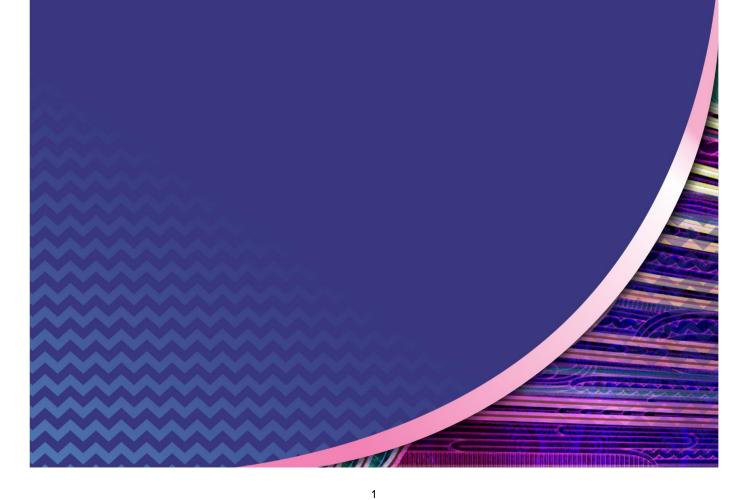


AGENDA Executive, Audit & Risk

Monday 29 July 2024, 10.00am



Executive Audit and Risk Committee

Taranaki

29 July 2024 10:00 AM

Age	nda Topic	Page
1.	Cover	1
2.	Karakia	4
3.	Apologies	
4.	Confirmation of Executive Audit and Risk Committee Minutes - 17 June 2024	5
5.	Financial and Operational Report	10
6.	Health and Safety Report	41
7.	Report of the Taranaki Harbormaster	46
8.	Public Transport Business Case, Emerging Preferred Network	50
9.	Better Travel Choices for Taranaki	127
10.	Adoption of Statements of Intent	132
11.	Port Taranaki Statement of Corporate Intent 1 July 2024 to 30 June 2027	182
12.	Delegations Manual	193
13.	Accommodation Update	244
14.	Yarrow Stadium Plus: Project Update	262
15.	Public Excluded	
16.	Public Excluded Recommendations	267
17.	Confirmation of PE Executive Audit and Risk Committee Minutes - 17 June 2024	268
18.	Accommodation Project Update	272
19.	Yarrow Stadium Plus: Project Steering Group Report	278
20.	Consideration of the 2023/2024 Annual Report	284
21.	Closing Karakia	438

22. Agenda Authorisation

439



MEMORANDUM Executive, Audit & Risk

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!

Nau mai e ngā hua

Karakia for kai

Nau mai e ngā hua	Welcome the gifts of food
o te wao	from the sacred forests
o te ngakina	from the cultivated gardens
o te wai tai	from the sea
o te wai Māori	from the fresh waters
Nā Tāne	The food of Tane
Nā Rongo	of Rongo
Nā Tangaroa	of Tangaroa
Nā Maru	of Maru
Ko Ranginui e tū iho nei	I acknowledge Ranginui above and Papatūānuku
Ko Papatūānuku e takoto ake nei	below
Tūturu o whiti whakamaua kia	Let there be certainty
tina	Secure it!
Tina! Hui e! Taiki e!	Draw together! Affirm!



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Executive Audit and Risk Minutes – 17 June 2024
Author:	M Jones, Governance Administrator
Approved by:	M J Nield, Director - Corporate Services
Document:	3290124

Recommendations

That Taranaki Regional Council:

- a) <u>takes as read</u> and <u>confirms</u> the minutes of the Executive, Audit and Risk Committee meeting of the Taranaki Regional Council held in the Taranaki Regional Council Boardroom, 47 Cloten Road, Stratford on 17 June 2024 at 10.30am
- b) <u>notes</u> recommendations therein were adopted by the Taranaki Regional Council on Tuesday 24 June 2024.

Appendices/Attachments

Document 3283471: Minutes Executive Audit and Risk Committee - 17 June 2024



MINUTES Executive, Audit & Risk

Date:	17 June 2024	
Venue:	Taranaki Regiona	al Council Boardroom, 47 Cloten Road, Stratford
Document:	3283471	
Present:	M J Cloke A L Jamieson S W Hughes	Chairperson
	D H McIntyre C S Williamson	(joined meeting at 10.17am)
	C L Littlewood	ex officio
	N W Walker	ex officio
	S J Ruru	Chief Executive
	M J Nield	Director – Corporate Services
	J Patterson	zoom (joined meeting at 11.02am)
	M Jones	Governance Administrator
	N Chadwick	Executive Assistant
	S Preston	Communications Advisor
	R Brodnax	BECA
	L Gindlay	NZTA (zoom joined meeting at 10.05am)
	B Muir	Senior Health, Safety and wellness Advisor (left meeting at 10.40am)
	F Ritson	Policy Analyst – Transport (joined meeting at 10.13am)

Attending: meeting opened with a group Karakia at 10.00am.

Apologies: were received from Councillor McIntyre for lateness and B Robertson Independent Member

1. Confirmation of Minutes Executive Audit and Risk Committee Minutes – 6 May 2024

Resolved

That the Taranaki Regional Council:

- a) <u>took as read</u> and <u>confirmed</u> the minutes of Executive Audit and Risk Committee of the Taranaki Regional Council held at 10.00am on Monday 6 May 2024 at Taranaki Regional Council 47 Cloten Road Stratford
- b) <u>noted</u> the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 14 May 2924.

Littlewood/Walker

2. Financial and Operational Report

2.1 Mr M Nield provided an update on operational and financial performance for March 2024 and April 2024.

Resolved

That the Taranaki Regional Council:

- a) <u>received</u> the memorandum Financial and Operational Reports for March 2024 and April 2024 Monthly Financial Report
- b) <u>noted</u> the digital media update.

Cloke/Jamieson

3. Health and Safety Report

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

Resolved

That the Taranaki Regional Council:

a) <u>received</u> the April and May 2024 Health and Safety reports.

Hughes/Williamson

4. Public Transport Single Stage Business Case Update

- 4.1 C Gazley provided an update on the progress of the Taranaki Public Transport Single Stage Business Case (SSBC).
- 4.2 R Brodnax from BECA gave a presentation.

Resolved

That the Taranaki Regional Council:

a) <u>received</u> the presentation update on the Public Transport Single Stage Business Case.

Cloke/Williamson

5. Deliberations on Better Travel Choices for Taranaki

5.1 L Hawkins and F Ritson provided an overview of the Better Travel Choices for Taranaki Officers report highlighting the feedback and themes of the RLTP Hearing of submissions that were held in December 2023.

Resolved

That the Taranaki Regional Council:

- a) <u>received</u> the memorandum Deliberations on Better Travel Choices for Taranaki submissions
- b) <u>noted</u> the length of time elapsed since the Hearing of submissions on 4 December 2023 is due to the need to align with related processes underway including the public transport business case
- c) <u>received</u> copies of all submissions received in response to the draft Better Travel Choices for Taranaki documents
- d) <u>received</u> the Officers' Report on submissions received in response to the draft Better Travel Choices for Taranaki
- e) <u>advised</u> staff on any changes from the recommendations contained within the Officers' Report and this memorandum
- f) <u>noted</u> staff will be making minor changes to the structure and format of the BTC ahead of the next meeting
- g) <u>noted</u> that the updated Better Travel Choices for Taranaki documents will be brought back to the 29 July 2024 meeting for approval
- h) <u>determined</u> that this decision be recognised not significant in terms of section 76 of the Local Government Act 2002
- <u>determined</u> 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, <u>determined</u> 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.

Williamson/Jamieson

6. Yarrow Stadium Plus: Project Update

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

Resolved

That the Taranaki Regional Council:

- a) <u>noted</u> the progress to date and the next steps on the Yarrow Stadium Plus Redevelopment Project
- b) <u>provided</u> support to the Taranaki Rugby Football Union for the fundraising for the construction of a community gym facility noting that no funding will be provided by the Council.

Williamson/Hughes

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987, <u>resolves</u> that the public is excluded from the following part of the proceedings of the Executive Audit and Risk Meeting on 17 June 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 – 6 May 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	Ground(s) under section 48(1) for the passing of this resolution	Reason for passing this resolution in relation to each matter
Item: 13 Yarrow Stadium Plus: Project Steering Group Report	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under <u>section 7</u> (2) (h) and (2) (i) of the Local Government Official Information and Meetings Act 1987	The report contains information relating to performance of the contractor which is subject to ongoing monitoring and negotiation.
Item 14: Regional Software Holdings Limited: Nomination of Directors	To protect the privacy of natural persons, including that of deceased natural persons.	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 <u>section 7</u> (2) (a) of the <i>Local</i> <i>Government Official Information and</i> <i>Meetings Act 1987.</i>

Williamson/Hughes

There being no further business the Committee Chairperson, M J Cloke, declared the meeting of the Executive Audit and Risk Committee meeting closed at11.38am.

Executive Audit and Risk

Committee Chairperson: _____

M J Cloke



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Financial and Operational Report
Author:	R Johnson, Finance Manager
Approved by:	M J Nield, Director - Corporate Services
Document:	3287669

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

Recommendations

That Taranaki Regional Council:

- a) <u>receives</u> the memorandum Financial and Operational Report and the May 2024 Monthly Financial Report
- b) <u>notes</u> the digital media update
- c) approves the common seal transactions:
 - 2024/01 Renewal of lease 224 Findlay Street, New Plymouth.

Background

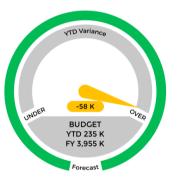
2. We produce a Monthly Financial Report outlining the financial performance for the month and year to date. This memorandum supports the Monthly Financial Report by providing additional supporting operational and financial information. The Common Seal is operated under delegated authority. Part of that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

Discussion

- 3. Attached is the Monthly Financial Report for May 2024.
- 4. In the "Financial Indicators Section", for revenue, expenditure and operating surplus/deficit, for the whole of the Council the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates an improving trend and a red down arrow indicates a deteriorating trend.
- 5. The financial performance pie graphs for operating expenditure and income show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of activities where the variance is within plus or minus

5% and less than \$50,000. The yellow slice indicates the number of activities where the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. The red slice indicates the number of activities where the variance is more than plus or minus 10% and more than \$100,000.

