



AGENDA

Executive, Audit & Risk

Monday 9 September 2024, 10.00am

Executive Audit and Risk Committee

09 September 2024 10:00 AM



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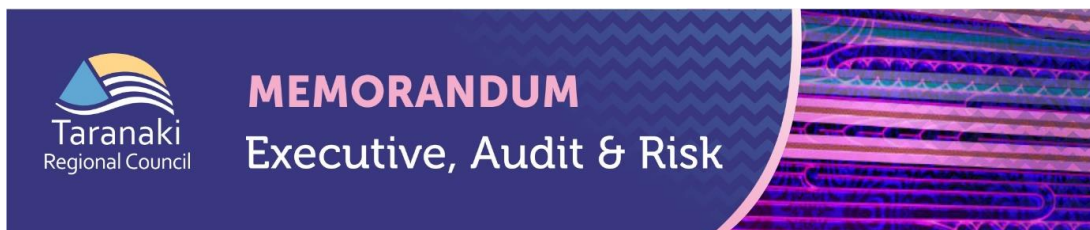


Whakataka te hau

Karakia to open and close meetings

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
Kia hī ake ana te atakura
He tio, he huka, he hauhu
Tūturu o whiti whakamaua kia tina.
Tina!
Hui ē! Tāiki ē!

Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened air
A touch of frost, a promise of glorious day
Let there be certainty
Secure it!
Draw together! Affirm!



Date: 9 September 2024

Subject: Executive Audit and Risk Minutes – 29 July 2024

Author: M Jones, Governance Administrator

Approved by: M J Nield, Director - Corporate Services

Document: 3303174

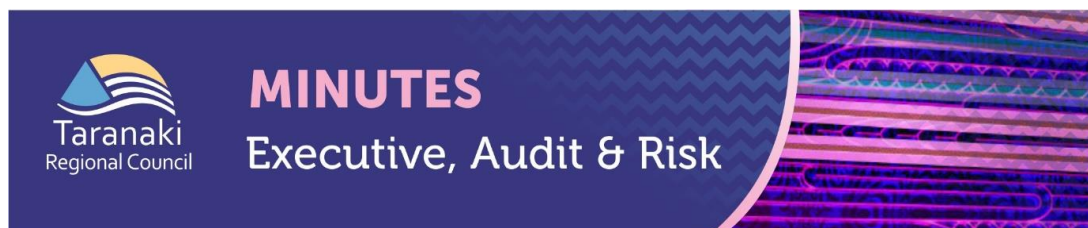
Recommendations

That Taranaki Regional Council:

- a) takes as read and confirms the minutes of the Executive, Audit and Risk Committee meeting of the 29 July 2024 at 10.30am
- b) notes recommendations therein were adopted by the Taranaki Regional Council on Tuesday 6 August 2024.

Appendices/Attachments

Document 3294863: [Minutes Executive Audit and Risk Committee – 29 July 2024](#)



Date:	29 July 2024	
Venue:	Taranaki Regional Council Boardroom, 47 Cloten Road, Stratford	
Document:	3294863	
Present:	M J Cloke	Chairperson
	A L Jamieson	
	S W Hughes	
	C L Littlewood	ex officio
	N W Walker	ex officio
Attending:	S J Ruru	Chief Executive
	M J Nield	Director – Corporate Services
	M Jones	Governance Administrator
	R Johnston	Finance Manger (left meeting at 10.20am)
	B Muir	Senior Health, Safety and wellness Advisor (left meeting at 10.20am)
	C Woollen	Communications Advisor
	S Preston	Communications Advisor
	T Parr	Port Taranaki Harbourmaster zoom (left meeting at 10.20am)
	C Gazley	Transport Engagement Manager (left meeting at 11.18am)
	R Brodnax	BECA (left meeting at 11.18am)
	A Collings	BECA (left meeting at 11.18am)
	J Patterson	zoom (joined meeting at 11.20am)

One media representative present (left meeting at 11.35am)

Four members of the public were (Harry, Bali, and Amanda - NPDC S Sidhu-Singh) present (left meeting at 11.18am)

The meeting opened with a group Karakia at 10.00am.

Apologies: were received and sustained from Councillor Williamson, Councillor McIntyre and B Robertson (independent member)

Hughes/Jamieson

1. Confirmation of Minutes Executive Audit and Risk Committee Minutes – 17 June 2024

Resolved

That the Taranaki Regional Council:

- a) took as read and confirmed the minutes of Executive Audit and Risk Committee of the Taranaki Regional Council held at 10.00am on Monday 17 June 2024 at Taranaki Regional Council 47 Cloten Road Stratford
- b) noted the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 25 June 2024.

Cloke/Littlewood

2. Financial and Operational Report

2.1 Mr M Nield provided an update on operational and financial performance for May 2024

Resolved

That the Taranaki Regional Council:

- a) received the memorandum Financial and Operational Report and the May 2024 Monthly Financial Report
- b) noted the digital media update
- c) approved the common seal transactions:
 - 2024/01 - Renewal of lease – 224 Findlay Street, New Plymouth.

Walker/Littlewood

3. Health and Safety Report

3.1 M Nield provided an update on health and safety performance.

Resolved

That the Taranaki Regional Council:

- a) received the June 2024 Health and Safety report.

Cloke/Jamieson

4. Report of the Port Taranaki Harbourmaster 2023/2024

4.1 T Parr provided an overview of the report and the port activities for the 2023/2024 period.

Resolved

That the Taranaki Regional Council:

- a) received the 2022/2023 Harbourmaster report.

Walker/Hughes

5. Public Transport Single Stage Business Case Update

- 5.1 C Gazley provided an extensive update on progress of the Taranaki Public Transport Single Stage Business Case (SSBC).
- 5.2 R Brodnax and A Collings from BECA gave a presentation.

Resolved

That the Taranaki Regional Council:

- a) received the presentation update on the Public Transport Single Stage Business Case
- b) endorsed the option for an emerging preferred bus network for Taranaki (Option 2: Balanced)
- c) determined that this decision be recognised not significant in terms of section 76 of the Local Government Act 2002
- d) determined that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determined that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Walker/Cloke

6. Better Travel Choices for Taranaki

- 6.1 M Nield provided further updates of the Better Travel Choices for Taranaki.

Resolved

That the Taranaki Regional Council:

- a) received the memorandum, Better Travel Choices for Taranaki
- b) noted the range of updates required to the Better Travel Choices documents includes alignment with new draft national guidelines
- c) agreed to further time to complete updating the Better Travel Choices documents to help ensure the documents are more robust and enduring
- d) determined that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- e) determined that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determined that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Cloke/Walker

7. Adoption of Statements of intent

- 7.1 M Nield outlined the finalised statements of intent for the Taranaki Stadium Trust and Regional Software Holdings Ltd.

Resolved

That the Taranaki Regional Council:

- a) adopted the finalised 2024/2025 Statement of Intent for the Taranaki Stadium Trust
- b) adopted the finalised 2024/2025 Statement of Intent for Regional Software Holdings Limited.

Hughes/Jamieson

8. Port Taranaki Statement of Corporate Intent 1 July 2024 to 30 June 2027

- 8.1 M Nield provided an update on the draft Statement of intent for Port Taranaki Ltd for the period 1 July 2023 to 30 June 2024.
- 8.2 C Littlewood declared a conflict of interest and abstained from discussions and the vote.

Resolved

That the Taranaki Regional Council:

- a) received Port Taranaki Ltd's draft Statement of Corporate Intent for the period 1 July 2024 to 30 June 2027
- b) provided any feedback to the Chief Executive on the content of the draft Statement of Corporate Intent.

Cloke/Hughes

9. Delegations Manual

- 9.1 M Nield gave an overview of the Delegations Manual for the committees consideration and adoption.

Resolved

That the Taranaki Regional Council:

- a) received the memorandum Delegations Manual
- b) provided feedback to the Chief Executive on any amendments to the Delegations Manual
- c) adopted the Delegations Manual
- d) determined that this decision be recognised not significant in terms of section 76 of the Local Government Act 2002
- e) determined that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determined that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Walker/Littlewood

10. Accommodation Update

10.1 M Nield and J Patterson provided an update on the progress on the Accommodation upgrade project.

Resolved

That the Taranaki Regional Council:

- a) received the Accommodation Update Report July 2024
- b) noted the progress to date and the next steps on the Accommodation Project.

Cloke/Hughes

11. Yarrow Stadium Plus: Project Update

11.1 M Nield and J Paterson provided an update on the Yarrow Stadium Project.

Resolved

That the Taranaki Regional Council:

- a) received the Yarrow Stadium Plus: Project Update report
- b) noted the progress to date and the next steps on the Yarrow Stadium Plus Redevelopment Project.

Cloke/Walker

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987, resolves that the public is excluded from the following part of the proceedings of the Executive Audit and Risk Meeting on 29 July 2024 for the following reason/s:

The matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 are as follows:

Item 17 – Confirmation of Public Excluded Executive Audit and Risk Minutes – 17 June 2024

That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; and/or enable any local authority holding the information to carry out, without prejudice, commercial activities.

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item 18: Accommodation Project Update	The report contains information relating to performance of the contractor which is subject to ongoing monitoring and negotiation.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) and (2) (i) of the Local Government Official Information and Meetings Act 1987

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item 19: Yarrow Stadium Plus: Project Steering Group Report	The report contains information relating to performance of the contractor which is subject to ongoing monitoring and negotiation.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) and (2) (i) of the Local Government Official Information and Meetings Act 1987
Item 20: Consideration of Draft Annual Report	To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) of the Local Government Official Information and Meetings Act 1987

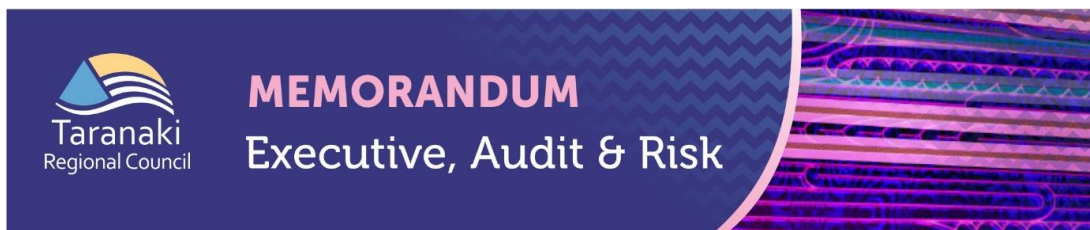
Littlewood/Jamieson

There being no further business the Committee Chairperson, M J Cloke, declared the meeting of the Executive Audit and Risk Committee meeting closed at 11.54.am

Executive Audit and Risk

Committee Chairperson: _____

M J Cloke



Date: 9 September 2024

Subject: Financial and Operational Report

Author: L Davidson, Executive Assistant

Approved by: M J Nield, Director - Corporate Services

Document: 3298460

Purpose

1. The purpose of this memorandum is to receive information on operational and financial performance.

Recommendations

That Taranaki Regional Council:

- a) receives the memorandum Financial and Operational Report
- b) notes the digital media update.

Background

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

Discussion

3. The focus of the new financial year has been the preparation and audit of the 2023/2024 Annual Report. With staff shortages, this has been more complex than usual. As such, the July 2024 Monthly Financial Report was not complete in time for this agenda. The July 2024 Monthly Financial Report will be presented to the next meeting of the Executive, Audit and Risk Committee. There are no known financial issues for 2024/2025 to date.

Communications and Engagement

4. Communications and engagement activities are delivered across publications, media releases, advertising, digital media, events, through stakeholders and through education. Recent points of note are:
 - Nominations are now open for [the 2024 Taranaki Regional Council Environment Awards](#), closing 23 September. Categories are the same as last year. A multi-channel campaign will run over the next

three to four weeks to attract entries, with planning underway for the awards evening on 20 November.

- A marketing campaign for the three regional gardens will run leading up to and during the upcoming Centuria Taranaki Garden Festival, to attract festival visitors and locals. The summer events calendar is also being finalised with a marketing campaign soon to get underway.
- A social media campaign to raise awareness and educate the community around pest plants is also underway, with promising early results. An open evening for the Oākura/Ōkato community to learn more about the Zero Possum project is planned for 5 September, while the Enviroschools team is hosting an environmental education expo in Stratford on 4 September. These will both run during Conservation Week (2-8 September).
- Media coverage for the month included Dow PSI release, riparian programme hitting the 8 million plant mark, public transport review and pest plant direct control numbers.
- Freshwater consultation continued with a series of hui with special interest groups and iwi/hapū. Across all engagement channels, thousands of individual pieces of feedback were gathered to help inform the Council's plan setting process.

Taranaki Regional Council website overview July 2024		Users
Users that visited the website: 18K (↑13% previous month)		
Top 3 most viewed pages :		
1	Environmental data	6.3K
2	Routes & timetables	4.9K
3	Hāwera-NP Connector	4.5K

Taranaki Regional Council social media overview July 2024		Reach
Combined reach (number of people who saw our posts): 183K (↑60% compared to June)		
Top 3 pages:		
1	Taranaki Regional Council Facebook	88.6K (↓3.6%)
2	Yarrow Stadium Facebook	24.5K (↑130%)
3	Pukeiti Facebook	22.1K (↑573%)

Top 3 social media posts (1 July – 21 August):		Reach
1	<p>Trapping Tuesday Tip: Oil your springs!</p> <p>https://www.facebook.com/TowardsPredatorFreeTaranaki/posts/pfbid036MgC3SGaRunnyvpq8cU7AE9MBx4cWdtHb8pF5DHCZuZnENAxW6hxaSSuf339fv7Zl</p> <p><i>Towards Predator-Free Taranaki Facebook 13 August</i></p>	61K
2	<p>Looking for something fun to do over the school holidays? Our Kids Treehouse Trail is an adventurous...</p> <p>https://www.facebook.com/PukeitiGardens/posts/pfbid0214uXDN7p53drFBEFbrauautuje6NuTJN5izDPNgAmuvkdbAGruGYiBLURy2dWZBVl</p> <p><i>Pukeiti Facebook 12 July</i></p>	17.3K
3	<p>Eight. Million. Plants!!!! It all started with one plant in 1996 and now we've hit 8,142,487!</p> <p>https://www.facebook.com/TaranakiRegionalCouncil/posts/pfbid0xegT8NgHtFRiszUk8PyH9EQ7muEKEsaU7eG29MowZwcSi2hqrDEnx4cwA8tV4G82l</p> <p><i>Taranaki Regional Council Facebook 8 August</i></p>	16.9K

Common Seal

5. There were no Common Seal transactions.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

8. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.

Community considerations

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

Legal considerations

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



Date: 9 September 2024

Subject: Health and Safety Report

Author: B Muir, Senior Health, Safety and Wellness Adviser

Approved by: M J Nield, Director - Corporate Services

Document: 3302407

Purpose

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

Recommendations

That Taranaki Regional Council:

- a) receives the July 2024 Health and Safety Report.

Discussion

2. The Health and Safety report for July 2024 is attached. There are no specific areas of concern that need to be addressed by the Committee.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

5. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.

Community considerations

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

Legal considerations

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

Appendices/Attachments

Document 3302404: [Health and Safety Report July 2024](#)

Health, Safety & Wellness Dashboard

Reporting Period: 1 July 2024 – 31 July 2024

Source: TRC Safety Management System (Vault)

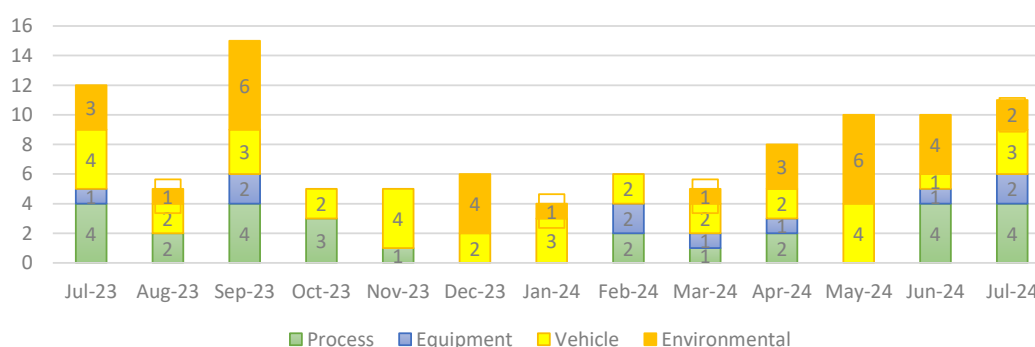
Incidents (FY To Date: 1 July 2024 – 30 June 2025)

Illness 0 (0)	Incidents 7 (4)	Injury 8 (5)
ACC Claims 1 (1) <i>Refer ACC Levy Payer Claim Profile</i>	Near Miss 8 (2)	Notifiable Events 0 (0)

Types of Reported Events

Vision Impairment	2	No Treatment	0
Public Interactions	1	First Aid	4
Cuts/Abrasions	3	Medical Centre	1
Bruising	0	Physiotherapy/Osteopath	0
Traffic	0	Hospitalisation	0
Vehicle Damage	4	Safety Observation- Risk ID	2
Contractor Activity	1	Formal Investigation	1-cont'd from June
Staff Safety/Psychological	1	WorkSafe Investigation	0
Near Miss	1	Stakeholder Incident	0

Incidents and Near Misses by Incident Mechanism

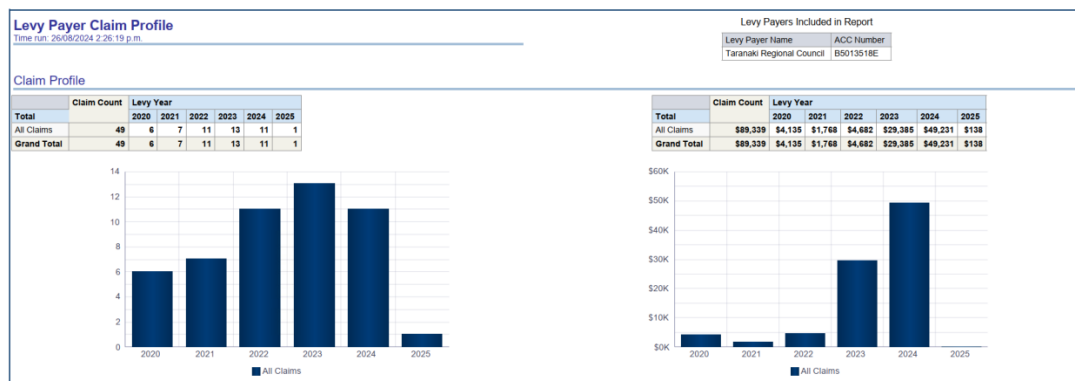


Supporting External Provider Reports

The following reports are included for the purposes of supporting TRC Safety Management System (Damstra/Vault) provided statistics and review of reported vehicle incident analysis and accuracy.

ACC Portal Report (as at 31/07/2024)

Note: Information provided is based on ACC Levy Year End March 31.



TRC Vehicle Damage Reports Vs Insurance Claims 2023-2024

TRC Vehicle Damage Reports Vs Insurance Claims 2023-2024							
Total Insurance Claims Submitted			15				
Total TRC Vehicle Damage Reports Submitted			13				
Date Reported	Interest Insured	External Re	Loss Cause	Fault Rating	Gross Incuri	TRC Rep	
21-Jul-23	Ford Ranger (MJC843)	MJC843	HIT STATIC OBJECT	Insured at fault	\$4,614.54	No	
31-Jul-23	Mitsubishi Triton DC VRX (PNC952)	Not Specified	HIT STATIC OBJECT	Insured at fault	\$664.56	Yes	
31-Oct-23	Subaru XV (PHF788)	Not Specified	WINDSCREEN/WINDOW GLASS	No fault	\$0.00	No	
15-Aug-23	Ford RANGER (MTL671)	6000146933	HIT THIRD PARTY VEHICLE	Insured at fault	\$3,841.62	No	
18-Sep-23	Ford Ranger (NUL784)	NUL784	HIT STATIC OBJECT	Insured at fault	\$1,491.17	Yes	
9-Oct-23	Mitsubishi TRITON (PKN335)	Not Specified	HIT BY THIRD PARTY	Other party at fault	\$3,496.85	No	
20-Oct-23	Subaru XV (NSB460)	NSB460	HIT STATIC OBJECT	Insured at fault	\$768.91	Yes	
11-Mar-24	Other Prescott Trailer (M401S)	Not Specified	THEFT OF VEHICLE	Unknown TP at fault	\$3,134.78	No	
31-Oct-23	Ford RANGER (MSP345)	MSP345	WINDSCREEN/WINDOW GLASS	No fault	\$0.00	No	
3-Jan-24	Ford Ranger (QDF626)	Not Specified	DAMAGE TO PARTS/ACCESSOR	Insured at fault	\$1,482.66	Yes	
8-Jan-24	Mitsubishi Triton (QBJ528)	PAYMENT	HIT BY THIRD PARTY	Unknown TP at fault	\$0.00	No	
5-Feb-24	Ford Ranger (MRC141)	Not Specified	HIT STATIC OBJECT	Insured at fault	\$2,435.31	Yes	
23-Apr-24	Ford Ranger (NEB49)	PAYMENT	WINDSCREEN/WINDOW GLASS	No fault	\$941.47	No	
8-May-24	Ford Ranger (NEB49)	Not Specified	HIT BY THIRD PARTY	Other party at fault	\$2,383.05	No	
31-Jul-24	Ford Ranger (MRC141)	Not Specified	HIT STATIC OBJECT	Insured at fault	\$3,800.00	Yes	
					\$29,054.92		

Not all damage to vehicles is being reported through the safety management system. We are following up missing reports with the staff involved.

Fleet Management EROAD Stats

All TRC Branded Vehicles are fitted with EROAD Fleet Management.

EROAD systems monitor distance, running hours, harsh acceleration, braking and overspeed events.

Important: 'Overspeed' is the term used for 'speeding' events which result in legal charge issued by Police.

Notes:

- Overspeeding events of 11km/hr and over are escalated and tracked against driver's personal file (as per TRC Policy). Some events are challenged due to inaccurate road sign information the EROAD system accuracy against vehicle speedo and other circumstances such as overtaking.
- A 'session' is the number of events within a single speed limit range.
- Crashes, vehicle damage, public reports or unsafe driving and near-miss events are not captured in EROAD, instead refer insurance claims, correspondence with HSW Team and Damstra / Vault event reporting.

EROAD Reports & overspeed count by speed band		
	Financial Year (1 July 2023 – 30 June 2024) <i>Comment: Event trend escalates between November and March (over summer period).</i>	July 2024
Low + 10km/hr	1958	253
Med + 15km/hr	140	11
High + 20km/hr	38	1 (56km/hr in 30km zone)
Distance Travelled	818,000	151,000
Total Running Hours	16,000	2667
Harsh Acceleration	169	18
Harsh Braking	1410	191

Health and Wellness Monitoring

Pre-Employment, Annual Health, Workstation Assessments

Employee Medical Type	Pre-employment Medicals	Spirometry	Workstation Assess	Vision Assess	Handgrip Assess	Hearing Assess	Nurse App's Non-specified
Total for Month	4	0	4	2	1	0	1

Return to Work / Rehabilitation / Support Plans

- One planned Surgery related Return to Work Plan was in place in July.
- One Return to Work Plan has been requested for planned surgery.
- Two non-work related change in personal health circumstance support plans have been designed and are being monitored with each employee to enable work to continue as normal as is practical.

TELUS EAP (Employee Assistance Programme) Statistics

No TELUS EAP reports have been received since March 2024 Audit and Risk Reporting.

Annual Leave Statistics

Council Annual Leave Balances	Aug-24	Jul-24	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24
Average Annual Leave Balance per employee	3 weeks	3 weeks	3 weeks	3 weeks	2 weeks	2 weeks	2 weeks	2 weeks
Annual Leave Balances	Number of Employees	Number of Employees	Number of Employees	Number of Employees	Number of Employees	Number of Employees	Number of Employees	Number of Employees
0 > 2 weeks	98	102	115	112	127	132	136	142
2 > 4 weeks	77	75	73	73	61	56	52	54
4 > 6 weeks	35	31	26	30	29	26	26	25
6 > 8 weeks	17	14	17	19	16	18	15	15
8 > 10 weeks	9	9	6	5	3	1	3	4
10 > 12 weeks	2	2	2	2	2	2	1	1
12 > 14 weeks	0	0	1	1	1	1	1	1
14 > 16 weeks	1	1	0	0	0	0	0	0
Total Employees	239	234	240	242	239	236	234	242

Health & Safety Onboarding

The Health and Safety Team have assisted with the onboarding of five New Employee starts in July (permanent).

The TRC Onboarding system implementation is the main focus area August-December for the HSW and PaW team as an organisation wide review aligns with ELMO and LEAP system development.

Health & Safety Training

Training Event	Driver Assess	Driver Train 4WD	Electric Fish Ops	Common Permit to Work	Gas testing	H&S Rep	Inreach	SSTC	Fire Warden	Nose Calib	Drone Pilot
Total for Month	6	0	2	0	0	0	3	15	2	0	0
Training Event	First Aid	Driver Train ATV	Swift Water Training								
Total for Month	0	0	4								

Planned H&S Training / Onboarding

Future health and safety training and onboarding will include additional utilisation of Moodle Online training to support consistent messaging, additional learning and training resources and competency evidence against individual profiles.

Review of training to ensure fit for purpose. I.e. Field based First Aid Training.

Management Training relating to officer duties according to HSWA 2015 requirements.



Health, Safety, Wellness Objectives

- **HSW SoaP** – Quarter 1 review to be completed 30 September 2024
- **HSW Reporting** – campaign to encourage near miss, risk, observation and feedback reporting.
- **Damstra / Vault** – System review to ensure safety management system is fit for purpose.
- **TRC Procedures under review**

Two significant developments have occurred with the appointment of the Administration and Logistics Manager and the establishment of a TRC Policy Development Team has enabled the below to gain traction.

Anticipating significant movement in this area in the coming months.

- Health and Safety Policy review underway
- Operating Manual For Field Staff review underway with Team Leaders
- Fire Evacuation Procedures - TRC Stratford, Pukeiti review underway
- TRC Fleet Management Policy review underway
- **Development of TRC Onboarding Procedures**
 - Review of entire TRC induction process, in line with HR, H&S, and Role requirements.
- **TRC Driver Licensing, Competency and Assessment Policy**
 - All driver, licensing, assessment, capabilities and role competencies reviewed. Advanced and additional driver elevated process now in place.
- **TRC UAV/Drone Strategy** Business Case and UAV Strategy and Compliance – being finalised
- **TRC Quad Bike Assessment/Review** – being finalised.
- **TRC Third Party/ Contractor Management** - Fixed Term Employee appointed to assist with review of third party, contractor management and processes.
- **HSE E Learning** Creation and implementation of relevant H&S E-learning training modules to support ongoing onboarding internal competency, knowledge and awareness commenced.
- **Taranaki Predator Free Audit 2023** - close out of outstanding audit items.
- **Stakeholder Management** – Relationship building to support shared duties and review related health and safety risks and activities where appropriate.

Critical Events

Stakeholder Incident involving a bus and cyclist. TRC HSW and Transport Management are actively involved with incident investigation. A number of good outcomes have come from this unfortunate accident including improved relationships with wider stakeholders.

One potentially critical event occurred in May involving threatening two TRC employees verbally over the phone. Threats involving firearms were reported. Update: Report has been filed with Police.

TRC Incident Investigation Team

Initial meeting, Terms of Reference and Incident Causal Analysis Investigation training finalised for reinvigorated team.

Focus of team: severity definition and analysis, incident mechanism review, deep dive on key events and risks.

General Summary

Increased activity with the district council's health and safety representatives to support the review of shared resources and opportunities. (Meeting quarterly with very active group proving promising possibilities). In addition meeting quarterly with National H&S SIG Regional Councils with the same focus and intent.



Date: 9 September 2024

Subject: 2024/2025 Insurance Programme

Author: R Johnson, Finance Manager

Approved by: M J Nield, Director - Corporate Services

Document: 3298939

Purpose

1. The purpose of this memorandum is to inform members of the placement of the 2024/2025 insurance programme and to decide whether to purchase an excess layer of \$5 million professional indemnity cover.

Recommendations

That Taranaki Regional Council:

- a) notes the renewal and placement of insurance policies for 2024/2025
- b) notes and considers the options available
- c) approves the preferred option of not purchasing an excess layer of professional indemnity cover
- d) determines that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- e) determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Background

2. The Council insures itself against various risks. The insurance programme runs from 1 July to 30 June of each year. Prior to the completion of each insurance year, the Council reconfirms the risks it wishes to insure against and the levels of cover it wishes to retain.
3. The four Taranaki councils operate a shared service arrangement for the placement of the region's insurance needs. This acts as a bigger base to attract savings through economies of scale.

Issues

4. Public liability, professional indemnity and harbourmasters insurance cover have been substantially reduced due to lack of offering in the current insurance market.

5. Since the 1 July 2024 renewal, our insurance broker has secured a firm indication from Zurich for a professional indemnity excess layer of \$5 million (above the current \$15 million) at an additional cost of \$15,432.
6. Due to this cover being in addition to the standard policy, we need to consider whether the additional cover should be purchased.

Discussion

7. The 2024/2025 insurance renewal process was more challenging than normal.
8. The attached *Insurance Programme Schedule* outlines the full insurance programme for 2024/2025 including the coverage received, the insurance providers and costs.
9. An increase in costs has arisen from the current insurance market conditions. Insurance companies are more risk adverse, and insurers have been retreating from the public liability and professional indemnity market. Recent litigation around building consents has worsened the situation and our longstanding public liability and professional indemnity insurance cover from the London market has been withdrawn and was not available this renewal.
10. The Council only had two insurers quoting public liability (PL) and professional indemnity (PI) terms and at significantly reduced coverage levels and higher premiums. The public liability/professional indemnity insurance sum insured has decreased from \$300 million to \$20 million (PL) and \$15 million (PI). Harbourmaster cover has also reduced to \$15 million (from \$20 million) with wreck removal cover favourably increasing to \$15 million (from \$5 million).
11. To partially offset some of the higher premiums, the Council's deductible for public liability and professional indemnity was increased to \$250,000 (from between \$5,000 and \$25,000), however the premium increases are still substantial.
12. Due to the increased insurance costs, the lessor risk profile that the Council has compared to the three district councils and our history of no professional indemnity claims - the current insurance cover is considered adequate. A professional indemnity excess layer of \$5 million is not considered necessary nor recommended at this time.

Options

13. To continue with the standard professional indemnity insurance sum insured of \$15 million, which is the most cost effective and is recommended as the preferred option.
14. To purchase the quoted \$5 million excess layer of professional indemnity cover, which has the advantage of decreasing risk but the disadvantage of increased cost.

Significance

15. In terms of the Significance and Engagement Policy, the decision is determined as not significant as:
 - the decision does not effect a large number of residents and ratepayers to moderate extent
 - the consequences of the decision do not effect a small number of residents and ratepayers to a large extent.
16. No further community engagement is recommended.

Financial considerations—LTP/Annual Plan

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

are in excess of the 2024/2025 budget. The purchase of the additional coverage would exacerbate this issue.

Policy considerations

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

Iwi considerations

19. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.

Community considerations

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

Legal considerations

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

Appendices/Attachments

Document 3303055: [Insurance Premium Table 2024/2025](#)

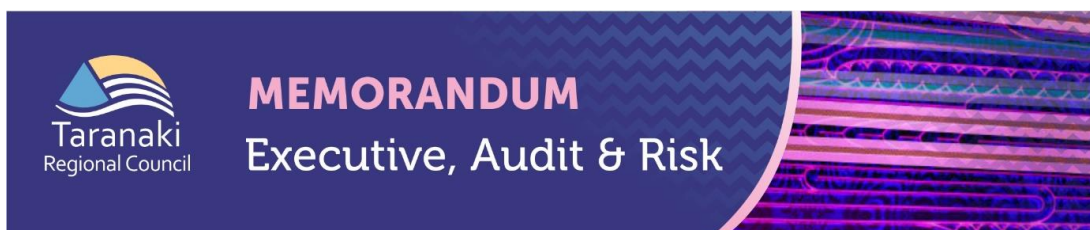
Taranaki Regional Council
2024/2025 Insurance Programme Schedule

Policy	Sum Insured	Insurer	Deductible	2024/25 Premiums	2023/24 Premiums
Material Damage (Commercial)	\$50,862,905	QBE (Lead Insurer)	\$100,000, except for Natural Disaster: property after 1935 (2.5% site value), property pre 1935 (10% site value)	\$74,229	\$82,350
Material Damage (Residential)	\$4,388,000	QBE (Lead Insurer)	\$5,000, except for Natural Disaster: property after 1935 (5% site value), property pre 1935 (10% site value)	\$8,519	\$8,230
Fire and Service Levy				\$39,542	\$30,857
Business Interruption (consequent to damage to property insured by the material damage policy)	Additional Costs: \$10,000,000 shared limit (all Taranaki Councils)	QBE (Lead Insurer)	Various	\$1,064	\$742

Executive Audit and Risk Committee - 2024/2025 Insurance Programme

Policy	Sum Insured	Insurer	Deductible	2024/25 Premiums	2023/24 Premiums
Motor Vehicle	\$4,587,500	NZI	\$1,000	\$85,660	\$78,070
Personal Accident	Elected Members: \$50K Executive Positions: \$100K	AIG	Nil	\$735	\$630
Employers Liability	\$1,000,000 shared limit (all Taranaki Councils)	Vero	\$2,500	\$1,110	\$955
Statutory Liability	\$5,000,000 shared limit (all Taranaki Councils)	Vero	\$25,000 for claims in respect of the Health and Safety at Work Act 2015	\$2,223	\$2,025
Hall Hirers Liability	\$1,000,000	Vero	\$500	\$2,530	\$2,310

Policy	Sum Insured	Insurer	Deductible	2024/25 Premiums	2023/24 Premiums
Travel Insurance	Various	AIG	\$250	\$1,008	\$805
Public Liability, Professional Indemnity, Harbourmasters and Wreck Removal	Public Liability: \$20,000,000, Professional Indemnity: \$15,000,000, Harbourmasters: \$15,000,000, Wreck Removal: \$15,000,000	Chubb Insurance New Zealand	\$250,000	\$99,058	\$58,052
Environmental Impairment Liability	\$1,000,000	SCOR Syndicate 2015 at Lloyd's	\$25,000	\$1,893	\$1,798



Date: 28 August 2024

Subject: Public Transport Business Case, Single Stage Business Case (SSBC)

Author: C Gazley, Transport Engagement Manager

Approved by: M J Nield, Director - Corporate Services

Document: 3302728

Purpose

1. The purpose of this memorandum is to provide an update on the progress of the Taranaki Public Transport Single Stage Business Case (SSBC).

