,226,000	2,351,688
Total funding	1,891,029	1,226,000	2,351,688
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	-	-	-
—to replace existing assets	1,891,029	1,226,000	2,351,688
Total capital expenditure	1,891,029	1,226,000	2,351,688
Gross proceeds from the sale of assets	759	8,000	4,350
Depreciation/amortisation expense	299,357	445,827	283,681

ASSET ACQUISITIONS AND REPLACEMENTS

The development of Pukeiti Gardens has continued, with some of the asset funding being carried forward from previous years. Asset acquisitions includes the spend on a number of projects including the new Lodge, landscaping improvements, story panels, Valley of the Giants treehouse and the Weka wetland landscape project.

INTERNAL BORROWING

There is no internal borrowing within this group of activities.

Regional Representation, Advocacy & Investment Management

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT ACTIVITIES:



Regional representation, advocacy and investment management comprises the following activities:

Investment management

—ensuring that the equity, property and treasury investments owned by the Council are efficiently managed—refer to levels of service 3 and 4.

Community engagement

—promoting community awareness and understanding of the Council's functions and activities, and making quality and timely information publicly available.

Advocacy and response

—advocating and responding, on behalf of the Taranaki community, to initiatives proposed by other agencies, when those initiatives affect the statutory responsibilities of the Council or relate to matters of regional significance, which are of interest or concern to the people of Taranaki—refer to level of service 2.

Governance

—facilitating public representation by the Council and its committees in accordance with statutory requirements—refer to level of service 1.

The Council has had another successful year representing the Taranaki region across many fronts. Many activities contribute to these successes including advocating for Taranaki's interests at a national level, managing strategic regional investments on behalf of

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT AND COMMUNITY OUTCOMES

The Regional representation, advocacy and investment management group of activities contributes to community outcomes 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 the Council's activities; and ensuring that the equity, property and treasury investments owned by the Council are managed efficiently. Specifically this group of activities contributes to the following community outcomes:

- Prosperous Taranaki
- Sustainable Taranaki
- Connected Taranaki
- Together Taranaki.

FURTHER INFORMATION ON POLICIES AND PROGRAMMES

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found from the following sources:

- Port Companies Act 1988
- Port Taranaki Ltd's statement of corporate intent
- Local Government Act 2002
- Resource Management Act 1991
- Investment Policy
- Standing Orders.

the regional community and providing information to facilitate community engagement.

The formal accountability processes including elections, meetings and representation have also been appropriately and legally complied with.



Public representation was maintained through Council and committee structures and processes which were carried out in accordance with statutory requirements.

The triennial local government elections were successfully conducted in October 2016. The next local authority elections are in October 2019.

With respect to the Council-owned port company, Port Taranaki Ltd, processes were maintained to enable the company to operate efficiently as a successful business. The medium to long-term viability and profitability of this regionally significant asset is looking favourable. Recent performance of the region's port company has been good. Dividends of \$5.46m were received.

Property and treasury investments were efficiently managed with maximum returns sought from treasury investments in accordance with the *Investment Policy*. Overall, interest returns are down on previous years due to the current low interest financial environment.

Returns from investments and Port Taranaki Ltd reduce the general rate requirement. As such this improves the community's prosperity by indirectly returning funds to ratepayers and minimising changes in general rate levels.

These activities contributed to a *Sustainable, Prosperous, Connected and Together Taranaki*.

A programme of information transfer, advice and education was delivered including:

- publishing five editions of Council newsletters
- working with 212 classes involving 6,543 students, including class visits, field trips and the Pukeiti Rainforest School
- holding 38 staff meetings in addition to the distribution of additional resources to teachers.

Sixteen environmental awards were presented in November 2017.

The *Community engagement* activity promotes community awareness and understanding of the Council's functions and activities which contributes to a *Prosperous, Sustainable and Together Taranaki*.

Twenty-four submissions to the policy initiatives of other agencies were made. There is an ongoing significant role in submissions on policy initiatives, which reflects, in particular, major reform programmes initiated by central government. Many of the submissions made were on large or technically or legally complex documents requiring thorough analysis and careful and considered response.