- 6. For each Group of Activities (Resource management, Biosecurity and biodiversity, Transport, Hazard management, Recreation culture and heritage, and Regional representation, advocacy and investment management, in the "Financial Indicators Section", for revenue and expenditure, for that group of activities, the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.
- 7. In the "Operating Expenditure by Activity" section, there is a dial for each activity comparing YTD expenditure against budget and a forecast for the rest of the year. The colours are green variance of less than plus or minus 5%, yellow plus or minus variance of more than 5% but less than 10% and red plus or minus variance of more than 10%. The key components of each dial are:
 - The outer ring is the forecast for the rest of the year green OK, yellow performance at risk, red target will not be achieved
 - The pointer indicates whether the variance is over or under budget and the colour indicates the scale of the variance the actual variance figure sits at the bottom of the pointer
 - The YTD and full year (FY) budgets are included in the grey section.
- 8. Financially, the overall financial result is on budget to the estimates established for 2023/2024 in the *2023/2024 Annual Plan*.
- 9. As at the end of May 2024 significant income and expenditure variances by activity (plus or minus \$100,000) are:
 - *Resource management planning* \$278,114 under budget due to project costs which have not yet been incurred.
 - Consent processing and administration over budget by \$215,132 due to the increased workload for resource consents.
 - State of the environment monitoring over budget by \$133,059 due to additional work required for freshwater policy development.
 - Sustainable land management plans and plant supply programme over budget by \$256,177 due to higher training, overheads and depreciation.
 - *Enhancement grants* \$201,723 under budget due to the timing of STRESS expenditure. This is expected to be on budget at year-end.
 - *Waitara river catchment* \$1,486,663 under budget due to the delay in establishing the Waitara River Committee.
 - *Resource Management direct charges revenue* \$272,006 under budget mainly due to Waitara Lands reserve distributions being significantly less than expected.
 - *Biosecurity/pest management* over budget by \$334,990 due to a significant increase in known eradication pest plants requiring additional work.
 - *Towards Predator-Free Taranaki* \$1,052,772 under budget due to phasing and operational changes. PF 2050 Limited have agreed for costs to be carried forward to next year.



- *Biosecurity & Biodiversity direct charges revenue* \$1,293,104 under budget mainly due to lower Towards Predator-Free Taranaki expenditure than planned as project funding revenues are not recognised until the costs are incurred.
- *Passenger transport* \$185,436 over budget due to inflation pressures and increased bus and total mobility services.
- *Transport direct charges revenue* \$281,890 under budget due to some fares being funded from the Government Community Connect fare scheme.
- *Transport government grants* \$1,429,199 over budget due to the new Community Connect fare scheme supporting youth and total mobility users and funding received towards the Electric Bus initiative.
- *Regional Gardens* \$125,994 over budget due to higher overheads than planned.
- *Regional representation, advocacy and investment management direct charges revenue* \$356,707 under budget due to the community engagement funding which will be received later in the year.

Communications and Engagement

- 10. Communications and engagement activities are delivered across publications, media releases, advertising, digital media, events, through stakeholders and through education. Recent points of note are:
 - The "Where to Next?" phase of the public transport consultation concluded with 383 submissions. The marketing campaign reached 451,000 people.
 - The "Help Shape the Rules" freshwater consultation continues until 2 August. As at 8 July, the marketing campaign has reached more than 400,000 people and 55 submissions have been made online. The 16 drop-in sessions across the region drew 549 people, with another 15 attending an online hui. There has been strong media coverage, including a front page of the Daily News.
 - Our <u>Social Pinpoint site</u> for community feedback and consultations is continually being refined to
 make it as engaging and user-friendly as possible. In June 6086 different people visited the site,
 with 72% going to the freshwater consultation and 28% to the public transport consultation. We
 recently passed 1000 submissions on this site since it launched in November 2023. Marketing
 campaigns for consultations are pushing traffic directly to this page, therefore these numbers are in
 addition to the TRC website figures below.

Taranaki Regional Council website overview June 2024				
Use	Users that visited the website: 15K (\downarrow 15% previous month)			
Тор	Top 3 most viewed pages :			
1	Environmental data	6.4K		
2	Routes & timetables	4.4K		
3	Home page	4K		

Taranaki Regional Council social media overview June 2024 Combined reach (number of people who saw our posts): 115K (↓183K compared to previous month)			
Top 3 pages:		Reach	
1	Taranaki Regional Council	92K	
2	Taranaki Public Transport	25K	
3	Yarrow Stadium	11K	

Top 3 posts:		
1	The moon over Taranaki Maunga this morning (photo). <u>https://www.facebook.com/TaranakiRegionalCouncil/posts/pfbid02RjrvsHJuoXk</u> <u>V5dMve4j9AEzGe1vUiusggyu13fhYVqGB9ntNK8ZbZrh3ixkbA6AXI</u> <i>Taranaki Regional Council Facebook page 24 June</i>	17K
2	The oil business has been in Taranaki since the 1860s and this Monday Memory shows the country's first oil refinery being built in early 1913 in Moturoa. <u>https://www.facebook.com/TaranakiRegionalCouncil/posts/pfbid02xpGN7M6TT</u> <u>GNxqHrnfvZcKEUxYSkRsKjcvkcFJPfgk814vWPeSsHgXFDvh78Xn9Gpl</u> <i>Tarananaki Regional Council Facebook page 10 June</i>	15K
3	We've got football on at Yarrow Stadium tomorrow with three matches on the Main Field. <u>https://www.facebook.com/yarrowstadiumtaranaki/posts/pfbid0AquEyCVzuFwa</u> <u>48t9hE594ab732XaDqhHHSNx1tRErRZm4LqG69STkAeHSNmXurv9I</u> <i>Yarrow Stadium Facebook page 28 June</i>	9.5K

Common Seal

- 11. The following transactions were executed under Common Seal:
 - 2024/01 Renewal of lease 224 Findlay Street, New Plymouth.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

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

Community considerations

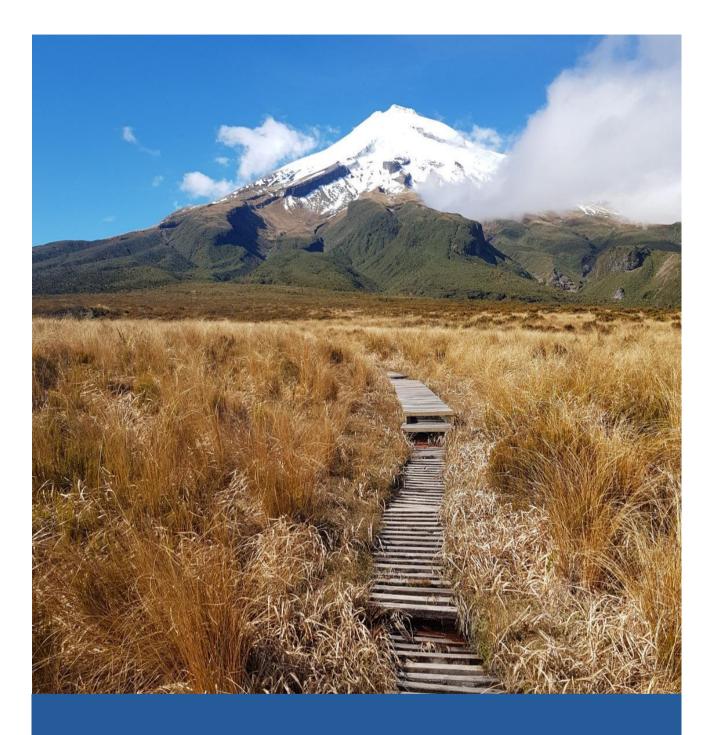
15. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

Legal considerations

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

Appendices/Attachments

Document 3290539: May 2024 Monthly Financial Report



MAY 2024

MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL



Table of contents

Executive summary	1
Key	
Statement of comprehensive revenue and expense	3
Resource management	4
Biosecurity and biodiversity	7
Transport	9
Hazard management	
Recreation, culture and heritage	
Regional representation, advocacy and investment management	
Statement of financial position	
Capital expenditure and disposals	
Local Authorities (Members' Interests) Act 1968	
Financial delegations	
Aged debtors analysis	
Reserves	
Borrowings	
Borrowing limits	
Bank and investment balances	

Executive summary

Financial performance

FINANCIAL INDICATORS

Financial threshold key (for adverse variances): $\bigcirc \ge 5\%$ and $\bigcirc <10\% \ge 10\%$

Total revenue		Operating expenditure		Operating surplus/deficit	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:		Council's total revenue less operating expenditure:	
Actual YTD:	Trend:	Actual YTD:	Trend:	Actual YTD:	Trend:
\$43.5M	\$1677.6K under budget	\$45.7M	\$1710.1K under budget	\$-2.2M	\$32.5K ahead of budget
Against a YTD budget of \$45.2M and a full year budget of \$50.5M.		Against a YTD budget of \$47.4M and a full year budget of \$53.4M.		Against a YTD budget of \$-2.2M and a full year budget of \$-2.9M.	

FINANCIAL PERFORMANCE					
xpenditure	Income				
Forecast	Actual	Forecast			
Future Performance	Financial Performance	Future Performance			
	rpenditure Forecast	Kpenditure Inco Forecast Actual			

Commentary and variances

As at 31 May 2024, the overall financial result is on budget.

Key

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

Introduction

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

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

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

For each Group of Activities:

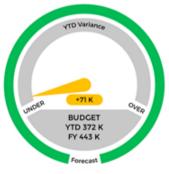
In the "Financial Indicators Section", for revenue and expenditure, for that group of activities, the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that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

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

yellow – plus or minus variance of more than 5% and between 50,000 and 100,000 but less than 10% and red – plus or minus variance of more than 10% and 100,000. The key components of each dial are:

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

The operational performance pie graphs for levels of service and individual activities show the actual performance against budget and the forecast performance against



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

Statement of comprehensive revenue and expense

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

		Month			Year to date		2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Cost of services							
Resource management	1,900,287	3,154,975	1,254,688	20,572,861	21,701,961	1,129,100	25,570,737
Biosecurity and biodiversity	824,632	644,027	-180,605	8,032,658	8,813,430	780,772	9,388,521
Transport	900,637	616,999	-283,638	7,070,072	6,876,696	-193,376	7,625,531
Hazard management	139,651	89,659	-49,992	1,015,917	1,053,253	37,336	1,142,834
Recreation culture and heritage	943,537	833,690	-109,847	5,784,010	5,583,560	-200,450	5,945,371
Regional representation advocacy and investment management	219,411	192,877	-26,534	2,273,456	2,240,223	-33,233	2,432,053
Total operating expenditure	4,928,156	5,532,227	604,071	44,748,974	46,269,123	1,520,149	52,105,047
Revenue from exchange transactions							
Direct charges revenue	425,502	435,218	-9,716	5,797,278	5,679,987	117,291	6,106,317
Rent revenue	92,306	132,500	-40,194	1,273,345	1,457,500	-184,155	1,590,000
Dividends	0	0	0	8,000,000	8,000,000	0	8,000,000
Revenue from non-exchange transactions							
General rates revenue	3,392,884	3,392,883	1	13,571,536	13,571,535	1	13,571,535
Targeted rates revenue	1,326,529	1,326,527	2	5,306,118	5,306,108	10	5,306,108
Direct charges revenue	206,009	1,695,277	-1,489,268	2,657,390	6,244,632	-3,587,242	9,978,882
Government grants	415,013	229,611	185,402	4,615,361	3,070,221	1,545,140	3,969,805
Vested assets	0	0	0	0	0	0	0
Total income	5,858,244	7,212,016	-1,353,772	41,221,027	43,329,983	-2,108,956	48,522,647
	-,,	.,			,,.	_,,	
Operating surplus/(deficit) before finance income/expenses & taxation	930,088	1,679,789	-749,701	-3,527,946	-2,939,140	-588,806	-3,582,400
Finance income	251,163	1,063,333	-812,170	2,328,043	1,896,663	431,380	1,960,000
Finance expense	-112,799	-1,000,000	887,201	-1,010,071	-1,200,000	189,929	-1,272,000
·							
Net finance expense	138,364	63,333	75,031	1,317,972	696,663	621,309	688,000
Operating surplus before taxation	1,068,452	1,743,122	-674,670	-2,209,975	-2,242,477	32,502	-2,894,400
Other gains/losses							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
Operating surplus before taxation	1,068,452	1,743,122	-674,670	-2,209,975	-2,242,477	32,502	-2,894,400
Operating surplus before taxation Income tax expense	1,068,452	1,743,122	-674,670 0	-2,209,975 0	-2,242,477 0	32,502 0	-2,894,400 10,000
							10,000
Income tax expense	0	0	0	0	0	0	10,000
Income tax expense Surplus/(deficit) for the period Other comprehensive income Revaluation of property, plant and	0	0	0	0	0	0	10,000
Income tax expense Surplus/(deficit) for the period Other comprehensive income Revaluation of property, plant and equipment	0 1,068,452	0 1,743,122 0	0 -674,670 0	0 -2,209,975 0	0 -2,242,477 0	0 32,502	-2,904,400
Income tax expense Surplus/(deficit) for the period Other comprehensive income Revaluation of property, plant and	0 1,068,452 0	0 1,743,122	0 -674,670	0 -2,209,975	0 -2,242,477	0 32,502 0	10,000 -2,904,400 0
Income tax expense Surplus/(deficit) for the period Other comprehensive income Revaluation of property, plant and equipment	0 1,068,452 0	0 1,743,122 0	0 -674,670 0	0 -2,209,975 0	0 -2,242,477 0	0 32,502 0	10,000 -2,904,400 0