Executive summary

2. A SSBC has been prepared to present a case for investment in improved public transport services and infrastructure in Taranaki. The aspiration is to have a public transport system that connects people to where they want to go and is the preferred mode of choice within the Taranaki region.
3. At the 29 July 2024 meeting, bus network options "Option 1: Throughput", "Option 2: Balanced "and Option 2: Balanced Updated" were presented for consideration.
4. Endorsement was received from the Committee on Option 2: Balanced Updated as the emerging preferred option. Further information was requested on the following three items:
 - Maps showing future populations around bus stops and the difference between the network options
 - Bus patronage/ridership details
 - Indicative BCRs for the short list options.
5. These have been included in the SSBC.
6. We are strengthening our collaboration with New Plymouth District Council (NPDC). NPDC and TRC met on 13 August 2024 to explain the optioneering and the decision making process to arrive at the preferred network option.
7. At the meeting it was agreed that the ideas for minor refinements to the network could be made via the establishment of a Joint Committee between Taranaki Regional Council and New Plymouth District Council to facilitate and support the development of public transport. TRC and NPDC have taken positive steps toward working together and will continue to do so at this level.
8. The preferred option (Balanced Modified) has been included in the SSBC. The Business Case recognises the constrained funding environment and the importance of community feedback in providing a bus service that is people centric.
9. We have received comments from our procurement advisors, which we have addressed in the SSBC.

10. An independent peer review of the SSBC was determined to be required by New Zealand Transport Agency Waka Kotahi (NZ Transport Agency) and has been completed. The independent peer reviewer is of the opinion "that the process and recommendations of the business case are robust and appear to be a sensible approach to investing in PT in the Taranaki Region".
11. The peer review comments were received on 25 August 2024 and the agenda closing date was 28 August 2024. As such, the five key observations from the peer review are still being worked through and the SSBC hasn't been fully finalised. However, the SSBC attached in Appendix 1 is the latest working version dated 28 August 2024. The remaining changes arising from peer review will not affect the recommendations of the SSBC as they are focused on enhancing the clarity of the SSBC.
12. The five key observations from the peer review are as follows:
 - Make it clearer that the Bronze Option is being recommended and that no or very limited funding is being requested at this stage.
 - Make it clearer that the Bronze Option is a step on the way towards the Gold Option which is a long-term strategic aspiration that will have decision points along the way.
 - It would be beneficial to make some changes to the problem and benefit statements and KPIs. However, this could be noted as an update to the benefits management and further stages and no need to re-work the option assessment.
 - Presentation of the preferred option would be clearer as Option 3, then Option 3A (Bronze, Silver and Gold) as stages of the preferred long-term strategy.
 - Make the parameters of the SSBC scope with other work streams by TRC or partners (i.e NPDC's Programme Business Case) and assumptions and interdependencies clearer.
13. There were also minor comments which were editorial or seeking additional information that the peer reviewers felt the New Zealand Transport Agency would need to make a decision on additional investment funding.
14. A final SSBC will be published once the remaining comments from the peer review and any comments from this meeting are received. It is recommended that the approval of the finalised SSBC be delegated to the Chair of the EAR Committee.
15. Following delegated EAR Committee approval of the SSBC the next steps are:
 - The finalised SSBC will be presented to the Ordinary Council Meeting for final approval on 24 September 2024.
 - The SSBC will be presented to NZ Transport Agency Waka Kotahi for endorsement during October 2024.
16. The approval of the SSBC enables us to move into the procurement phase for our new bus network.

Recommendations

That Taranaki Regional Council:

- a) receives the presentation update on the Taranaki Public Transport SSBC
- b) subject to addressing the remaining comments arising from the Peer Review, and this meeting, approves the working version of the Taranaki Public Transport SSBC dated 28 August 2024
- c) delegates approval of the finalised SSBC to the Chair of the EAR Committee
- d) determines that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- e) determines that it has complied with the decision-making provisions of the *Local Government Act 2002* to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further

analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Discussion

17. On 29 July 2024 the EAR Committee provided comments on, and endorsed, "Option 2: Balanced Updated" as the emerging preferred option for the Taranaki bus network. This preferred option has been included in the SSBC.
18. The SSBC is being finalised following an independent peer review and the working version dated 28 August 2024 is attached as Appendix 1. It is presented for approval subject to further minor amendments to address technical matters raised in the peer review.
19. It is noted that the bus network options were given a different naming convention during the public consultation period to make it simpler for the community to understand the different options. The progression of the different naming conventions are shown in the table below to provide clarity and consistency with the SSBC.

Original Option Naming in SSBC	Revised Option Naming in SSBC	Public Consultation Naming	Naming following public engagement + EAR Meeting (29/07/24)	Short Listed Options Naming in SSBC
Option 2 – Access Emphasized	Option 1 – Access			
Option 3 – Throughput Emphasized	Option 2 – Throughput	Option 1 – Throughput	Option 1 – Throughput	Option 2 – Throughput
Option 5 – Balanced Emphasized	Option 3 - Balanced	Option 2 - Balanced	Option 2 Balanced	Option 3 Balanced
			Option 2A Balanced Updated	Option 3A Balanced Modified

Further Information Requests

20. Further information was requested at the 29 July 2024 EAR Committee meeting, this information is discussed below and is included in the SSBC.

Maps showing coverage around bus stops and the difference between the bus network options

21. A catchment analysis was undertaken on the options to indicate the 'population' that would be within 400m walking distance from the bus routes. It is noted that Census SA2 sectors for New Plymouth were used as an approximation to illustrate which zones will be within walking distance from a bus service. It should also be noted that if the majority of the zone is outside of the 400m, this is not included in the analysis.
22. Figure 1, Figure 2 and Figure 3 below shows the results of the catchment analysis for the options. The difference between the options is minor especially between Balanced Option and Balanced Modified Option. The balanced options with a greater focus on coverage provides greater accessibility for people in the community.

Figure 1: Throughput Option – population within 400m walking distance to a bus route in 2053

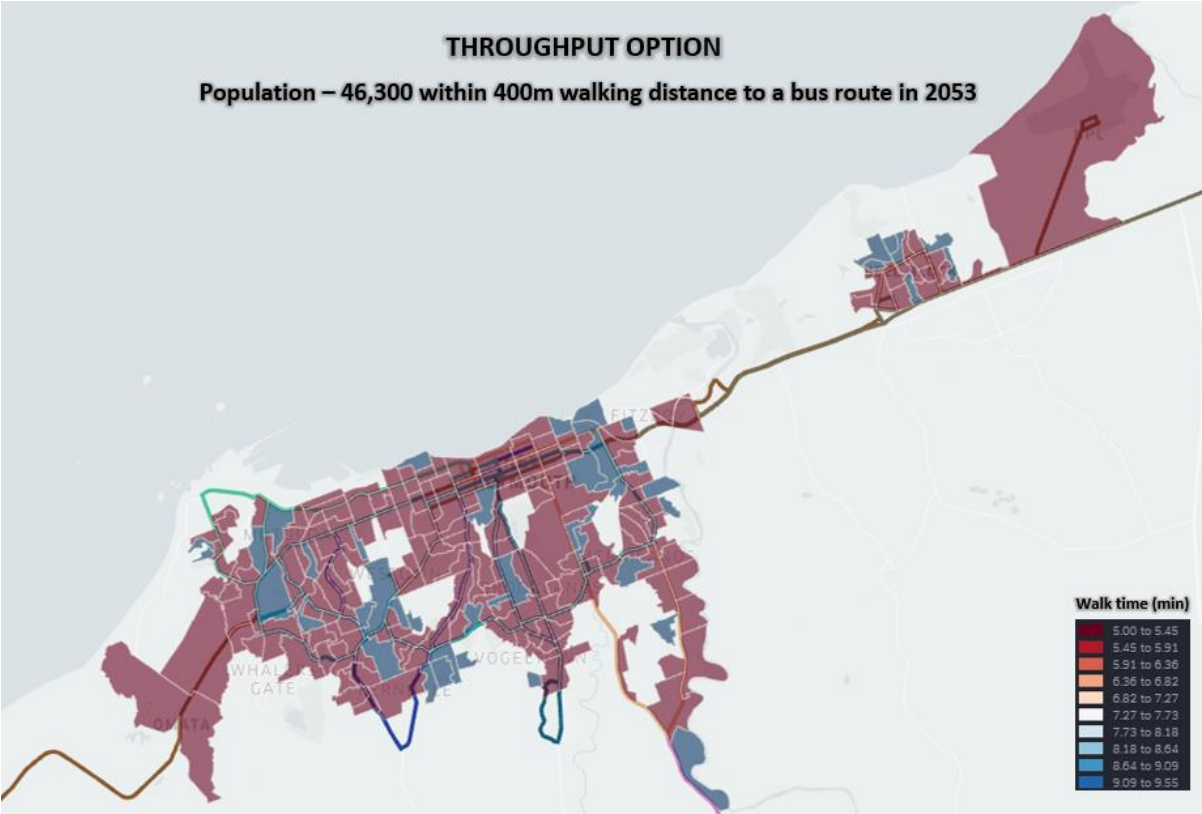


Figure 2: Balanced Option – population within 400m walking distance to a bus route in 2053.

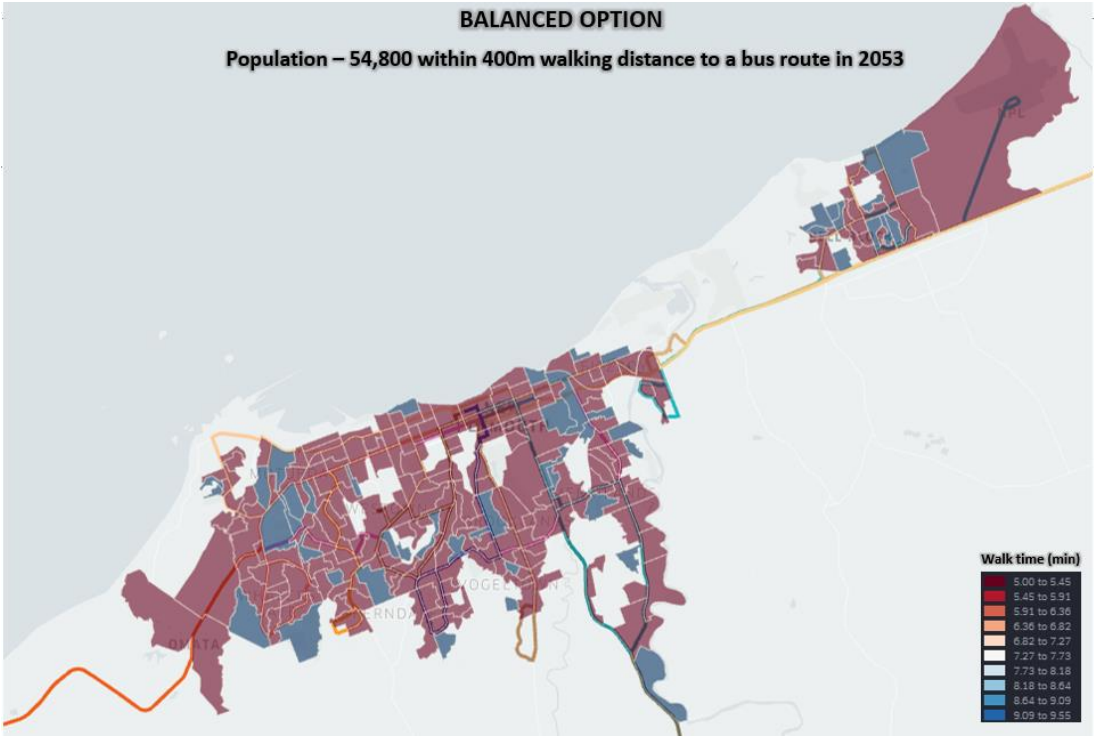
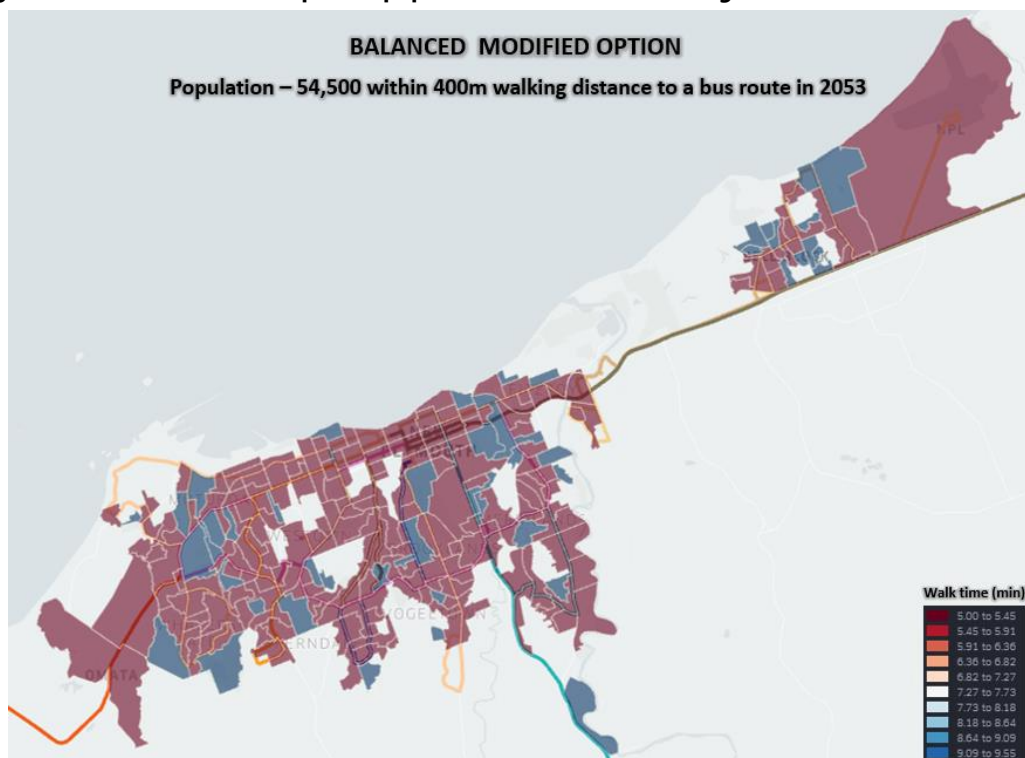


Figure 3: Balanced Modified Option – population within 400m walking distance to a bus route in 2053.

23. The bus catchment analysis is included in Chapter 7: Economic Case of the SSBC.

Indicative BCRs for the short list options

24. The indicative Benefit Cost Ratios (BCRs) for the short list options have been prepared and are included in the SSBC.

Option	Indicative Annual Operating Cost (\$M, undiscounted)	40-Year Discounted Benefit (\$M)	40-Year Discounted Cost (\$M)	Indicative BCR
Throughput	\$2.8	55.0	52.9	1.0
Balanced	\$2.9	63.9	55.2	1.2
Balanced Modified	\$3.5	63.5	66.2	1.0

25. Although the Balanced option will provide the greatest BCR, it does not consider additional services that the community asked for during consultation. The provision of additional services that allow the community to access essential services easily, and provide greater access to the underserved areas reduces the BCR but will result in a higher level of community acceptance and support. As such, the Balanced Modified is proposed as the preferred network option.
26. It is noted that the \$3.5M operating cost is only a portion of the TRC PT budget and this excludes school services. The total operating budget currently sits over \$7M.

27. The BCRs are included in Chapter 7: Economic Case of the SSBC.

Predicted Patronage of the Bus Network

28. The predicted patronage of the preferred network option is below and is included in the Chapter 7: Economic Case of the SSBC.
29. The Bronze option is a step on the way towards the desired Gold option – our long term goal.
30. While Gold is our long term preferred option, Bronze is the achievable and implementable stepping stone to achieve this long term goal.
- 'Gold' frequency option: Estimated 90% increase in the overall daily bus patronage by 2035.
 - 'Bronze' frequency option: Estimated 25% increase in the overall daily bus patronage by 2035
 - By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.

Strengthening Collaboration with NPDC

31. To strengthen our collaboration with New Plymouth District Council (NPDC) a meeting was held on 13 August 2024 with the General Manager Operational Excellence and three Councillors. The purpose of this meeting was to step through the optioneering process and explain the preferred network was determined.
32. A Joint Committee between Taranaki Regional Council and New Plymouth District Council for all transport related projects is in the process of being established. Chapter 12: Management Case of the SSBC has been updated to reflect. TRC have provided draft terms of reference to NPDC for the Committee.
33. NPDC will have an opportunity year on year to influence the bus network and engagement with NPDC will continue.

The Preferred Option

34. In developing the preferred option, the SSBC recognized the constrained funding environment and the importance of community feedback in providing a service that is people centric. Thus, following community engagement of the short-listed options, the Balanced Modified Option was proposed. This was further assessed to be the preferred option which was taken forward.

Figure 3: The Preferred Option (Balanced Modified)



Outcomes Achieved

35. The preferred option provides the following customer outcomes over the Do-Minimum.
 - 'Gold' frequency option: Estimated 90% increase in the overall daily bus patronage by 2035.
 - 'Bronze' frequency option: Estimated 25% increase in the overall daily bus patronage by 2035
 - By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.
 - Reduction of 4,812 tonnes of CO₂ over 40 years, a reduction of 13,335 tonnes with the 'Gold' frequency.
 - Gold option: A reduction in average bus travel time of 6 minutes between Glen Avon and the CBD. A 10-minute reduction between Marfell and the CBD.
 - Bronze option: A reduction in average bus travel time of 2 minutes between Glen Avon and the CBD. A 5 -minute reduction between Marfell and the CBD.
 - The New Plymouth Airport is now accessible via public transport increasing travel choice for locals and travellers alike.

Staging and Funding of the Preferred Option

36. Three frequency options have been considered for the preferred option - referred to as Bronze, Silver and Gold. **Gold is the desirable preferred** with 15 minute headways during the peak periods for the urban routes and increased services on the weekends. Bronze and Silver options are considered for staging, based on current funding constraints. The difference in the frequency of services for each option is presented below in Figure 3.
37. 'Gold' being the desired frequency option where further funding will be sought when available. We will continue to discuss options for additional funding from NZ Transport Agency to continue to progress toward the Gold standard.

Figure 4: Frequency Options for the Preferred Option

	BRONZE		SILVER		GOLD		
	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Sunday & Public Holidays
Urban Services							
Airport to Whalers Gate	70		80	4	165	15 min during peaks	12
Carrington / Govett	70		80		125		12
Frankleigh Park	70		80		125		12
Mangorei Taranaki Hospital	70		80		125		12
Port Taranaki - Vogeltown	70		80		165		12
Proposed Orbiter Route	70	2	80	4	125		12
Route 3-Hurdon	70		80		165		12
Route 5 - Waitara	30		40		65		12
Waitara Express Route	25		35		60		
Regional Services							
Waverly to Hawera	1		1		2		
Opunake to Hawera	1		1		10	2	2
Opunake to NP	10		10		20	2	2
Hawera - Taranaki Hospital	20	4	20	4	20	4	4
Hawera to NP	5		5		40	8	8

BCR Costs

38. The overall estimated annual operating cost and BCR for the preferred different frequency option is shown in the table below.

Option	Annual Operating Cost (\$million, undiscounted)	40-Year Discounted Benefit (\$million)	40-Year Discounted Cost (\$million)	BCR
Bronze	\$3.5	63.5	66.2	1.0
Silver	\$6.8	104.9	126.8	0.8
Gold	\$7.2	226.4	134.1	1.7

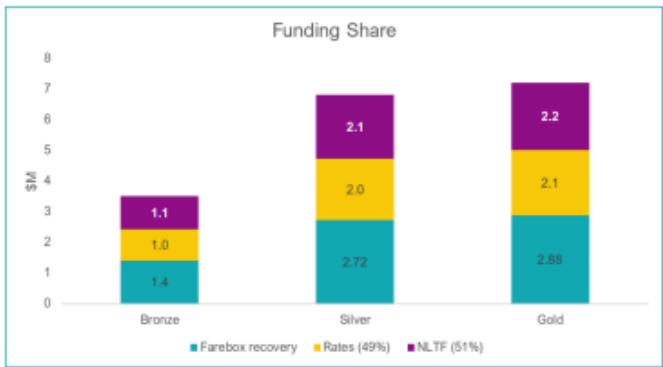
39. The analysis has shown the Gold Option provides the strongest return on investment with a BCR of 1.7. It is noted the increase in cost in the 'Silver' option is estimated to be greater than the monetised benefits. However, the evaluation excludes non-monetised benefits that would also arise from the increase in frequency such as increased customer satisfaction and in facilitating growth in a sustainable manner. Despite the lower BCR, the 'Silver' frequency is an important step change towards the aspirational frequency of 'Gold'.
40. For context, a BCR over 1 means an investment stacks up and is financially viable. Some public transport projects have a BCR less than 1 and are still acceptable on the basis that they are considered to be providing additional benefit to the community that can't be quantified via the BCR calculation method. The Bronze option (BCR of 1) is considered to be high relative to other similar business cases. A BCR of 1.7 is exceptionally high and shows the impact of a combination of services (routes that

connect the community to jobs and where they need to go efficiently), minimizing infrastructure requirements and promoting fleet efficiencies.

Funding Share

41. The estimated funding split for the operational costs for the different frequency options (Gold, Silver, Bronze) are shown below based on an assumed 40% farebox recovery. It also assumes standard Funding Assistance Rates (FAR) (51% from the National Land Transport Fund (NLTF). For context, the current TRC farebox recovery is approximately 31% which is quite high for a regional public transport service. Therefore, an assumed future 40% farebox will be a positive outcome.

Figure 5: Funding Share



Procurement

42. Procurement contracts leading into a new 2026 contract are being updated. This contract will consider the proposed network, Ministry of Transport Requirements, the current Transport GPS, and will be flexible to allow changes in the network.
43. The following is noted from a procurement perspective:
- Procurement will consider proposed network and vehicle kilometres, purchases of buses and percentage of electric vehicles (EVs)
 - Increased service provision and provision items with variable rates e.g. three years or nine years to allow for changes.
 - Provisional items and changes included. It is anticipated that there will be feedback from operators during procurement planning.
44. It is planned that procurement will go to market in September 2024 giving operators a year to consider changes, with implementation commencing in April 2026. The new procurement is proposed to be for nine years, and there is room for flexibility.
45. At the November 2024 meeting an update on procurement will be provided.

Alignment with Regional Land Transport Plan (RLTP)

46. Increasing mode shift is one of three headline targets in the Taranaki Regional Land Transport Plan (RLTP) for the next ten years (until 2034). The RLTP aspires to at least double the trips made by public transport throughout the region by 2034 from the 2023/2024 baseline. Both Bronze and Gold frequency options will contribute to the targets of doubling public transport trips.

Significance

47. In terms of the Significant and Engagement Policy, the decision is determined as being not significant, the consequences or impacts of the issue, assets, or other matters, does not affect a large number of residents and ratepayers to a moderate extent.
48. These criteria have also been considered, however, not triggered; the extent to which there is, or is likely to be a change in the level of service in carrying out any significant activity, and the extent to which there is, or is likely to be a change in the way in which any significant activity is carried out.
49. This is supported by the extensive community engagement which has been undertaken over the past 15 months and has informed the options and decision requested to be made by the Committee. The engagement process was detailed in Appendix 2 of the last meeting. As such it is considered no further community engagement is needed at this point in the Business Case. We will continue to engage with our partners and key stakeholders as we progress the SSBC as well as this Committee. It is noted that further engagement will be undertaken upon implementation of any new public transport service.

Financial considerations—LTP/Annual Plan

50. The financial impacts of implementing the council's decisions will need to be assessed. The issues to be considered are level of farebox recovery, amount of funding available from our investment partner NZTA, and the Council's preferences around the level of local contribution through targeted rates. We will work through these options for consideration through the 2025/2026 Annual Plan process.
51. The phasing of the rollout of the preferred option will be totally dependent on these financial considerations. One of the tools available to assist in addressing the financial considerations is the time frame in which the options are implemented. That is, if funding sources are not available then the option can be implemented over a longer timeframe.

Policy considerations

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

Iwi considerations

53. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.
54. Since the last meeting, we have connected again with Te Aranga o Taranaki via the iwi secretariat. The bus network map of the preferred option was provided and the changes made as a response to the public consultation was highlighted. We again welcomed the opportunity to work collaboratively and whether there was any feedback on the bus network.
55. We will continue to use best endeavours and will always welcome the opportunity to work collaboratively on the bus network together with our iwi partners.

Community considerations

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

57. The community feedback has significantly shaped the preferred option and the updated Balanced option is the preferred option which has been included in the SSBC seeking approval.

Legal considerations

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

Appendices/Attachments

Document 3302940: [Taranaki Public Transport SSBC \(Working version as at 28 August 2024\)](#)

Document 3303251: [Email from the independent Peer Review of Taranaki Public Transport SSBC](#)

Document 3302725: [Presentation Final PT SSBC](#)

Sensitivity: General



Taranaki Public Transport SSBC

WORKING DRAFT

Prepared for Taranaki Regional Council

Prepared by Beca Limited

28 August 2024



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Appendices

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Sensitivity: General

Revision History

Revision N°	Prepared By	Description	Date
0.1	Kuan-Wen Sang	70% draft of Strategic Case for client comment	20/1/24
0.2	Kuan-Wen Sang	Draft for client comment	14/8/24

Document Acceptance

Action	Name	Signed	Date
Prepared by	Kuan-Wen Sang		14/8/24
Reviewed by	Andrew Collings		14/8/24
Approved by	Robert Broadnax		14/8/24
on behalf of	Beca Limited		

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Executive Summary

Introduction

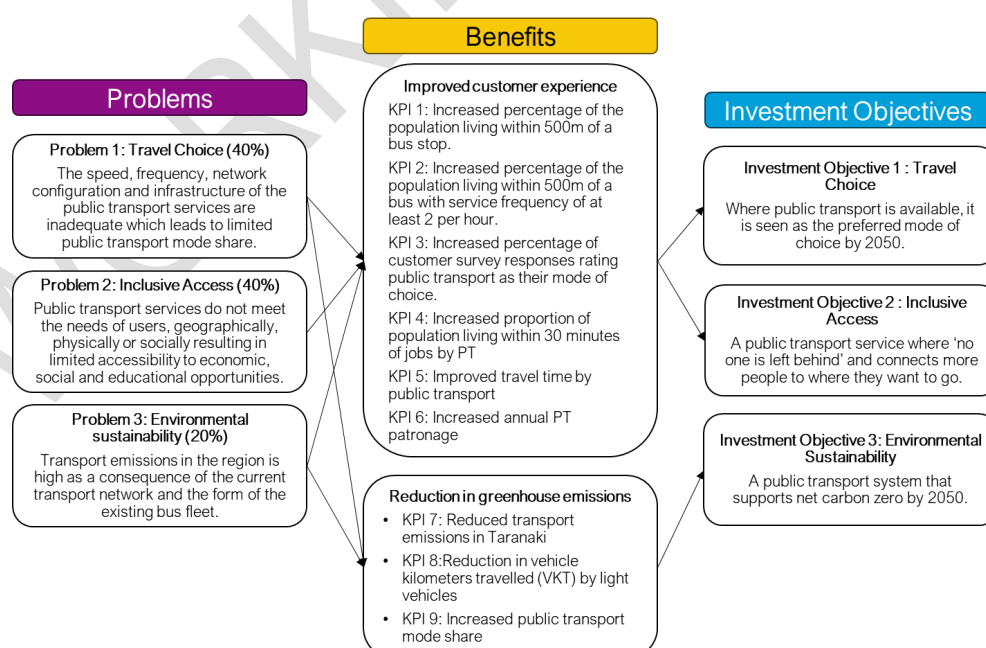
This Single Stage Business Base (SSBC) has been prepared for Taranaki Regional Council (TRC) to present the case for investing in improved public transport services and minor infrastructure in the Taranaki region.

Specifically, the Business Case is recommending a 'Gold' option as the long-term vision, but that the 'Bronze' option is the immediate funding request with a total 40-year cost of \$66M and a BCR of 1.0. Noting that the 'Bronze' option is of similar annual operating cost as existing services and minimal additional funding is requested. This business case seeks:

- Approval of the preferred network option with minimal additional funding requested.
- Acknowledgement and endorsement of a staged frequency approach with 'Gold' being the desired frequency option where further funding will be sought when available.
- Agreement to the establishment of a Joint Committee between Taranaki Regional Council and New Plymouth District Council to facilitate and support the development of public transport moving forward.

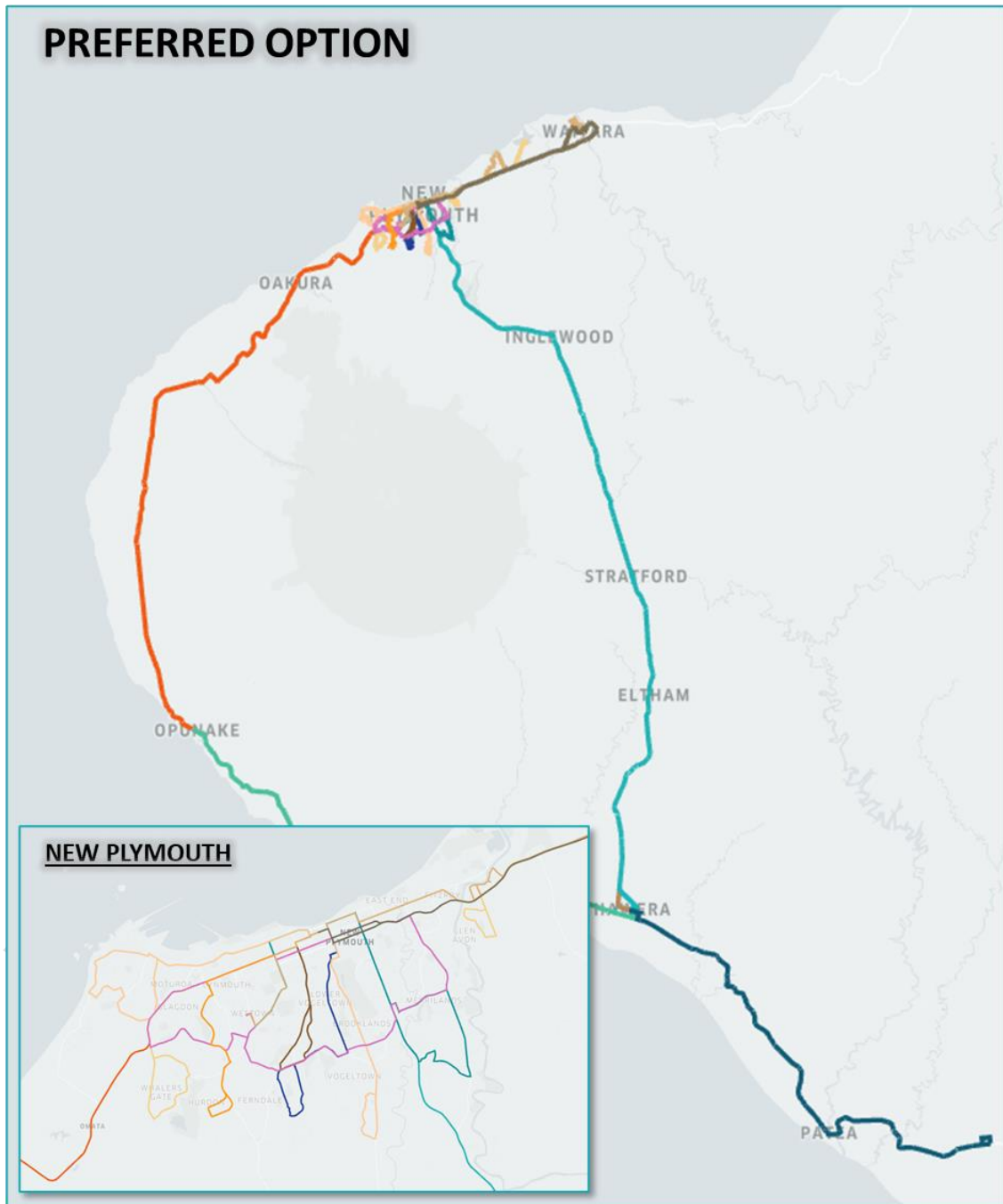
The Identified Problems, Benefits, and Investment Objectives

The existing public transport network has largely been unchanged for the past 15 years even though the community has grown, and land uses have changed. Addressing the identified problems will ultimately lead to improved customer experience, increased access to economic opportunities, and a reduction in greenhouse gas emissions. The proposed investment aims to focus on three areas – travel choice, inclusive access and environmental sustainability. The problems, benefits and investment objectives are shown below.



The Preferred Option

In developing the preferred option, the SSBC recognizes the constrained funding environment and the importance of community feedback in providing a service that is people centric. Thus, following community engagement of the short-listed options, an amended Option was proposed. This was further assessed to be the preferred option which includes minor infrastructure requirements such as bus stops/ shelters.