Officers were also involved in various national or regional working parties or other fora to advise on or respond to policy development.

The wide-ranging advocacy and response activity promotes more relevant and cost-effective policy proposals for the region, which contributes to a *Prosperous, Sustainable, Connected and Together Taranaki*.

LEVELS OF SERVICE

Programmed level of service	Reported level of service
[1] Effective, open and transparent democratic Council processes	
<p>Measure: Completion of statutory public accountability processes.</p> <p>Target (Years 1-10): Completion of statutory planning and reporting documents (Long-Term Plan, Annual Plans and Annual Reports) within statutory requirements.</p> <p>Baseline: Statutory planning and reporting documents have been prepared within statutory timeframes.</p>	<p>Statutory planning and reporting accountability documents have all been prepared within <i>Local Government Act 2002</i> requirements and timeframes. The <i>2016/2017 Annual Report</i> was adopted on 18 September 2017. The <i>2018/2018 Long-Term Plan Consultation Document</i> and supporting documentation were adopted on 20 February 2018. Following public consultation and engagement, the <i>Long-Term Plan</i> was adopted on 15 May 2018.</p>
<p>Measure: Successful completion of triennial local authority elections.</p> <p>Target (Years 1-10): Conduct of triennial local authority elections without any need for re-conduct of the elections as a result of judicial review.</p> <p>Baseline: Elections are conducted every three years – There has been no need to re-conduct any election.</p>	<p>The 2016 local authority elections were held in October 2016. The elections were successfully completed with no appeals or judicial reviews held. The next local authority elections are in October 2019.</p>
<p>Measure: All Council meetings conducted in compliance with statutory requirements.</p> <p>Target (Years 1-10): Meetings conducted in accordance with <i>Standing Orders</i>, agendas publicly available at least 48 hours before a meeting and minutes prepared and adopted for all meetings.</p> <p>Baseline: Meetings are conducted in accordance with <i>Standing Orders</i>, agendas are publicly available before meetings and minutes are prepared for all meetings.</p>	<p>All Council meetings were conducted in accordance with <i>Standing Orders</i>. Agendas are publicly available at least 48 hours before each meeting and minutes are prepared and adopted for all meetings.</p>
[2] Effective advocacy on behalf of the Taranaki community on matters that affect the statutory responsibilities of the Council or that relate to matters of regional significance which are of interest or concern to the people of Taranaki	
<p>Measure: Level of advocacy undertaken.</p> <p>Target (Years 1-10): Approximately 20 submissions made per year, with evidence of successful advocacy in most cases.</p> <p>Baseline: In 2015/2016, 19 submissions were made with anecdotal evidence of successful advocacy.</p>	<p>Made 24 (31) submissions to the policy initiatives of other agencies with evidence of successful advocacy. The number of submissions made reflects the number of policy initiatives by other agencies. Many of the submissions were large or complex documents requiring considered response. Examples included: submissions on the Mt Messenger and Awakino Tunnel bypass projects, input into the Office of the Auditor General's audit of freshwater quality management and a response to the New Zealand productivity Commission's draft report on a low-emissions economy.</p>



Programmed level of service

Reported level of service

[3] Port Taranaki ownership as a strategic investment

Measure: The role of Port Taranaki Ltd in regional economy.

Target (Years 1-10): Maintain or increase the contribution from Port Taranaki Ltd to the regional economy.

Baseline: In 2012, the estimated Port dependent activity contributed \$465m to regional gross domestic product (GDP) and employed 1,270 full time equivalents. Industries utilizing the Port contributed \$2.5b to regional GDP and employed 11,700 FTEs.

The contribution to the wider community was measured by BERL (independent economists) in 2007, 2012 and 2017. Allowing for flow-on effects, the port's operations are estimated to generate \$28 million in value added (GDP) in 2017/2018. They also generate 319 full-time equivalent jobs (FTEs). The port's important enabling role can be seen from the estimates that its users and service providers are likely to generate \$353 million in value added (GDP) the current year, and 929 FTEs.