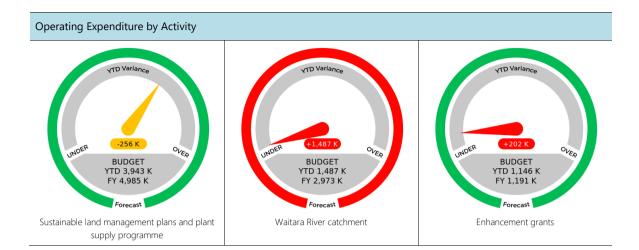
Resource management

Financial performance

FINANCIAL INDICATORS						
Financial threshold key (for adverse variances): $\bigcirc \ge 5\%$ and $\bigcirc < 10\% \ge 10\%$						
Total revenue		Operating expenditure				
What the Council earns – rates, charg	ges, grants and investment income:	The costs to operate Council's activities:				
Actual YTD:	Trend:	Actual YTD:	Trend:			
\$8.2M	\$266.1K under budget	\$20.6M	\$1129.1K under budget			



RESOURCE MANAGEMENT



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

Commentary and variances

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

Resource management planning - \$278,114 under budget due to project costs which have not yet been incurred.

Consent processing and administration - over budget by \$215,132 due to the increased workload for resource consents.

State of the environment monitoring – over budget by \$133,059 due to additional work required for freshwater policy development.

Sustainable land management plans and plant supply programme – over budget by \$256,177 due to higher training, overheads and depreciation.

Waitara River Catchment - \$1,486,663 under budget due to the delay in establishing the Waitara River Committee.

Enhancement grants - \$201,723 under budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.

Direct charges revenue - \$272,006 under budget mainly due to Waitara Lands reserve distributions being significantly less than expected.

RESOURCE MANAGEMENT

Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Resource management planning	131,828	152,846	21,018	1,478,466	1,756,580	278,114	1,908,418
Consent processing and administration	174,499	156,900	-17,599	2,062,359	1,847,227	-215,132	2,002,490
Compliance monitoring programmes	489,683	466,526	-23,157	5,491,744	5,403,766	-87,978	5,866,122
Pollution incidents and response	117,958	106,953	-11,005	1,288,356	1,241,104	-47,252	1,347,097
State of the environment monitoring	374,048	361,004	-13,044	4,300,774	4,167,715	-133,059	4,525,739
Resource investigations and projects	68,492	62,103	-6,389	808,011	710,209	-97,802	771,899
Sustainable land management plans and plant supply programme	364,766	321,637	-43,129	4,199,053	3,942,876	-256,177	4,984,608
Waitara River catchment	0	1,486,688	1,486,688	25	1,486,688	1,486,663	2,973,375
Enhancement grants	179,013	40,318	-138,695	944,073	1,145,796	201,723	1,190,989
Total expenditure	1,900,287	3,154,975	1,254,688	20,572,861	21,701,961	1,129,100	25,570,737
Income							
General rates	629,668	629,668	0	6,959,676	6,959,676	0	7,674,131
Direct charges	580,353	1,954,328	-1,373,975	7,614,776	7,886,782	-272,006	10,628,234
Government grants	0	0	0	550,440	544,500	5,940	909,500
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-114,719	0	-114,719	-1,171,011	0	-1,171,011	-600,000
Investment funds	804,985	570,983	234,002	6,618,980	6,311,004	307,976	6,958,872
Total income	1,900,287	3,154,979	-1,254,692	20,572,861	21,701,962	-1,129,101	25,570,737
Operating surplus/(deficit)	0	4	4	0	1	1	0

Biosecurity and biodiversity

Financial performance

	dverse variances): $\bigcirc \ge 5\%$ and	I	
Total revenue		Operating expenditure	
What the Council earns – rates, charg	es, grants and investment income:	The costs to operate Council's activi	ities:
Actual YTD:	Trend:	Actual YTD:	Trend:
\$1.0M	\$1293.1K under budget	\$8.0M	\$780.8K under budget
Against a YTD budget of 2.3M and a	full year budget of 4.8M.	Against a YTD budget of 8.8M and a	a full year budget of 9.4M.
Operating Expenditure by Act	ivity		
+20 K		35 K	+43 K
UNDER +20 K BUDGET YTD 118 K FY 128 K Forecast Biosecurity and biodiversity plan	uning Biosecurity/pe	DGET 2,156 K ,329 K recast ast management	ADER +43 K OVER BUDGET YTD 1,858 K FY 2,029 K Forecast Biodiversity

Commentary and variances

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

Biosecurity/pest management – over budget by \$334,990 due to a significant increase in known eradication pest plants requiring additional work.

Towards Predator Free Taranaki - \$1,052,772 under budget due to phasing and operational changes. PF 2050 Limited have agreed for costs to be carried forward to next year.

Direct charges revenue - \$1,293,104 under budget due to lower Towards Predator-Free Taranaki expenditure than planned as project funding revenues are not recognised until the costs are incurred.

BIOSECURITY AND BIODIVERSITY

Cost of services statement

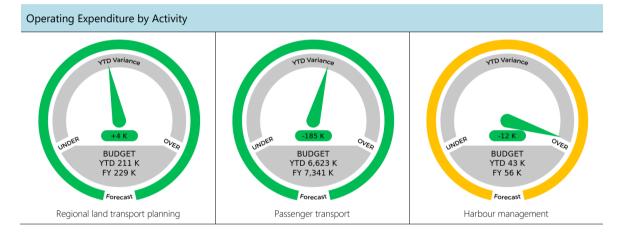
BIOSECURITY AND BIODIVERSITY							
	Month			Year to date			2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Biosecurity and biodiversity planning	8,771	10,268	1,497	97,902	117,879	19,977	128,079
Biosecurity/pest management	246,845	195,247	-51,598	2,490,530	2,155,540	-334,990	2,329,210
Biodiversity	180,188	123,707	-56,481	1,815,306	1,858,320	43,014	2,028,783
Towards Predator-Free Taranaki	388,829	314,805	-74,024	3,628,919	4,681,691	1,052,772	4,902,449
Total expenditure	824,632	644,027	-180,605	8,032,658	8,813,430	780,772	9,388,521
Income							
General rates	327,306	327,306	0	3,405,866	3,405,866	0	2,199,219
Direct charges	-1,613	19,922	-21,535	1,026,038	2,319,142	-1,293,104	4,845,059
Transfer from reserves	0	0	0	0	0	0	350,000
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	498,940	296,799	202,141	3,600,753	3,088,422	512,331	1,994,243
Total income	824,632	644,027	180,605	8,032,658	8,813,430	-780,772	9,388,521
Operating surplus/(deficit)	0	0	0	0	0	0	0

MONTHLY FINANCIAL REPORT - MAY 2024

Transport

Financial performance

FINANCIAL INDICATORS							
Financial threshold key (for adverse variances): \bigcirc \geq 5% and \bigcirc <10% \geq 10%							
Total revenue		Operating expenditure					
What the Council earns – rates, cha	rges, grants and investment income:	The costs to operate Council's activities:					
Actual YTD:	Trend:	Actual YTD:	Trend:				
\$4.8M	\$1147.3K over budget	\$7.1M	\$193.4K over budget				
Against a YTD budget of 3.7M and	a full year budget of 4.3M.	Against a YTD budget of 6.9M and	a full year budget of 7.6M.				



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

Commentary and variances

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

Passenger transport - \$185,436 over budget mainly due to inflation pressures and increased bus and total mobility services.

Direct charges revenue - \$281,890 under budget due to some fares being funded from the Government Community Connect fare scheme.

Government grants - \$1,429,199 over budget due to the new Community Connect fare scheme supporting youth and Total Mobility users and funding received towards the Electric Bus initiative.

TRANSPORT

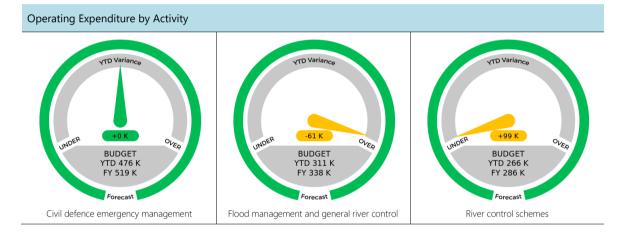
Cost of services statement

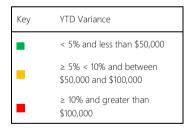
TRANSPORT							
		Month			Year to date		
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional land transport planning	8,973	18,732	9,759	206,281	210,618	4,337	228,874
Passenger transport	890,564	597,767	-292,797	6,808,514	6,623,078	-185,436	7,340,657
Harbour management	1,099	500	-599	55,276	43,000	-12,276	56,000
Total expenditure	900,637	616,999	-283,638	7,070,072	6,876,696	-193,376	7,625,531
Income							
General rates	-162,978	-162,978	0	424,749	424,749	0	481,051
Targeted rates	591,233	591,233	0	2,364,932	2,364,932	0	2,364,932
Direct charges	155,661	106,921	48,740	894,241	1,176,131	-281,890	1,283,028
Government grants	421,969	229,611	192,358	3,954,920	2,525,721	1,429,199	3,060,305
Government grants for capital	0	0	0	0	0	0	0
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	-105,249	-147,788	42,539	-568,771	385,163	-953,934	436,215
Total income	900,637	616,999	283,638	7,070,072	6,876,696	193,376	7,625,531
Operating surplus/(deficit)	0	0	0	0	0	0	0

Hazard management

Financial performance

FINANCIAL INDICATORS						
Financial threshold key (for adverse variances): \bigcirc \geq 5% and \bigcirc <10% \geq 10%						
Total revenue		Operating expenditure				
What the Council earns – rates, charg	ges, grants and investment income:	The costs to operate Council's activities:				
Actual YTD:	Trend:	Actual YTD:	Trend:			
\$0.1M	\$51.8K over budget	\$1.0M	\$37.3K under budget			
Against a YTD budget of 0.0M and a	full year budget of 0.0M.	Against a YTD budget of 1.1M and a	full year budget of 1.1M.			