Staging of the Preferred Option

With network changes in place, three frequency options have been considered for the preferred option - referred to as Bronze, Silver and Gold. Gold is the desirable preferred with 15 minute headways during the peak periods for the Urban routes and increased services on the weekends. Bronze and Silver options are considered for staging, based on current funding constraints. The difference in the frequency of services for each option is presented below.

	BRONZE		SILVER		GOLD		
	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Sunday & Public Holidays
Urban Services							
Airport to Whalers Gate	70		80	4	165	15 min during peaks	12
Carrington / Govett	70		80		125		12
Frankleigh Park	70		80		125		12
Mangorei Taranaki Hospital	70		80		125		12
Port Taranaki - Vogeltown	70		80		165		12
Proposed Orbiter Route	70	2	80	4	125		12
Route 3-Hurdon	70		80		165		12
Route 5 - Waitara	30		40		65		12
Waitara Express Route	25		35		60	Increased weekend & regional services	
Regional Services							
Waverly to Hawera	1		1		2		
Opunake to Hawera	1		1		10	2	2
Opunake to NP	10		10		20	2	2
Hawera - Taranaki Hospital	20	4	20	4	20	4	4
Hawera to NP	5		5		40	8	8

Outcomes Achieved

The preferred option provides the following customer outcomes over the Do-Minimum:

- A reduction in average travel time via public transport of 2 minutes (5%) between Glen Avon and the CBD, this increases to 6 minutes with the 'Gold' frequency. A 5 mins reduction (14%) between Marfell and the CBD and increase to 10 minutes with the 'Gold' frequency.
- The New Plymouth Airport is now accessible via public transport increasing travel choice for locals and travellers alike.
- An estimated 25% increase in the overall daily bus patronage by 2035 and an annual increase of 30%. This will be further increased to a daily increase of 90% with the implementation of the 'Gold' frequency option.
- By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.
- Reduction of 4,812 tonnes of CO₂ over 40 years, a reduction of 13,335 tonnes with the 'Gold' frequency option.

Investment Prioritisation Method

The NZTA Investment Prioritisation Method for the 2024- 27 National Land Transport Programme (NLTP) has been used to understand the potential investment prioritisation of the SSBC. Overall, the investment proposal has been assessed as priority order 3.

Factor	Rating
GPS Alignment	High The investment proposal has been assessed as high as it responds to economic growth and productivity through 'operation of public transport services enabling access to employment and other economic opportunities. The improvement in bus services will provide the opportunity to travel to the airport via public transport where previously this was only accessible by car. The improvements will also see a reduction in travel time via public transport to the New Plymouth CBD by up to 10 minutes from Marfell under the 'Gold' frequency and 6 minutes from Glen Avon.
Scheduling	High The investment proposal has a high scheduling priority alignment via the Criticality factor. The current bus service contract, with an extension, are set to expire in April 2026 and there is a need to tender a new contract to enable service continuity. The successful operator will need to invest in supporting buses to enable the improvements. Any delay would have significant impact on the RPTP goals and community needs.
Efficiency	Low (BCR 1.0 – 1.7)
Priority order	3

BCR and Costs

The overall estimated annual operating cost and BCR for the preferred different frequency option is shown in the table below.

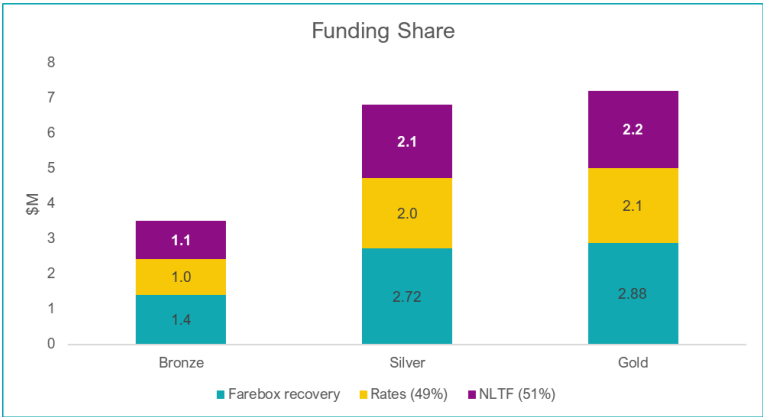
Option	Annual Operating Cost (\$million, undiscounted)	40-Year Discounted Benefit (\$million)	40-Year Discounted Cost (\$million)	BCR
Bronze	\$3.5	63.5	66.2	1.0
Silver	\$6.8	104.9	126.8	0.8
Gold	\$7.2	226.4	134.1	1.7

The analysis has shown the Gold Option provides the strongest return on investment with a BCR of 1.7. It is noted the increase in cost in the 'Silver' option is estimated to be greater than the monetised benefits. However, the evaluation excludes non-monetised benefits that would also arise from the increase in frequency such as increased customer satisfaction and in facilitating growth in a sustainable manner. Despite the lower BCR, the 'Silver' frequency is an important step change towards the aspirational frequency of 'Gold'.

Funding Share

The estimated funding split for the operational costs for the different frequency options are shown below based on an assumed 40% farebox recovery. It also assumes standard FAR (51% from the NLTF).

It is noted that the only funding request for infrastructure is for bus stops and shelters at this point in time (minor infrastructure) and that there can be additional updates to the network over time.



Commercial

Taranaki Regional Council has several contracts in place for public transport services.

In August 2024 contracts leading into a new 2026 contract will be updated. This contract will consider the proposed network, Ministry of Transport Requirements, the current Transport GPS, and will be flexible to allow changes in the network. There will be a one year lead in time.

As of writing of this business date (28 August) the following is noted from a procurement perspective:

- Procurement will consider proposed network and Vehicle Kilometres, purchases of buses and percentage of EVs
- Increased service provision and provision items with variable rates e.g. three years or nine years to allow for changes.
- Provisional items and changes included.

It is anticipated that there will be feedback from operators during procurement planning.

In short, there is a current mechanism for procurement that will go to market in September 2024 giving operators a year to consider changes, with implementation commencing in April 2026. The new procurement is proposed to be for nine years, and there is room for flexibility.

Management

The management case puts in place appropriate arrangements for the successful delivery of the business case – and future management and delivery. Specifically, the case helps to refine the preferred option by clarifying a partnering approach to governing and managing delivery, flexibility to stage implementation and together with the financial and commercial cases and provides details on the following:

Arrangement	Details
Programme Management and Governance	Proposed Joint Committee between Taranaki Regional Council and New Plymouth District Council.

Arrangement	Details
Project management	Details on the specific project management systems, how these may operate, if they are compliant with NZTA requirements and relevant roles
Change management	Processes in place to manage changes as they occur including mitigation measures
Benefits management	Details on benefit realisation
Risks and uncertainty management	List of potential risks and uncertainties and how they will be managed along with mitigation measures
Post-implementation evaluation	Details on evaluation after the new bus network is implemented

Dependencies and Uncertainties

The following dependencies and uncertainties are noted:

- The New Plymouth Integrated Transport Framework Programme Business Case is currently in draft format
- Funding envelopes are unknown, which is why a staged approach is proposed
- Future bus procurement contracts are unknown (although the team is working with the Procurement team to minimize risk)
- Future fares and policy changes are unknown

Recommendations Sought for Approval

This SSBC sets out the rationale for investing in an improved public transport network in Taranaki. Based on the information provided throughout this document, the following approvals are sought:

- Approval of the preferred network option with minimal additional funding requested.
- Acknowledgement and endorsement of a staged frequency approach with 'Gold' being the desired frequency option where further funding will be sought when available.
- Agreement to the establishment of a Joint Committee between Taranaki Regional Council and New Plymouth District Council to facilitate and support the development of public transport moving forward.

1 Introduction

This Single Stage Business Base (SSBC) has been prepared for Taranaki Regional Council (TRC) to present the case for investing in improved public transport services and infrastructure in the Taranaki region.

TRCs aspirations from this business case are simple:

- to create a public transport network that connects people to where they want to go, and
- to create a network where public transport is the preferred mode of choice on key corridors.

Sadly, the current bus network and services do not achieve these aspirations or provide 'real' modal choice for residents because:

- the current bus services have largely been unchanged for the past 15 years even though the community has grown, and land uses have changed.
- services are complex, meandering and with land use changes do not meet the needs of the community.

Together these have both contributed to high private vehicle use and transport emissions in the region. In addition, those without access to a car have been left behind as the public transport network does not meet their needs.

Without investment, accessibility to jobs, education and sport, and the health and wellbeing of residents, as well as customer experiences, will continue to be compromised. In short, **things need to change**.

To achieve change, this SSBC does two things:

- builds upon the public transport review carried out in 2023 which sought public consultation as part of 'Better Travel Choices Part B: Regional Public Transport Plan 2024-2054', and
- at the same time, comes to the Taranaki regional public transport network with a blank slate to enable the most innovative and revolutionary options to be considered.

This business case recommends a staged preferred option (starting with a bronze frequency scenario) with a total cost of **\$66m** and a BCR of **1.0**.

1.1 Background

At 723,610 hectares, the Taranaki region makes up approximately 3% of New Zealand's total land area, and is home to 2.5% of the country's population. An additional 68,910 hectares of Stratford District which is within the Manawātū-Whanganui (Horizons) Region is covered by Taranaki for the purposes of transport planning – bringing the total land area for the Plan to 792,520 hectares.

Taranaki is home to around 129,000 people, most of whom (nearly 70%) live in the coastal city of New Plymouth. The region is split into three districts: New Plymouth to the north with a population of about 90,000; Stratford in central Taranaki servicing about 9,000 people; and South Taranaki, including the main centre of Hāwera, with a population of approximately 29,000.

Main urban centres in Taranaki are New Plymouth, Hāwera, Waitara, Inglewood, Stratford, Ōpunake, Ōākura, Eltham, Manaia, Pātea and Waverley.

Taranaki's has 2.5% of New Zealand's population, ranking it 10th in population size out of the 16 regions. Its dispersed population centres does have implications for public transport ridership.

1.1.1 Population growth and land use

Population growth pressures remain steady, with the New Plymouth district specifically classified as a high-growth area. The region sees a net growth of around 1,500 residents per year

The majority of the area in the region is rural. New Plymouth is the main urban centre and there are many satellite towns and settlements spread throughout the region which are generally serviced by the State Highway with limited alternative routes. These include SH3, SH3A, SH45 and SH43.

The economic wellbeing of the Taranaki region relies on natural resources, with farming (especially dairy), forestry, and the oil and gas industry being key contributors to the regional economy. The oil and gas sector, centred around the Taranaki Basin, is significant, while tourism is on the rise. However, as an export-driven economy, Taranaki is vulnerable to global economic changes and commodity price fluctuations. It is noted that the ban on gas and oil exploitation has been reversed by the current government meaning that the oil and gas sector will continue to be a major contributor to the economy.

1.2 Current Public Transport Service

Public transport in the region includes inter-regional bus services and subsidised regional and urban services provided by TRC. There are currently five forms of public transport services provided in the region:

Figure 1-1 : Taranaki Region

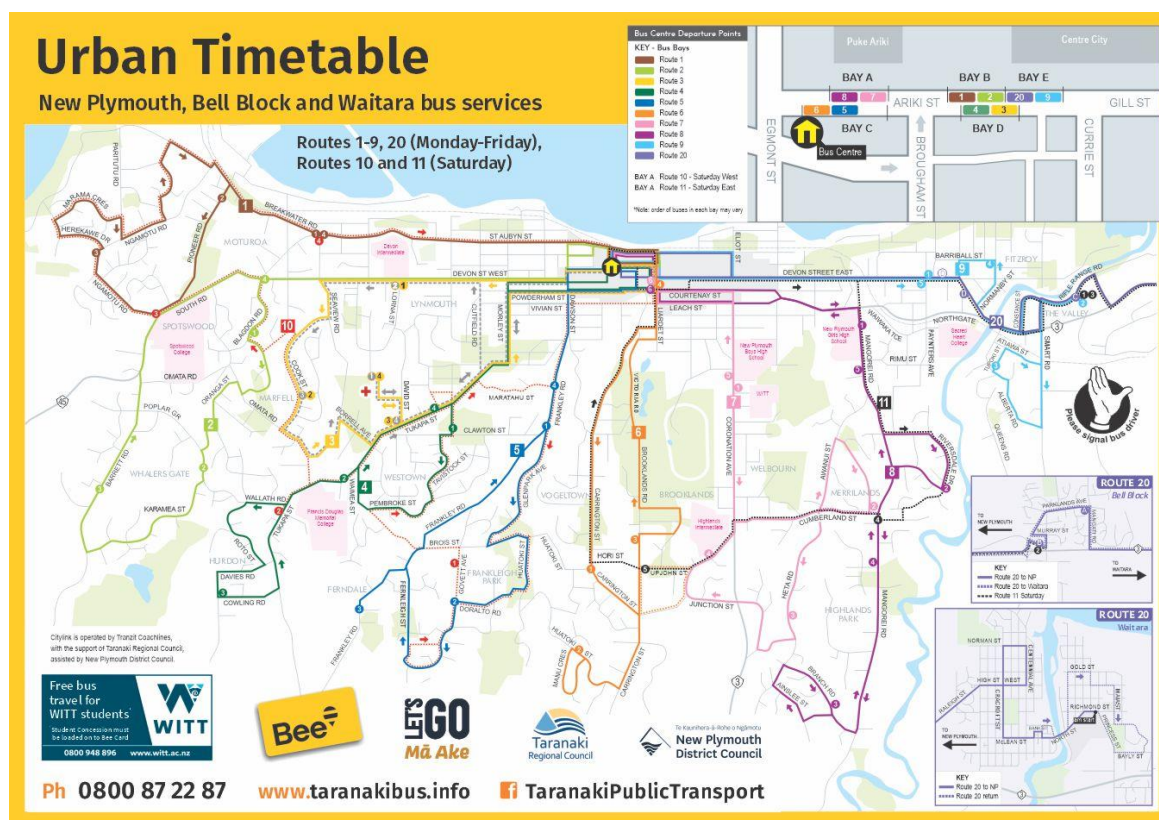


Type of Public Transport or location	Details
New Plymouth	<ul style="list-style-type: none"> - Citylink – These operate from Monday to Friday with 14 services per day with varying frequency until around 6pm. Two different routes operate on Saturdays with 2 services. Currently, no services are provided on Sunday or public holidays. - School services. - There are 27 individual services with each service performing one weekday AM and PM trip. These are well utilised, and, in some instances, additional buses are required.
Regional Connector	Services from Ōpunake, Hāwera and Stratford to New Plymouth. This operates four times per day in each direction. There are also two school services which travel from Hawera to various schools in New Plymouth.
Southlink	<p>There are three routes in South Taranaki providing basic access option for those in the area:</p> <ul style="list-style-type: none"> - Ōpunake – Kaponga – Manaia – Ohawe (on-demand) – Hāwera – Thursday weekly service. - Waverley – Pātea – Hāwera – operates on Tuesday and Thursday only. • Ōpunake – Oākura – New Plymouth – Friday weekly service only.
Total Mobility	For people with a disability who are not able to use conventional public transport.
Additional public transport services	<p>There are also the following public transport services:</p> <p>Extensive rural school services funded directly by Ministry of Education (MoE).</p> <ul style="list-style-type: none"> • Community transport services run by local charities such as the Ironside Society. • Long-distance coach services to Auckland and Wellington operated by Inter City.

The current public transport network for New Plymouth is provided below.

Sensitivity: General

Introduction



1.3 Previous Work Undertaken

1.3.1 Bus Network Review

A bus network review was undertaken in September 2023 by Taith Consulting for TRC, 'Taranaki Public Transport Network Review'. The review sought to make positive changes and recommendations to encourage mode shift towards public transport. The review focused on the short term changes that could be achieved within the existing budget and as such did not explore all opportunities available.

The review identified the Citylink service was complex in terms of timetable and route. Frequency varied throughout the day, vehicle utilisation and patronage numbers were sub-optimal. The proposal set out to simplify the routes and timetable. The proposed routing changes are shown in [Figure 1-2](#). Two frequency options were recommended:

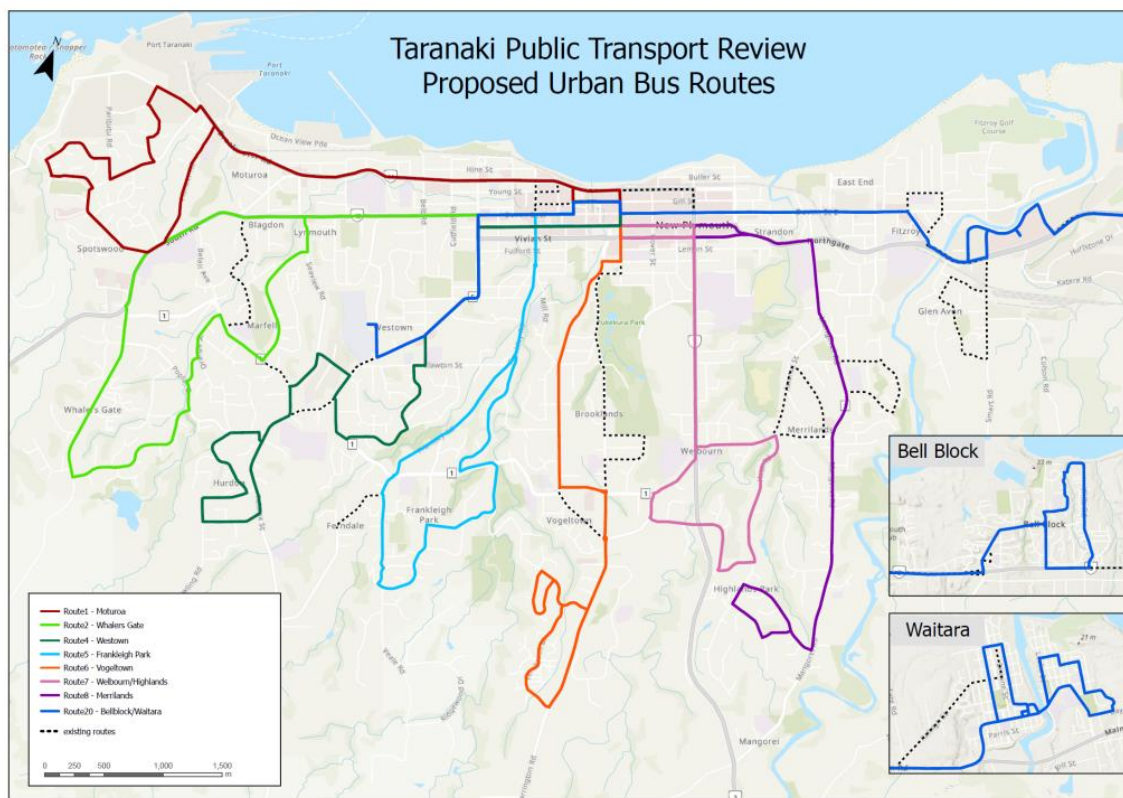
- Standard hourly frequency for all routes except number 5 or.
- Half hourly frequency.

It was recommended no network changes are required at present for the school routes given occupancy rates are high – however consideration needed to be given to reducing any duplication between the urban network and school routes.

Sensitivity: General

| Introduction |

Figure 1-2: Propose Service Routing Changes (Source: 'Taranaki Public Transport Network Review', Taith Consulting)



Note: The above relates to an earlier review and is not what is being adopted as part of this business case.

Review of the connector service between Hāwera, Ōpunake and New Plymouth suggested the Ōpunake to Hāwera section of the route be withdrawn as it carries very few passengers and adds considerable time. However, the review also notes social reasons should be considered before discontinuing this. In addition, bus stops are recommended to be relocated to the main streets within these smaller settlements to make them more prominent.

For the Southlink services, short term improvements recommendations include extending the route and a review of the fare. In the medium to longer term, the review suggests these are assessed against the provision of a community transport alternative to provide better value for money and more flexibility for customers.

The outcome of the review has been incorporated into 'Better Travel Choices Part B: Regional Public Transport Plan 2024 -2054' for public feedback. It is noted that the consultation also included alternative routes. This review and feedback are key inputs for this SSBC.

1.3.2 Point of Entry 2023

The Point of Entry (POE) was undertaken by TRC and approved by NZTA in November 2023. The POE identified that the most appropriate next step to be an SSBC to confirm future investment for public transport services and supporting infrastructure. The investment is needed to address the following:

- Mode shift away from private motor vehicles through improved provision of PT services and infrastructure
- Reducing transport emissions through a focus on providing alternative travel options to decrease vehicle kilometres travelled.

On approval, funding was confirmed and the SSBC was commenced.

1.3.3 Integrated Transport Framework Programme Business Case (PBC) - Draft

The point of entry noted the connection between this work and the New Plymouth Integrated Transport Framework Programme Business Case. That business case is in preparation and is expected to demonstrate the case for change and establish an integrated transport system for New Plymouth District Council. At the time of writing, the preferred program is being reviewed and PBC is still in its draft form and is expected to be approved in 2024.

1.4 Document structure

This business case has been developed and prepared in line with both the requirements of the Waka Kotahi Business Case guidance and the Better Business Case Five Case Structure.

Section	Chapter/Case	Content
2	Background	Provides information about the project and its strategic context.
3	Strategic Case - The Case for Change	Defines the problems and opportunities, benefits of investment and summary of issues and constraints.
4	Economic Case including Option Development	Outlines the process undertaken from the identification of options to determine the preferred way forward. This includes the economic assessment of the preferred option.
5	Financial Case	Provides information surrounding delivery and maintenance costs and funding options with associated risks.
6	Commercial Case	Provides evidence of the commercial viability of the proposal and the consenting and procurement strategy that will be used to engage the market.
7	Management Case	Provides information surrounding the viability of delivering the proposal.

1.5 Partners and Key Stakeholders

The following partners and key stakeholders have been involved in developing this SSBC.

Table 1-1 : Partners and Key Stakeholders

Partners and Stakeholders	Role
Investment Partners	
New Zealand Transport Agency	Potential investment partner
New Plymouth District Council	Partner for public transport via a new Joint Committee
Key stakeholders	
Iwi	Advice and agreement on options and process
Bus Advocate Groups	Advice
Disability Groups	Advice

Note: Other key stakeholders will be added as the project progresses.

Taranaki Regional Council has also run two rounds of community consultation on the potential options for this business case via the Regional Public Transport Plan, and also for short list options for this project. Further details on this consultation can be found in **Appendix A**.



STRATEGIC CASE

Taranaki Public Transport SSBC

2 Strategic Alignment

Figure 2-1 shows the strategic policy context alignment for the SSBC with **Table 2-1** providing more details

Figure 2-1 : Strategic Policy Context

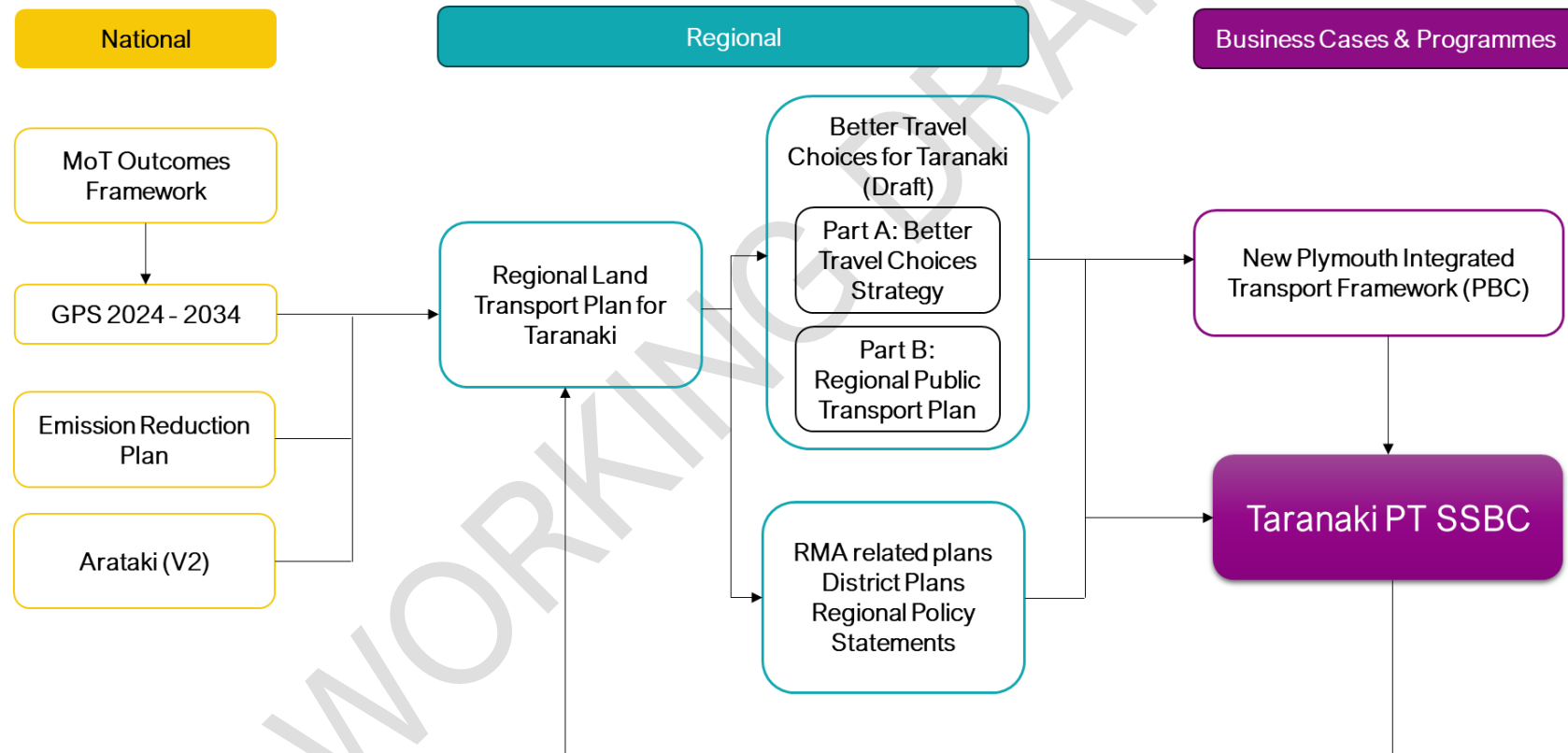


Table 2-1 : SSBC Alignment and Relevance to key policies and strategies

Policy and Strategy	SSBC Alignment and Relevance
National Direction	
<p>Government Policy Statement on Land Transport 2024 – 2034 (GPS 2024)</p> <p>The final GPS 2024 was released in June 2024. The four strategic priorities are:</p> <ul style="list-style-type: none"> • Economic Growth and Productivity • Increased Maintenance and Resilience • Safety • Value for money 	<p>The outcomes sought within this SSBC are well aligned with supporting economic growth and productivity which is the overarching strategic priority.</p> <p>The GPS states existing public transport services will continue to be funded where they are cost effective, achieve value for money and where outcomes are less congestion and increased patronage. Specifically, this SSBC demonstrates changes to the existing public transport services will decrease congestion, improve access to jobs, and lead to a reduction in emissions with the increased in patronage. It also highlights further improvements will increase these benefits further.</p> <p>It is noted that walking and bus travel are considered the two safest modes of travel based on assessments undertaken Internationally and within New Zealand.</p>
<p>Emissions Reduction Plan (ERP)</p> <p>An outline of New Zealand's pathway to reduce transport emissions by 41% by 2035 and decarbonise transport by 2050.</p>	<p>The Ministry of Transport (MOT) has indicated public transport will be a key intervention to reduce VKT. The investment therefore has a strong alignment with the ERP by improving public transport services to encourage mode shift away from private vehicles. In addition, the SSBC considers an electric bus fleet, further contributing to the ERP.</p>
<p>Arataki (version 2)</p> <p>Arataki sets out Waka Kotahi's plans for the land transport system for 2021 to 2031. For the Taranaki region, the document identifies walking and cycling as being effective in reducing vehicle kilometres travelled (VKT) in the region, while shifting more freight to rail and coastal shipping to help cut emissions. Safety, resilience, and supporting the transition to a low-carbon economy are highlighted as the other crucial transport challenges for Taranaki in the next 30 years.</p>	<p>The objectives of the SSBC will positively contribute towards reducing VKT and emissions in the region. This is by making PT a viable alternative to private vehicle usage via a more complete and connected network with faster services and increased frequencies.</p>
Regional Context	

Policy and Strategy	SSBC Alignment and Relevance
<p>Regional Land Transport Plan (RLTP)</p> <p>The 2021 RLTP¹ for Taranaki has a vision of <i>“a vibrant, resilient and connected region, with a safe transport system enhancing liveable places”</i>.</p> <p>The 2024 RLTP was finalized in July 2024.</p>	<p>The investment in improving public transport services directly responds to the benefit sought in reducing reliance on private vehicles through increased use of public transport by creating a public transport network that is effective, takes residents where they need to go, in a time efficient manner.</p>
<p>Draft Better Travel Choices for Taranaki</p> <ul style="list-style-type: none"> • Part A Better Travel Choices Strategy • Part B Regional Public Transport Plan (RPTP) <p>The strategy sets out Taranaki’s vision in supporting mode shift to more sustainable modes and providing more travel choices for the community.</p> <p>TRC undertook Community consultation in March 2023 seeking feedback in four focus areas:</p> <ul style="list-style-type: none"> • Road safety and speed management • Long-term vision for transport in Taranaki • Public transport (including buses and rail) • Cycling, walking and active travel <p>From September – October 2023, public consultation was undertaken on the RPTP. The RPTP aims to achieve the following:</p> <ul style="list-style-type: none"> • Support an active (walking, cycling and other active travel) and public transport system that provides safe, healthy, and environmentally sustainable options for a range of journeys. • Deliver a bus network that you can rely on, and which gives additional choice for more people, for a wider range of journeys and 	<p>The outcome sought from this SSBC aligns with the vision of Better Travel Choices in providing for greater travel choice through a bus network that meets the needs of the people who are actual and potential customers and who have provided extensive feedback on the options as they have evolved .</p> <p>The community feedback received has been incorporated throughout this SSBC including in the evidence base for the problem statements and was considered during optioneering.</p>

¹ <https://www.trc.govt.nz/council/plans-and-reports/strategy-policy-and-plans/transport-planning-documents/>

Policy and Strategy	SSBC Alignment and Relevance
<ul style="list-style-type: none">Provide a public transport system that is well-integrated with other modes of transport.	
Draft New Plymouth District Future Development Strategy 2024-2054 and draft Integrated Transport Framework	This SSBC considers both current and future land use to assist in developing a network that serves the community now and is compatible with future land uses as well.

WORKING DRAFT

3 Problem Statements

A workshop was held on 30th November 2023 to confirm the problems, benefits, and investment objectives with key stakeholders.

Three problem statements were identified and subsequently agreed:

1. Problem 1: Travel Choice (40%)

The speed, frequency, network configuration and infrastructure of the public transport services are inadequate which leads to limited public transport mode share.

2. Problem 2: Inclusive Access (40%)

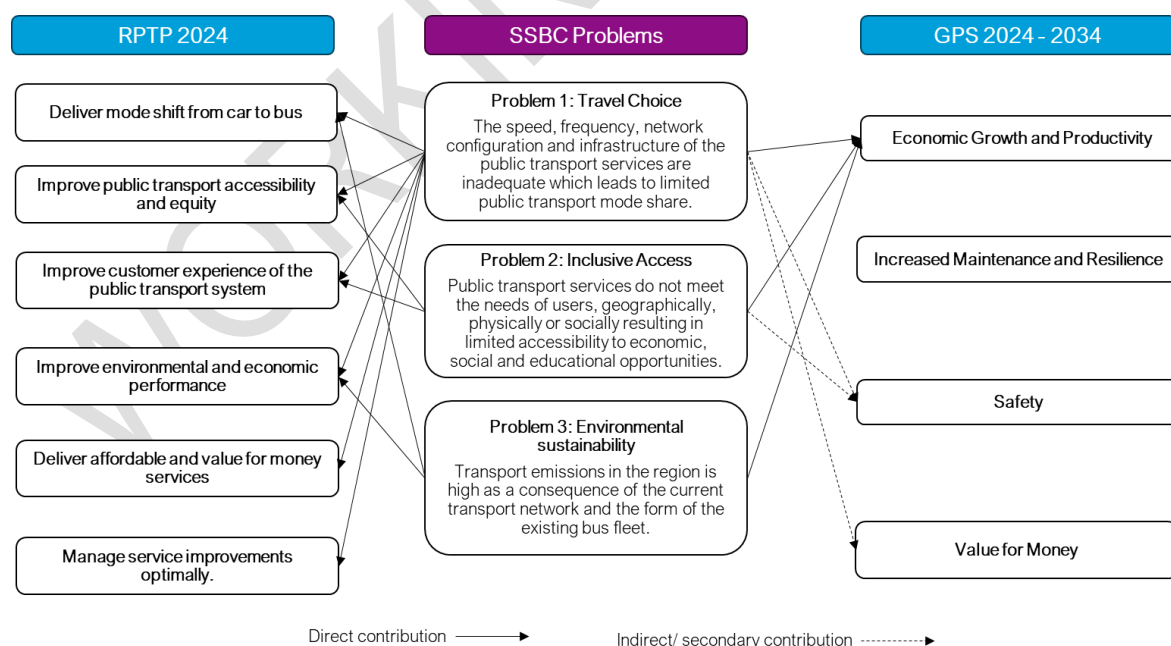
Public transport services do not meet the needs of users, geographically, physically, or socially resulting in limited accessibility to economic, social, and educational opportunities.

3. Environmental Sustainability (20%)

Transport emissions in the region is high as a consequence of the current transport network and the form of the existing bus fleet.

Figure 3-1 shows how these problem statements align with the TRTP and GPS 2024. As can be seen there is significant overlap between key objectives and that problem statements link to multiple key priorities.