Measure: The financial and operational performance of Port Taranaki Ltd.

Target (Years 1-10): Ensure financial and operational performance from Port Taranaki Ltd is in accordance with the levels presented in each year's statement of corporate intent.

Baseline: Port Taranaki Ltd's performance is reviewed, against the statement of corporate intent twice a year.

Port Taranaki Ltd's performance was reviewed when considering their 2016/2017 Annual Report at the Ordinary Meeting on 18 September 2017. The half-year results to 31 December 2017 were reviewed and considered on 10 April 2018. Performance against standards set in the statement of corporate intent is reported in this annual report.

[4] Effective management of property and treasury investments owned by the Council

Measure: Investment returns from property and treasury investments on general rates.

Target (Years 1-10): Maintain or increase the level of investment returns used to reduce each year's general rates requirement.

Baseline: Total investment returns from property and treasury investments in 2015/2016 were interest \$665,731 and lease rent \$858,115. These returns were used to reduce the general rate requirement.

Total investment returns from property and treasury investments were interest \$398,416 (\$527,175 — 2016/2017) and lease rent \$894,520 (\$861,412). This represented a 6.9% (8.9%) decrease over last year. These returns were used to reduce the general rate requirement.

ACTIVITIES

Programme	2017/2018 actual performance	Programme	2017/2018 actual performance
[1] Investment management		[2] Community engagement	
Consider Port Taranaki's annual statement of corporate intent and monitor performance against established targets.	The statement of corporate intent for 2017/2020 was considered on 15 August 2017. Port Taranaki Ltd's performance was reviewed when considering their <i>2016/2017 Annual Report</i> on 18 September 2017. The half-year results to 31 December 2017 were considered on 10 April 2018.	Engage with the community across a range of channels including print and digital publications, news media, websites, mobile and social media. Produce regular editions (4 per annum) of the <i>Recount</i> newsletter to over 1,000 stakeholders through a range of channels.	Ongoing engagement with the regional community occurred across the range of communications channels. One issue of <i>Recount</i> and four issues of the new Council newsletter <i>Talking Taranaki</i> were published in print, online and email. The website continues to be developed and the social media presence increased.
Appoint Directors at Port Taranaki Ltd's annual general meeting and at other times as required.	Messrs Crough and MacLeod were reappointed at the 22 September 2017 AGM of Port Taranaki Ltd. Mrs Kathy Meads was appointed to the Board on 12 December 2017.	Implement the Council's environmental awards programme.	Sixteen (15) environmental awards were presented in November 2017.
Undertake on-going liaison with port company directors and management.	Regular formal and informal briefings and discussions occurred between the Board and the Council.	Provide an on-going environmental education programme for school children and the wider community including class visits, field trips and the Pukeiti Rainforest School.	Distributed 4 (4) issues of the <i>SITE (Schools in the Environment)</i> newsletter. Carried out 212 (241) class visits involving 6,543 (8,001) students. These included 15 (13) groups involving 363 (317) students to the Pukeiti Rainforest School. 38 (17) staff meetings were facilitated.
Manage and, where appropriate, divest leasehold land in accordance with the Council's <i>Investment Policy</i> .	Renewed 2 leases (2—2016/2017). No (0) leasehold property was divested during the year. Achieved a 5.15% (5.17%) return from leasehold land rentals.		
Manage and maximise returns from treasury investments in accordance with the <i>Investment Policy</i> .	All treasury investments were in accordance with the Council's <i>Investment Policy</i> . Achieved a 4.05% (4.72%) return from treasury investments.		