Commentary and variances

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

HAZARD MANAGEMENT

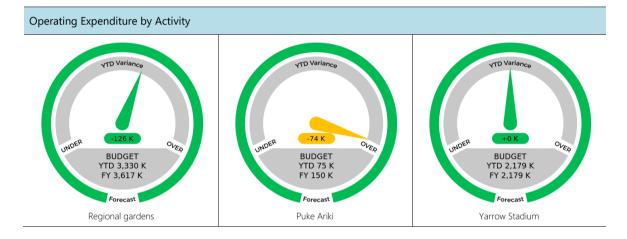
Cost of services statement

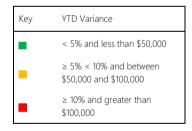
HAZARD MANAGEMENT							
		Month			Year to date		
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Civil defence emergency management	43,236	43,237	0	475,602	475,607	5	518,838
Flood management and general river control	42,294	26,293	-16,001	372,725	311,304	-61,421	337,534
River control schemes	54,121	20,129	-33,992	167,590	266,342	98,752	286,462
Total expenditure	139,651	89,659	-49,992	1,015,917	1,053,253	37,336	1,142,834
Income							
General rates	-42,690	-42,690	0	193,529	193,529	0	271,419
Targeted rates	190,629	190,626	3	762,517	762,507	10	762,507
Direct charges	270	0	270	1,848	0	1,848	0
Government grants	0	0	0	50,000	0	50,000	0
Transfer from reserves	0	0	0	131,363	0	131,363	0
Transfer to reserves	-123,901	0	-123,901	-615,026	0	-615,026	-58,942
Investment funds	134,908	-38,712	173,620	569,958	175,489	394,469	246,122
Total income	159,216	109,224	49,992	1,094,189	1,131,525	-37,336	1,221,106
	10 5 55	40 5 5 5		70 070	70 070		70.070
Operating surplus/(deficit)	19,565	19,565	0	78,272	78,272	0	78,272

Recreation, culture and heritage

Financial performance

FINANCIAL INDICATORS						
Financial threshold key (for adverse variances): $\bigcirc \ge 5\%$ and $\bigcirc < 10\% \ge 10\%$						
Total revenue		Operating expenditure				
What the Council earns – rates, char	ges, grants and investment income:	The costs to operate Council's activities:				
Actual YTD:	Trend:	Actual YTD:	Trend:			
\$0.1M	\$29.5K under budget	\$5.8M	\$200.5K over budget			
Against a YTD budget of 0.1M and a	full year budget of 0.1M.	Against a YTD budget of 5.6M and a	full year budget of 5.9M.			





Commentary and variances

Overall recreation, culture and heritage expenditure is on budget. Material activity variances (> or < than \$100,000) are: Regional gardens - \$125,994 over budget due to higher overheads than planned.

RECREATION, CULTURE AND HERITAGE

Cost of services statement

RECREATION CULTURE AND H	HERITAGE						
		Month			Year to date		2023/2024
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional gardens	324,414	289,022	-35,392	3,455,885	3,329,891	-125,994	3,616,702
Puke Ariki	74,457	0	-74,457	149,457	75,000	-74,457	150,000
Yarrow Stadium	544,667	544,668	1	2,178,669	2,178,669	0	2,178,669
Total expenditure	943,537	833,690	-109,847	5,784,010	5,583,560	-200,450	5,945,371
Income							
General rates	145,942	145,942	0	1,723,698	1,723,698	0	1,907,822
Targeted rates	544,667	544,668	-1	2,178,669	2,178,669	0	2,178,669
Direct charges	3,064	10,741	-7,677	88,611	118,151	-29,540	128,877
Investment funds	249,864	132,339	117,525	1,793,033	1,563,042	229,991	1,730,004
Total income	943,537	833,690	109,847	5,784,010	5,583,560	200,450	5,945,372
Operating surplus/(deficit)	0	0	0	0	0	0	1

Regional representation, advocacy and investment management

Financial performance

FINANCIAL INDICATORS				
Financial threshold key (for adverse variances): \bigcirc >5% and \bigcirc <10%>10%				
Total revenue Operating expenditure				
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:		
Actual YTD:	Trend:	Actual YTD:	Trend:	
\$0.1M	\$356.7K under budget	\$2.3M	\$33.2K over budget	
Against a YTD budget of 0.4M and	a full year budget of 0.5M.	Against a YTD budget of 2.2M and a	a full year budget of 2.4M.	



Commentary and variances

Overall regional representation and advocacy expenditure is on budget. Material activity variances (> or < than \$100,000) are:

Direct charges revenue - \$356,707 under budget due to the community engagement funding which will be received later in the year.

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT

Cost of services statement

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT							
		Month		Year to date		2023/2024	
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Investment management	0	500	500	400	5,500	5,100	6,000
Community engagement	58,194	53,515	-4,679	652,525	616,024	-36,501	669,086
Advocacy and response	43,341	48,502	5,161	490,381	559,163	68,782	607,322
Governance	117,875	90,360	-27,515	1,130,150	1,059,536	-70,614	1,149,645
Total expenditure	219,411	192,877	-26,534	2,273,456	2,240,223	-33,233	2,432,053
Income							
General rates	81,355	81,355	0	957,089	957,089	0	1,037,894
Direct charges	235	37,750	-37,515	58,543	415,250	-356,707	453,000
Investment funds	137,820	73,772	64,048	1,257,824	867,884	389,940	941,159
Total income	219,411	192,877	26,534	2,273,456	2,240,223	33,233	2,432,053
Operating surplus/(deficit)	0	0	0	0	0	0	0

Statement of financial position

This statement summarises the Council's assets, liabilities and residual equity. The statement is split between current items (those expected to be realised within 12 months) and non-current items (expected to last longer than 12 months).

	Month End Actual \$	2023/2024 Estimates \$	2022/2023 Annual Report \$
Current Assets			
Cash and cash equivalents	1,236,302	820,044	3,360,640
Current portion of investments	24,791,637	-	22,263,780
Trade and other receivables	7,749,721	3,605,000	5,792,130
Inventories	209,863	206,000	209,863
Treasury investments		-	50,000
Prepayments	490,511	257,500	396,787
Work in progress	1,366,225	206,000	337,990
Total current assets	35,844,259	5,094,534	32,411,190
Non-current assets			
Treasury investments	675,000	24,487,500	437,500
Port Taranaki Ltd	26,000,000	26,000,000	26,000,000
Civic Assurance Ltd	1,000	1,000	1,000
Regional Software Holdings Ltd	798,118	798,118	798,118
Loan to Taranaki Stadium Trust	24,500,000	30,000,000	19,500,000
Investment properties	21,859,000	22,054,000	21,859,000
Intangible assets	1,286,090	278,250	1,640,887
Property plant and equipment	38,602,712	37,378,816	37,170,523
Deferred tax asset	175,390	260,000	175,390
Total non-current assets	113,897,310	141,257,684	107,582,418

Total assets	149,741,569	146,352,218	139,993,608
Current liabilities			
Trade and other payables	7,801,616	7,725,000	8,445,424
Work-in-progress	1,790,853	1,040,000	1,296,743
Employee entitlements current	1,340,710	1,339,000	1,233,077
Borrowings	3,000,000	-	2,000,000
Total current liabilities	13,933,179	10,094,000	12,975,244
Non-current liabilities			
Employee entitlements term	275,860	412,000	275,860
Borrowings	28,500,000	30,000,000	17,500,000
Total non-current liabilities	28,775,860	30,412,000	17,775,860

Total liabilities	42,709,039	40,506,000	30,751,104
Public equity			
Retained earnings	66,023,543	69,222,756	69,888,192
Reserves	33,853,232	30,609,040	32,198,557
Asset revaluation reserves	7,155,755	6,014,422	7,155,755
Total public equity	107,032,530	105,846,218	109,242,504
Total liabilities and equity	149,741,569	146,352,218	139,993,608

Capital expenditure and disposals

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

DESCRIPTION	AMOUNT \$
1 ha, Manaia Road (Hollard Gardens)	335,000
Mitsubishi Triton	40,127
TRC Office Accommodation Refurbishment - Capital WIP	47,699
Pukeiti New Outer Tracks - Capital WIP	10,194

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

DESCRIPTION	AMOUNT \$
Nil	

Local Authorities (Members' Interests) Act 1968

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

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
12487	Edin Whitehead	15D Aeroview Drive, Auckland 0626	May-24
12488	Warren John & Colina Jean Neill	347 Ngatoto Road, RD 45, Urenui 4378	May-24
12490	In Howe Trust	68 Wharekauri Road, Mimi, Urenui 4377	May-24
12491	Keith & Tracey Crawford	1011 Waiteika Road, RD 32, Te Kiri, Opunake 4682	May-24
12492	Te Pukenga (T/A Wintec)	Wintec, PO Box 3036, Hamilton 3240	May-24
12493	Taranaki Veterinary Centre	PO Box 573, Hawera 4640	May-24
12494	Milky Shore Farms Limited	569 Arawhata Road, Opunake 4681	May-24
12495	Aluminium Windows and Doors Limited	86 Juliet Street, Stratford 4332	May-24
12496	The Highview Trust	425 Bedford Road North, RD 6, Inglewood 4386	May-24
12497	Caves Plant Nursey	15 Wesley Avenue, New Plymouth 4310	May-24
12498	Mg Anderson & Associates Limited	314 Timaru Road Lower, New Plymouth 4374	May-24
12499	Stock Ezy	22 Oak Street, Masterton 5810	May-24
12500	Orpheus Limited (T/A Fitzherbert Castle Motel)	124 Fitzherbert Avenue, Palmerston North 4410	May-24
12502	Rivernui	189 Kaimata Road South, RD 10, Inglewood 4390	May-24
12503	Aluminium Solutions Taranaki Ltd	76 Portia Street, Stratford 4332	May-24
12504	Manawawiri (S & F Bishop)	446 Stanley Road, RD 24, Stratford 4394	May-24
12505	Holmes SC & LA Trusts Partnership	896 Bird Road, RD 23, Stratford 4393	May-24
12506	KJ & PJ Death Family Trust	376 Eltham Road, RD 21, Stratford 4391	May-24
12507	WSN Farms Limited	68 Ngamotu Road, RD 1, Waverly 4591	May-24
12508	Ngamatapouri Land Co Ltd	Waitotara Valley Road, RD 18, Whanganui 4588	May-24
12509	Re:Lume Electrical Limited	48 Leach Street, New Plymouth 4310	May-24
12512	St Joseph's School (Waitara)	21 Nelson Street, Waitara 4320	May-24
12513	Hawera Physiotherapy Clinic	369 South Road, RD 14, Hawera 4674	May-24
12514	Taranaki Fire Protection and Compliance Ltd	19 Stanley Road, RD 24, Stratford 4394	May-24
12516	Wildland Consultants Ltd	PO Box 7137, Rotorua	May-24
12517	Uruti Community Centre	1672 Mokau Road, Urenui 4378	May-24
12518	Nisbets New Zealand Pty Limited	23 Business Parade North, Auckland 2013	May-24
12519	Thoughplanters Ltd	PO Box 32, Te Kauwhata, Waikato 3741	May-24

Notes:

- 1. The schedule of all previously listed creditors for the purpose of the Local Authorities (Members' Interests) Act 1968 is available for Members' perusal.
- 2. The schedule excludes any staff who may have become a creditor.
- 3. Under the terms of Section 6 and Section (1) of the Local Authorities (Members' Interests) Act 1968, members are required to declare if they hold directly or indirectly, a pecuniary interest other than an interest in common with the public.