Figure 3-1 : Problem Statements Relationship with the RTP 2024 and GPS 2024



The following sections documents the evidence for each of the problem statements.

3.1 Problem Statement 1: Travel Choice (40%)

“The speed, frequency, network configuration and infrastructure of the public transport services are inadequate which leads to limited public transport mode share.”

The current bus network in Taranaki and its frequency are shown in [Figure 3-2](#) and [Figure 3-3](#).

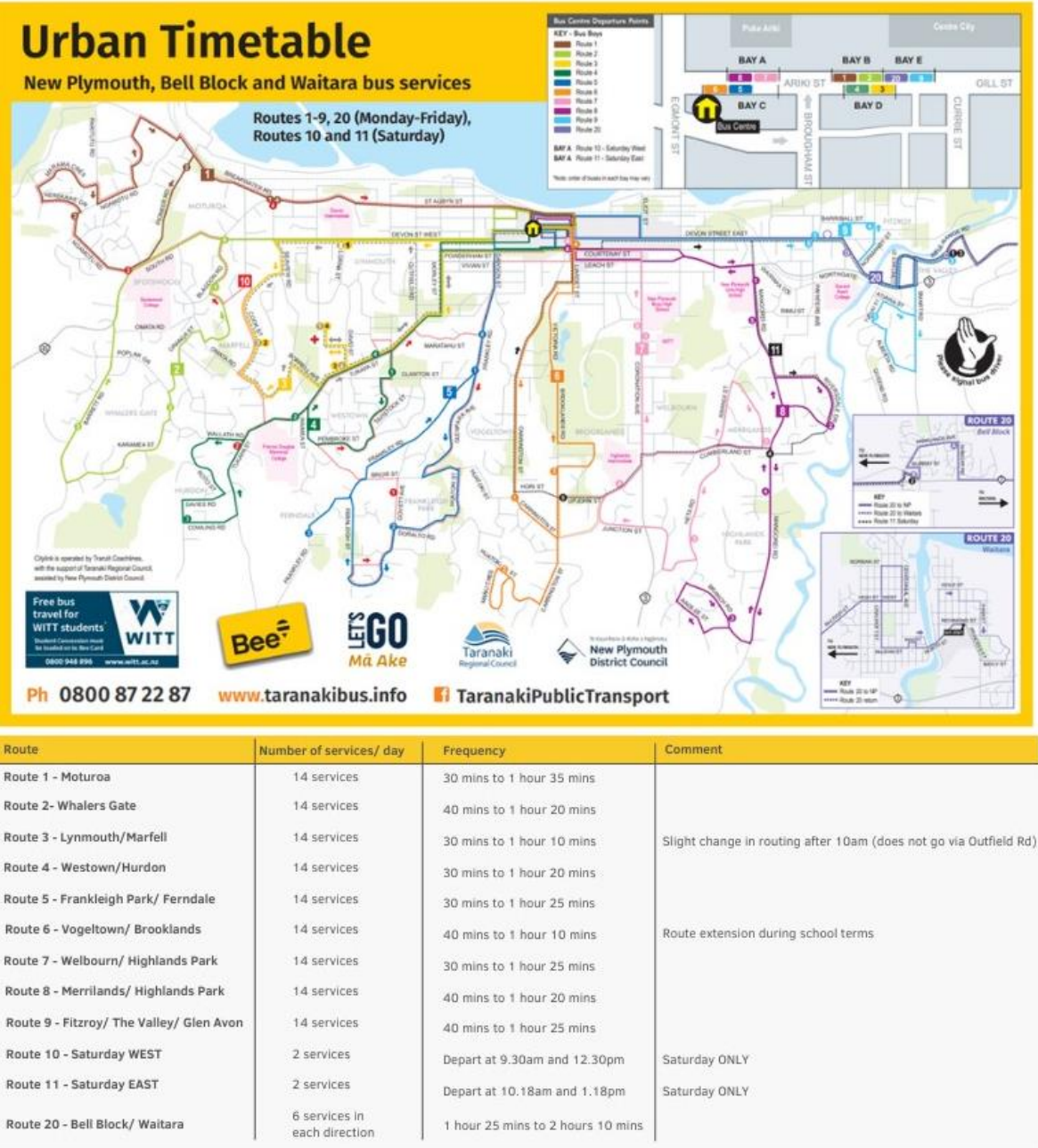
Figure 3-2 : Existing Bus Routes in Taranaki



Sensitivity: General

| Problem Statements |

Figure 3-3 : Citylink bus timetable and routes in New Plymouth

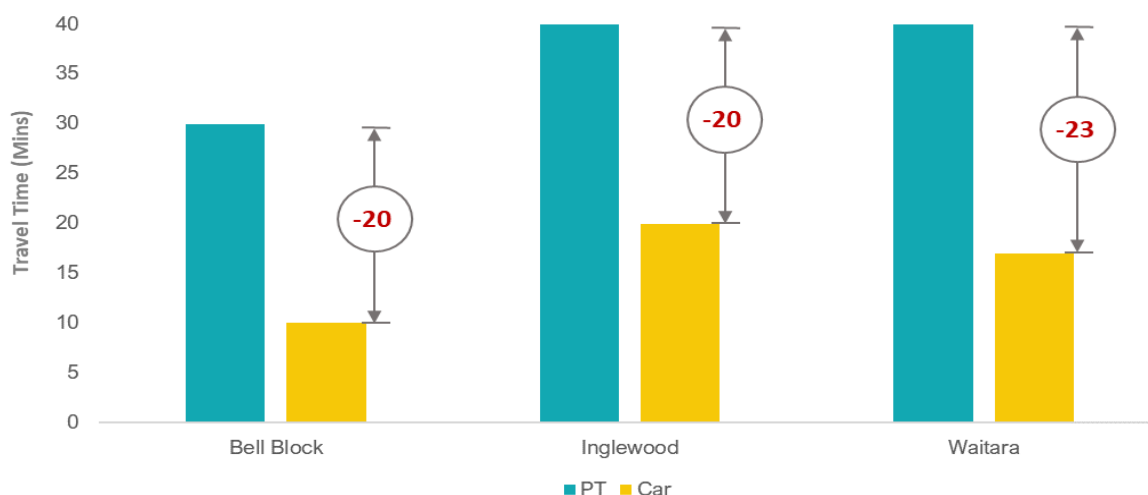


All routes run from Monday to Friday except for Route 10 and 11 which runs only runs on Saturdays
First service for routes 1 - 9 is around 7.00am with the last service at 6.20pm.
First service for route 20 is at 9.10am and last service at 5.30pm.

This current network is complex with some routes changing depending on the time of day i.e. Route 3 runs differently before and after 10am and Route 6 is extended during the school term and some routes use different roads in opposite directions (i.e. Route 2,5 and 6), creating long one-way loops resulting in slow journey times. This reduces the efficiency of public transport and consequently it is currently much faster (and more reliable) to travel via a private vehicle. [Figure](#)

[3-4](#) shows examples of travel times to New Plymouth CBD via private vehicle and public transport which indicates commuting via public transport will take over twice as long or over 20 minutes longer.

Figure 3-4 : Travel Times to New Plymouth Central by public transport and private vehicle²



In addition, the frequency of services is variable throughout the day, between 30 mins to an hour and 25 minutes for Routes 1 to 9. For Route 20, there may be up to 2 hours between services. This means passengers who miss a bus will have extended wait times making it a less desirable mode of choice.

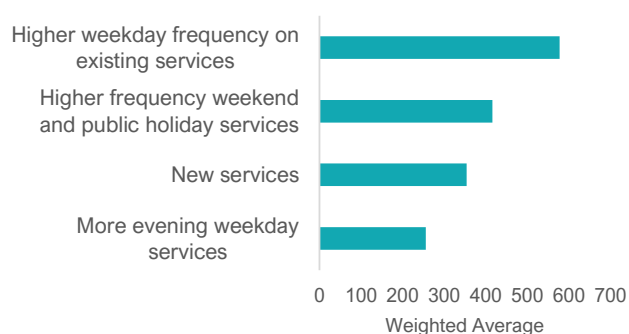
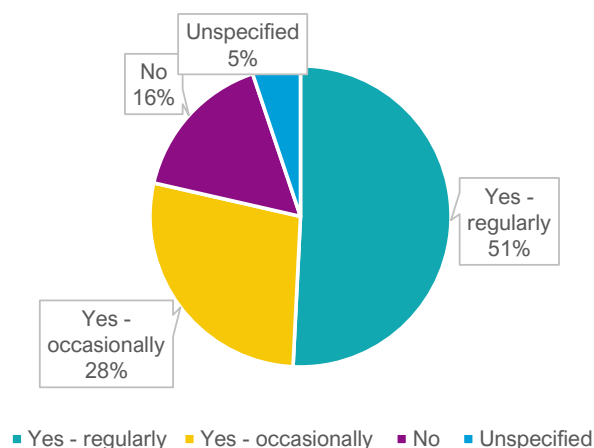
Services are also limited especially during the weekend with only two services available, namely Route 10 and 11. The urban services (Citylink buses) run from around 7am with the last service departing around 6.20pm during the weekdays and is a drop-off service only. This restricts social opportunities outside of these hours especially for those without access to a vehicle. They will either have to miss out on evening events or rely on other forms of travel such as Ubers and taxis that tend to be more expensive and out of reach for some customer groups.

Outside of New Plymouth, services are limited with nothing available on the weekends. Depending on where you live, there may only be services once or twice a week for instance, Kaponga.

All of the above suggests the current network configuration and frequency is inadequate which is reflected in the customer feedback received through the 'Better Travel Choices' consultation. When asked to prioritise public transport improvements, respondents expressed a need for increased frequency for both weekday and weekend services (see [Figure 3-5](#)). A common request was to have at least two services per hour, no more than 30 minutes apart with higher frequency during work and school and school start times.³

² 'Integrated Transport Framework Programme Business Case', Beca, December 2023.

³ Source: 'Better Travel Choices Consultation Report, 2023'.

Figure 3-5 : Bus Service Prioritisation (Source: Better Travel Choices Consultation Report, 2023)**Figure 3-6: Frequency of buses and increased patronage (Source: Better Travel Choices Consultation Report, 2023)**

If buses were more frequent, 79% of respondents said they would use public transport more. This further emphasizes the importance of frequency for public transport uptake.

As part of the consultation process, respondents were also asked about establishing community transport for areas where fixed bus services are not feasible. A key emerging theme included concerns for areas that are poorly served by public transport such as Ōkato and Oākura, highlighting the inadequacy of the current network configuration.

High-quality infrastructure is also an important element for an attractive public

transport system. This includes bus stops, interchanges, and bus priorities. Bus stops can be described as the 'shop front' for public transport as it provides occasional and new users confidence in using the system. Currently, the bus stops in the region have very little public presence with some limited to a single standard legal sign limiting their visibility. No real-time information is available at bus stops and no stops including shelters are available at the outer settlements such as Stratford and Hawera. Improvements in infrastructure such as real-time information displays, and safer shelters were identified as the most desired improvement by respondents of the Future of Transport community engagement carried out in March/April 2023.⁴

⁴ <https://www.trc.govt.nz/assets/Transport/The-Road-Ahead-Public-Consultation-Summary-March-to-April-2023.pdf>

These inadequacies contribute to limited public transport uptake and mode share. [Figure 3-7](#) and [Figure 3-8](#) shows the average and total number of passengers for each service in March 2023, respectively. This indicates:

- For the Citylink Services, passenger numbers are highly variable, with the average load being just over 10 passengers per journey. With a bus being able to accommodate up to 50 passengers, occupancy is well below 50% highlighting low public transport usage.
- The busiest route is Route 20 from Bell Block and Waitara.
- The Southlink services carry a small number of passengers and performs similarly in terms of average passenger numbers per load, however it is noted that these are services designed to achieve social outcomes not service commuter requirements.

Figure 3-7 : Average number of passengers per journey in March 2023 (Source: Better Travel Choices Part B RTP September 2023)

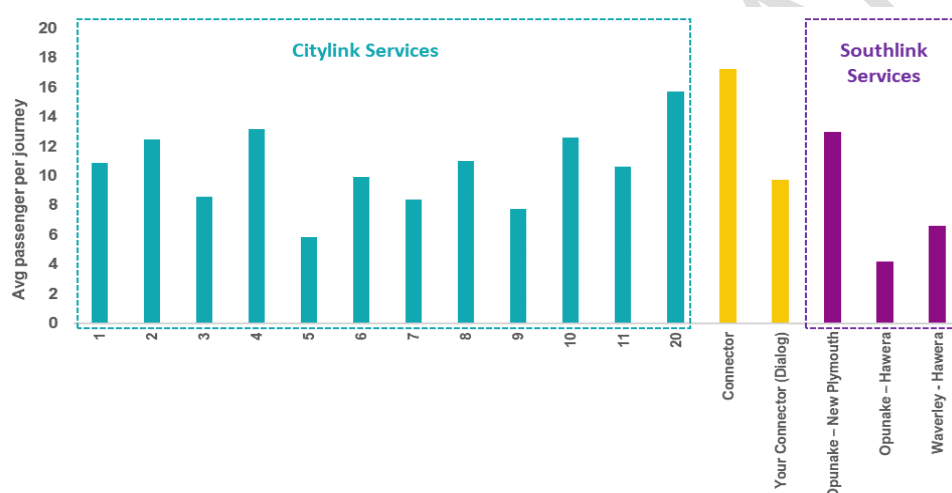


Figure 3-8 : Total Passengers per service in March 2023 (Source: Better Travel Choices Part B RTP September 2023)

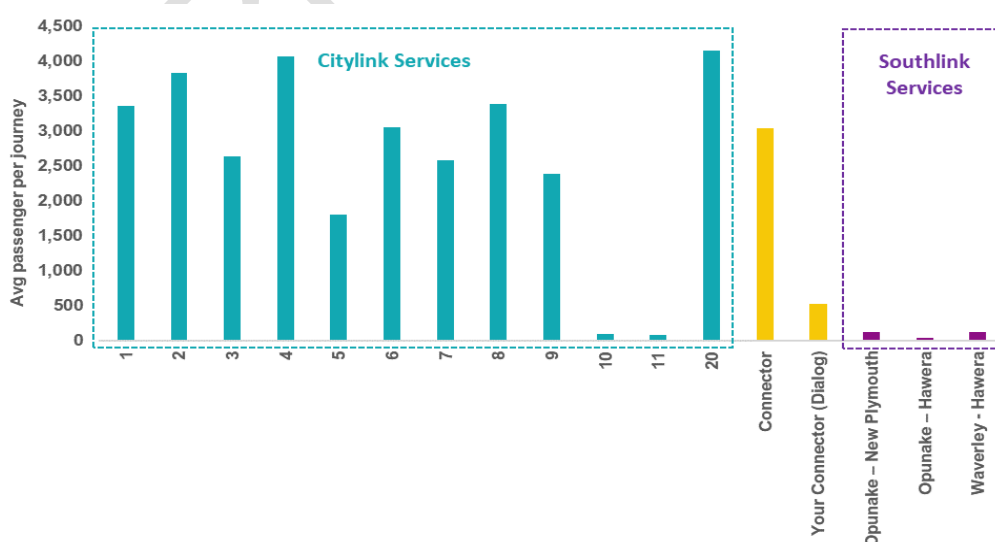


Figure 3-9 : 2018 Census Journey to Work data (Source: Waka Commute)

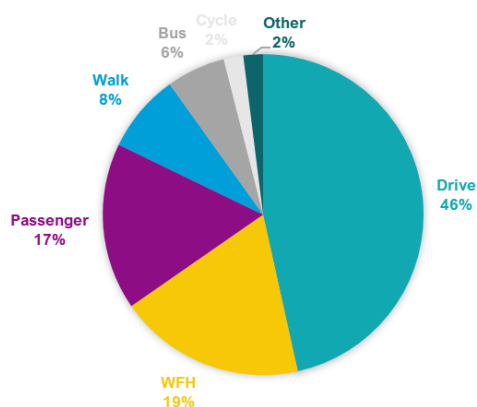


Figure 3-9 shows the 2018 journey to work Census data for Taranaki. It shows private vehicle use is the dominant mode of transport (63%) with public transport at 6%. This further confirms the lack of public transport uptake.

What if we do nothing?

If no investment is made, public transport patronage will remain low, there will be a continued lack of travel choice and an over reliance on private vehicle use for the community. This lack of long-term sustainable transport choice will be counter intuitive to the objectives set out within the draft RTP 2023 in delivering mode shift from car to buses and in contributing to reduction in carbon emissions from transport.

3.2 Problem Statement 2: Inclusive Access (40%)

“Public transport services do not meet the needs of users, geographically, physically or socially resulting in limited accessibility to economic, social and educational opportunities.”

This problem focuses on the current public transport services being unable to meet the needs of the users in the community which consequently leads to lack of access to economic, social, and educational opportunities. The main cause of the problem is missing transport connections especially for those that are transport disadvantaged (often referred to as underserved communities).

[Figure 3-10](#) and [Figure 3-11](#) shows the social deprivation index for New Plymouth and for the region, respectively. It indicates there is socioeconomic inequality between the communities within the region and along the current bus routes. Areas such as Bell Block and areas on the outer fringes of New Plymouth City experience higher levels of deprivation (indicated by the low social deprivation score and lighter colours in the figures). Generally, those that reside in deprived areas have limited access to a vehicle, thus have limited access to health care, employment, education, and other social opportunities.

Figure 3-10: 2018 Census Deprivation Data for New Plymouth City

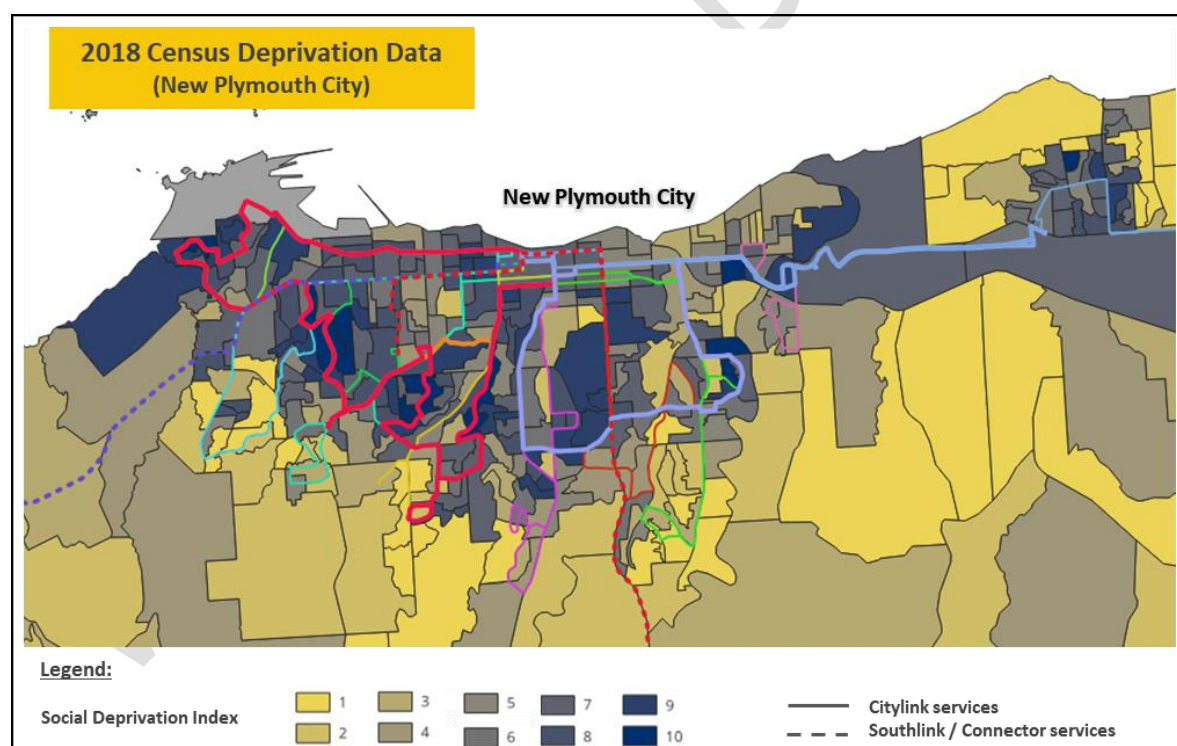
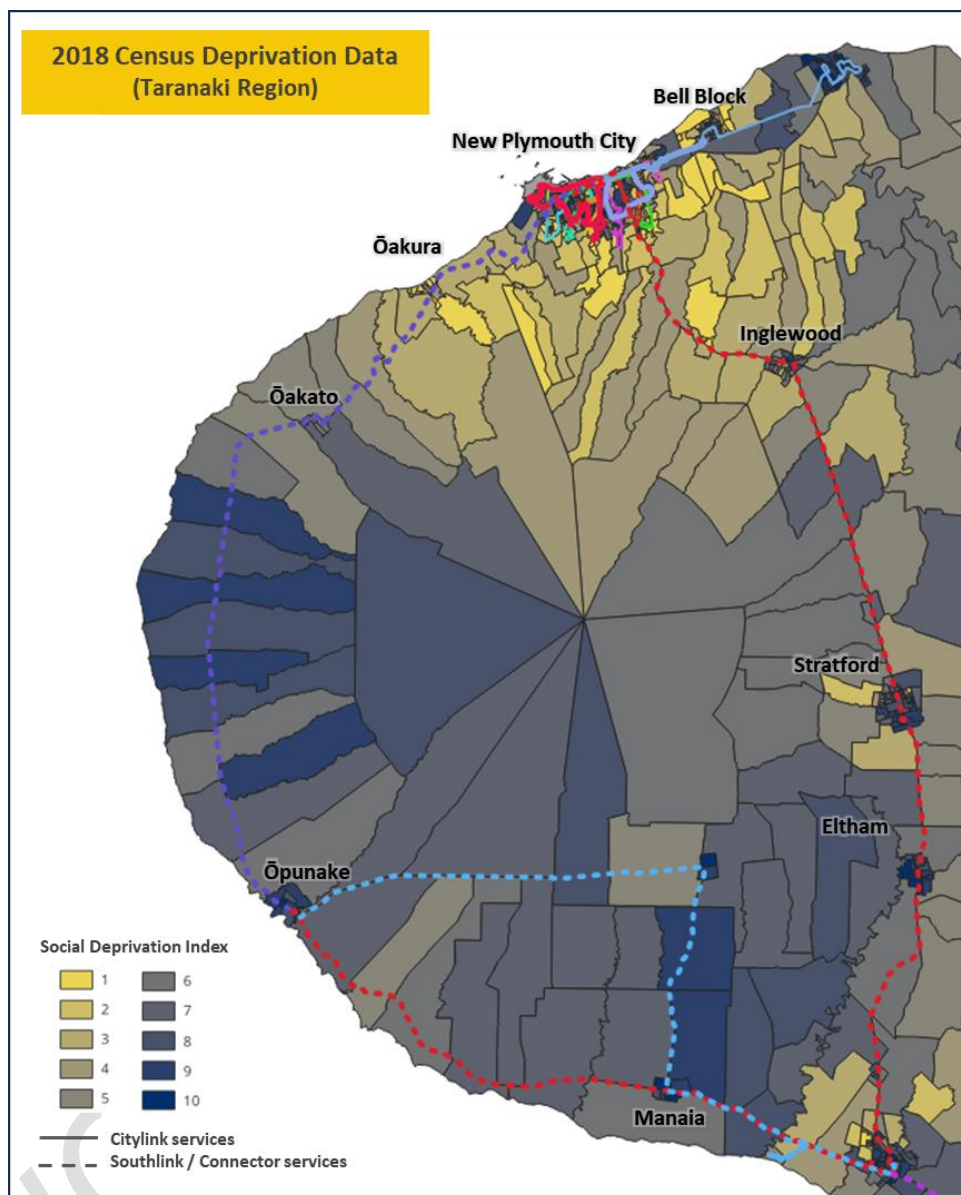


Figure 3-11: 2018 Census Data for Taranaki Region



In addition, transport costs were the third highest weekly household expense in New Zealand in recent years (\$216 per week in 2019)⁵ combined with the rising cost of fuel will indicate that operating a private vehicle, will continue to remain a top expenditure into the future. This will have the greatest impact on those within the low socio-economic group where disposable income is already stretched and will be further burdened. Other travel options such as that of public transport, therefore, becomes vital as an affordable alternative to enhance accessibility and consequently wellbeing for those in the community.

⁵ <https://www.stats.govt.nz/information-releases/household-expenditure-statistics-year-ended-june-2019>

As noted in Problem Statement 1 ([Section 3.1](#)), the current timetable is limited and restricts access:

- The current services do not provide options for many of the most highly deprived communities which is reflected in ([Figure 3-10](#) and [Figure 3-11](#)).
- There are only two services that operate during the weekend, and both are within New Plymouth. For those in the outer communities such as Inglewood, Stratford, and Eltham, there is no public transport option.
- Frequency and number of services outside of New Plymouth range from weekly to four services a day during the weekdays.
- The last Citylink services are at 6.20pm and is a drop-off service only. This means those without access to other means of travel are constrained by this and are prohibited from doing any evening activities.

Increased frequency was a top priority noted by respondents through the 'Better Travel Choices' consultation (see [Section 3.1](#)). Feedback received requested weekend and public holiday services and increased services in South Taranaki. Sample comments received are provided below further evidencing that the current services do not meet the needs of the community, in particular in getting to where they wish to go and when they need to.



"All areas in New Plymouth should have evening bus services every day of the week, including weekends. Lack of these services is preventing people from accessing work, health, education, business and recreational options. The lack of a comprehensive bus service in New Plymouth and greater Taranaki causes extreme hardship and massive social costs. It obstructs people from raising their living standards and social conditions."

"We support the extension of public transport frequency, cross route links and later in the day public transport. This will support more children and young people with opportunities to participate in physical activity after school and supports them being less reliant on their parents for transport."

– Sport Taranaki

"Regular and high frequency buses on weekdays, evenings and weekends. Too few buses going at the moment and makes it difficult to rely on the bus. 6pm is way too early for the last bus, no busses on the weekends is super limiting for non-drivers."

"I think all services deserve weekend coverage. I mostly use the #9/#20, but would love to see more weekend services designed to cater to recreational opportunities (e.g. Pukekura Park, the pools, mountain, beaches, walkways etc.)"

What if we do nothing?

Failure to improve the public transport system to meet the needs of the community will continue to compromise social, education and economic opportunities for the community and further increase inequality and equity for those that are disadvantaged.

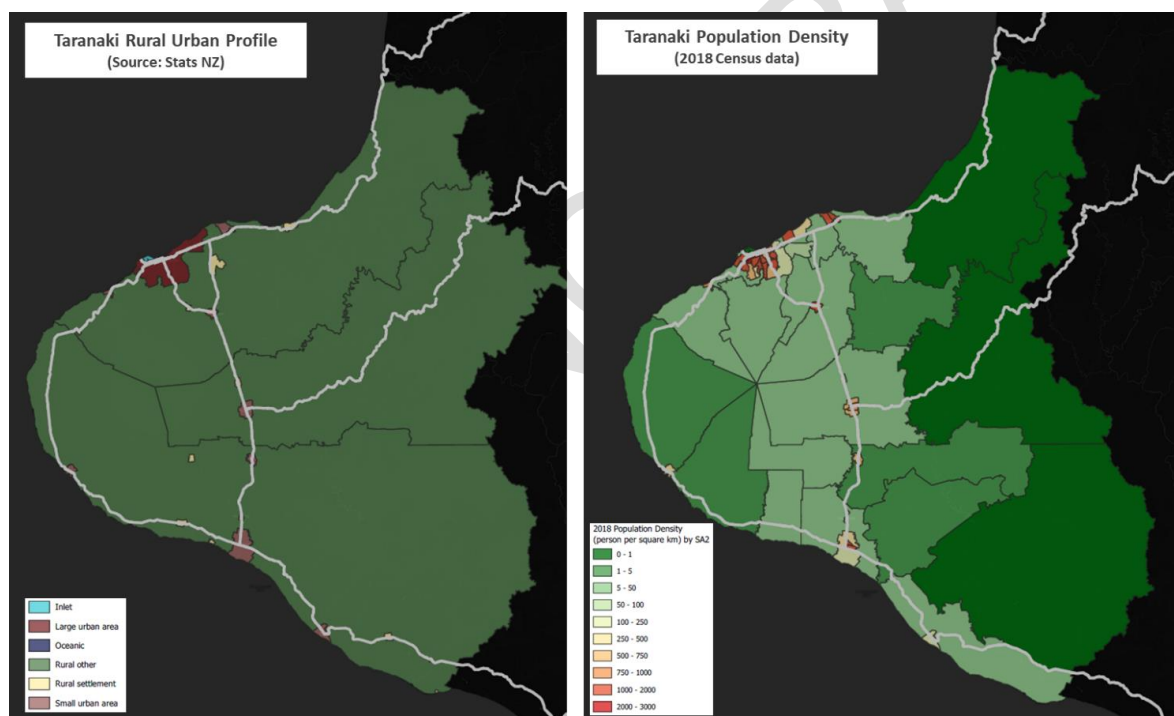
3.3 Problem Statement 3: Environmental Sustainability (20%)

“Transport emissions in the region is high as a consequence of the current transport network and the form of the existing bus fleet.”

The current transport network favours private vehicle for several reasons. Firstly, public transport struggles to compete with private vehicle travel times and reliability resulting in over reliance on the latter, as detailed in Problem Statement 1 and 2 (refer to [Section 3.1](#) and [Section 3.2](#)).

Secondly, historical settlement patterns and low-density residential developments have hindered access to employment, education and social opportunity by public transport, walking and cycling. A large proportion of the Taranaki region is of rural nature (see [Figure 3-12](#)) which has low population density while the dispersed nature of the satellite urban areas outside of New Plymouth means active mode travel is unlikely to occur given the distance to key destinations outside of the immediate settlement. Fixed frequent bus services are also typically not economically feasible with the low population density.

Figure 3-12: Taranaki's Rural Urban Profile and Population Density

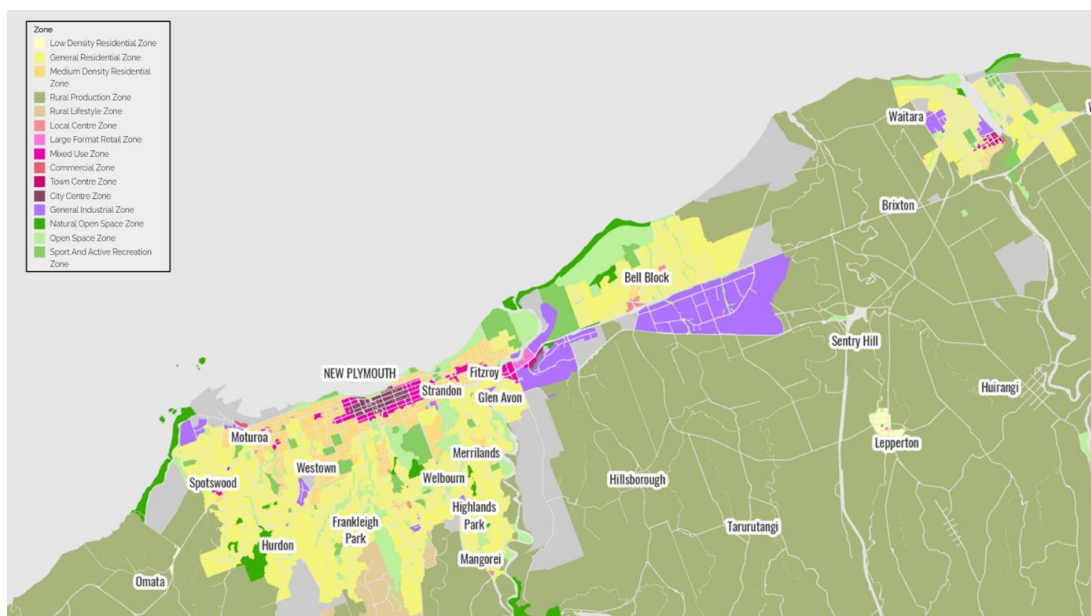


While New Plymouth is the main urban centre and the most densely populated area in the region, the current district plan has large areas that are zoned 'low density residential zone' (see [Figure 3-13](#)). These low-density residential areas increase distances between destinations making walking and cycling less practical and public transport less efficient.

Sensitivity: General

| Problem Statements |

Figure 3-13 : Sample of the New Plymouth District Operative Plan



All of this drives private vehicle dependency which is reflected in the vehicle ownership per capita ([Table 3-1](#)) and the mode share ([Figure 3-9](#)). As shown Taranaki is on the higher end of car ownership when compared with other regions around the country.

Table 3-1 : Vehicle ownership per capita by region⁶

No.	Region (group)	Car Ownership Per Capita
1	Nelson-Tasman-Marlborough	0.99
2	Southland	0.95
3	Canterbury	0.92
4	West Coast	0.89
5	Bay of Plenty	0.88
6	Taranaki	0.81
7	Manawatu/Wanganui	0.81
8	Waikato	0.79
9	Hawke's Bay	0.79
10	Otago	0.78
11	Northland	0.74

⁶ <https://www.transport.govt.nz/statistics-and-insights/road-transport/sheet/vehicle-ownership>

No.	Region (group)	Car Ownership Per Capita
12	Auckland	0.74
13	Gisborne	0.70
14	Wellington	0.68

Thirdly, the existing active mode network is fragmented and unsafe which discourages its uptake. [Figure 3-14](#) shows the existing and proposed active travel routes in New Plymouth which indicates there are still gaps in the network. Even where there are cycling facilities, often times these are not protected, an example is shown in [Figure 3-15](#).