Programme	2017/2018 actual performance	Programmes and measures set in Port Taranaki Ltd's statement of intent	2017/2018 actual performance
[3] Advocacy and response			
Assess the implications of policy initiatives proposed by other agencies including discussion documents, proposed policies, strategies, plans and draft legislation, and respond within required timeframes on approximately 15 occasions per year.	Assessed the implications of the policy initiatives proposed by other agencies resulting in the preparation of 24 (31), submissions which involved complex documents requiring thorough analysis and careful and considered response.	Trade Volumes: The Company will pursue strategies that maximise the opportunity for trade through the Port and grows the Port's hinterland. Over the next three financial years the Company aims to expand its hinterland and achieve a trade volume of five (5) million freight tonnes of which one (1) million freight tonnes will be non-bulk liquids trade.	Total: 5.14m (2016/2017—5.08m) Non-liquid bulk: 1.51m
[4] Governance			
Complete statutory accountability documents including long-term plans in 2017/2018, 2020/2021 and 2023/2024, annual plans in years in which a long-term plan is not prepared, and an audited annual report.	Statutory planning and reporting accountability documents have all been prepared within <i>Local Government Act 2002</i> requirements and timeframes. The <i>2016/2017 Annual Report</i> was adopted on 18 September 2017. The <i>2018/2018 Long-Term Plan Consultation Document</i> and supporting documentation were adopted on 20 February 2018. Following public consultation and engagement, the <i>Long-Term Plan</i> was adopted on 15 May 2018.	Financial: EBITDA on average total assets (Target > 10.5%)	11.9% (10.3%)
		Financial: Return (NPAT) on average total assets (Target > 4.2%)	4.3% (3.9%)
		Financial: Return (NPAT) on average shareholder's funds (Target > 6.0%)	5.9% (5.3%)
		Financial: Equity Percentage (Target 65.0%)	73.2% (74.0%)
		Financial: Interest Coverage Ratio (Target > 5x)	11.3x (16.1x)
Preparation of agendas and minutes and the conduct of meetings in accordance with <i>Standing Orders</i> and the <i>Local Government Official Information and Meetings Act 1987</i> .	Agendas are publicly available at least 48 hours before each meeting and minutes are prepared and adopted for all meetings.	Environment: Incidents of Harbour Pollution (Target Nil)	Nil (Nil)
		Environment: Compliance with all resource consents (Target Yes)	Yes (Yes)

REGIONAL SOFTWARE HOLDINGS LTD

Regional Software Holdings Limited is a limited liability company incorporated and registered under the *Companies Act 1993* and is a council-controlled organisation as defined in section 6 of the *Local Government Act 2002*. The primary objective of RSHL is to provide a framework for collaboration between the shareholders. It supports the procurement or development of shared software resource products and services in a manner that provides a more cost effective alternative than individual councils can achieve on their own.

RSHL is a major shared services undertaking by the Northland, Waikato, Taranaki, Horizons, West Coast and Southland regional councils. It is responsible for the long-term maintenance and development of the Integrated Regional Information System (IRIS) product as developed for and by the shareholding councils. Over the last few years, the six regional councils have developed a leading edge software solution (IRIS) for the regional council specific functions undertaken by those councils. The development project has been a remarkable success with the project being delivered to specification and within budget.

Significant policies and obligations on ownership and control of council-controlled organisations

The Council will continue to hold its 15.5% shareholding in RSHL long as it continues to use the IRIS product and/or any other products and services offered by RSHL. The Council has a Director on the Board of RSHL. Control over RSHL is exercised by holding and exercising the rights of a shareholder and by the retention of a Director on the Board.

The performance of RSHL has been judged against the following measures:

Performance target

RSHL Advisory Group meets regularly and is effective (self-assessed by the Advisory Group, compared to expectations in the Terms of Reference for the Advisory Group).

A robust and consistent process operates to develop, approve, communicate and refine the annual roadmap for RSHL major enhancement projects.

Comment

Achieved: The Advisory Group (AG) has continued to operate in an effective and constructive manner throughout the year, and in line with the expectations in the Terms of Reference. The AG met every month by video conference. Four in-person meetings were also held across the year.

Achieved: The major enhancements roadmap for 2016/2017 was developed and approved by the AG. Datacom was commissioned to develop a mobile roadmap and integration strategy which, with the application infrastructure strategy will inform future development

Performance target

Major Enhancement projects identified on the Annual Roadmap are completed on time and within budget.

Budgets and processes for support and minor enhancements are effectively managed. (Assessed by the Advisory Group).