Financial delegations

The following payments were made during the period to 31 May 2024 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	

Aged debtors analysis

The total debtors outstanding at 31 May 2024 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	5,902,718	92
30 days balance	895	0
60 days balance	174,670	2
90 days and over balance	339,044	6
Total debtors	6,417,327	100

Reserves

As at 31 May 2024 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	2,000,198
South Taranaki Rivers Control Scheme Reserve	65,785
Dividend Equalisation Reserve	4,331,829
Egmont National Park Control Reserve	813,000
Endowment Land Sales Reserve	2,935,000
Waitara Lands Act 2018 Reserve	22,621,420
Total reserves	33,853,232

Borrowing

The total LGFA borrowing at 31 May 2024 was as follows:

MATURITY DATE	AMOUNT \$	INTEREST RATE %
20/06/2024	3,000,000	5.80
15/04/2025	1,000,000	4.02
15/04/2025	1,500,000	5.84
15/04/2025	2,000,000	6.19
15/04/2026	1,000,000	2.49
15/04/2026	1,000,000	3.34
15/04/2026	2,000,000	3.74
15/04/2027	1,500,000	2.63
15/04/2027	1,000,000	3.78
15/04/2027	1,500,000	6.38
15/04/2027	2,000,000	6.40
15/04/2027	1,000,000	6.40
15/05/2028	3,000,000	6.21
15/05/2028	2,000,000	5.77
15/05/2028	1,000,000	5.41
15/05/2028	1,000,000	6.48
20/04/2029	2,000,000	4.27
20/04/2029	2,000,000	5.52
20/04/2029	1,000,000	6.57
20/04/2029	1,000,000	6.57
Total borrowings	31,500,000	5.3*

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

Borrowing limits

Council borrowing against policy limits at 31 May 2024 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	9.5%
Net Interest/Total Revenue	≤15%	-1.4%
Net Interest/Annual Rates Income	<20%	-3.6%
Liquidity	>110%	184.7%
Debt Cap	\$55 million	\$31.5 million

Bank and investment balances

As at 31 May 2024 the following cash, bank and investment balances were held:

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
BNZ:							
Call Account	2		517,955			0.3	On Call
Current Account	3		692,047			0.1	On Call
Waitara Lands Account			119			0.1	On Call
Waitara Lands Term Investment	2		583,968			6.3	20/11/2024
Waitara Lands Term Investment	6		1,503,719			6.1	05/05/2025
Waitara Lands Term Investment	2		550,747			6.1	26/05/2025
Waitara Lands Term Investment	2		470,480			6.1	21/04/2025
Term Investment	2		467,162			6.0	08/07/2024
Total BNZ	18	50	4,786,197	30,000,000	AA-		
ASB:							
Cheque Account	0		10				On Call
Waitara Lands Term Investment	2		593,953			6.1	30/09/2024
Waitara Lands Term Investment	9		2,382,060			6.4	02/11/2024
Waitara Lands Term Investment	5		1,296,544			6.4	04/11/2024
Waitara Lands Term Investment	18		4,865,961			6.0	30/07/2024
Total ASB	34	50	9,138,528	30,000,000	AA-		
Westpac:							
Waitara Lands Account	0		3,686			0.1	On Call
Waitara Lands Term Investment	11		2,940,927			6.0	06/10/2024
Waitara Lands Term Investment	9		2,493,669			6.1	20/07/2024
Waitara Lands Term Investment	9		2,497,554			6.0	22/06/2024
Term Investment	6		1,654,655			6.4	11/10/2024
Total Westpac	36	50	9,590,490	30,000,000	AA-		
TSB:							
Cheque Accounts			17,148				On Call
Call Account			5,337			0.5	On Call
Waitara Lands Term Investment	9		2,452,740			5.9	31/07/2024

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
Total TSB	9	25	2,475,225	15,000,000	A-		
LGFA:							
Borrower Notes x 20	3		712,500	Unlimited	N/A	3.2	Various
Total	100		26,702,940			6.0*	

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

www.trc.govt.nz



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Health and Safety Report
Author:	B Muir, Senior Health, Safety and Wellness Adviser
Approved by:	M J Nield, Director - Corporate Services
Document:	3288818

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 June 2024 Health and Safety Report.

Discussion

2. The Health and Safety report for June 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.

lwi 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 3291440: June 2024 Health & Safety Report



Health, Safety & Wellness Dashboard

Reporting Period: 1 June – 30 June

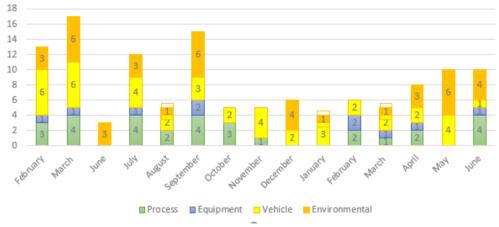
Incidents (FY – 1 July 2024 – 30 June 2025)

Illness 0 (0)	Incidents 3 (3)	Injury 3 (3)
ACC Claims 1 (1)	Near Miss 6 (6)	Notifiable Events 0 (0)

Types of Events

Slips/Trips/Falls (no injury)	3	No Treatment	9
Public Interactions	1	First Aid	2
Cuts/Abrasions	2	Medical Centre	
Bruising	2	Physiotherapy/Osteopath	2
Traffic	0	Hospitalisation	0
Vehicle Damage	3		
Contractor Activity	2	Formal Investigation	1
Staff Safety	3	WorkSafe Investigation	
Near Miss	3	Stakeholder Incident	1







Health and Wellness

Annual Health Assessments and Workstation Assessments

Employee Medical Type	Flu Vac	Spirometry	Workstation Assess	Vision Assess	Handgrip Assess	Hearing Assess
Total for Month	0	4	8	3	3	3

Return to Work / Rehabilitation Plans

- One Return to Work Plan has now been closed off for a field officer.
- Two Return to Work Plans have been requested for late July and August when employee's specialists deems this appropriate post a non-work related and planned surgery.

TELUS EAP (Employee Assistance Programme) Statistics

No TELUS EAP reports have been received since March 2024 Executive, Audit and Risk Reporting. Active promotion of our TRC EAP provider and the services has been well received by the wider team.

A Rural Support Trust Presentation was organised for early July to support teams with landowner understanding and encourage a stronger relationship with the Trust.

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

Annual Leave Statistics

Health & Safety Onboarding

The Health and Safety Team have assisted with the onboarding of three new employee starts in June.

Two university students have also been inducted during the university break and to support Hydro and PaW teams.

Onboarding continues to be a focus area for the HSW team and currently mid-way through of an organisation wide review that aligns with wider People and Wellness team focus and ELMO system development.



	Juncty		9						Req	ional C	ouncil
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	8	0	0	0	0	0	2	0	0	0	0
Training Event	First Aid	Driver Train ATV	Swift Water Training								
Total for Month	0	0	6								

Health & Safety Training

Health and Safety Objectives

- HSW SoaP Finalised
- TRC Procedures under review
 - 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
- TRC Onboarding Procedures Review of entire TRC induction process, in line with HR, H&S, Role requirements.
- TRC Driver Licensing, Competency and Assessment Policy All driver, licensing, assessment, capabilities and role competencies being assessed. Advanced and additional driver elevated process now in place.
- o **TRC UAV/Drone Strategy** Business Case and UAV Strategy and Compliance being finalised
- TRC Quad Bike Assessment/Review Review committee have met twice since March 2024. Scope for UBCO Trial and nominated reviewers being finalised and trial to be commenced Considerable review of quad bike competency and training processes is now being finalised.
- **TRC Third Party/ Contractor Management** Review of third party, contractor management and processes underway.
- **HSE E Learning** Creation and implementation of relevant H&S E-learning training modules to support ongoing internal competency, knowledge and awareness.

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 coming from this unfortunate accident with improved relationship with widerstakeholders.

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.

General Summary

Noticeable increase in near miss reporting and wider team engagement with review of responsibilities and potential liabilities when working with Contractors and wider stakeholders. Encouraging these employee enquiries to support leadership and system development.



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Report of the Port Taranaki Harbourmaster 2023/2024
Author:	T Parr, Harbourmaster
Approved by:	A D McLay, Director - Resource Management
Document:	3291189

Purpose

1. The purpose of this memorandum is to receive and consider the 2023/2024 Harbourmaster report.

Recommendations

That Taranaki Regional Council:

a) receives the 2022/2023 Harbourmaster report.

Background

- 2. The Port and Harbour Marine Safety Code (P&HMSC) is a voluntary national standard for the safe management of marine activities in New Zealand ports and harbours. Port Taranaki has a Safety Management System (SMS), which has been developed under P&HMSC guidance and includes identified hazards and associated risk assessment and profiles for the port and harbour. The SMS is operational. All maritime activities in the port and harbour are monitored for safety against the SMS.
- 3. The Harbourmaster, Mr Tony Parr, will present the memorandum.

Discussion

- 4. The Harbourmaster's report is attached to this memorandum and includes a full report on activities.
- 5. The level of service, concerning the safe navigation for all users of the waters of Port Taranaki and its approaches, has been met.
- 6. There have been no significant breaches of the requirements of the P&HMSC, including the Port Taranaki Harbour Safety Management System.

Financial considerations—LTP/Annual Plan

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

Policy considerations

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

Iwi considerations

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

Community considerations

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

Legal considerations

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

Appendices/Attachments

Document 3291174: Harbourmaster Report 2023/2024

Harbourmaster Report 2023/2024

Overview

There have been no significant incidents concerning navigational safety¹ in Port Taranaki and its approaches over the 12-month period ended 30 June 202.

A total of 371 vessels greater than 500 Gross Registered Tonnes entered and exited the port, including 124 Offshore Support Vessel movements. These vessels were mainly bulk carriers with cargoes of logs, stock feeds, fertiliser and other bulk commodities; and petro chemical tankers. Up to two Offshore Support Vessels (OSV) greater than 500 GRT have used the port at any one time, navigated by masters or mates with pilotage exemption certificates. These vessels service offshore oil and gas rig installations.

The number of recreational vessels using the public ramp and pontoon facilities at the Lee Breakwater has been steady, with no significant increase in activity from previous years. Taranaki largely follows national trends and statistics for recreational boating. The summer months continue to be busy wherein there is increased pressure on the port's public boat ramp and car and trailer parking facilities at times. Patience and forbearance are key needs for the recreational boating public on these days, well displayed by most.

Background

The Harbourmaster is responsible for navigation/safety in the Port area and its approaches, under the Navigation Safety Bylaw (2020). Maritime New Zealand is responsible for beyond this area.

2023/2024 OPERATIONS

Commercial

Port Taranaki Limited Marine Services team has been at full complement over the period. There is a steady programme of continuation training for harbour pilots, and tug and pilot boat crews. The tug RUPE was retired and sold, replaced by a second hand tug KAROO, purchased from the port of Albany in Western Australia. The Marine Services team has been well occupied with an introduction into service programme for the tug which will be ready for operations from mid-July 2024.

Harbour depths have remained stable throughout the year with no major storms experienced. A biennial dredging campaign will be conducted in the summer of 2024/25 to ensure charted and publicised depths are maintained in the channel, turning basin and port berths.