For rural areas and smaller settlements there are often limited alternative routes to the high speed and heavily trafficked State Highway. This has driven a perception of poor safety for vulnerable road users which is reflected through community engagement where the top enabler to switch to active travel is improved infrastructure and safety⁷. Active travel is a vital part of every journey such as the 'first and last mile' for public transport. Without a good active travel network, public transport uptake and overall mode share is impacted.

Another contributing factor of transport emission in the region is the existing diesel bus fleet. Although noting that its contribution is relatively small. Nevertheless, from July 2025 no new diesel vehicles may be introduced into urban bus contracts and from July 2035 all buses in TRC, and New Zealand wide, must be zero emission.

As a consequence of the existing transport network and bus fleet, transport emission has been between 250 and 300 kilotonnes of carbon dioxide equivalent in the last ten years ([Figure 3-16](#)) with household transport emission accounting for approximately 70% of the total transport emission in 2021. This highlights private vehicle use as the biggest emitter of transport emission. Inherently, active travel and public transport are more space efficient than the private vehicle. In the

Figure 3-14 : New Plymouth Existing and Proposed Active Travel Routes (source: *Better Travel Choices Strategy*)

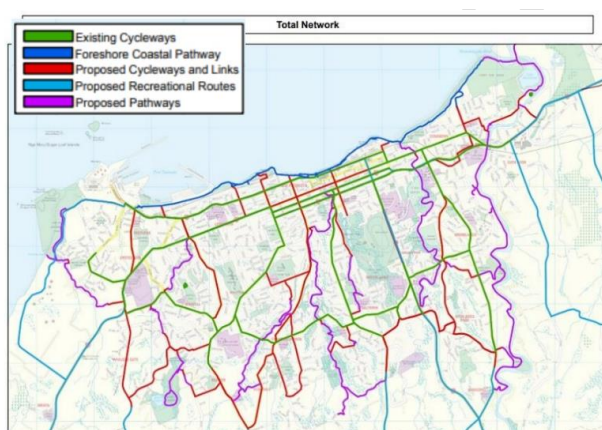
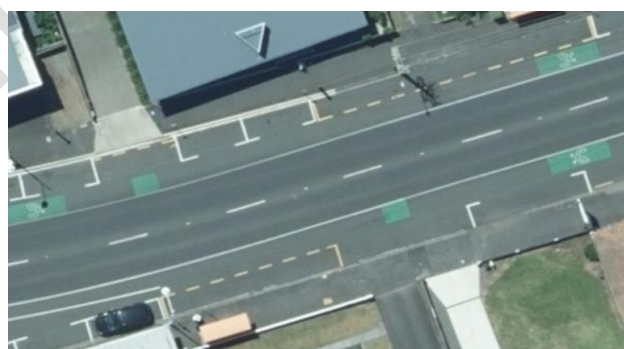


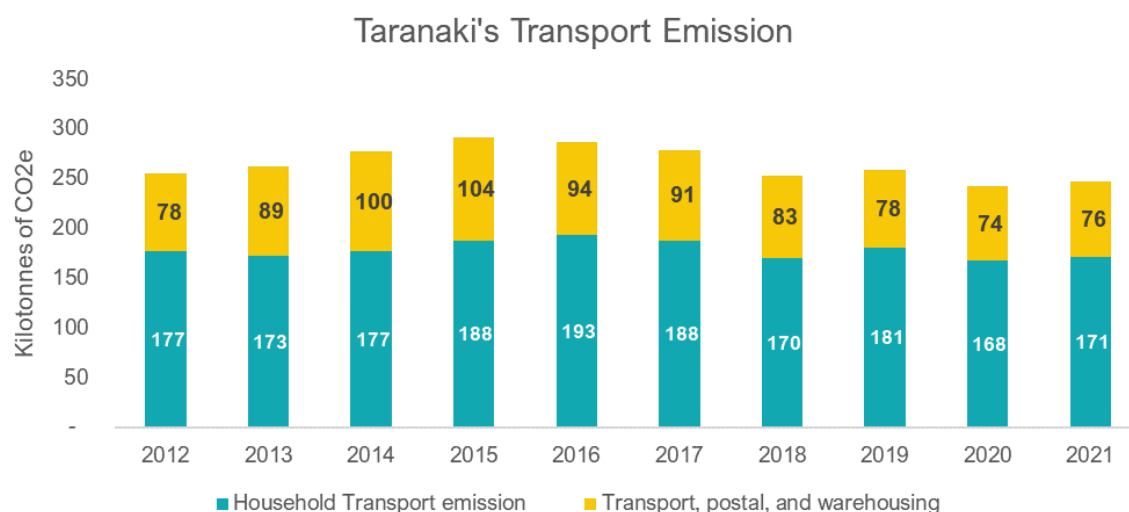
Figure 3-15 : Cycle way in St Aubyn St in New Plymouth



⁷ 'Better Travel Choices Consultation Report', November 2023

Auckland city centre, 35 general traffic lanes carry the same number of people as seven bus lanes, that is 700 buses carrying the same number of people in 25,000 vehicles⁸. This shows the reduction in vehicles on the roads that may be achieved with the right mode shift and therefore a reduction in transport emissions.

Figure 3-16 : Taranaki's Transport Emissions (Source: Stats NZ)



What if we do nothing?

If nothing is done, transport emission, especially from private vehicles will remain high in the region. This will have detrimental effects on the health and wellbeing of the people in the community and is counter-intuitive to the climate change objectives for New Zealand. It would also result in economic impacts which is counter-intuitive to the current GPS.

⁸ <https://at.govt.nz/media/1986154/aucklands-city-centre-bus-plan.pdf>

4 Investment Logic Map

Following on from the development of the problem statements, the benefits and key investment objectives were developed and agreed upon with the relevant stakeholders. The Investment Logic Map (ILM) is shown in [Figure 4-1](#).

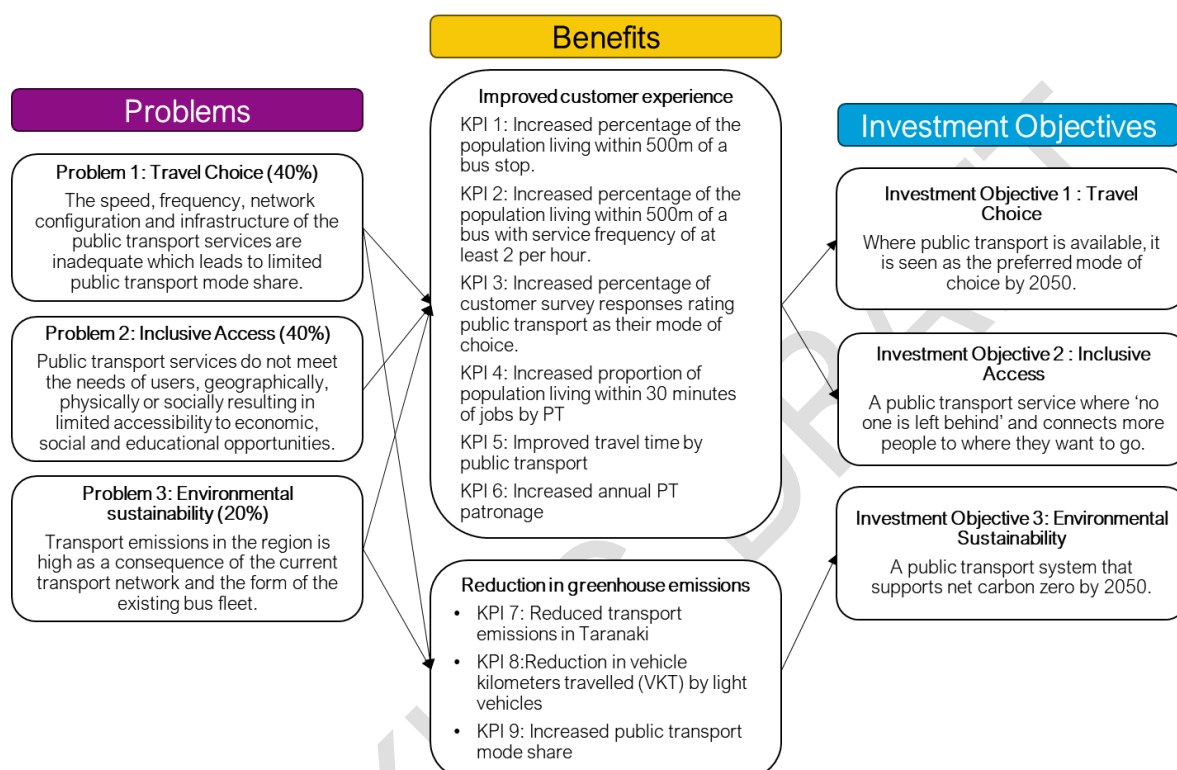


Figure 4-1 : Problem, Benefits, and Investment Objectives

As shown, the problems can be mapped to three investment objectives to address the problems identified. The key benefits from addressing these problems are:

- Promote and encourage the uptake of public transport.
- Improved social and economic accessibility for the community.
- Reduce vehicle kilometres travelled by light vehicles and therefore a reduction in transport emissions improving health and wellbeing for the community.

5 Benefits, investment objectives and measures

Key performance indicators (KPIs) were developed for each investment objective. These are outlined in [Table 5-1](#) along with baseline and target measures. Green represents priority.

Table 5-1: Benefits, objectives, and measures

Benefit	Key Performance Indicator	Non-monetized benefit measure	Target	Investment Objective
Benefit One: Improved Customer Experience				
KPI 1	Increased percentage of the population living within 500m of a bus stop.	Current percentage of population based on 2024 data (Remix)	Increase of 20% by 2030	IO1
KPI 2	Increased percentage of the population living within 500m of a bus with service frequency of at least 2 per hour	Current percentage of population based on 2024 data (Remix)	Increase of 10% by 2030	IO1
KPI 3	Increased percentage of customer survey responses rating public transport as their mode of choice	2024 survey to be used as a base	Increase of 20% by first year	IO2
KPI 4	Increased proportion of population living within 30 minutes of a job by public transport	Current percentage of population based on 2024 data (Remix)	Increase of 25% by 2030	IO2
KPI 5	Improved travel time by public transport	Current corridors as of 2024 travel time	10% improvement within 1 year	IO2
KPI 6	Increased annual public transport patronage	Current 2024 ridership will be utilized	25% improvement by 2030	IO2
Benefit Two: Reduction in Greenhouse Gas Emissions				
KPI 7	Reduced transport emissions in Taranaki	Emissions based on current as of 2024	Net zero by 2050	IO3
KPI 8	Reduction in vehicle kilometres travelled (VKT) by private vehicles	VKT based on current as of 2024	Reduction of 20% by 2030	IO3
KPI 9	Increased public transport mode share	Mode share current as of 2024	Increase of 20% by 2030	IO3

5.1 Dependencies and Uncertainties

The following dependencies and uncertainties are noted:

- The New Plymouth District Council Programme Business Case is currently in draft format
- The Regional Public Transport Plan is in draft format
- Funding envelopes are unknown, which is why a staged approach is known
- Future bus procurement contracts are unknown (although the team is working with the Procurement team to minimize risk)
- Future fares and policy changes are unknown,

6 Confirming the Case for change

Based on the identified problems of Travel Choice, Inclusive Access and Environmental Sustainability, and reviewing the proposed Benefits and Investment Objectives, there is a compelling case for change and a need for the business case to progress to provide equity and transport choice for the residents of Taranaki.

7 Partner and stakeholder engagement

Extensive consultation has been undertaken with partners and key stakeholders. This is summarized as follows:

Table 7-1 : Partner and Stakeholder Engagement

Stage	Details
ILM Workshop	Key stakeholders including technical experts from Waka Kotahi, NPDC and TRC
Treatment and Optioneering Workshop	Key stakeholders including technical experts from Waka Kotahi, NPDC and TRC
Optioneering Session	Waka Kotahi, Councillors from NPDC, representatives of key community groups including disability sector group and bus advocate groups.
TRC Consultation	Consultation with TRC executive and councilors
Public Consultation	Two public consultation sessions were held on the options, and an additional workshop with Hawera as part of TRCs community engagement process.
NPDC Consultation	Consultation with Councillors on the emerging preferred option and potential partnering model for governance.

Note: Iwi consultation is being undertaken directly via Taranaki Regional Council



ECONOMIC CASE

8 Economic Case

This Economic Case serves to identify a preferred fit for purpose public transport network for Taranaki. It follows on from the strategic case, strategic context and development of Problem Statements, Benefits, and Investment Objectives.

To achieve this, the economic case:

- Reviews previous and project related community and engagement outputs provided by TRC
- Identifies a broad range of alternatives and options using the intervention hierarchy. This includes demand, supply, and productivity responses
- Identifies a 'do minimum' and the assessment process leading into a shortlist of options that have the potential to address the problems and deliver against the investment objectives
- Assesses the shortlist options and present the results using the appraisal summary table (AST)
- Recommends and assesses an emerging preferred option
- Summarizes overall outcomes of the emerging preferred option.

8.1 Do Minimum Option

The Do Minimum option represents the minimum level of expenditure required to meet/maintain the minimum level of service, so that the identified problems do not get worse. It **DOES NOT** relate to the Do Minimum level of investment required to achieve the investment objectives.

The Do Minimum assumptions include:

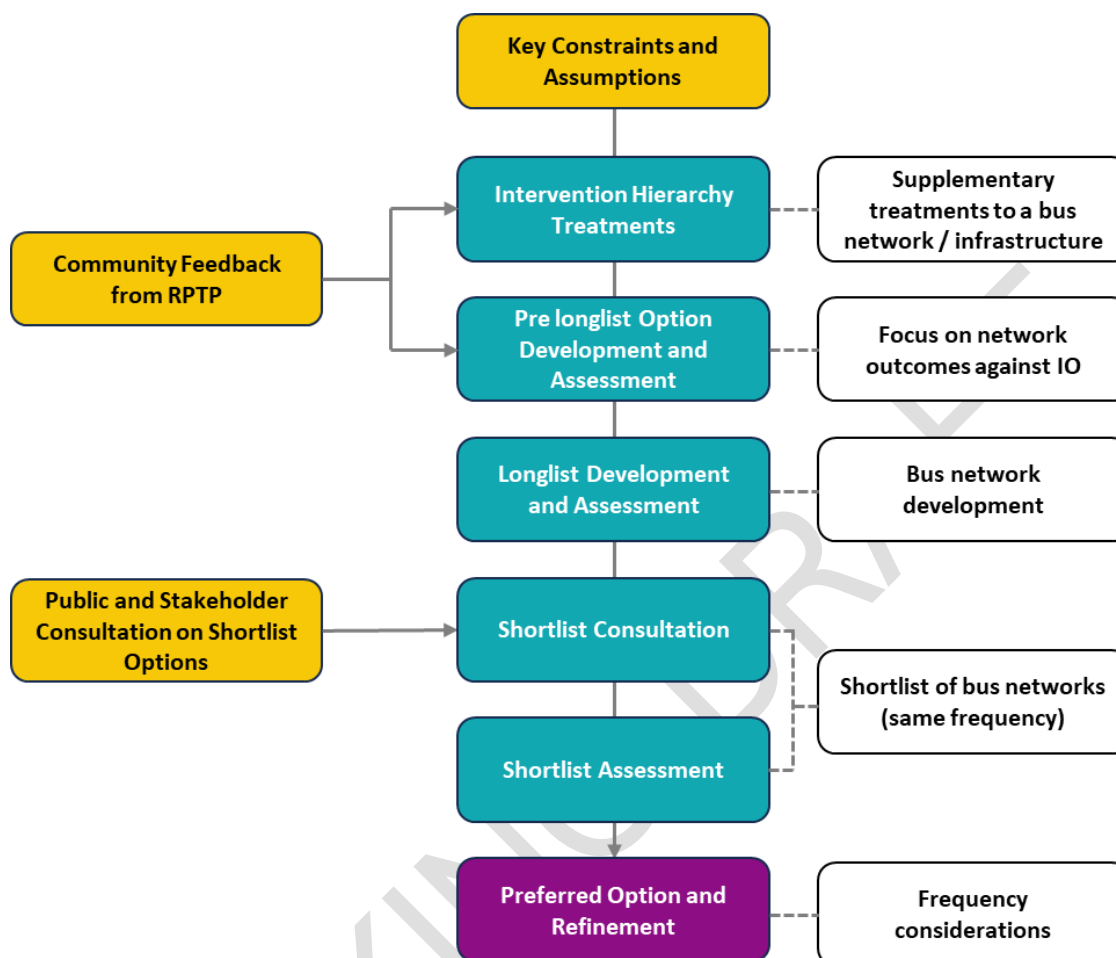
- The existing bus fleet, network and service frequency.
- Proposed improvements under the New Plymouth Integrated Transport Plan PBC are excluded as the PBC is yet to be approved; and
- For future years 2035 and 2053, Do Minimum scenarios from the Ngamotu Strategic Transport Model have been adopted⁹. The forecast scenarios in the model were provided by NPDC.

8.2 Option development and assessment methodology overview

Figure 8-1 below provides an overview of the optioneering process. It is worth noting that stakeholder and community feedback was an integral part of the process. The process adopted was developed to be fit-for purpose and is consistent with the NZTA's Business Case approach. It is informed by the previous work undertaken and the feedback received from community engagement. The result of the optioneering process was to inform a preferred option to be developed into the recommended option.

⁹ Refer to 'Ngamotu Strategic Transport Model, Forecasting Report', Beca Ltd, January 24

Figure 8-1 : Overview of the option development and assessment



For context, although this business case has considered a range of treatments through the intervention hierarchy, the key decision of this business case is specifically on the network and frequency with consideration given to the key constraints, effectiveness, fundability, and servicing needs of the community. Through the process of considering the intervention hierarchy a range of actions that sit outside the scope of this business case but which could enhance the attractiveness and effectiveness of the regions public transport network were identified (eg restrictions on car parks, congestion charging) . These actions have been noted in the Management Case as matters to be addressed via other work. More details on each stage of the process are provided in the following sections.

8.3 Key constraints and assumptions

The following provides a summary of the key constraints and assumptions for the Project which have influenced the optioneering process:

- **Total Project cost** – There is limited funding availability within the current NLTP. The total Project cost including timing of implementation needs to be realistic and account for this.
- **Road network** - Changes in the bus network is limited to the existing road network.

- **Bus vehicle fleet-** It is assumed that upgrades of the current diesel fleet to electric buses will happen over time and are outside of this business case.
- **New Plymouth Integrated Transport Plan PBC network and upgrades:** As the PBC is yet to be approved, the proposed public transport improvements and other interventions have been excluded when considering the 'Do Min' (as noted above). It is assumed that the proposed improvements in the PBC will influence and lead to greater mode shift.
- **Land-use and population growth** – The land-used and population growth assumptions are as per that adopted within the strategic transport model. If growth occurs quicker than anticipated, the bus routes and service frequencies can be adjusted in the future to respond.

8.4 Intervention Hierarchy Treatments

8.4.1 NZTA Intervention Hierarchy

To enable value for money, and to enable low-cost investment is considered ahead of more expensive physical infrastructure and technology investment, NZTA developed the Intervention Hierarchy. As shown in [Figure 8-2](#) below, concepts from the hierarchy were used to develop the options as this will be a combination of using this hierarchy for the existing infrastructure and addition of new infrastructure. This shows that the preferred option is the lower cost integrated planning intervention, with the least preferred option being a higher cost new infrastructure intervention.

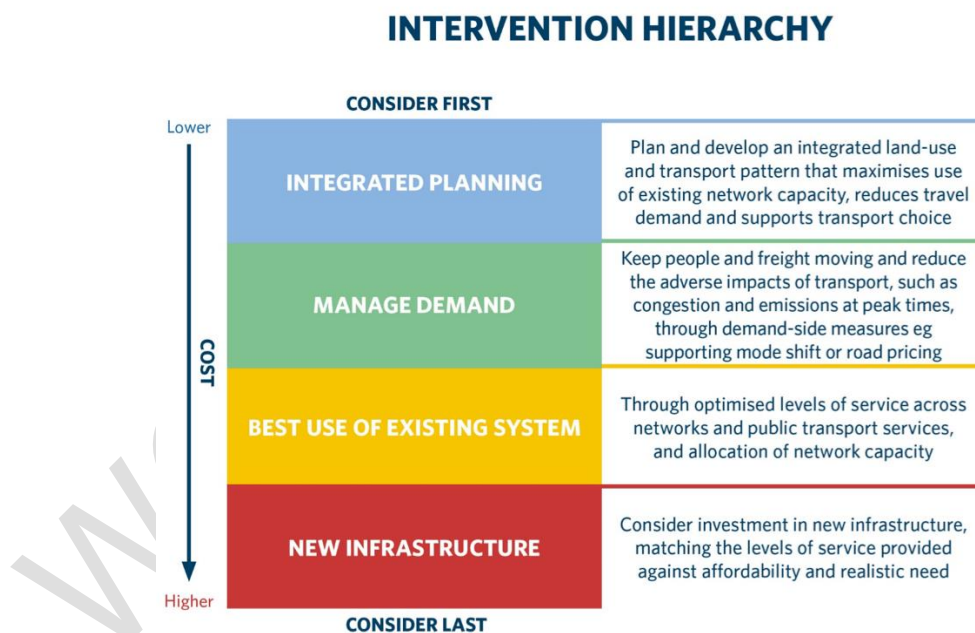


Figure 8-2 - Waka Kotahi Intervention Hierarchy

With the Intervention Hierarchy front of mind, a stakeholder workshop was held on 8th February 2024. The Workshop included representatives from NZTA, New Plymouth District Council, Taranaki Regional Council, and the consulting team.

Together the team and stakeholder group considered the Problem Statements, Benefits, and Investment Objectives, and developed a list of base treatments for each intervention type.

It is noted that the majority of these treatments, especially those within integrated planning, managed demand, and best use of existing systems– with the exception of bus stops and shelters which are required for new parts of the network – are time based and can be considered as ‘add-ons’ to the network at a future point in time.

Noting the above, each individual treatments were assessed to fall into the following categories:

- Sits outside of this specific business case process/ considered as other programmes of works.
- To be discounted.
- Included to be considered as ‘add-ons’ to the network. These have been allowed for in the management case following the selection of a preferred network.

Full details can be found in **Appendix B – Intervention Hierarchy**.

8.5 Pre-longlist Option Development and Assessment

The pre-longlist option development centred around the investment objectives with each option focusing on different outcomes. The intention is for the options to guide the development of a network that had a focus on the different outcomes i.e. differing response to the investment objectives.

Six options were developed and were assessed using the NZTA Waka Kotahi Early Assessment Sifting Tool (EAST). Four options were progressed for further development and assessment with two options discontinued. This is summarised in [Table 8-1](#) below.

Full details of the EAST Assessment may be found in **Appendix C– EAST**.

Table 8-1 : Pre-longlist Options and EAST Summary

Option	Details	Progress	Rationale
Option 1: Do Minimum	Existing bus network and frequency.	Y	As this is the Do-Minimum so is taken through automatically
Option 2: Access (IO2) Emphasized	The focus for this option is enabling the largest number of residents to have access to bus services. It is based on a coverage network, where the greater and more accessible (e.g. number of residents living within 400m of a bus stop is emphasized over enabling the largest number of people to use the network. In short, a wide network with longer routes, possible feeder buses, and a focus on areas in need (social deprivation).	Y	No fatal flaws or any other reasons identified to not proceed with the option.
Option 3: Throughput	The focus for this option is on maximizing the number of people who utilize the bus network. Rather than looking at the greatest coverage, the option looks at key	Y	No fatal flaws or any other reasons identified to not

Option	Details	Progress	Rationale
(IO1) Emphasized	high priority corridors where more frequent services take people between key destinations.		proceed with the option.
Option 4: Environmental – mixed access and throughput emphasized	The focus for this option is reducing CO2 Emissions via VKTs - so blends access to the network and throughput together. The environmental focus is specific for the IOs and looks at treatments from an environmental perspective rather than specifically a passenger perspective. By doing this it enables a broad range of options and treatments to be considered	N	This is inconsistent with the current GPS.
Option 5: Balanced	The focus of the balanced option is to look at access (coverage), throughput (patronage) and environmental outcomes equally. Key parts of each of the components, such as targeted connecting into specific areas, prioritising high quality services where they will have the most benefit, and CO2 and VKT reductions are all key considerations in building the option from treatments	Y	No fatal flaws or any other reasons identified to not proceed with the option.
Option 6: Ambitious	The ambitious option is exactly that. Ambitious! Nothing is off the table, and cost is not a key consideration. High quality options such as BRT, building new Park and Ride sites, as well as actively discouraging private vehicles are all key components. See this as an option where you are not constrained by dollars or politics - anything can be done to create the 'perfect utopia' of a public transport system.	N	Although this option will have the greatest alignment with the IOs, affordability will deem this option infeasible in this current condition.

Based on the above, the three options that were taken forward for further assessment were:

Table 8-2 : Longlist Options

Current Option	New Option Number
Option 2 – Access Emphasized	Option 1 – Access
Option 3 – Throughput Emphasized	Option 2 – Throughput
Option 5 – Balanced Emphasized	Option 3 - Balanced

8.6 Longlist Development and Assessment

The section outlines the longlist network option development and assessment undertaken.

8.6.1 Option Development

A workshop was undertaken on 3rd April 2024 with various stakeholders including New Plymouth District Council staff and Councillors, along with community representatives for public transport users and the mobility impaired sector to develop the options that progressed through from the EAST assessment.

Participants were asked to draw maps for what they thought the network could look like for each of the options considering the investment objectives. They were also asked to identify locations of interest and/or destinations of importance for people. These were then collated on a map viewer to be further developed into options for assessment. An example of these is shown in [Figure 8-3](#) and [Figure 8-4](#).

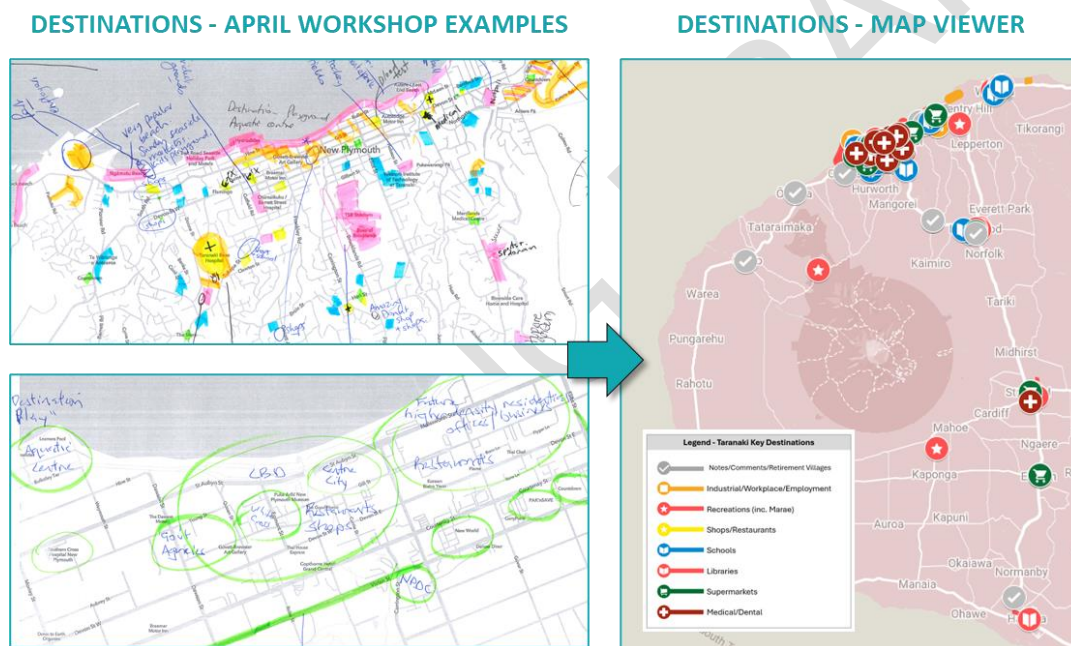


Figure 8-3 : Longlist Development Workshop - Destination to Map Viewer Example

Sensitivity: General

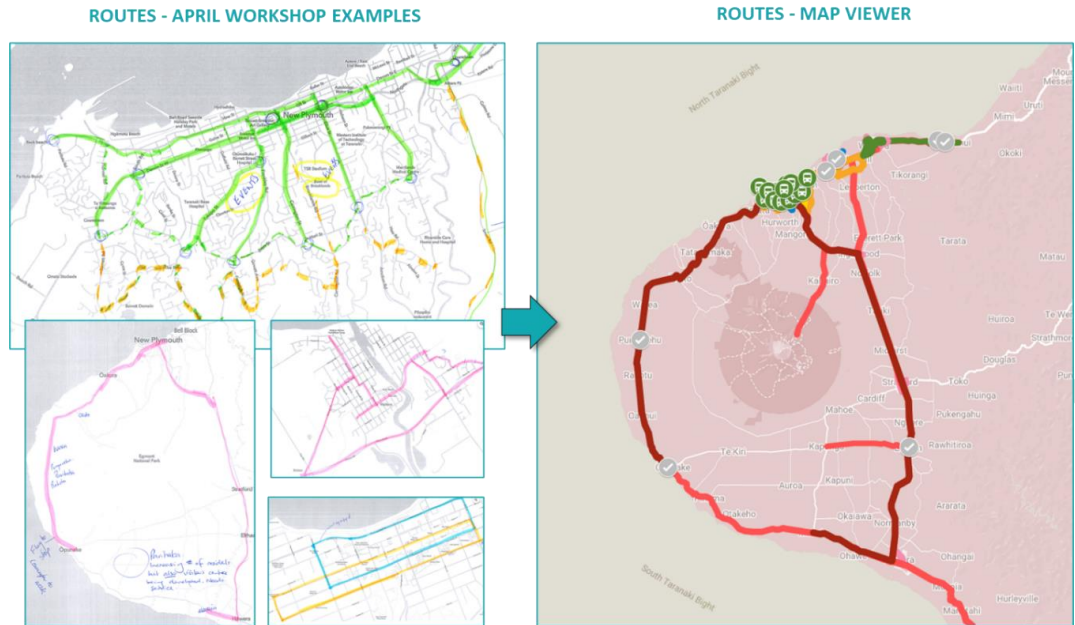
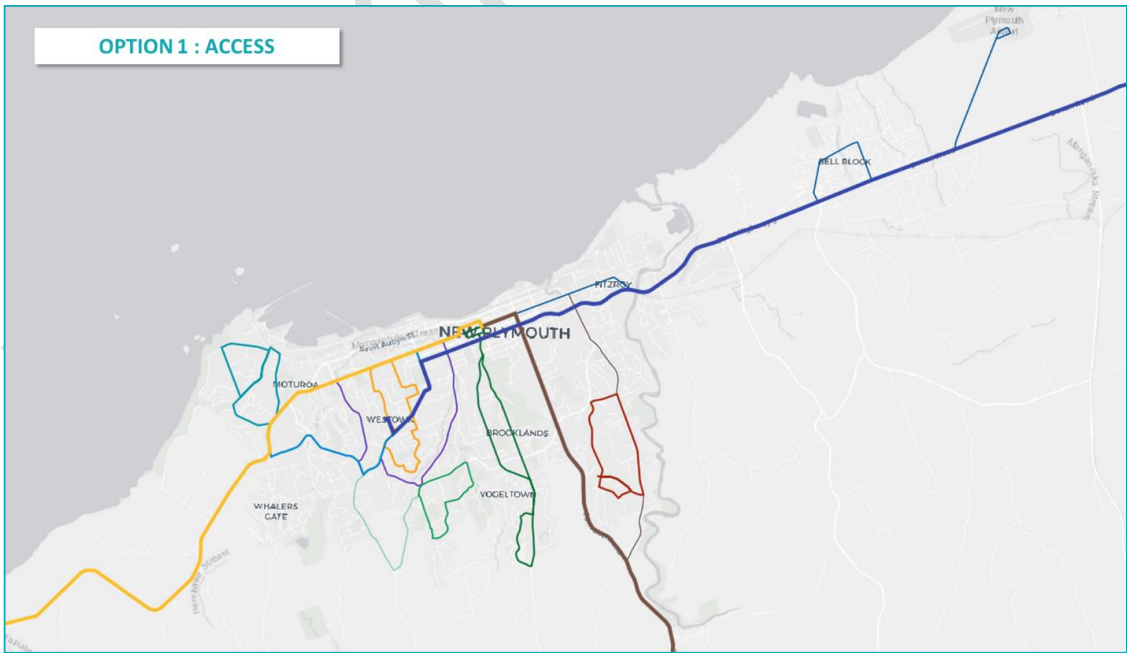


Figure 8-4 : Longlist Development Workshop - Routes to Map Viewer Example

Each of the long list options were then developed based on the inputs from the workshop with a focus on the outcomes sought for each option. These are shown below. Note that all options provide for the sub-regional services to the outer areas such as Stratford, Inglewood and Hawera.