User (non-IT) participation in RSHL management and development processes is increased. (Measured by membership of formal RSHL groups).

Reporting and Payments (Section 9.3 of Business Plan) are completed on time.

Consider a new service area or areas outside of the current scope of IRIS.

An independent director will be appointed to the Board by December 2017 RSHL will operate within 5% (plus or minus) of its overall annual budget.

Annual charges will be kept to a maximum of 2% increase year on year

Respond to requests from Councils with the intent of adding one further Council to IRIS as a shareholder or customer by end of 2018.

Comment

Achieved: There were eight major enhancement projects on the annual road map for 2017/2018. Seven of these were completed within budget and as scheduled during 2017/18 and the remaining project is in progress and due to be completed as scheduled on the annual road map in 2018/2019.

Achieved: The minor enhancements and support budgets were fully consumed.

Achieved: Users continue to collaborate and participate in RSHL through the User Groups. As noted in minutes of Advisory Group Meeting 21 June 2018:

- There has been user participation in the Wednesday fortnightly meetings to provide feedback on development features throughout the year.
- Development of MAJ42 (RMA changes) involved consent representatives from each of the seven participating Councils.

Partially achieved: The reporting and payments timetable has largely been met, with the exception of the revised Business Plan which did not pass through a formal approval process within the timeframe set out in the reporting timetable.

Achieved: RSHL has been established as the 'delivery vehicle' for collaborative and cross-sector projects as part of the Regional Council Collaboration initiative (ReCoCo).

Achieved: New director Asbjorn Aakjaer appointed 30 November 2017.

Not achieved: Revenue was 6% higher than budget, Total expenditure is 15% higher than budget. Additional depreciation is the main driver of the expenditure variance, additional licensing and implementation costs were fully offset by additional revenue. There were unbudgeted prior year work in progress write offs which contributed to 7% of the expenditure increase.

Achieved: Although the 2% threshold from member contributions has been exceeded, the annual charges stated in the Statement of Intent has been achieved.

Achieved: Hawke's Bay Regional Council (HBRC) are currently implementing IRIS as a customer of RSHL, with the first phase of their implementation due to go live in November 2018. RSHL has also responded to an expression of interest from another regional council and is currently in discussion around their intent to implement IRIS and join the RSHL collaboration group.

COSTS AND SOURCES OF FUNDS

	2017/2018 Actual \$	2017/2018 Budget \$	2016/2017 Actual \$
Expenditure			
Investment management	22,393	6,000	27,151
Community engagement	188,422	193,323	178,723
Advocacy and response	277,425	240,144	324,374
Governance	993,988	971,337	1,060,561
Total expenditure	1,482,228	1,410,804	1,590,809
Income			
General rates	734,273	734,273	777,474
Direct charges	842	3,000	1,000
Investment funds	747,113	673,531	812,335
Total income	1,482,228	1,410,804	1,590,809
Operating surplus/(deficit)	-	-	-
Capital expenditure			
Land	72,470	50,000	173,000
Buildings	18,000	-	466,779
Motor vehicles	73,923	32,000	293,619
Plant and equipment	205,191	62,000	232,392
Office furniture	5,176	19,000	60,210
Computer equipment	148,430	150,000	150,806
Flood and river control assets	-	-	-
Computer software	516,433	430,000	321,094
Total capital expenditure	1,039,623	743,000	1,697,900
Funded by:			
Transfer from retained earnings	1,039,623	743,000	1,697,900
Total funding	1,039,623	743,000	1,697,900
Capital expenditure:			
—to meet additional demand	-	-	-
—to improve the level of service	-	-	-
—to replace existing assets	1,039,623	743,000	1,697,900
Total capital expenditure	1,039,623	743,000	1,697,900
Gross proceeds from the sale of assets	30,088	31,000	85,168
Depreciation/amortisation expense	625,716	557,546	503,079

ASSET ACQUISITIONS AND REPLACEMENTS

Significant asset acquisitions include the replacement of photocopiers and printers and council website developments.

INTERNAL BORROWING

There is no internal borrowing within this group of activities.