Weather continues to be the most dominant hazard for PTL shipping movements, mooring and operations in general. Periods of poor weather conditions are managed to optimise commercial shipping operations without compromise to the security of vessels alongside. The port is periodically closed to shipping for up to three day periods when wind, sea state, tide and long period wave conditions combine to make operations unsafe.

There continues to be a strong relationship between the Harbourmaster and Port Taranaki Limited's operations and marine services divisions. The port company has a strong safety culture amongst its employees and a number of effective administrative systems and processes supporting navigational safety.

Recreational

The Council participated in Maritime New Zealand's '*No Excuses*' national campaign for recreational boating safety over the summer period. Participation has funding from MNZ for time on the water and on the port

¹ Significant incidents involving injury or death, damage to property, and/or damage to the environment.

boat ramp. The Taranaki approach has continued to be one of delivering education and awareness about navigational safety to the recreational boating public before they proceed out on the harbour, and on the water in the harbour and approaches. The Council's '*Guide to Recreational Boating in the Port Taranaki Area*' has continued to be distributed, together with Maritime New Zealand water safety promotional material.

As an overall observation, behaviour of the recreational boating public with respect to navigational safety bylaw compliance has been good.

The port continues to be popular for organised events on the water. Over the summer we have hosted a waka ama regatta, a national kayak fishing competition, yachting regattas and numerous boat fishing competitions and club events. The Waterworld theme park on Ngamotu Beach was popular with the public for two weeks in January.

Port and Harbour Marine Safety Code

The Harbourmaster has continued to be engaged with administration of the Port and Harbour Marine Safety Code (P&HMSC), participating in a peer review of Napier Port's Safety Management System for navigational safety in March 2024. Attendance at the annual conference of P&HMSC member groups is a useful experience.

The Navigation Safety Special Interest Group (NSSIG), a national forum for Harbourmasters, continues to be an effective and influential networking organisation. The Harbourmaster attends the annual conference.

Outlook for the Next 12 Months

Over the next 12 months the Harbourmaster will:

- Continue with duties and responsibilities prescribed in the Harbourmaster contract being:
 - Conduct of the business of the Marine Panel for the monitoring and administration of the port and harbour Safety Management System.
 - o Monitoring bylaw compliance October to March, on and off the water.
 - Engagement with the national Navigation Safety Special Interest Group (NSSIG).
 - o Engagement with other regional Harbourmasters on matters of common interest.
- Participate in MNZ's 'No Excuses' summer recreational boating safety campaign.
- Participate in Port and Harbour Safety Code peer reviews of regional port safety management systems.
- Commence a five yearly review of the Navigation Safety Bylaws for Port Taranaki and its approaches.

A.J. PARR Harbourmaster



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Public Transport Business Case, Emerging Preferred Network
Author:	C Gazley, Transport Engagement Manager
Approved by:	M J Nield, Director - Corporate Services
Document:	3291343

Purpose

- 1. The purpose of this memorandum is to update the progress of the Taranaki Public Transport Single Stage Business Case (SSBC) and to seek endorsement on an emerging preferred option for a bus network for Taranaki.
- 2. This is a two-step process. The first step is receiving comments and the endorsement on the emerging preferred option for the Taranaki bus network. The second step is for this to be included in the SSBC to be presented for approval to the Executive, Audit and Risk Committee on 9 September 2024 then Ordinary Council Meeting for final approval, 24 September 2024.

Executive summary

- 3. A SSBC is being 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.
- 4. This SSBC followed the New Zealand Transport Agency Waka Kotahi (NZTA) business case approach and included an Investment Logic Mapping workshop to understand Problems, Benefits and Investment Objectives, as well as a review of relevant strategic context and Government Policy direction.
- 5. An in-depth optioneering process was undertaken with key stakeholders including New Plymouth District Council where the NZTA Intervention Hierarchy was utilized, and treatments were developed and turned into six long list options. The options were assessed utilizing an Early Assessment Sifting Tool and a Multi Criteria Analysis. A short list of a do minimum, balanced option and a do minimum was the outcome. These options were shared with stakeholders, then the community, and had input from Horizons Regional Council (who have previously gone through a similar process). Option 2: Balanced received 68% community support compared to 32% supporting Option 1: Throughput. The consultation resulted in updates to Option 2: Balanced and is the emerging preferred option and considers three levels of interventions with increasing frequencies, called bronze, silver and gold. A summary of the community engagement undertaken is included in Appendix 2.
- 6. Economics and Costing for the emerging preferred option Option 2 The BCR and costs for bronze, silver and gold interventions are as follows:

Option	Indicative BCR Range	Indicative Operating Cost / year	Indicative Total Cost (NPV)*
Bronze	0.7-1.3	\$3.5M	\$66M
Silver	0.6-1.0	\$6.8M	\$127M
Gold	1.2-2.2	\$7.2M	\$134M

Note: The NPV is the difference in value of the costs and benefits discounted over 40 years as used in Economic Analysis.

- 7. The comments and inputs to the Regional Land Transport Plan (RLTP) have been finalised as far as we are able to at this point in the process.
- 8. Seeking comments and endorsement on an emerging preferred option.
- 9. The Taranaki Public Transport SSBC will be finalised to include a management case that outlines an implementation process including aspects such as a partnership-based delivery model for PT services and infrastructure as is being developed in other New Zealand centres, a risk management framework and triggers and KPIs to all monitoring and phased introduction of the model should full funding not be available from commencement.
- 10. A process will be undertaken to determine whether a peer review of TRC Taranaki Public Transport SSBC is required.
- 11. The SSBC to be presented for approval to the Committee on 9 September 2024 and Ordinary Council Meeting for final approval on 24 September 2024.

Recommendations

That Taranaki Regional Council:

- a) <u>receives</u> the presentation update on the Public Transport Single Stage Business Case
- b) endorses the option for an emerging preferred bus network for Taranaki (Option 2: Balanced)
- c) <u>determines</u> that this decision be recognised not significant in terms of section 76 of the Local Government Act 2002
- d) 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

- 12. At the 17 June 2024 meeting, there was a presentation overview that outlined the Summary of Progress on the Business Case, Optioneering discussion. This report is attached as Appendix 3.
- 13. A Community Engagement Summary Report is attached as Appendix 2.

Issues

- 14. The issue being addressed is the preferred option for the Taranaki public transport network.
- 15. By making the decision to support the emerging preferred option, the Council will be endorsing the public transport network for the foreseeable future for New Plymouth and the wider Taranaki region.

Discussion

- 16. This is an important decision, and any decision on public transport, or changes to public transport networks, has the potential to impact current and future procurement of services, impact costs, and most importantly will be under public scrutiny.
- 17. As a starting point it is noted that the option can be developed in a staged approach (further details provided below) and that minor changes can be made route by route to minimize impacts to the current operator.
- 18. Further to this the Commercial and Management Cases of the business case consider and allow for future procurement options leading into 2026 (including procurement of EV buses as required by the Ministry of Transport) – the team is working with the procurement team to enable a linking between this business case and future procurement.
- 19. The emerging preferred option presented, has gone through considerable stakeholder and community consultation processes. By learning from outcomes of Horizons Regional Council who has recently gone through the process, and by involving stakeholders and the community, we have a strong understanding of what is feasible and what the community will support. The option has stakeholder and community support.
- 20. From a functionality and cost perspective, the team considered budget constraints and fare box recovery, and current and future operating budgets. The emerging preferred option has three levels of intervention, bronze, silver and gold that can be staged over time (should funding become available). The bronze option does more with less than the existing network and is in line with current budgets (at a high-level assessment). Silver and gold options increase frequencies that can be staged over time as ridership and farebox recovery increases.
- 21. Another key issue to consider when selecting a public transport network is current and future land use. The Team has used Remix to build options which is based on current land use, and also worked to ascertain future land use. The network within the emerging preferred option considers both current and future land use and has been developed in the most effective way to provide for residents now and into the future, all while minimizing kilometres travelled which equates to value for money for the Taranaki community.
- 22. Additionally, delivery of this programme requires a partnership with territorial authorities, especially New Plymouth District Council due to the requirement for supporting land use planning decisions and infrastructure investments. Partners have proposed a new governance model that carries delegations from both Regional Council and NPDC in particular for matters such as the provision of bus stops, introduction of bus priority measures and management of parking along with any decisions such as adjustments in service levels or routes over time. The Management Case will develop some examples of practice in other parts of New Zealand alongside some principles that could guide development of a terms of reference for such a Committee.
- 23. Finally current Government policy and the current Transport Government Position Statement, as well as long-term Government policy all require consideration when developing a public transport network. The emerging preferred option considers relevant government policies, and via a staged approach, can react to future government policy and direction in the future if required.
- 24. The SSBC process and how the emerging preferred option was developed is provided in the presentation in Appendix 1. Opportunities to discuss the SSBC will be provided in the meeting and the SSBC team will be in attendance to answer any questions.

Options

- 25. As noted, and as detailed in the attached presentation (Appendix 1), there were six options developed in conjunction with key stakeholders these options were a result of the Investment Logic Mapping workshop undertaken, the Intervention Hierarchy and relevant strategic context.
- 26. The six options were assessed utilizing the EAST tool, as well as an MCA. The result of this assessment was two suitable options, both of which were taken to community consultation (these options also included feedback from key stakeholders such as NZTA, relevant budget constraints and key learnings from Horizons District Council). The Two Options are summarized below.

Option 1: Throughput



- Highly efficient network that gets commuters where they need to go faster.
- 12 direct, high frequency services on main routes. For some in our community, the nearest bus route may be further away.
- A 'turn up and go' service means people don't need to worry about checking a timetable they can just head to their nearest bus stop knowing it's just a short wait for the next bus.
- Aim to run buses every 15 minutes at peak times, subject to funding.

Table 1: Advantages (pros) and disadvantages (cons) of Option 1: Throughput

Pros	Cons	
High frequency, direct services. The goal is 15 minutes at peak times.	Fewer bus routes than Option 2.	
Maximises the number of people who can get to key destinations quickly and efficiently.	Reduced accessibility for some passengers, who live in or want to travel to, areas further away from the key corridors.	
Loop services. Merrilands, Spotswood and the Orbiter route will have buses travelling both clockwise and anti- clockwise, cutting down unnecessary travel time to get where you need to go.		
Airport service.		

Option 2: Balanced



- Faster connections to key destinations, but also has more route coverage which means that you have better access to where you want to go.
- 15 routes and will reach destinations that Option 1 does not, such as Glen Avon. Focuses on the destinations requested in recent public consultations such as supermarkets, medical and social services, and sports facilities. We've taken this feedback on board.
- Aims for a 15–30-minute frequency at peak times, subject to funding.