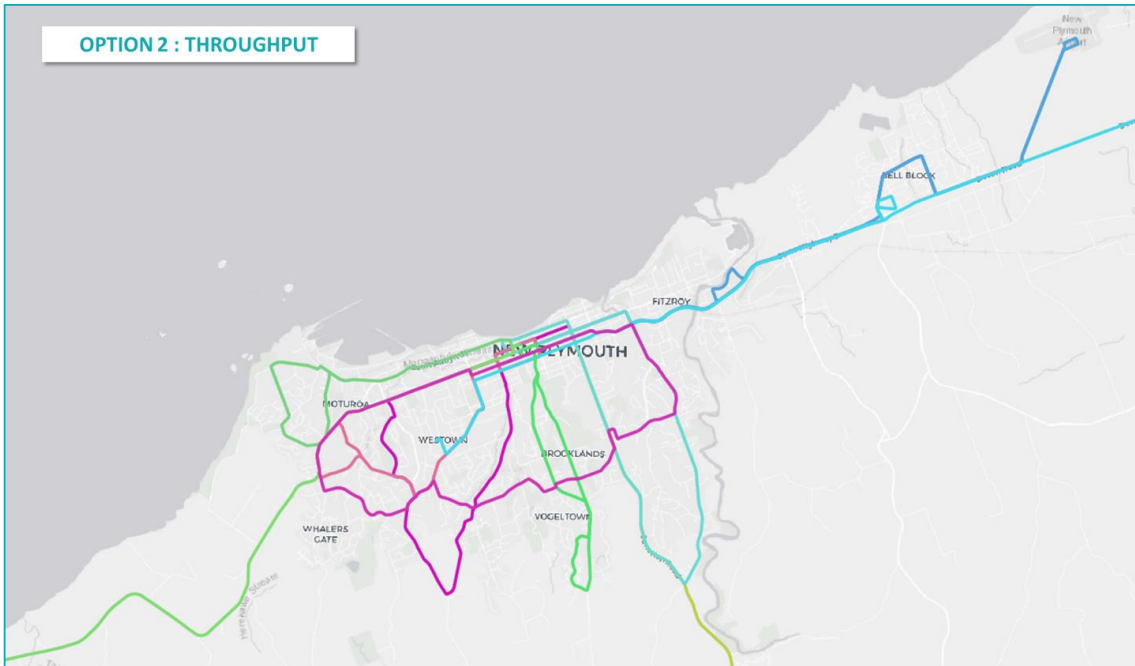
Option 1 : Access

This option focuses on providing coverage enabling the largest number of residents to have access to bus services.



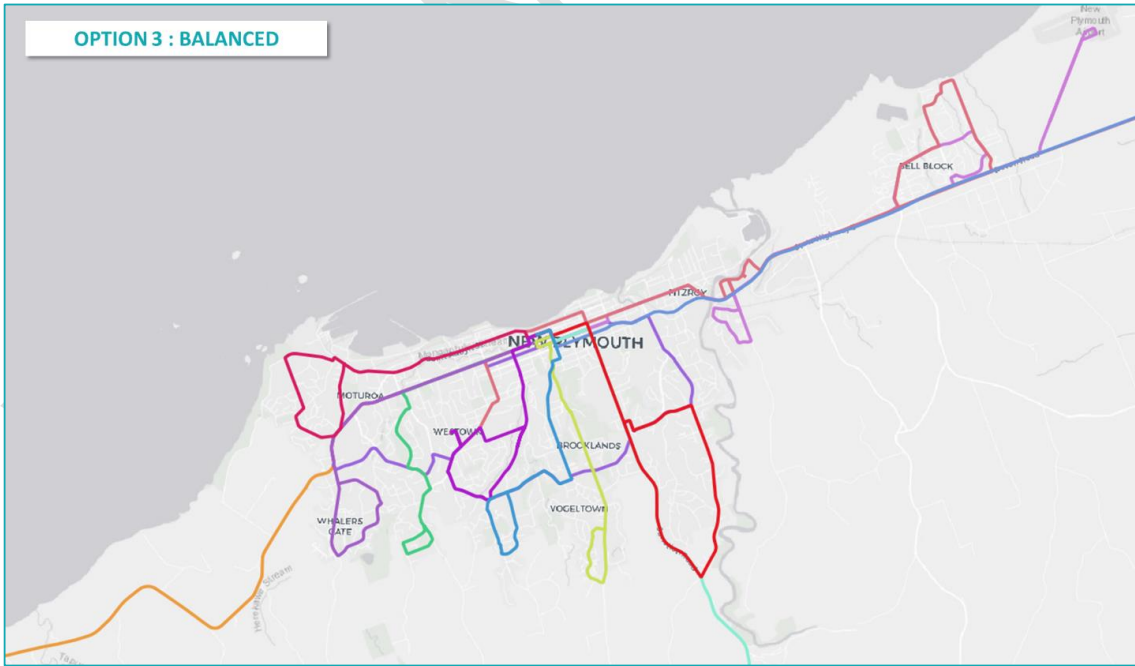
Option 2: Throughput

The focus for this option is on maximizing the number of people who utilize the bus network.



Option 3 : Balanced

This option is a balance between access and throughput.



8.6.2 Option Assessment

A Multi Criteria Assessment framework (MCA) was used to assess the long list of options against the primary criteria detailed in the table below. A plus 3 minus 3 MCA scoring range was used, based on the following criteria below which are grouped into three areas, Investment Objectives, Assessment of Effects and Delivery, Maintenance and Operations.

Table 8-3 : MCA Criteria

Key Areas of the MCA Framework and Assessment	
Investment Objectives	
Assessment of Effects	
<ul style="list-style-type: none"> • Te Ao Māori (note this was unscored at long list and confirmed at Short List) • Climate Change Mitigation • Climate Change Adaptation • Social and Cultural Impacts • Potential Value for Money • Consentability • Property Impacts • Potential affordability • Compatible with EV fleet and existing bus run times • Current and future land use 	
Delivery, Maintenance and Operations (DM&R)	
<ul style="list-style-type: none"> • Safety in Design • Technical • Operations and Maintenance • Timeframe for Delivery 	
Assessment Scores:	
Each criterion was assessed using the information available to score each criterion on a scale from -3 (significantly adverse impact) to +3 (significantly positive impact).	
Weighting and Sensitivity Testing:	
Each key area is weighted at 33% for the baseline. Throughout the MCA several weightings and sensitivity tests were undertaken with 50% being applied to each of the key areas. All scenarios generally resulted in the same outcome.	
The outcome of the MCA including the sensitivity testing is summarised below with details provided in Appendix D– MCA Assessment . It is noted at this stage the assessment is focussed on the network and does not account for service frequency as such all options assumes the same frequency.	

Table 8-4 : Summary of MCA Assessment

Criteria	Do Min	Option 1	Option 2	Option 3
IO 1	1	2	3	3
IO 2	1	3	2	3
IO 3	1	1	2	3
Te Ao Māori	0	0	0	0
Climate Change Mitigation	0	0	0	0
Climate Change Adaptation	0	0	0	0
Social and Cultural impacts	-1	2	1	2
Potential Value for Money	1	1	2	3
Consentability	0	0	0	0
Potential Affordability in relation to Costs	1	-1	2	1
Ev Fleet and Bus Network	2	1	2	2
Link with other future Land Use	-1	1	1	2
Safety in Design	2	1	-1	0
Technical	1	-1	0	-1
Operations and Maintenance	0	-1	2	1
Timeframe for Delivery	1	1	1	1
Total	8	11	17	21

As indicated:

- Option 3 – Balanced Option scores the highest amongst all options. In particular, it scores the highest against the investment objectives and potential value for money.
- The Do Min option scores the lowest against the investment objectives and does not provide for future land use.
- Option 1 – Access Option scores the worst along with the Do Min option against investment Objective 3 and it is anticipated to be the less affordable given the coverage nature of the option.
- Option2 – Throughput Option scores highest against Investment Objective 1 and second against Investment Objective 2 and 3.

Table 8-5 summarises the outcomes of the MCA including the sensitivity testing. As shown Option 3 – Balanced Option scores the highest and Option 2 – Throughput is second in all scenarios. These two options were taken forward as the short-listed options for public consultation.

Table 8-5 : MCA Assessment Ranking

Group	Weighting	Do Min	Option 1	Option 2	Option 3
All	33/33/33	4	3	2	1
Investment Objectives/ Implementability/ DM&	50/25/25	4	3	2	1
Investment Objectives/ Implementability/ DM&	25/50/25	4	3	2	1
Investment Objectives/ Implementability/ DM&	25/25/50	3	4	2	1

8.7 Shortlist Consultation

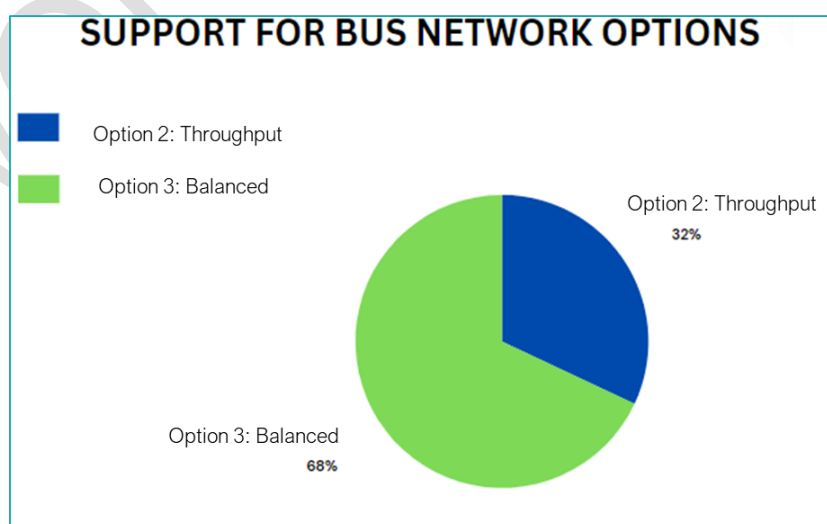
There were two phases of consultation undertaken during the development of the short list as follows:

- **Phase 1: Hop on Board** - We collected feedback on ideas on specific bus services, frequency, and timetables to make bus travel more attractive and provide more travel choices. This was undertaken between 22 April and 6 May 2024.
- **Phase 2: Where to Next** – We asked the community to compare the two bus network options and tell us which one they preferred. This was undertaken between 22 May and 11 June 2024.

Options 2 and 3 were taken forward for public consultation. The council asked the community to compare the two bus network options and tell Taranaki Regional Council which option they preferred.

326 responses were received. With 32% preferring the throughput Option and 68% preferring the Balanced option (see [Figure 8-5](#)).

Figure 8-5: Public consultation feedback response results



Key feedback received includes the following:

- New and extended routes, particularly to better serve outlying areas and key destinations
- Strong preference for direct, express services to reduce travel time and increase convenience for commuters and school students
- Integration with major destinations and ensuring accessibility for all users
- More frequent and reliable bus services
- Between weekend and evening services, express routes, and more targeted services for specific groups
- More frequent and regular bus services on weekends
- Enhancing access to recreational areas and commercial and social activities.

Specific to the options, and focused on the balanced option, the following comments were heard:

- Maintaining the level of service between Hawera and Taranaki Base Hospital
- Improvements to east-west throughput corridors (Route 5, Express, Airport to Whalers Gate)
- Returning bus routes to the underserved communities for key destinations including:
 - Waitara Express (Waitara to CBD)
 - Airport to Whalers Gate to provide a connection between Glen Avon, Bell Block, and the Airport
 - Proposed Orbiter route to help provide the underserved communities with bus services
- Improved accessibility for the older community and to the hospital (Mangorei Route Option)
 - Merrilands to Taranaki Base Hospital to serve the requirement communities in Merrilands

This led to the development of an additional option, Option 3a which is a modification of the balanced option.

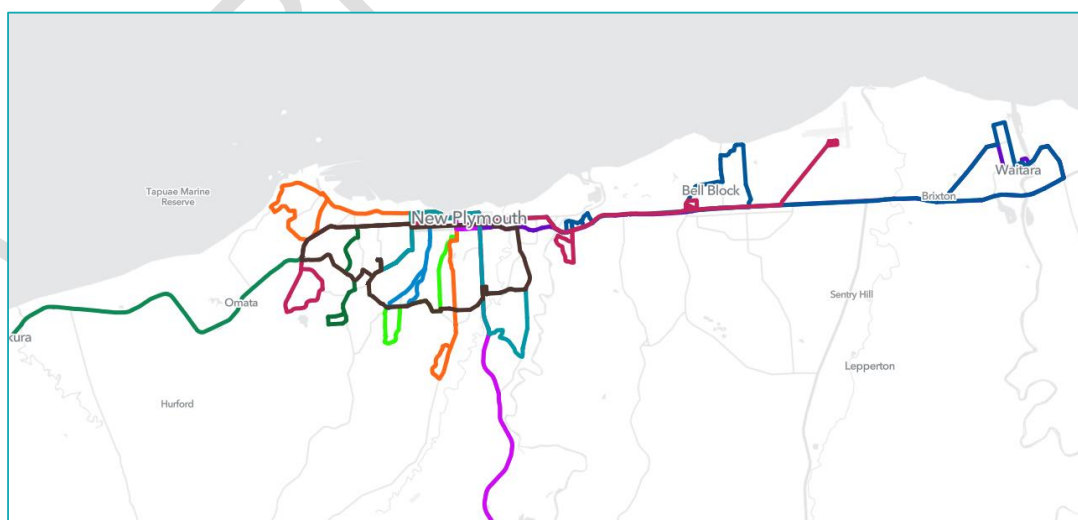


Figure 8-6 : Option 3a - Modified Balanced Option

8.8 Shortlist Assessment

The Appraisal Summary Table (AST) was used to assess the three shortlisted options. A high level indicative BCR was undertaken for each of the shortlisted Options with the following assumptions:

- The operating cost was based on information provided by Taranaki Regional Council considering route length and frequency and an operating cost of \$3.9/km. With Option 3a being of similar length to the existing service and same frequency, the operating cost was assumed to be the same at \$3.5M per year. The operating cost for Option 2 – Throughput and Option 3 – Balanced was derived from this value by comparing the total length in km.
- The construction cost assumes construction of new bus stops required. An allowance of \$25k per bus stop inclusive of a shelter has been used as per that provided by Taranaki Regional Council. A total of \$2M has been assumed which accounts for 60 new bus stops, contingency and preliminary and general costs required. It is worth noting that not all new bus stops will require a shelter, some will only require additional signs and markings to be installed and will be in the order of \$2k.
- The benefits of Option 3a have been derived from the traffic modelling outputs of the Ngāmotu Strategic Transport Model (Ngāmotu STM). Further details are provided in subsequent sections. It is noted that modelling was only conducted for this option, as it was believed that it could indicatively represent the benefits of the other options through additional catchment analysis.
- A catchment analysis was undertaken on the options to indicate the 'population'¹⁰ that would be within 400m walking distance from the bus routes. The difference in population or catchment between the options was used to scale the benefit accordingly.

[Figure 8-7](#) to [Figure 8-9](#) shows the results of the catchment analysis for the three options. As can be seen the difference between the options is minor especially between Option 3 and 3a. The balanced options with a greater focus on coverage provides greater accessibility for people in the community.

¹⁰ This uses the Census SA2 sectors for New Plymouth as an approximation to illustrate which zones will be within walking distance from a bus service. Note that if the majority of the zone is outside of the 400m, this is not included in the analysis.

Sensitivity: General

Economic Case

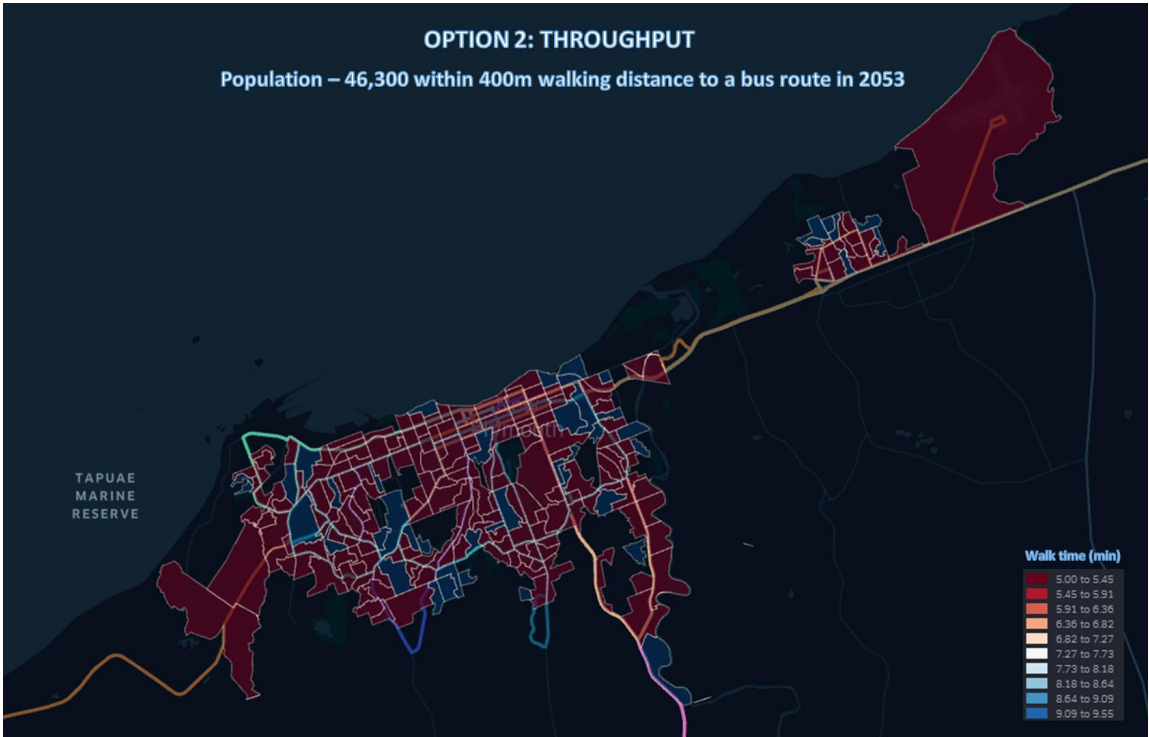


Figure 8-7 : Catchment Analysis for Option 2

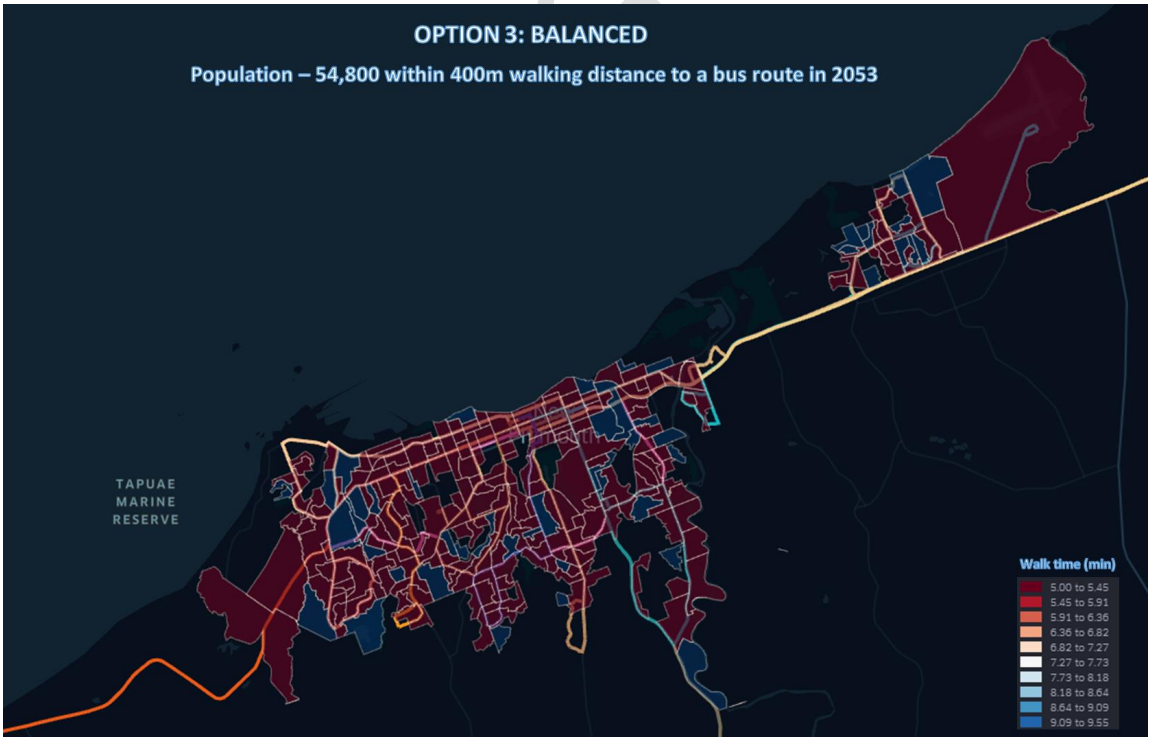


Figure 8-8 : Catchment Analysis for Option 3

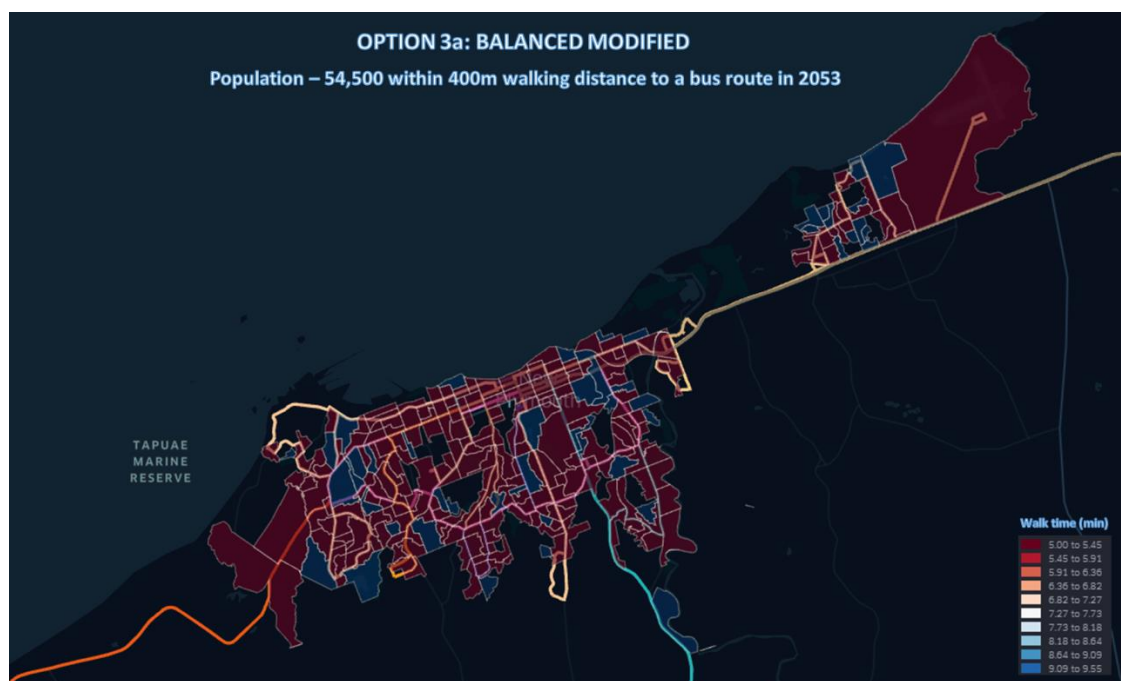


Figure 8-9 : Catchment Analysis for Option 3a

The high-level indicative BCRs are summarised in [Table 8-6](#). As indicated, the Balanced option is anticipated to generate the greatest benefits based on the same frequency as it has a wider reach, although a slightly greater cost.

Table 8-6: Shortlist Option Indicative BCR

Option	Indicative Annual Operating Cost (\$M, undiscounted)	40-Year Discounted Benefit (\$M)	40-Year Discounted Cost (\$M)	Indicative BCR
Option 2 – Throughput	\$2.8	55.0	52.9	1.0
Option 3 – Balanced	\$2.9	63.9	55.2	1.2
Option 3a – Balanced Modified	\$3.5	63.5	66.2	1.0

Although Option 3 will provide the greatest BCR, it does not consider additional services that the community asked for during consultation. The provision of additional services that allow the community to access essential services easily, and provide greater access to the underserved areas reduces the BCR but will result in a higher level of community acceptance and support. As such, Option 3A is proposed as the preferred network option to take forward.

Appendix D – AST provides details of the AST tables.

With this preferred network option, further staging options were developed based on different investment scenarios and levels of ambition. These are further discussed below.

WORKING DRAFT

9 Preferred Option

The preferred option is **Option 3a**, the publicly modified balanced option, which includes the following changes that reflect public feedback received through the consultation process:

- Maintaining the level of service between Hawera and Taranaki Base Hospital
- Improvements to east-west throughput corridors (Route 5, Express, Airport to Whalers Gate)
- Returning bus routes to the underserved communities for key destinations including:
 - Waitara Express (Waitara to CBD)
 - Airport to Whalers Gate to provide a connection between Glen Avon, Bell Block, and the Airport
 - Proposed Orbiter route to help provide the underserved communities with bus services
- Improved accessibility for the older community and to the hospital (Mangorei Route Option)
 - Merrilands to Taranaki Base Hospital to serve the requirement communities in Merrilands

The preferred Option network and frequency is shown in [Figure 9-1](#).

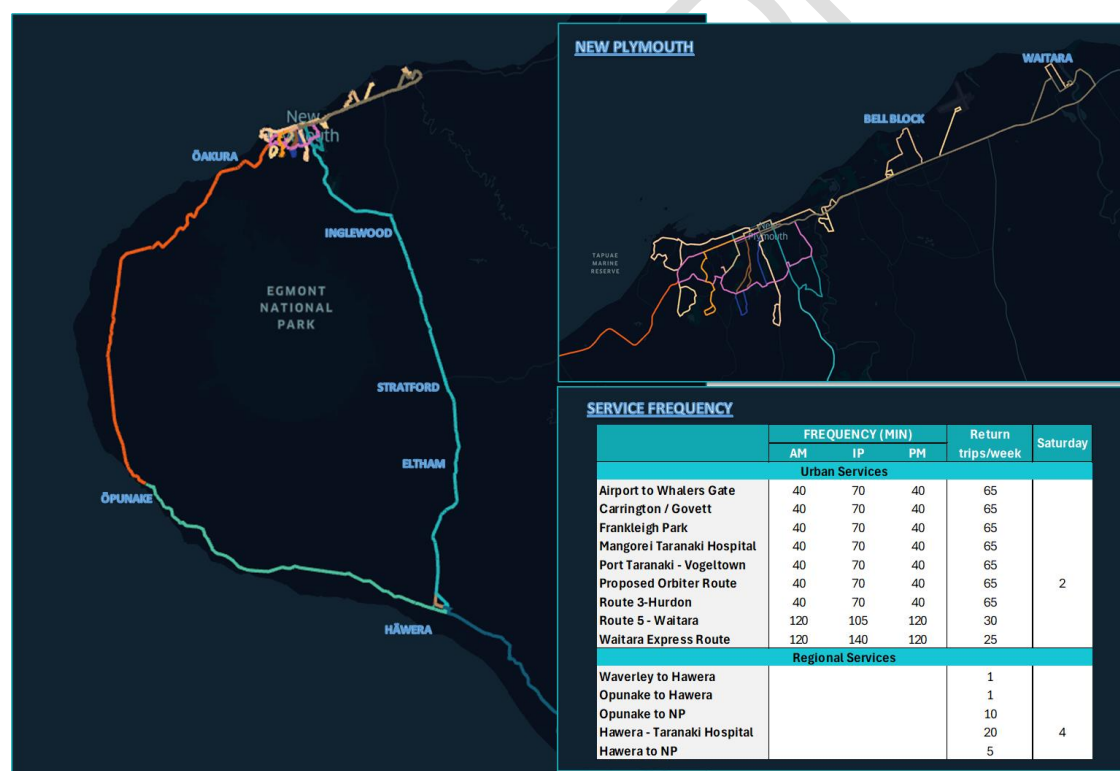


Figure 9-1 : Preferred Option Network

The frequency indicated above is referred to as the 'Bronze' option and is financially feasible at present as the cost is within the proximity of current funding envelopes. Further increase in frequency have been considered and will be staged over time as and when growth and funding become available in the future. For the 'Silver' option there is a slight increase in frequency in peak

times on the urban routes and there is increase in Saturday services. For 'Gold', the frequency is further increased during the peak periods and increase in services on the weekend.

The frequency options for the preferred network are summarised in [Table 9-1](#) and [Table 9-2](#).

Table 9-1 : Peak Frequency Options for Urban Services

	BRONZE			SILVER			GOLD		
	FREQUENCY (MIN)			FREQUENCY (MIN)			FREQUENCY (MIN)		
	AM	IP	PM	AM	IP	PM	AM	IP	PM
Urban Services									
Airport to Whalers Gate	40	70	40	30	70	30	15	30	15
Carrington / Govett	40	70	40	30	70	30	15	70	15
Frankleigh Park	40	70	40	30	70	30	15	70	15
Mangorei Taranaki Hospital	40	70	40	30	70	30	15	70	15
Port Taranaki - Vogeltown	40	70	40	30	70	30	15	70	15
Proposed Orbiter Route	40	70	40	30	70	30	15	70	15
Route 3-Hurdon	40	70	40	30	70	30	15	70	15
Route 5 - Waitara	120	105	120	60	105	60	30	105	30
Waitara Express Route	120	140	120	60	140	60	30	84	30

Table 9-2 : Number of Services per week and weekend services for each option

	BRONZE		SILVER		GOLD		
	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Sunday & Public Holidays
Urban Services							
Airport to Whalers Gate	70		80	4	165	12	12
Carrington / Govett	70		80		125	12	12
Frankleigh Park	70		80		125	12	12
Mangorei Taranaki Hospital	70		80		125	12	12
Port Taranaki - Vogeltown	70		80		165	12	12
Proposed Orbiter Route	70	2	80	4	125	12	12
Route 3-Hurdon	70		80		165	12	12
Route 5 - Waitara	30		40		65	12	12
Waitara Express Route	25		35		60	12	12
Regional Services							
Waverly to Hawera	1		1		2		
Opunake to Hawera	1		1		10	2	2
Opunake to NP	10		10		20	2	2
Hawera - Taranaki Hospital	20	4	20	4	20	4	4
Hawera to NP	5		5		40	8	8

For the purpose of the economic assessments the 'Bronze' frequency is the main assessment. However, the BCR for 'Silver' and 'Gold' frequency were also undertaken to understand the implications of higher investment levels.

9.1 Outcomes

The preferred option provides the following customer outcomes over the Do-Minimum:

- An estimated 25% increase in the overall daily bus patronage by 2035 and an annual increase of 30%. This will be further increased to a daily increase of 90% or 166% annual increase with the implementation of the 'Gold' frequency option.

- By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.
- Reduction of 4,812 tonnes of CO₂ over 40 years, a reduction of 13,335 tonnes with the 'Gold' frequency option.
- A reduction in average travel time via public transport of 2 minutes (5%) between Glen Avon and the CBD, this increases to 6 minutes with the 'Gold' frequency. A 5 mins reduction (14%) between Marfell and the CBD and increase to 10 minutes with the 'Gold' frequency.
- The New Plymouth Airport is now accessible via public transport increasing travel choice for locals and travellers alike.

10 Economic Analysis

This section summarises the economic analysis undertaken for the preferred option. This economic evaluation has been undertaken in accordance with the NZTA Monetised Costs and Benefits Manual (MBCM), 2020. The economic assessment utilises the Ngāmotu Strategic Transport Model (Ngāmotu STM) v1.0.

10.1 Key assumptions

The key assumptions assumed in the economic analysis are shown in [Table 10-1](#).

Table 10-1: Key economic assumptions

Assumption type	Assumptions
Base date	2023
Time zero	2024
Analysis period	40-year analysis period
Travel time benefits	Assessment of base and congested (CRV) travel time benefits from the Ngāmotu STM.
Vehicle operating costs	Assessment of base running vehicle operating costs (VOC) from the Ngāmotu STM.
Discount rates	Discount rate 4% applied to all annual benefits and costs, but sensitivity test for 3% and 6%.
Public transport benefits	Assessment of public transport costs from the Ngāmotu STM. The public transport reliability benefits are estimated as 50% of user benefits in all peaks as per that assumed in the New Plymouth ITF PBC. The same assumption has been applied for alignment.
Emissions	CO ₂ benefits are calculated from VEPM 6.3 emission rates.

10.2 Cost

It is noted that this business case relates to a portion of the overall public transport budget for Urban and Regional Operating costs (school services are considered outside of this and will remain the same at the time of writing this business case).

With the above in mind, the following costs associated with the preferred option are:

- With the preferred option being of similar length and frequency as the existing the existing operating cost of \$3.5M per year or \$3.9/km has been assumed as per cost provided by TRC. The operating cost for the 'Silver' and 'Gold' frequency are \$6.8M and \$7.2M, respectively.
- The construction cost assumes construction of new bus stops required. An allowance of \$25k per bus stop inclusive of a shelter has been used as per that provided by Taranaki Regional Council. A total of \$2M has been assumed for all frequency options which accounts for 60 new bus stops, contingency and preliminary and general costs required. It is worth noting that not all new bus stops will require a shelter, some will only require additional signs and markings to be installed and will be in the order of \$2k.
- No maintenance cost has been assumed at this point as it is considered this cost will be minimal.

10.3 Benefits

The key economic benefits generated by the preferred option is summarised in [Table 10-2](#).

Table 10-2: Preferred Option Economic Benefits (NPV, \$M)

Item	Bronze	Silver	Gold
Vehicle Travel Time Benefit	-1.6	3.0	12.1
Congestion Benefit	-9.3	4.0	7.6
Trip Reliability Benefit	-0.1	0.0	0.2
Vehicle Operating Cost	2.3	-1.6	0.5
Public Transport Benefits	71.6	98.7	204.3
Emission Benefit	0.6	0.8	1.6
PV Total net Benefits	63.5	104.9	226.4

Key observations:

- As expected, most of the benefits come from public transport benefits given the project is focused on improving the public transport network for all frequency options.
- There are some disbenefits to general traffic in the 'Bronze' option. Due to the strategic nature of the model when changes are small, their effect are not adequately captured by the model as it is dampened by model noise. However, even if we considered there were no disbenefits, the BCR will remain similar i.e. below 2.0 and will have no impact on the economic efficiency rating.
- The emission benefits are attributed to the overall decrease in vehicle demand across all the options.

10.4 Benefit Cost Ratio (BCR)

The base estimate BCRs are shown in [Table 10-3](#). Overall, the preferred option is expected to generate a BCR of 1.0 to 1.7 depending on the frequency option.

Table 10-3: Option Benefits, Costs and BCR.

Option	40-Year Discounted Benefit (\$million)	40-Year Discounted Cost (\$million)	BCR
Bronze	63.5	66.2	1.0
Silver	104.9	126.8	0.8
Gold	226.4	134.1	1.7

The analysis has shown the Gold Option provides the strongest return on investment with a BCR of 1.7. It is noted the increase in cost in the 'Silver' option is estimated to be greater than the monetised benefits. However, the evaluation excludes non-monetised benefits that would also arise from the increase in frequency such as increased customer satisfaction and in facilitating growth in a sustainable manner. Despite the lower BCR, the 'Silver' frequency is an important step change towards the aspirational frequency of 'Gold'. Further, there will be opportunity in the future to revisit the network prior to increasing the frequency to improve the economic efficiency.

10.5 Sensitivity analysis

Sensitivity analysis has been undertaken to understand the effect of key economic risks, which relate to changes in discount rate, costs, and benefits to determine their impact on the BCR.

10.5.1 Discount Rate

The discount rate is the minimum rate of return expected from an investment. It represents how decision makers value outcomes in the future relative to those in the present. With a greater value placed on immediate outcomes for a high discount rate and long-term outcomes for a lesser discount rate. The sensitivity analysis has shown:

- A decrease in the discount rate to 2% and increase to 6% does not have a significant impact BCR ranges.
- The 'Gold' frequency option still provides the strongest return on investment.

Table 10-4: Discount Rate Sensitivity Testing.

Option	Discount Rate (%)	BCR
Bronze	2	0.9
	6	1.0
Silver	2	0.8
	6	0.8
Gold	2	1.7
	6	1.6

10.5.2 Construction / Operation Costs

The construction and operating costs have been tested by adjusting these by +/- 20%. This indicates:

- A decrease in the construction and operating costs by 20% is shown to increase the BCR.
- An increase in the construction and operating costs by 20% is shown to decrease the BCR.
- The Preferred Option Gold still provides the largest return on investment.

Table 10-5: Construction and Operation Cost Sensitivity Testing.

Option	Construction / Operation Costs Change (%)	BCR
Bronze	-20	1.2
	+20	0.8
Silver	-20	1.0
	+20	0.7
Gold	-20	2.1
	+20	1.4

10.5.3 Benefit Cap

The benefits have been capped after 30 years of growth. This indicates A 30-year cap in benefits is not shown to change the BCR significantly (see [Table 10-6](#)).

Table 10-6: Benefit Cap Sensitivity Testing

Option	BCR
Bronze	1.0
Silver	0.8
Gold	1.7

10.5.4 Sensitivity Testing Summary

A summary of the BCR ranges for each of the options from the sensitivity testing is shown in [Table 10-7](#). At the lower range of the BCR, the Preferred Option Gold and Balanced Option provide a BCR greater than one, meaning the benefits are greater than the costs. At the higher range of the BCR, all Options have a BCR greater than one, meaning the benefits are greater than the costs. The largest BCR is still shown to be the Preferred Option Gold.

Table 10-7: Sensitivity Testing BCR summary

Option	BCR
Bronze	0.8 – 1.2
Silver	0.7 – 1.0
Gold	1.4 – 2.1

10.6 Investment Prioritisation Method

The NZTA Investment Prioritisation Method for the 2024- 27 National Land Transport Programme (NLTP) has been used to understand the potential investment prioritisation of the SSBC. Overall, the investment proposal has been assessed as priority order 3.

Factor	Rating
GPS Alignment	High <p>The investment proposal has been assessed as high as it responds to economic growth and productivity through 'operation of public transport services enabling access to employment and other economic opportunities. The improvement in bus services will provide the opportunity to travel to the airport via public transport where previously this was only accessible by car. The improvements will also see a reduction in travel time via public transport to the New Plymouth CBD by up to 10 minutes from Marfell under the 'Gold' frequency and 6 minutes from Glen Avon.</p>
Scheduling	High <p>The investment proposal has a high scheduling priority alignment via the Criticality factor. The current bus service contract, with an extension, are set to expire in April 2026 and there is a need to tender a new contract to enable service continuity. The successful operator will need to invest in supporting buses to enable the improvements. Any delay would have significant impact on the RPTP goals and community needs.</p>
Efficiency	Low (BCR 1.0 – 1.7)
Priority order	3



FINANCIAL CASE

Taranaki Public Transport SSBC

11 Financial Case

This section outlines the Financial Case of the preferred option including discussions around affordability and funding.

It is noted that this SSBC relates to a small component of the overall Public Transport Budget for Taranaki (around \$7 million but unavailable at the time of writing). The Public Transport Budget comprises several working categories such as operations, planning, total mobility, ticketing and technology.

Within this business case TRC is considering a portion of the operations budget that relates to the New Plymouth urban and regional services but excludes the school operations. The total operations cost is approximate 5 million, (funding still to be determined). The urban and regional operations is 70% of the operations budget, the New Plymouth and Regional School services comprise approximately 30 percent of the budget.

11.1 Whole of Life Cost

The cashflow for a 10-year period for the 'Bronze' option is shown in [Figure 11-1](#). This assumes:

- The \$2M for bus stop infrastructure is assumed to be within the first year however this cost is likely to be less given not all new bus stops will require shelters, and there is a possibility to recycle existing shelters and stops resulting in changes to the network.
- The public transport operating cost have been escalated over time using the latest CPI inflation rate of 3.3%¹¹ as an indicator. The annual operating costs are as per that outlined in Section [10.2](#).
- Given the small cost of maintenance, this has been excluded from the graphs.

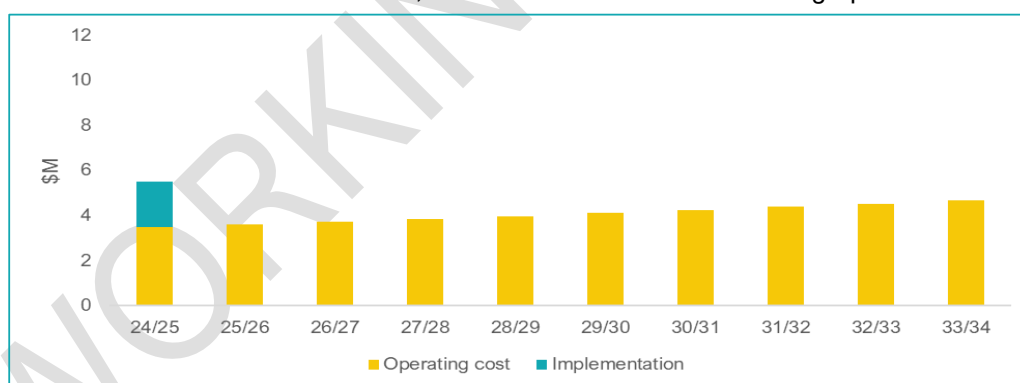


Figure 11-1 : Cost for FY 24/25 - FY 33/34

[Figure 11-2](#) shows the cost required over time if the 'Silver' frequency and 'Gold' frequency is implemented in years 3 and 6, respectively. This shows an increase in operating cost required over time.

¹¹ <https://www.stats.govt.nz/information-releases/consumers-price-index-june-2024-quarter/>

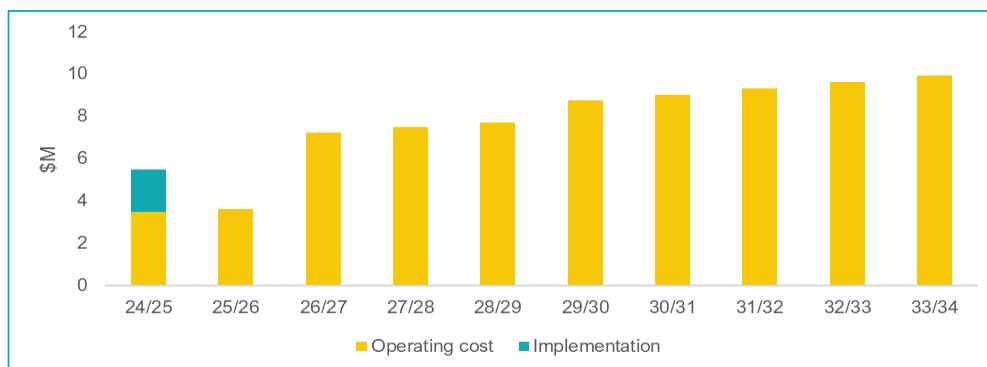


Figure 11-2 : Cost for FY 24/25 - FY 33/34 with implementation of 'Silver' and 'Gold'

11.2 Funding

11.2.1 Funding sources

Potential funding sources are detailed below. This is subject to change as the project and procurement progresses.

Funding Source	Commentary
Passenger fares	<p>The preferred option is expected to lead to higher patronage and consequently higher fare revenue. This fare box recovery will offset some of the cost of the preferred option.</p> <p>Any changes to fares levels would be considered outside of this business case with the next fare review expected to be undertaken as detailed in any updated proposed procurement contract.</p>
Taranaki Regional Council	<p>TRC funds PT through a targeted rate with Total Mobility services funded through general rates. A level of funding was approved through the 2024/2034 long-term plan on the current funding arrangements with crown entities such as NZTA. It is also noted in the recent 2024-2034 LTP, \$200,000 per annum in years 1,2 and 3 have been provided to fund a trial of high frequency bus trial. This is outside the consideration of this business case.</p> <p>The staged approach of the increase in frequency is to achieve the desired outcomes in public transport once funding becomes available in the next LTP. The 'Bronze' option will allow the new contract to commence as needed at the end of 2024 allowing continuity of services for the community.</p>
National Land Transport Fund (NLTF)	<p>The 24/7 GPS allocation indicates a range of \$400M to \$750M in 2024/25 and increases by \$20M each year to \$500M to \$850M by 2029/30 for activity class 'Public Transport Services'.</p> <p>NZTA will not formally approve budget for investment without an approved business case. For this reason, the project is not currently included in any approved funding. However, for the 'Bronze' option</p>

Funding Source	Commentary
	the funding requirement will be as per the current funding arrangement, and it is considered this will be approved. This business case forms a case for further funding to increase frequency in the future when funding becomes available.
Other supplementary funding sources (contributions that are additional to the above)	There are potential other funding streams such as utilising parking revenue. However, the availability and amount are uncertain at this point. The ITF Programme and Modelling outputs notes that a parking strategy study is scheduled as an action to undertake in the short term (next five years).

11.2.2 Funding share

The estimated funding split for the operational costs for the different frequency options are shown in [Figure 11-3](#) based on an assumed 40% farebox recovery. It also assumes standard FAR (51% from the NLTF).

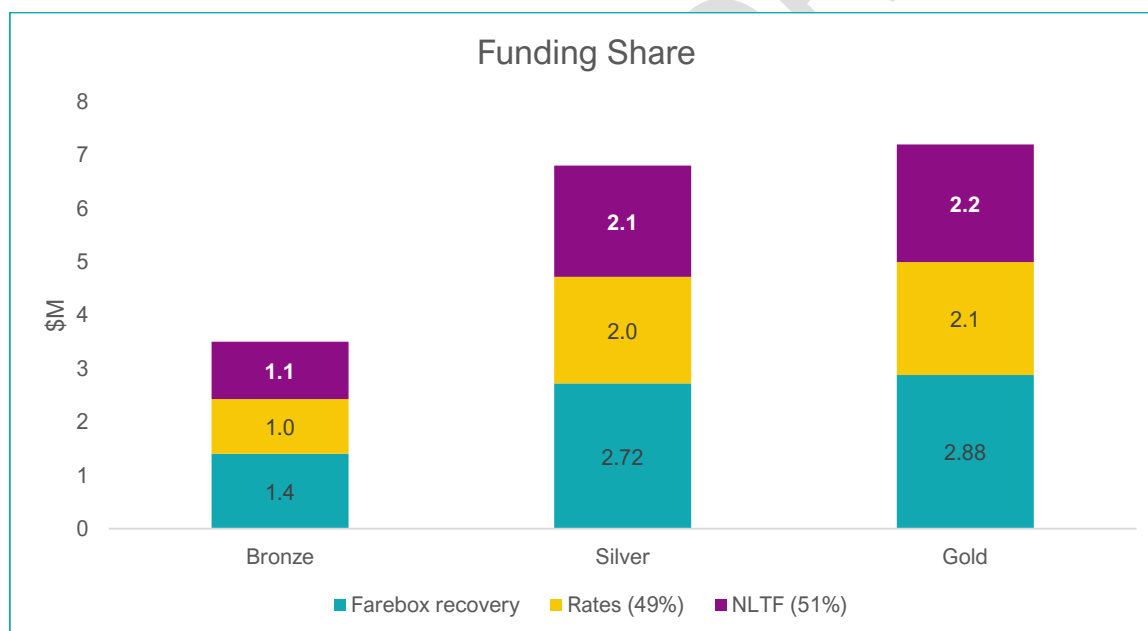


Figure 11-3 :Annual funding share based on frequency options

11.3 Funding risks and opportunities

The following is a high-level summary of key financial risks

- Inflation:** Inflation has been high over the last few years, although this is decreasing there is still a risk that inflation may be higher than anticipated. As such, approved funding may not be sufficient.

- **Fare revenue:** This may be lower than projected and would impact the overall farebox recovery.
- **Funding approval:** There is a risk that funding for the 'Silver' and 'Gold' frequency may not become available over time. This will have an impact on the overall benefits that may be realised over time for the community.

11.4 Affordability

Given the current funding constraints, consideration has been given to staging the improvements in frequency over time.

The 'Bronze' option is estimated to have similar operating cost as the existing option and as such will require the same funding requirements as the current bus network. No additional funding is sought and as demonstrated through the economic case, it will provide greater benefits than the current network.

As funding becomes available and growth occurs, funding will be sought through an addendum for increased frequencies for the Silver and Gold options.



COMMERCIAL CASE

Taranaki Public Transport SSBC

12 Commercial Case

The commercial case serves to answer the following questions for procurement of public transport within Taranaki:

- Is procurement of the preferred option commercially viable?
- Can the market deliver the preferred option?

As this case shows, the answer to both of these questions, at this point in time, is a 'conditional' yes.

There is budget for bus operations within the Local Transport Plan. There are existing contracts in place with a bus operator that have been in place for multiple years. Proposed costs and network changes are not significantly different to current – especially as the proposed implementation is staged. Changes by implementing the preferred option are minor in terms of network changes and public transport infrastructure required.

There are potential changes by changing over to an Electric Vehicle Fleet – which will take place with the new contract commencing in 2026. These unknowns, result in the 'yes' being conditional.

To support this 'yes', the commercial case demonstrates that the preferred option is able to be procured in a viable and cost-effective manner and that risk is distributed fairly. Supporting information includes details on:

- Understanding of current and future procurement contracts for bus services – particularly options that have been in place in New Zealand in the past and potential future options
- Understanding the current market place and what is realistically achievable
- Providing opportunities for network changes.

Finally, the commercial case summarizes how the proposed procurement is commercially attractive and delivered, and how that the delivery mechanism (procurement) allocates risk fairly.

12.1 Summary of Preferred Option Implementation

From an infrastructure planning, design and construction perspective, the proposed updates for the preferred options are not overly complex.

Chapter 8 provides further details on the proposed network. A map of the network is summarized below.

Sensitivity: General

| Commercial Case |

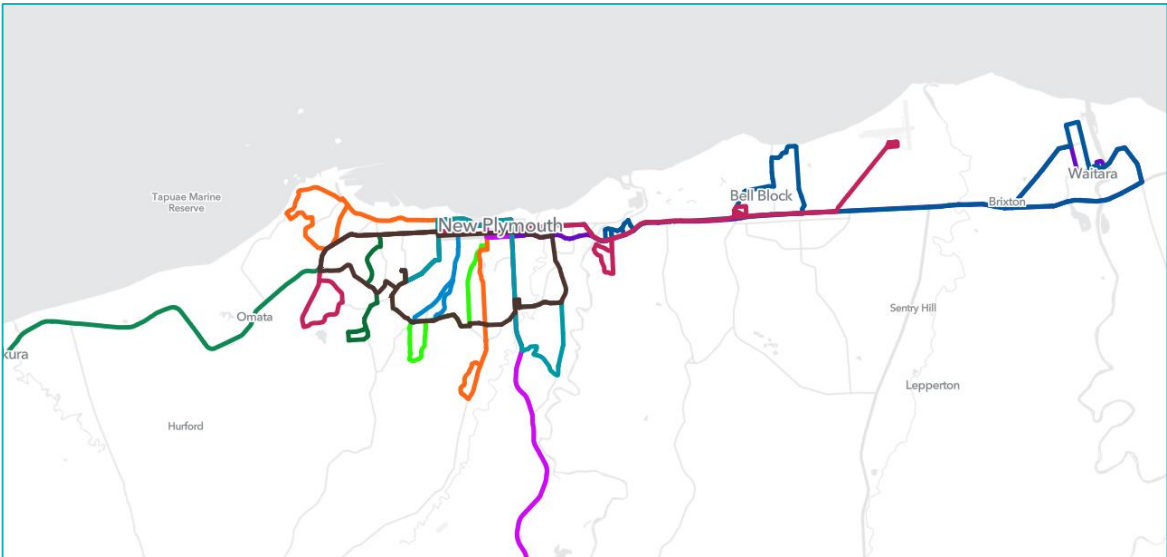


Figure 12-1 : Preferred Network Option

It is noted that the option will be considered as a staged approach. The Options are listed as Bronze, Silver, and Gold.

The network remains the same for each of the options. What changes are frequencies and hours of operation which increases over time. As a summary:

Table 12-1 : Frequency Changes

Option	Details
Bronze	Current headways with some increases on key corridors during peak hours (40 minutes)
Silver	30 min headways across the network during peak hours with key corridors having 15min headways
Gold	15min headways across the whole network during peak hours

In terms of the options, there are two components to commercial delivery:

Table 12-2: Commercial Delivery Components

Component	Details
Infrastructure installation	<ul style="list-style-type: none">Infrastructure installation including bus stops and shelters for the new network -
Procurement	<ul style="list-style-type: none">Procurement of bus services and operations including purchasing of vehicles

Breaking the option down to two parts serves to minimizes disruption. However, keeping the public informed of changes, particularly network changes will be key.

12.2 Procurement/programme management strategies that might be required

Taranaki Regional Council currently procures a bus operations contract with an operator for bus services in the Taranaki Region.

TRC will undertake the updating of procurement contracts leading into a new 2026 contract. The new contract, while not changed, will consider the proposed network, Ministry of Transport Requirements, the current Transport GPS, and will be flexible to allow changes in the network.

As of the completion of the business case (add date) the following is noted from a procurement perspective:

- A procurement plan will be established at the start of the contract – timeline for tendering will be included in this (around a one-year period)
- Procurement will consider proposed network and Vehicle Kilometres, purchases of buses and percentage of EVs
- Increased service provision and provision items with variable rates e.g. three years or nine years to allow for changes.
- Provisional items and changes included.

In short though, there is a current mechanism for procurement, the new procurement is proposed to be for nine years, and there is room for flexibility.

Key time frame needs to go to market in late 2024 or early 2025, so it gives operators a year to consider changes. Implement in April 2026

12.3 The financial implications of the proposed procurement strategy

There are two financial considerations for this business case:

1. Operating costs via procurement
2. Infrastructure costs (in the form of bus stops and shelters)

These are summarized in more detail below.

12.3.1 Operational costs

RLTP refer to operational cost constraints we have.

There are three options that can be considered with the preferred option. These are noted as Bronze, Silver, and Gold.

Operational costs for these per annum in 2024 numbers are as follows.

Table 12-3 : Indicative Operational Costs per annum (\$millions)

Option	Indicative Annual Operating Cost / year	NPV
Bronze	\$3.5M	\$66M
Silver	\$6.8	\$127M
Gold	\$7.2	\$134M

As previously noted, there is a staged approach that will increase over time, with procurement contracts providing flexibility.

12.3.2 Infrastructure Costs

With a change in network there are required infrastructure costs which are estimated to come in under \$2M in 2024 dollars for the inclusion of new Bus Stops and Shelters.

Stops and Shelters are priced at \$25k, so this allows for a maximum of 60 bus stops and shelters with a contingency built in.

This is worst case, as there is an option to reuse shelters from existing network – that can be sought. Current funding being requested. It is proposed as follow.

Table 12-4 : Infrastructure Costs

Year	Number of Stops and Shelters	Cost
First year	60	\$1,5000,000
Contingency	Contingency	\$500,000

Note: There is a possibility to recycle current stops and shelters which would reduce the above price. The contingency also considers removal of existing bus stop and shelter infrastructure not required by the network changes.

Potential funding options are as shown in the table below.

Table 12-5: Potential Funding Options

Funding Option	Details
RLTP Budget	#### To be provided
LTP Budget	#### To be provided
Parking Strategy Revenue	#### To be provided
Other revenue	#### To be provided

Additional infrastructure treatments can be considered in the future. The Business Case has identified a range of add on treatments and policy changes, and identified where they are compatible, where they can be considered as part of the business case, or where they can be considered through other avenues. Once the network is in place, the proposed new Joint Committee can make decision on these treatments that would enhance the network moving forward.

12.4 Risk allocation and transfers – charging mechanism and contractual arrangements

A list of potential risks is provided below. Details are included below on how potential risks in the subsequent phases will be allocated between public and private sectors. This should be reflected in contractual arrangements.

Procurement Process Risks

Table 12-6 : Procurement Process Risks

Risk	L	C	Rating	Mitigation	Owner
No competition for the tender	P	E	High	Request for information assists to identify the level of market interest	Taranaki Regional Council
Changes in government policy and funding priorities generates uncertainty	P	M	Medium	Continue to discuss the planned approach with NZ Transport Agency	Taranaki Regional Council
Delays in the procurement	A	E	High	Delays occurring as a result of factors outside of the team's control will impact on the timeliness of the contract award	Taranaki Regional Council

Risks in contract mobilisation and delivery

Table 12-7 : Contract Mobilisation and Delivery Risks

Risk	L	C	Rating	Mitigation	Owner
Insufficient resources or finances to deliver the services	P	M	Medium	Requirement for contract mobilisation plan to establish an agreed approach prior to contract starting	Contract manager
Service changes do not revitalise patronage	L	M	Medium	Approach will need to be flexible and responsive to demand and reviewed once underway	Contract manager
Transition to new electric bus technology	L	M	Medium	The contract mobilisation plan and zero emission plan will provide transparency. Questions in the RFP seek to confirm a good level of understanding prior to awarding the contract.	Consultant in charge of procurement and Contract Manager

Operational and procurement risks

Table 12-8 : Operational and procurement risks

Risk Category	Taranaki Regional Council	Potential Risk Allocation	Shared
Bus stop complexity			

Risk Category	Taranaki Regional Council	Potential Risk Allocation	Shared
Electric Buses			
Bus charging			
Operating cost changes			
Operating risks			
Waka Kotahi funding			
Change in price			
EV fleet availability			

12.5 Contracts and implementation timescales

The proposed contract will be consistent with central government bus procurement contract requirements.

These are proposed to be drafted in early 2025, as operators are required to have one year lead in time. It is noted that contracts are:

- Proposed to be in place for nine years
- There is an opportunity to review yearly to ascertain network changes and specific fleet requirements.
- There is potential for the proposed Joint Committee as referenced in the Management Case

Note: This work is ongoing with an independent consultant for Taranaki Regional Council. This consultant has been consulted throughout development of the business case to ensure alignment

12.6 Capability and skills of team required to deliver the project.

This will be identified within the future procurement plan. Currently there is an independent consultant consultation helping manage this process.

12.7 Risk and uncertainty

Relevant risks for procurement and operation are captured in section 12.4. Additional risks and uncertainty are provided below.

Table 12-9 : Risks and uncertainty

Risk	Details	Mitigation
EV fleet availability	There is a shortage of EV buses around the world. This could impact	Staging of EV fleet adaption is a possible way forward

Risk	Details	Mitigation
	MoT requirements for EV fleet moving forward.	
Funding	Government funding is limited	Staged approach from bronze to silver to gold in terms of optioneering is currently proposed.

12.8 Consenting Plan and Strategy

No consenting plan or strategy is considered necessary for this particular business.

Installation of bus stops and shelters will be managed consistent with Taranaki Regional Council current arrangements with the relevant territorial authority.

12.9 Property Plan and Land Acquisition

No Land Acquisition is required as part of the business case recommended option

12.10 Required services

The required services include:

- Bus operations via a contract to service the proposed network with agreed headways (which is subject to change over time)
- Bus infrastructure instalment consistent with TRC construction requirements

Note:

Services currently being prepared by an independent consultant.

12.11 Contract provisions

While specific contract provisions have not been included at this point in time, as they are due to be completed soon. The following comments are noted.

The following components should be considered by the consultant as procurement contracts are progressed and finalized.

Question	Answer
Will TRC be the main delivery agent for the preferred option?	Noted that TRC will be the main delivery agent.
What role will New Plymouth District Council have in the process – e.g. delivery and ongoing management or maintenance?	Yes, and this will also be further enhanced by the development of the Joint Committee

Question	Answer
Procurement timeframes	Released by Early 2025, with commencement in early 2026 – noting that operators need one year lead in time.
Procurement plan and alignment with New Zealand Transport Agency processes.	Independent consultant is currently working on this for TRC.
Partnering delivery model?	Independent consultant is currently working on this for TRC.
Timeframes for contract of supplier?	9-year term commencing 2026.
Market and supply assessment?	Independent consultant is currently working on this for TRC.
<p>Procurement timeline</p> <p>Key stages include:</p> <ul style="list-style-type: none"> • Pre-procurement • Tender • Evaluation • Post-evaluation 	Independent consultant is currently working on this for TRC and it is noted it will be consistent with SPTF.
<p>Will a single RFT process be utilized? E.g. for:</p> <ul style="list-style-type: none"> • Provision and management of a suitable bus fleet (zero emissions) • Provision and management of driver workforce • Provision and management of personnel to support operation 	Independent consultant is currently working on this for TRC and it is noted these will be included.
<p>Contract provisions:</p> <ul style="list-style-type: none"> • Contract mobilisation plan? • Zero Emissions Plan? • Quality Assurance Plan? • Annual business plans • Health and Safety Plan • Hand Over Plan 	Independent consultant is currently working on this for TRC.

Question	Answer
<p>Supporting infrastructure:</p> <ul style="list-style-type: none"> • Will new public transport infrastructure assets be delivered by New Plymouth District Council? • Could this be low cost/low risk programme? If so, no business case is required? • Maintenance – will that be through existing arrangements? 	To consider via management case and ongoing governance model for public transport.
<p>Commercial risks:</p> <ul style="list-style-type: none"> • Any council risks based on failure to raise revenue via fare or rates? ? • Low profits equal low interests? 	To consider



MANAGEMENT CASE

Taranaki Public Transport SSBC

13 Management Case

The purpose of this management case is to put in place appropriate arrangements for the successful delivery of the business case – and future management and delivery. Specifically, the case helps to refine the preferred option together with the financial and commercial cases and summarizes the following:

- **Project governance:** How the project is proposed to be governed ensure the project has appropriate oversight
- **Risks and uncertainties:** Provides a summary of risks and uncertainties
- **Business changes:** How these will be owned and managed
- **Monitoring:** How activities will be monitored, specifically against assumptions, and where key trigger points are for project start and benefit realisation.

This is done by providing specific details on the following arrangements:

Table 13-1 : Details on Arrangements

Arrangement	Details
Programme Management and Governance	Details on the type of Governance system to be utilized, and if appropriate Programme Management system to be put in place
Project management	Details on the specific project management systems, how these may operate, if they are compliant with NZTA requirements and relevant roles
Change management	Processes in place to manage changes as they occur including mitigation measures
Benefits management	Details on benefit realisation
Risks and uncertainty management	List of potential risks and uncertainties and how they will be managed along with mitigation measures
Consenting strategy	Not required as part of this specific business case
Post-implementation evaluation	Details on evaluation after the new bus network is implemented

13.1 Programme Management and Governance

13.1.1 Programme Management

Traditional programme governance for this type of project is as follows:

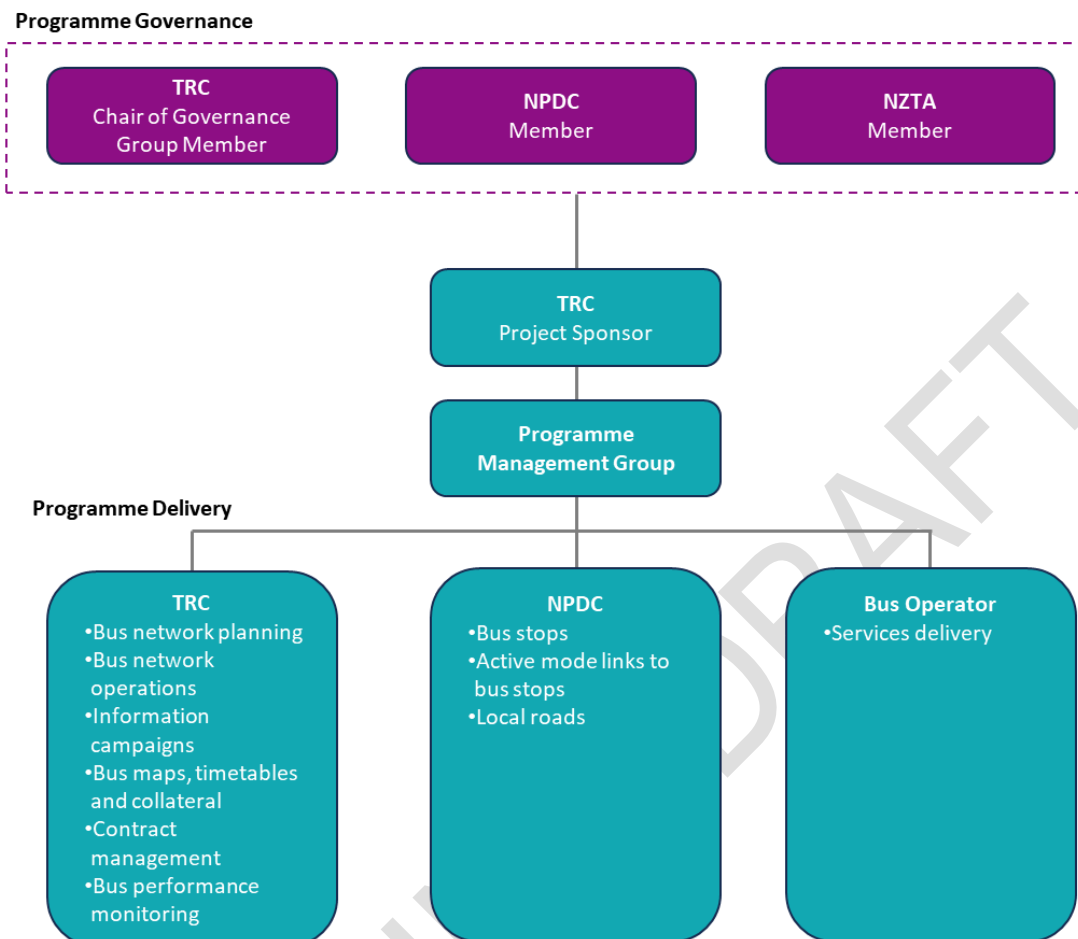


Figure 13-1 : Governance

While this can be considered as a base, governance arrangements and a joint committee between Taranaki Regional Council and the New Plymouth District Council are recommended given the significant interdependencies that exist between TRC's operational activities and NPDCs planning and infrastructure investment roles.

13.1.2 Governance

It is understood that a governance level Joint Committee is currently being developed with a Terms of Reference. As a minimum the committee is proposed to consist of the following members:

- Elected members of territorial authorities
- Elected members of the Taranaki Regional Council
- Other key stakeholders.

The establishment of such a committee has potential to achieve real change in the provision of public transport for the region by ensuring better alignment between planning and investment decisions that impact on the effectiveness of the public transport network.

Key purpose/outputs/understanding:

- Committee will create better alignment between respective council's functions for improving PT
- Provide better coordination between:
 - Land use development
 - Parking management
 - Public transport
 - Travel demand management
 - Infrastructure investment
- Committee utilized as a governance model to delegate and support:
 - Various interventions (bus stops, bus priority measures, and management of parking in and around the City Centre
 - Development of a refreshed public transport network

Note: At the time of this business case being prepared both Taranaki Regional Council and New Plymouth District Council had agreed in principal to the development of a Joint Committee, and the specific details were being discussed. Making decisions affecting public transport services and infrastructure together will increase the likelihood that the anticipated benefits of this business case are realised.

Once a Terms of Reference is developed it should be attached and referenced in this business case.

13.2 Project management

From a project management perspective, there are already approved project management strategy, frameworks, and plans in place within the Taranaki Regional Council to manage changes effectively and appropriately to the network and infrastructure inclusion. This is as follows:

Table 13-2: Project Management Details

Component	Details
Network Changes	<p>Procurement of bus services is currently being managed by TRC, and there is work being undertaken currently through an independent consultant to update procurement opportunities for the coming nine years.</p> <p>There is an assumption that the PT operator would monitor performance of the network and would work with relevant entities and NPDC to refine and adjust the network over time in response to changes in demand.</p>
Infrastructure	<p>Infrastructure will be managed through existing project management procedures:</p> <p>It is noted that TRC follow both the:</p>

Component	Details
	<ul style="list-style-type: none"> Transport Services project manual (SS011), and Have their own approach which is based on a proven project management methodology. <p>There are not considered to be major project management implications or consideration for this project as it involves two key steps:</p> <ul style="list-style-type: none"> Changing network from existing to recommend over 12 months to 18 months Adding additional bus stop and shelters will be done in conjunction with updates (any planning requirements etc will be addressed on a corridor by corridor basis) <p>To provide these updates the following actions will be undertaken:</p> <ul style="list-style-type: none"> NPDC and TRC will work together on staging and updates The Governance group will be informed as network changes progress. Relevant SM011 manual requirements will be followed as appropriate. <p>Finally, it is noted that network changes won't be set up as a project, so will slowly and surely change routes and infrastructure.</p>

Reporting arrangements

It is noted that the joint committee should receive regular network performance reports to allow it to determine if the network needs to be refined or if additional investment is required in order to achieve benefits. This links specifically to the benefit realisation plan as detailed below.