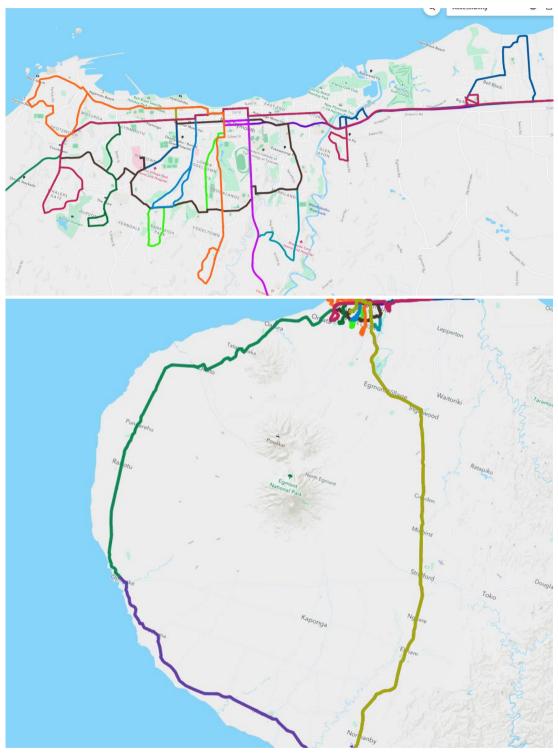
Table 2: Advantages (pros) and disadvantages (cons) of Option 2: Balanced

Pros	Cons
More bus routes than the current network and Option 1.	Less frequent services than Option 1.
Better connections to some residential areas, while still having higher priority routes with more frequent services.	
Focus on getting people to key destinations e.g. supermarkets, medical and social services and sporting facilities.	
Better transfer options between routes to more easily move around the network.	
Orbiter will have buses travelling both clockwise and anti- clockwise cutting down unnecessary travel time to get you where you need to go.	
Airport service.	

Option 2: Balanced (updated)

- 27. It is noted that community consultation resulted in changes to Option 2 the balanced option. These changes enabled the option to better serve the community, while considering value for money. The updated option is as follows.
 - Maintaining level of service between Hāwera and Taranaki Base Hospital
 - Key East-West Throughput corridors (e.g., Route 4, Express and Airport)
 - Airport through to Whalers Gate

- Connecting to underserved communities in New Plymouth
- Improving access for the older community.



- 28. It is this option which is the emerging preference.
- 29. This option has then considered three levels of intervention: Bronze, Silver and Gold (which is based on frequencies of buses on key corridors). Relevant BCRs are provided below.

Option	Indicative BCR Range	Indicative Operating Cost/year	Indicative Total Cost (NPV)*
Bronze	0.7-1.3	\$3.5M	\$66M
Silver	0.6-1.0	\$6.8M	\$127M
Gold	1.2-2.2	\$7.2M	\$134M

Note: The NPV is the difference in value of the costs and benefits discounted over 40 years as used in economic analysis.

Significance

- 30. 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.
- 31. 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.
- 32. 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 is detailed in Appendix 2. 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

- 33. 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.
- 34. 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

35. 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

- 36. 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.
- 37. Throughout the SSBC process we have used best endeavours to seek guidance and identify the most appropriate way to connect with iwi on the project. We have coordinated with the appropriate Council relationship facilitators and the iwi operations and regulatory committee members on how to best encourage mana whenua participation in the SSBC process. A stakeholder workshop was held, and key lwi stakeholders were invited. Our aim was to listen and understand what is important for our Māori communities when travelling around Taranaki by bus.
- 38. On advice from Pou Takawaenga Relationship Facilitator, Resource Management Officer, a letter was sent to Te Aranga o Taranaki welcoming an opportunity to work collaboratively on planning the bus network together. A keenness to further our relationship and develop the bus network together through its different stages e.g., early ideas, bus network options and the final bus network was communicated. Further, we made Te Aranga o Taranaki aware of the Hop On Board community engagement. Te Te Aranga o Taranaki responded positively and undertook to share the engagement on appropriate channels such a newsletters and social media. Our engagement team listened to Māori at our regional pop-up events, and it was expressed that the opportunity to come and speak kanohi ki te kanohi and learn about the bus network was appreciated.
- 39. 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

- 40. 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.
- 41. The community feedback has significantly shaped the emerging preferred option for the refreshed bus network. A summary of the community engagement is included in Appendix 2. Option 2: Balanced received 68% community support compared to 32% supporting Option 1: Throughput. The consultation resulted in updates to Option 2. This updated Balanced option is the emerging preferred option seeking endorsement.

Legal considerations

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

Appendices/Attachments

Document 3289407: Single Stage Business Case Community Engagement Report

Document 3292326: 29 July 2024 TRC Councillor Presentation

Document 3283673: 17 June 2024 TRC Councillor Presentation

Single Stage Business Case Community Engagement Report

22 April 2024 – 11 June 2024



Document: #3289407

Contents

pose
kground3
se one - Hop on Board3
Results4
Key themes6
se two - Where to Next?9
Option 110
Option 210
Results

Purpose

The purpose of this report is to present the methodology and high-level findings of the Taranaki Regional Council's (the Council) community engagement on:

Single Stage Business Case

This consultation follows previous engagement with the community to develop Better Travel Choices in Taranaki and the Regional Land Transport Plan (RLTP), which came into effect on 1 July 2024.

Background

The Single Stage Business Case (SSBC) presents the case to NZ Transport Agency/Waka Kotahi for investment in a revitalised bus network and uses the Regional Land Transport Plan (RLTP) and Better Travel Choices (BTC) as supporting evidence. While these plans offer strategic and long-term guidance, the SSBC focuses on operational improvements needed to enhance public transport in Taranaki and outlines what specific changes will be implemented.

Our strategy involved a multi-phased consultation process: firstly, collecting various bus network feedback under several categories (Hop on Board); secondly, presenting these bus network options for public selection (Where to Next?); and finally, reporting on the finalised bus network (On the Horizon). The key driver behind the consultations has been to receive feedback from the public and use that feedback to determine what services our community wants. The results from the extensive consultation process are directly informing the new bus service contracts that come up for tender in September 2024, with implementation scheduled for September 2025.

The Hop on Board and Where to Next? consultations ran from 22 April to 11 June 2024. Both consultations were accompanied by multi-media promotional campaigns featuring social media, print media, digital media, OOH (Out-of-home or billboard advertising) and direct email marketing to drive people to take the surveys, give their feedback on what they want in a bus network and choose a bus network option that would best suit their needs. A total of nine pop-events around the region were used as a community engagement tool to support the two campaigns.

Phase one - Hop on Board

Our focus was in gathering information across several key categories:

- Bus routes
- Timetables/frequency
- Weekend services
- Key destinations
- Idea tank

In preparing for the consultations that would determine service levels as requested by our community and to understand our community's land transport aspirations, we held a number of community consultations in 2023 such as the Road Ahead engagement in March and April and the Better Travel Choices consultation in September and October.

The results from these consultations shaped the focus on the five key categories in phase one (the Hop on Board consultation, with the consultation seeking specific details from the public including:.

- Where do the community want bus route adjustments?
- What are peoples' timing preferences?
- Regarding weekend services, which destinations are most crucial and at what times?

• The idea tank served as a platform for people to share and discuss ideas that don't specifically relate to the other categories, like on-board wifi and improved advertising that promote our bus services.

Engagement methods

We used a combination of digital tools and in-person engagement methods. Social Pinpoint was used as our online tool and we utilised the maps and pin tools available on this engagement tool for people to add their feedback and comments. We hosted a range of pop-up events across the region that had large maps of our bus network displayed, where people wrote their ideas and comments on sticky notes and placed them on the map. Conversations that our staff had with the public were uploaded into Social Pinpoint manually to ensure the data reports captured both methods of engagement.

Consultation for Phase One: Hop on Board ran from Monday 22 April and closed at 4pm on Monday 6 May 2024.

Results

Social Pinpoint

ΤοοΙ	Posts	Contributors
Bus Network Refresh Map	96	46
ldea Tank	121	96
Total	217	142

Page visits	Unique visits	Conversion rate
713	597	55.5%

Pop-up events

Event	People spoken to
Seaside Markets	100
Hop on Board Ōpunake event	12
Hop on Board Waitara event	9
Hop on Board Inglewood event	7
Hop on Board Hāwera event	10
Hop on Board Stratford event	5

Hop on Board New Plymouth event	30
Total	173

Total submissions received

Total (oral and written)	390
--------------------------	-----

Marketing

Channel	Reach	Engagement	
PT Facebook organic posts	8,591	662	
TRC Facebook organic posts	2,637	87	
PT Facebook paid advertising	19,563	837	
	Audience	Opens	Clicks
Mailchimp	8,448	4,691	396
Total	39,239	6,277	

Media

Channel	Reach
Taranaki Daily News story	25,000
More FM Breakfast Interview - 30 April	8,600
Total	33,600

Total media and marketing reach

Total	72,839
-------	--------

Key themes

Community feedback was gathered in a number of key areas and a number of common themes were identified across all responses and these are outlined below.

Bus routes

New and Extended Routes

- New routes and extension of f existing routes suggested, places such as, e Somerset Village, Pōhutukawa Place and Discovery Development
- Additional routes connecting to key locations like the Taranaki Base Hospital, New Plymouth Airport and the Todd Energy Aquatic Centre in New Plymouth

Direct and Express Services

- Direct routes from Bell Block/Waitara to the hospital without stopping in the town centre
- Express services for commuters, especially to Stratford and Ōpunake, bypassing Hāwera to save time
- School-specific routes to reduce the need for multiple transfers and long waiting times

Central City Bypass

- Routes that bypass the central city to reduce travel time for cross-town journeys
- Out-and-back routes on main roads to minimise detours and maximise efficiency

Integration with Key Destinations

- Integration with major destinations like the airport, hospital, and tourist spots (e.g., North Egmont Visitor Centre)
- Stops at popular locations to increase convenience for users

such as retail outlets, for example, Bunnings Hāwera, Regional Connectivity

- Improved frequency and timing for regional buses between New Plymouth and Hāwera, Stratford, and other locations to support full-time workers
- More official stops in places like Hāwera and Eltham
- Routes through areas like Manutahi Road to Lepperton and services for rural towns like Waitara
- Enhanced service to smaller towns like Inglewood, Waitara and Stratford

Accessibility and Convenience

• Routes designed to facilitate access for those with mobility issues, such as stops closer to health services

Respondents called for new and extended routes, particularly to better serve outlying areas and key destinations. There was a strong preference for direct, express services to reduce travel time and increase convenience, especially for commuters and school students. Integration with major destinations and ensuring accessibility for all users were key considerations in the feedback.

Reliability, Scheduling

The respondents emphasised the need for a more frequent and reliable bus service, with adjustments to accommodate school schedules, work shifts and regional connectivity. There was a call for better weekend and evening services, express routes and more targeted services for specific groups such as students and hospital staff. Additionally, respondents said there was a need for consistent and clear communication regarding bus schedules and routes.