13.3 Stakeholder Engagement Plan

Extensive stakeholder engagement has already been undertaken throughout the business case to bring both stakeholders and the community on the journey as a new preferred bus network is proposed for New Plymouth and the wider Taranaki region.

This has specifically been undertaken in two phases as follows:

Table 13-3: Stakeholder Engagement Plan

Phase	Details
Phase 1: Hop on Board	The team collected feedback on ideas on specific bus services, frequency, and timetables to make bus travel more attractive and provide more travel choices – 22 April – 6 May 2024.

Phase	Details
Phase 2: Where to Next	The team asked the community to compare two short listed bus network options and detail which one they preferred – between 22 May - 11 June 2024.

With the above in mind, it is noted that the community has a strong understanding of the proposed bus network changes. It is further noted that the changes proposed are operational changes to the network with associated infrastructure changes to support the new corridors. As such are considered relatively minor in nature.

With the implementation of a new network, it is envisaged that TRC will develop a Stakeholder Engagement Plan to provide updates to the community on how the bus network is changing and when it will change. In short, genuine customer insight should drive monitoring and effectiveness of the network. The plan should target both stakeholder groups and the customers (and potential customers) of the services so that TRC is able to respond to changes in customer expectations and adjust the programme accordingly. The plan should include the following 10 individual components:

Component	Details
Objectives	Clearly outline the goals of engaging with stakeholders. This could be to gather input, build support, foster partnerships, or ensure transparency.
Stakeholder Identification	Identify all relevant stakeholders. This includes individuals, groups, or organisations affected by or interested in your project or initiative. Categorise them based on their level of influence and interest
Stakeholder Analysis	Analyse stakeholders to understand their perspectives, interests, and potential impact on the project. Determine their needs, expectations, and concerns.
Engagement Strategies	Develop tailored strategies for engaging with different stakeholder groups. This may involve meetings, workshops, surveys, focus groups, or regular updates, ensuring that each approach is appropriate for the audience.
Communication Plan	Create a detailed communication plan outlining how and when information will be shared. Define the channels (e.g., email, social media, newsletters) and frequency of updates.
Roles and Responsibilities	Assign clear roles and responsibilities for managing stakeholder relationships. Identify who will lead the engagement efforts and who will act as the primary point of contact for each stakeholder group.
Timelines	Establish timelines for stakeholder engagement activities. Schedule key milestones, deadlines, and review points to keep the process on track.

Component	Details
Feedback Mechanisms	Implement mechanisms for feedback collection and analysis. This can include surveys, comment forms, or interactive sessions to ensure stakeholders have a voice and their input is considered.
Monitoring and Evaluation	Set up processes for monitoring and evaluating the effectiveness of the engagement plan. Track progress, measure outcomes, and make necessary adjustments based on feedback and results.
Risk Management	Identify potential risks related to stakeholder engagement and develop mitigation strategies. Prepare contingency plans for handling conflicts or challenges.

13.4 Change management

The Ministry of Transport requirements for public transport notes that by 2025, the Government will only allow zero-emission public transport buses to be purchased. It is further noted that the commitment targets complete decarbonisation of the public transport bus fleet by 2035.

The preferred option includes a new bus network which will have impacts on existing business and services.

Key changes are as follows:

Table 13-4 : Key Changes

Change	Impact	Arrangements and Mitigation Measure
Changes to bus routes	<ul style="list-style-type: none"> More vehicle km travelled 	<ul style="list-style-type: none"> Any new bus contract to consider the new network
Changes to bus routes	<ul style="list-style-type: none"> New Bus infrastructure – like bus stops 	<ul style="list-style-type: none"> Updating of Council PT Asset system
Changes to bus routes	<ul style="list-style-type: none"> Driver training 	<ul style="list-style-type: none"> Driver training on new stops, routes, and layover
Increase in EV fleet	<ul style="list-style-type: none"> Procurement of new buses 	<ul style="list-style-type: none"> Add into new procurement contract EV fleet <p><i>Note: Worldwide best ration is 80/20 EV to Diesel, but NZL policy doesn't allow for this.</i></p>
Change to EV fleet	<ul style="list-style-type: none"> Charging stations and links to layover areas 	<ul style="list-style-type: none"> Consider charging infrastructure on route and at depots
Changes to bus routes and EV Fleet	<ul style="list-style-type: none"> Changes to contract and prices 	<ul style="list-style-type: none"> Consideration of EV and charging along the route for current and future network

Change	Impact	Arrangements and Mitigation Measure
Staging of network	<ul style="list-style-type: none"> Education and community engagement 	<ul style="list-style-type: none"> Public engagement

13.5 Outline Activity Plan

Normal approach is as follows:

Table 13-5: Activity Plan

Project	Covers	Timeframe
SSBC	Approval of network changes	September 2024
Pre-implementation	Staging and ascertain of bus stop's location	October 2024-25
Procurement strategy put in place	Operation	Early 2025 to 2026 working with bus operators.
Implementation	Construction of bus stops etc	Implementation

Estimated programme for delivery of the bus network is as follows:

Table 13-6 : Estimated Programme for Delivery

Route Change	24/25	25/26	26/27	27/28
Route: New Plymouth Routes				
Route: Orbital				
Route: Regional Services				
Route: Hawera Service				

13.6 Benefits management

The following benefits have been identified and need to be monitored, and adjustments made to the network, if they are not being realised. There is also the potential by reviewing these benefits to consider other identified interventions (as detailed within the option development component of this business case) to achieve and realise greater benefits.

Table 13-7 : Benefit Management

Benefit	Key Performance Indicator	Non-monetized benefit measure	Target	Responsibilities
Benefit One: Improved Customer Experience				
KPI 1	Increased percentage of the population living within 500m of a bus stop.	Current percentage of population based on 2024 data (Remix)	Increase of 20% by 2030	TCC
KPI 2	Increased percentage of the population living within 500m of a bus with service frequency of at least 2 per hour	Current percentage of population based on 2024 data (Remix)	Increase of 10% by 2030	TCC
KPI 3	Increased percentage of customer survey responses rating public transport as their mode of choice	2024 survey to be used as a base	Increase of 20% by first year	TCC
KPI 4	Increased proportion of population living within 30 minutes of a job by public transport	Current percentage of population based on 2024 data (Remix)	Increase of 25% by 2030	TCC
KPI 5	Improved travel time by public transport	Current corridors as of 2024 travel time	10% improvement within 1 year	TCC
KPI 6	Increased annual public transport patronage	Current 2024 ridership will be utilized	25% improvement by 2030	TCC
Benefit Two: Reduction in Greenhouse Gas Emissions				
KPI 7	Reduced transport emissions in Taranaki	Emissions based on current as of 2024	Net zero by 2050	TCC
KPI 8	Reduction in vehicle kilometres travelled (VKT) by private vehicles	VKT based on current as of 2024	Reduction of 20% by 2030	TCC
KPI 9	Increased public transport modeshare	Modeshare current as of 2024	Increase of 20% by 2030	TCC

Monitoring

Monitoring patronage, demand (eg new houses on the network/changes in density etc) and adjusting levels of service accordingly is key to the success of this business case. This is where benefit realisation is key.

The business case acknowledges that over time the distribution of demand will change on the network and, especially with the adoption of the Bronze level of service in the first instance, an adaptive approach will be required to increasing levels of service and adjusting/refining routes as patronage rates rise and as urban form changes will be essential to achieve the investment objectives. It is important to monitor both demand (eg patronage) and supply side (increases in urban density or new greenfield housing in accordance with the Future Development Strategy) so that Council has a comprehensive understanding of changes that might require adjustments to either frequency or routes over time. It is suggested that the annual report examine these indicators and in tandem with recommendations from operators the Council consider minor tweaks or adjustments in level of service to respond to these changes whilst maintaining direction toward achieving the silver or gold levels of service over time. In addition, additional interventions can be considered as well.

13.7 Risk and uncertainty management

As with any project there are several key risks and uncertainties that may eventuate during the project.

An initial risk assessment has been undertaken with Taranaki Regional Council and Waka Kotahi. Several key risks were identified and allocated a risk rating along with possible consequences and mitigation measures.

The project Manager is responsible for managing project risks and will maintain the risk register. Risks will allow for any specific requirements for risk management, planning and reporting through the Governance Group – and if required – back to Waka Kotahi.

Risk management moving forward will be consistent with TRC project risk framework. Add details.

Risks are provided below,

Table 13-8 : Risks and Uncertainty Management

Risk or Uncertainty	Risk Rating	Consequence and mitigation measures
Financial		Financial risk includes limited budget and also potential risk from requirements for fare box recovery. Staging is the mitigation measure for this risk. While the gold option is the preferred, the pathway to get there is through bronze and silver. In addition, by considering treatments separately via the joint committee, these can be considered and added over time.
Political		Public Transport is highly political in both the Taranaki Region and more generally within New Zealand. A way to address this

Risk or Uncertainty	Risk Rating	Consequence and mitigation measures
		will be through a clear multi partner governance group that can help align messages.
Cost estimate		At this stage the accuracy of costs, in particular for bus infrastructure such as stops and shelters, is unknown. Staging of the network and the ability to provide additional treatments and interventions in the future reduces the risk of ambiguity.
Safety during installation		Managed by Council processes
Property		Highly unlikely but there might be some minor property acquisition associated with bus stops
Delays on EV Buses		With MoT having a requirement from 2025 all new buses must be carbon neutral and Electric, there may be delays on the provision of these vehicles. Potentially requesting slower adoption of EV fleets will be a mitigation measure.

Note: Other risks will be added as the business case is updated. The list is current as of August 2024.

13.8 Consenting strategy

No consenting strategy is considered to be required as part of this project

13.9 Safety in Design

The majority of changes proposed are network and operational changes. As such there is no Safety in Design activity considered as part of this SSBC. Route changes have also been considered and will be further tested with operators during contract lead in times.

The only infrastructure to be included as part of the network change options includes:

- Installation of bus stops and shelters.

As these are minor in nature, and as TRC already has processes in place to manage their installation, it is proposed that these are managed on an ad hoc basis during implementation.

13.10 Road Safety Audit

As the recommended option is based on service changes, No Road Safety Audit has been undertaken as part of this SSBC.

Any installation work in terms of bus stops and shelters is considered to be minor in nature and will be considered during implementation.

13.11 Parallel Estimate

It is noted that there is no parallel cost estimate being undertaken as part of this SSBC. This is as the option is majority service changes that will be managed via procurement.

A peer review is being undertaken as part of this business case.

13.12 Economic Peer Review

No economic peer review is required as part of this SSBC.

In light of this a general peer review is currently being undertaken.

13.13 Cost Management

The Project Manager is responsible for on budget delivery of infrastructure costs. Operational costs are set within in a bus procurement contract.

The bus procurement contract is outside of this project, but will consider:

- Bus network kilometre length and frequency
- EV requirements as set by the New Zealand Government.
- Staging of the proposed bus network.

13.14 Post implementation evaluation

To be completed once bus contracts are complete.

14 Conclusions

This SSBC sets out the rationale for investing in an improved public transport network in Taranaki. Based on the information provided throughout this document. Given the current funding constraints, it is recommended that a staged approach to increasing frequency over time is recommended to:

- Improve public transport for the community over time;
- Contribute to the visions sought under the RPTP; and
- Provide for growth in a sustained manner.

Therefore, the following approvals are sought:

- **Approval of the preferred network option** with minimal additional funding requested.
- **Acknowledgement and endorsement of a staged frequency approach** with 'Gold' being the desired frequency option where further funding will be sought when available.
- **Agreement to the establishment of a Joint Committee between Taranaki Regional Council and New Plymouth District Council** to facilitate and support the development of public transport moving forward.

Subject:

FW: TRC PT SSBC Peer Review Comments

Hi Cheryl

Please see attached our peer review comments on the business case (an editable word table and a PDF), hopefully they help you prepare in time for committee deadlines.

In summary, while there are a reasonable number of comments (which is not unusual) we are of the opinion that the process and recommendations of the business case are robust and appear to be a sensible approach to investing in PT in the Taranaki Region.

There are a few key observations that we will draw your attention to which we think will enhance the clarity of the business case, these are:

1. It should be made explicitly clear that it is the “Bronze” option that is being recommended and that no or very limited additional funding is being requested at this stage.
2. That the Bronze option is step on the way towards the “Gold” option which is a long-term strategic aspiration that will have decision points along the way.
3. We do think some modification to the problem and benefit statements and KPIs would be beneficial, but this could be noted as an update to the benefits management and further stages (so as to not have to re-work the assessment of the options)
4. The presentation of the preferred option would be clearer as option 3, and then 3a (bronze, silver, gold) as stages of the preferred long-term strategy. Currently the Business case appears to compare bronze, silver and gold rather than options 2 and 3 against the Do minimum.
5. The business case would also benefit from being clear in the parameters of its scope with respect to other workstreams by TRC or partners (i.e. the PBC) and assumption and interdependencies.

We have also yet to see some of the supporting information (options assessment, cost information and the modelling and economics) and we are basing our review that sighting this information would not change our view. We will review these once available and confirm and advise if these have any impact on our view.

We’ve had good meetings and discussions with Andrew and will continue to liaise to clarify any of our comment and turn around comments on the supporting info as quick as we can. I’ll speak with Andrew early next week to touch base.

To finalise we will review any responses and updates, update the table, and prepare a letter documenting our review.

I’m not sure when you are back from leave, but I’m happy to have a chat any time.

Speak soon.

Chris

Chris Ballantyne
Principal – Invisio Ltd.

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Executive, Audit and Risk (EAR) Committee Meeting

9 SEPTEMBER 2024



Sensitivity: General

Agenda

- Purpose
- Further Information Requests
- Strengthening Collaboration
- The Preferred Option
- Peer Review
- Alignment with Policy
- Next Steps



1: Purpose

Sensitivity: General

1: Purpose

Update on further information requests.

How we are working with NPDC

Summary of the Preferred Option

Summary of the independent Peer Review

Alignment with Policy

Request for approval of the final SSBC subject to further minor amendments to address technical matters raised in the peer review

Outline of the Next Steps

Beca

Taranaki Public Transport SSBC
DRAFT

Prepared for Taranaki Regional Council
Prepared by Beca Limited

14 August 2024

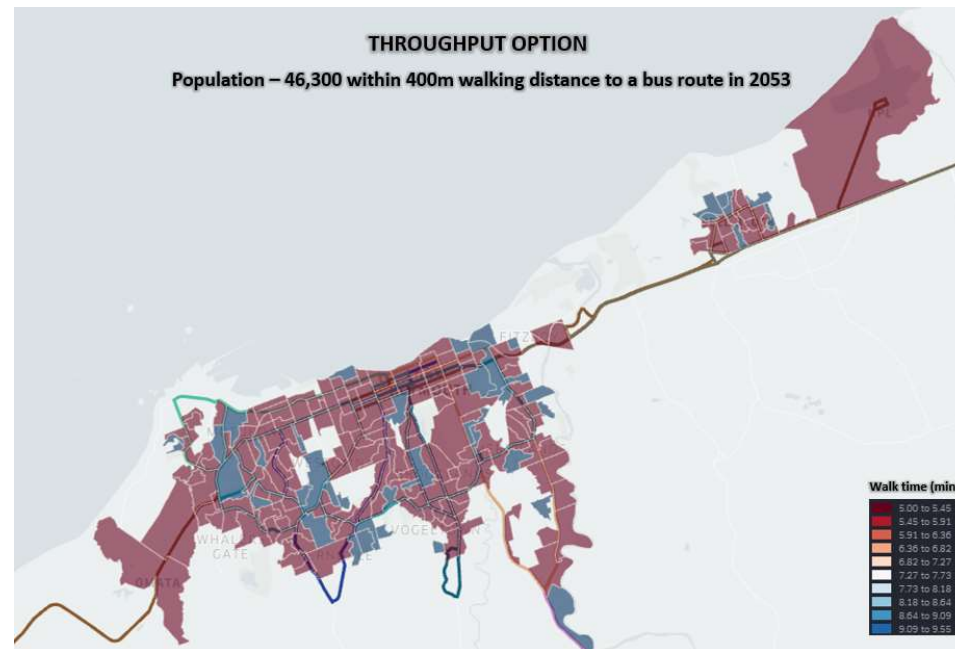




2: Further Information

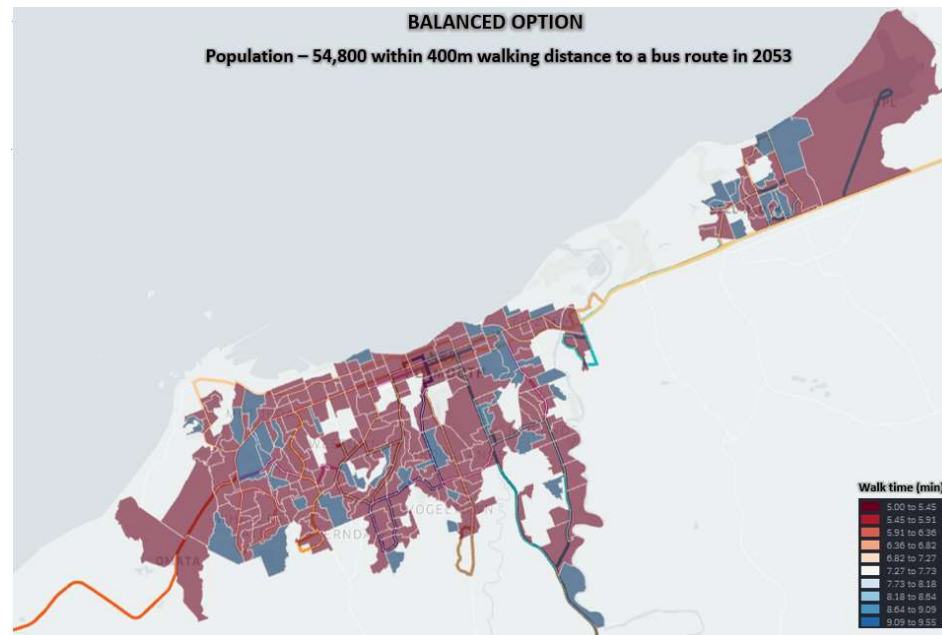
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Bus Catchment Map - Throughput



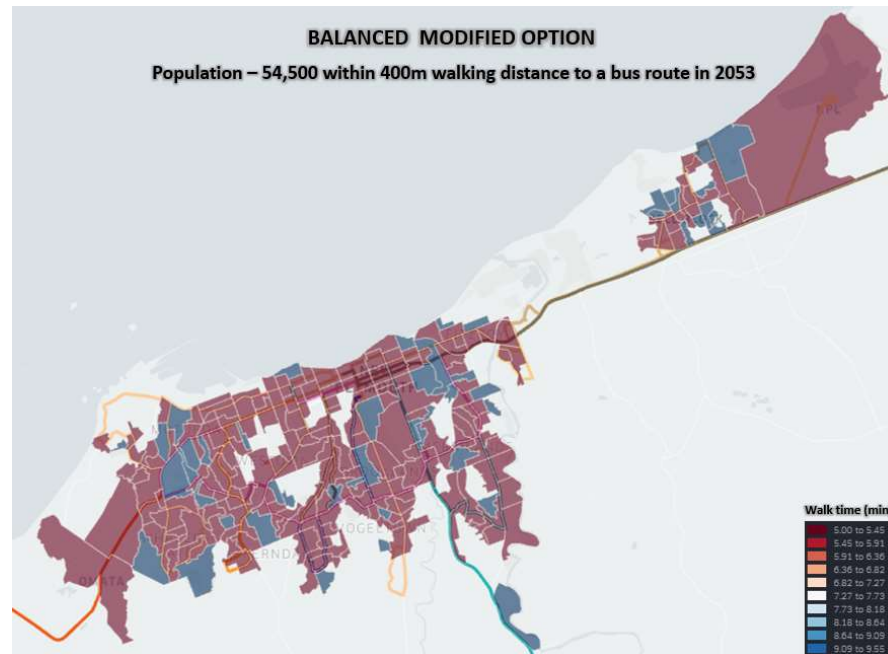
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Bus Catchment Map – Balanced



Sensitivity: General

Bus Catchment Map – Balanced Modified



Sensitivity: General

Indicative BCRs for the short list options

Option	Indicative Annual Operating Cost (\$M, undiscounted)	40-Year Discounted Benefit (\$M)	40-Year Discounted Cost (\$M)	Indicative BCR
Throughput	\$2.8	55.0	52.9	1.0
Balanced	\$2.9	63.9	55.2	1.2
Balanced Modified	\$3.5	63.5	66.2	1.0

Predicted Patronage of the Bus Network

- 'Gold' frequency option: Estimated 90% increase in the overall daily bus patronage by 2035.
- 'Bronze' frequency option: Estimated 25% increase in the overall daily bus patronage by 2035
- By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.



2: Strengthening Collaboration

Strengthening Collaboration with NPDC

- Meeting on 13th August 2024 with NPDC General Manager Operational Excellence and three Councillors. The purpose was to step through the optioneering process and explain how the preferred network was determined.
- A **Joint Committee** between TRC and NPDC for all transport related projects is in the process of being established.
- NPDC will have an opportunity year on year to influence the bus network and engagement with NPDC will continue.



Taranaki
Regional Council



Te Kaunihera-ā-Rohe o Ngāmotu
New Plymouth
District Council



2: The Preferred Option

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The Preferred Option



The Preferred Option - Outcomes



'Gold' frequency option: Estimated 90% increase in the overall daily bus patronage by 2035.

'Bronze' frequency option: Estimated 25% increase in the overall daily bus patronage by 2035.



By 2053, approximately 54,500 people will be within a bus route. This is a 3,100 or 6% increase from the Do-Minimum.



Reduction of 4,812 tonnes of CO2 over 40 years, a reduction of 13,335 tonnes with the 'Gold' frequency option.



Gold option: A reduction in average bus travel time of 6 minutes between Glen Avon and the CBD. A 10-minute reduction between Marfell and the CBD.

Bronze option: A reduction in average bus travel time of 2 minutes between Glen Avon and the CBD. A 5 -minute reduction between Marfell and the CBD.



The New Plymouth Airport is now accessible via public transport increasing travel choice for locals and travellers alike.

Bronze option is a step on the way towards the desired Gold option – our long term goal.

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The Preferred Option – Staging and Funding

- Three frequency options have been considered for the preferred option - referred to as Bronze, Silver and Gold.
- Gold is the desirable preferred with 15 minute headways during the peak periods for the Urban routes and increased services on the weekends. Bronze and Silver options are considered for staging, based on current funding constraints.**
- ‘Gold’** being the desired frequency option where further funding will be sought when available.

	BRONZE		SILVER		GOLD		
	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Return Trips/ week	Saturday	Sunday & Public Holidays
Urban Services							
Airport to Whalers Gate	70		80	4	165	15 min during peaks	12
Carrington / Govett	70		80		125		12
Frankleigh Park	70		80		125	12	12
Mangorei Taranaki Hospital	70		80		125	12	12
Port Taranaki - Vogeltown	70		80		165	12	12
Proposed Orbiter Route		2	80	4	125	12	12
Route 3-Hurdon	70		80		165	12	12
Route 5 - Waitara	30		40		65	12	12
Waitara Express Route	25		35		60		
Regional Services							
Waverly to Hawera	1		1		2		
Opunake to Hawera	1		1		10	2	2
Opunake to NP	10		10		20	2	2
Hawera - Taranaki Hospital	20	4	20	4	20	4	4
Hawera to NP	5		5		40	8	8



3: Independent Peer Review

Independent Peer Review

- A peer review of the SSBC was determined to be required by the NZ Transport Agency and has been completed by an independent peer review.
- The peer reviewer is of the opinion *“that the process and recommendations of the business case are robust and appear to be a sensible approach to investing in PT in the Taranaki Region”*
- There were five key observations from the peer review and minor comments which were editorial or seeking additional information that the peer reviewers felt the NZ Transport Agency would need to make a decision on investment for additional funding.
- The SSBC is being finalised to include the peer review comments. We are asking for approval of the working version of the Taranaki Public Transport SSBC dated 28th August 2024
- A final SSBC will be published to address the remaining comments from the peer review and any comments from this meeting.
- The approval of the finalised SSBC will be delegated to the Chair of the EAR Committee.



3: Alignment with Policy

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What the Government Policy Statement (GPS) says about Public Transport

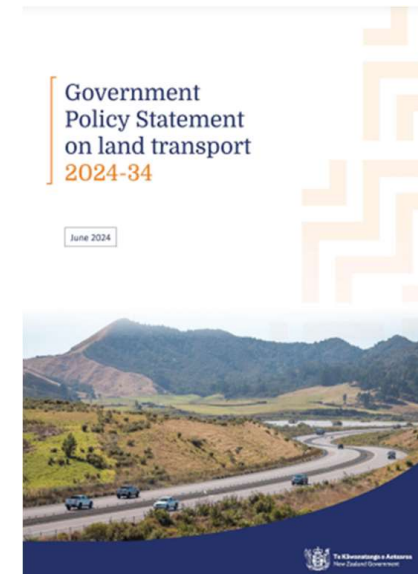
The four strategic priorities are:

1. Economic Growth and Productivity
2. Increased Maintenance and Resilience
3. Safety
4. Value for money

Effective public transport provides commuters with more choice and helps to reduce travel times, congestion and emissions.

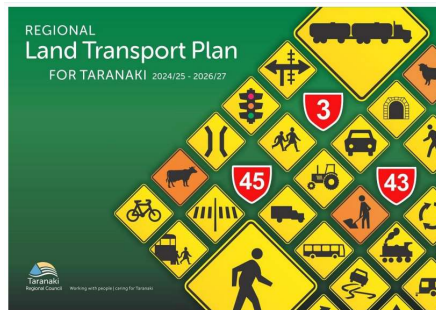
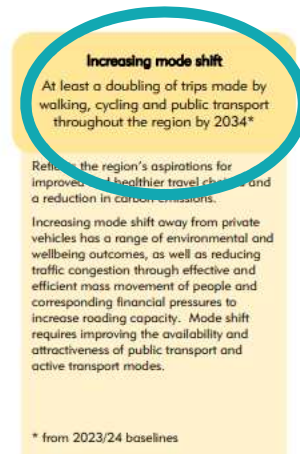
The GPS states existing public transport services will continue to be funded where they are cost effective, achieve value for money and where outcomes are less congestion and increased patronage.

The outcomes sought within the SSBC are well aligned with supporting economic growth and productivity which is the overarching strategic priority. It also highlights further improvements will increase these benefits further.



Sensitivity: General

Regional Land Transport Plan (RLTP) (2024/25 – 2026/27)



- Increasing mode shift is one of three headline targets in the Taranaki Regional Land Transport Plan (RLTP) for the next ten years (until 2034).
- The RLTP aspires to at least double the trips made by public transport throughout the region by 2034 from the 2023/24 baseline.
- Both Bronze and Gold frequency options will contribute to the targets of doubling public transport trips by 2034.



3: Next Steps

Next Steps

1. Progress procurement process.

2. Establish the TRC and NPDC **Joint Committee** for transport related projects.

3. Begin planning for the implementation of the new bus network

4. Continue to update ERA Committee regularly. Next update in November on procurement.



Question

Sensitivity: General

Questions



Date: 9 September 2024

Subject: Yarrow Stadium Plus: Project Update

Author: J Paterson, Project Lead

Approved by: M J Nield, Director - Corporate Services

Document: 3301992

Purpose

1. The purpose of this memorandum is to provide an update on the Yarrow Stadium Plus Project.

Recommendation

That Taranaki Regional Council:

- a) notes the progress to date and the next steps on the Yarrow Stadium Plus Redevelopment Project.

Background

2. Yarrow Stadium's stands were earthquake prone buildings. The East Stand was identified as earthquake-prone in November 2017 and the West Stand as earthquake-prone in May 2018. Both were closed as a matter of public safety.
3. In the 2019/2020 *Annual Plan*, the Council adopted a repair and refurbishment programme for Yarrow Stadium, which included the repair/refurbishment of the two stands and the delivery of a range of essential upgrades.
4. Following NPDC ceasing to lead the Yarrow Redevelopment, in December 2019, the Council endorsed a project governance framework and established the Project Steering Group (PSG) to run the project and report to the Executive Audit and Risk Committee.

General Project Update

5. The Stage two contract, the final major contract for the project, was signed on 28 June 2023. This followed the decision to approve an additional \$9.7m, increasing the total project budget to \$79.7m.
6. Following our decision to increase the budget, an updated agreement was developed with CIP. This agreement includes the project milestones, which are where we draw down the Government funding. This was signed in November with funding drawdowns allocated through to the end of the project.
7. The Director - Corporate Services, PSG and Project Lead continue to build and maintain a strong relationship with CIP, to ensure a true partnership approach is taken to this project. A site visit occurred with CIP's Chief Executive and representative on 9 August 2024. Feedback on the projects progress and delivery was extremely positive.

8. We continue engagement with NPDC on future stadium operation. The Director - Corporate Services has reengaged NPDC regarding the Yarrow Stadium Joint Committee and the terms of reference have been updated to reflect the new facility, the feedback received from the regional community and our decisions on the vision for the Stadium. The next Joint Committee meeting is in October 2024.
9. The Project Lead has been working with the stadium operator to refine maintenance programmes and cost to ensure efficient and effective maintenance occurs at a standard expected of our stadiums vision.
10. Work is underway on a new Strategic Plan and Asset Management Plans for the stadium to incorporate the new stand and how the venue can and will operate.
11. Work has been undertaken with NPDC and key stakeholders on event overlays. This work identifies and models how Yarrow Stadium will work in different operating modes e.g day to day community access and full international event mode. This work will help to ensure as the new stand is constructed appropriate infrastructure is readily available to reduce bespoke operating overheads e.g boundary power/water infrastructure and crowd movements.
12. The project continues to track to budget and programme for opening March 2025.

East Stand

13. The new East Stand design reflects the changing nature of sport in New Zealand and internationally. The new design is intended to deliver a superior player and spectator experience for both community use and international events in comparison to the previous stand, while also minimising whole of life cost.
14. The design principles underpinning the project vision have ensured that the building realised is fit for purpose:
 - Scalable: The campus supports local and regional event delivery but can easily accommodate additional infrastructure to host national and international events
 - Affordable: The campus is easy to access, configure and operate for community and commercial users minimising the logistics and cost of event delivery.
 - Flexible: The campus spaces and design lend themselves to multiple uses, easily changing form to support desired functions.
 - Desirable: campus is designed to delight every player and spectator and is recognised as 'the place to play' at all levels of sport.
 - Accessible: The development of the campus allows for clear sightlines, ease of movement across different fields and spaces, and simple wayfinding for all users.
 - Provincial Spirit: The campus inspires regional pride, ownership, and connectivity, bringing together people with different interests and passions.
 - Innovative: The stadium provides a full and rich end-to-end user experience, through the use of smart technology and adaptable spaces throughout the campus.
 - Connected: The campus is naturally accessible and connected throughout, making it practical and fit-for-purpose for all commercial and community events.
15. The new stand is 8 metres closer to the field, which is supported by Rugby New Zealand and New Zealand Football, to create a better atmosphere for players and spectators.
16. The East Stand consenting strategy was two staged, allowing contractor input on buildability of the design and to assist with project programme.
 - Stage 1 – Piling and bulk civil works, preparation for foundations and pad.
 - Stage 2 – Remaining building works to complete.

17. Stage 1 and Stage 1A are now complete.
18. Stage two and the final stage is underway onsite and on programme.
19. The structural steel (columns and core steel for the main frame) is now complete. Work is underway on roof steel installation which will be the final major steel required and reduces project and programme risk. This work will be complete by the end of August.
20. The installation of precast concrete stair treads and landings to the stair towers has been complete. The nibs for ground floor walls are now complete with framing underway throughout the stand.
21. All concrete pours are now complete.
22. Precast bleachers and precast panels installation is now complete.
23. The roof structure fabricated is underway offsite.
24. Cladding is underway; framing and fixed services will continue throughout August and early September before this element is also complete.
25. The programme to meet the contractual practical completion date of 31 March 2025 remains on track.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

28. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.
29. The Council and Ngati Te Whiti continue to work collaboratively on the cultural design elements of the new East Stand.

Community considerations

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

Legal considerations

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

Public Excluded Recommendations – Executive Audit and Risk Committee 9 September 2024

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987, resolves that the public is excluded from the following part of the proceedings of the Executive Audit and Risk Meeting on 9 September 2024 for the following reason/s:

The matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 are as follows:

Item 12 – Confirmation of Public Excluded Executive Audit and Risk Minutes – 29 July 2024

That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; and/or enable any local authority holding the information to carry out, without prejudice, commercial activities.

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item 13: Yarrow Stadium Plus: Project Steering Group Report	The report contains information relating to performance of the contractor which is subject to ongoing monitoring and negotiation.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) and (2) (i) of the Local Government Official Information and Meetings Act 1987
Item 14: Port Taranaki Ltd: Annual Report and Annual General Meeting	<p>To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities and to protect the privacy of natural persons.</p> <p>In this report the Council will be evaluating the performance of Port Taranaki and its board of directors. It will also be considering whether it should reappoint a current sitting director.</p> <p>Information relating to the performance of Port Taranaki Ltd and decisions regarding the appointment of directors will be made available following the annual general meeting</p>	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) of the Local Government Official Information and Meetings Act 1987