Increased Frequency

- Buses every 30 minutes or more often
- Higher frequency on key routes, especially during peak hours
- Consistent frequency throughout the day/week
- More frequent buses around school start and end times to accommodate students and parents
- Timetables that fit standard work hours, allowing arrival before 8am and departure after 5pm

Service Frequency

- High-frequency routes are preferred, with suggestions to avoid reducing current service levels
- Specific mention of a regular loop service around the CBD, possibly using electric buses
- More frequent services in less-served areas such as Inglewood and coastal routes

Specific Time Adjustments

- Earlier morning routes to accommodate school start times and early work shifts, e.g., hospital staff
- Later evening routes to cater to people with night-time meetings
- Evening services on Friday and Saturday nights to support nightlife and ease parking congestion in the CBD. Collaboration with restaurants and bars to promote these services to a new audience
- Adjustments for specific routes, such as the number 8 bus needing to be 10-15 minutes earlier for students

Reliability and Punctuality

- Ensuring buses are on time to improve reliability (e.g., the #2 bus often runs 15-20 minutes late)
- Better systems for making connections between buses

Weekend and Public Holiday Services

Increased Frequency and Regular Services

- Regular services throughout the weekend, with several respondents suggesting schedules such as 9am, 12 noon, 3pm and 5pm
- Extension of services on routes such as Number 9 and Southlink coastal to cover weekends
- Services to facilitate grocery shopping, sports and social visits, particularly for teenagers and families on weekends
- Importance of having weekend services for those without cars, helping to reduce reliance on expensive alternatives like Uber

- Providing options for people who work on weekends, ensuring they have access to public transport early in the morning
- Suggestion for bus services to run on public holidays, increasing overall usability and encouraging fewer car trips

Convenience for Various Activities

• Specific mention of routes that can help people attend events or visit markets on weekends

Respondents expressed a strong desire for more frequent and regular weekend bus services. They emphasised the need for services that cater to shopping, social, and recreational activities, particularly benefiting teenagers and families. There was a call for extending existing weekday routes to cover weekends, including rural areas, and providing evening services on Friday and Saturday nights. Ensuring accessibility for those without cars and facilitating public transport on public holidays were also key themes. Overall, respondents highlighted the potential for weekend bus services to significantly enhance the usability of public transport and reduce car dependency.

Key Destinations

The key destinations identified in the survey responses focus on enhancing access to recreational areas, facilitating transport for older people, improving late-night services for social activities, connecting to the airport and ensuring accessibility to medical centres and supermarkets. The feedback supported the aim of providing convenient and reliable bus services for various activities and essential needs, particularly on weekends and during events.

Recreational and Event Locations

• Bowl of Brooklands: High-frequency services during events and concerts to ease the commute for attendees

Weekend Destinations for Outdoor Activities

- Tramping and walking locations
- Te Papakura o Taranaki
- Beach service to Ohawe from Hāwera during summer

Transportation for Older Adults

• Services tailored for older community members, potentially with wheelchair access and assistance with bags. Regular routes from places like Mokau to New Plymouth for hospital appointments and other needs

Medical and Essential Services

- Regular routes to medical centres and hospitals to ensure accessibility for appointments
- Supermarkets to help people with their grocery shopping, especially those without other means of transport

Idea Tank

Improved Accessibility and Convenience

- Wheelchair Access and Elderly Assistance: Tailored services for older adults and people with disabilities, including assistance with steps and bags
- Wifi on buses: Reliable and functional on-board wifi for passengers
- Clear bus numbers: Better visibility of bus numbers for visually impaired passengers, potentially through audible announcements at bus stops

Targeted and Specialised Services

• Event-based services: Special routes and increased frequency during major events at venues like the Bowl of Brooklands

Operational Improvements

- Timetable adjustments: Accurate and updated timetables that reflect actual bus arrival and departure times
- Branding and information: A region-wide brand with consistent livery for buses, making them easily recognisable. Improved education on bike rack usage and other facilities

Infrastructure and Amenities

- Suggestions for additional amenities such as bike racks on buses, especially for the coastal Southlink bus
- Integration of public transport with bike options and park-and-ride systems
- Improved bus stops, including those on the outskirts of towns and specific points like Plunket

Additional Suggestions

- Booking options via app: Allowing booking through a mobile app, particularly beneficial for elderly and disabled passengers
- Integration and coordination: A vibrant, interconnected network that blends school, rural, and urban routes seamlessly
- Environmental and community benefits: Encouraging public transport use to reduce car ownership, traffic congestion, and environmental impact through improved marketing campaigns

The key ideas for the new bus network revolve around improving accessibility, offering specialised services for events and specific needs and operational improvements. The results of the feedback support the overall goal of creating a comprehensive, convenient and reliable public transport system that meets the diverse needs of the community.

Phase two - Where to Next?

The second phase of community conversation was centred around presenting two bus route options to the public and getting feedback on which of the options was their preferred choice. Two new network map options were provided to us by engineering consultancy group Beca and used information gathered not only from the Hop on Board consultation but also from the preceding Road Ahead and Better Travel Choices consultations and from the public feedback on the Regional Land Transport Plan which was held in early 2024.

Consultation for this phase began on Wednesday 22 May and closed on Tuesday 11 June 2024.

E . + Fitzroy Beach Holiday Park olworths The Valle FITZROY A New Plymouth Coastal Walkway GLEN AVO Ngamotu Beach Rock Fo. 6 NUT DU lut: Ing Do ritutu Hillsborough Park Taru Tūp Barrett Barrett merset Mountair Retirement Villan Hillsborough Car Museum, Luge and... One Burgess H (Dimepbox

Option 1

Option 1 is a highly efficient network that gets commuters where they need to go faster. It includes 12 direct, high frequency services on main routes. On the flip side, for some in our community, the nearest bus route may be further away.

This 'turn up and go' service means people don't need to worry about checking a timetable – they can just head to their nearest bus stop knowing it's just a short wait for the next bus.

Under this option, we will aim to run buses every 15 minutes at peak times, subject to funding.



Option 2

Option 2 allows for faster connections to key destinations, but also has more route coverage which means that you have better access to where you want to go. Option 2 has 15 routes and will reach destinations that Option 1 does not, such as Glen Avon. This option focuses on the destinations the community requested in recent public consultations such as supermarkets, medical and social services and sports facilities.

This option aims for a 15-30 minute frequency at peak times, subject to funding.

Engagement methods

We used a combination of digital tools and in-person engagement methods. Social Pinpoint was again used as our online tool and we utilised the maps and pin tools available on this engagement tool for people to add their feedback and comments on options 1 and 2. A comprehensive consultation campaign was used to encourage people to provide feedback on the two options with a mix of social media advertising, OOH (use of billboards in New Plymouth), direct EDM (electronic direct mail marketing) and advertisements in newspapers. This wide focus ensure we were able to get in touch with all members of the community. As before, we held in-person events where staff were able to engage directly with the public. The two face-to-face sessions were held in New Plymouth and Hāwera.

Results

Total submissions received

Channel	Submissions
Social Pinpoint	326
Pop-up events	23
Phone	10
Emails	24
Total	383

Social Pinpoint – Total

Tool	Submissions
Where to Next form	326

Page visits	4,241
Unique visits	3,448

Pop-up events

Location	Attendance
New Plymouth	8
Hāwera	15

Mailchimp

Three emails in total

Recipients	16,965
Opens	8,681
Total clicks	1,140

Facebook – organic posts

Seven posts in total

Reach	Engagement
7,975	145

Facebook – paid posts

Eight ads in total

Reach	Engagement
33,358	1,323

Print

Nine adverts in total

Reach	
211,000	

QR Code

On all print advertising

Scans 57

Digital

Five digital billboards in total

Reach	
139,000	

Four digital adverts on Stuff

Reach	Engagement
42,805	60

Total reach	451,103
Total engagement	10,266

Social Pinpoint – option 1 and 2 results

Where to Next? surveys: 326	Results
Option 1	31.7%
Option 2	68.3%

Key themes

Community feedback identified four key themes:

- Bus frequency and beginning weekend services
- Services to events (e.g. Yarrow Stadium and the Bowl of Brooklands)
- Services to Base Hospital and New Plymouth Airport
- Connectivity between New Plymouth and Hāwera

The surveys also featured a number of responses around specific routes in options 1 and 2 and the changes to those routes.

Impact of responses to engagement process

There was strong community feedback to the Where to Next? Engagement process and this has had a direct impact on Option 2. Thanks to the public sharing their views, we have made the following changes:

- The level of service between Hāwera and Taranaki Base Hospital will be maintained
- The importance of the east-west throughput corridors (Route 5, Express, Airport to Whalers Gate) has been noted.
- 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 Airport
 - Proposed Orbiter route help provide the underserved communities with bus services
- Improving accessibility to our older community and to the hospital (Mangorei Road route) including:
 - Merrilands to Taranaki Base Hospital to serve the retirement communities in Merrilands.



Agenda

- Introduction
- Purpose of Briefing
- Summary of Engagement
- Business Case Process
- Economics and Funding
- Next Steps



1: Introduction

- The team is currently finalizing the Taranaki Regional Council Public Transport Single Stage Business Case
- A large volume of work has been completed with stakeholders and the community taken on the journey
- Today we will present this information, and ask Councillors and the Executive a simple question:
 - Do you endorse the Emerging Preferred Option for the future Public Transport network in Taranaki?

This is a key stage of the project where you as a Council make a decision on nine months of work for this business case, and agree on the future direction of public transport.



2: Purpose

- Provide a summary of the community engagement undertaken
- Provide details on the Business Case process undertaken
- Provide outcomes of the business case and emerging preferred option
- Seek endorsement of the emerging preferred option from Councillors and Council Executive prior to completing the business case





We had Identified wider network problems through the RPTP / BTC community consultation

- Public Transport does not always take people where they want to go
- Public Transport is not frequent enough
- Urban routes are loopy
- Schedule not easy to understand

3: Summary of Community Engagement

- Phase 1: Hop on Board (*Tell me what you want?*)— We 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 2: Where to Next (*What you really, really want?*) We asked the community to compare the two bus network options and tell us which one they preferred. 22 May 11 June 2024.
- Engagement Activities: 7 Local pop-up events, Social pinpoint, Facebook.





調Beca

Hop on Board: Engagement Activities

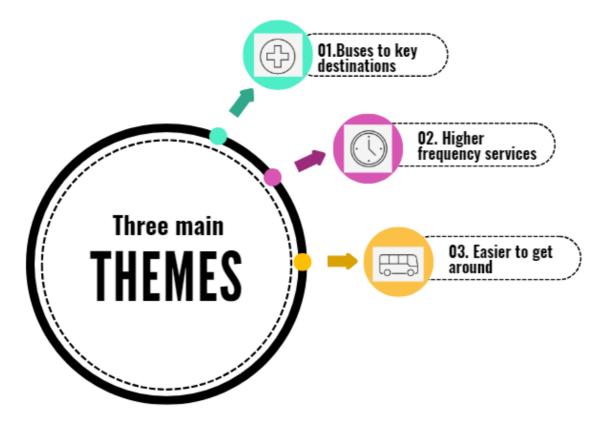
We asked the community about specific bus services, frequency and timetables to make bus travel more attractive and provide more travel choices

- 7 pop up events held in April and May with over 175 people coming along to share their ideas on the bus network.
- We were listening at Ngamotu Beach, Ōpunake, Waitara, Inglewood, Hāwera, Stratford, New Plymouth.
- Busiest event was at the Seaside Markets at Ngamotu Beach with 100 people keen to talk about our bus network.
- 390 submissions received.





Hop on Board: Main Themes



We developed both bus network options with these three themes front of mind

語 Beca

Hop on Board: Sub Themes

- 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, especially for commuters and school students.
- Integration with major destinations and ensuring accessibility for all users
- Need for more frequent and reliable bus services, with adjustments to accommodate school schedules, work shifts, and regional connectivity.
- Better weekend and evening services, express routes, and more targeted services for specific groups such as students and hospital staff.
- Strong desire for more frequent and regular weekend bus services
- Enhancing access to recreational areas, facilitating transport for older adults, improving late-night services for social activities, connecting to the airport and ensuring accessibility to medical centres and supermarkets

Where to Next: Engagement Summary

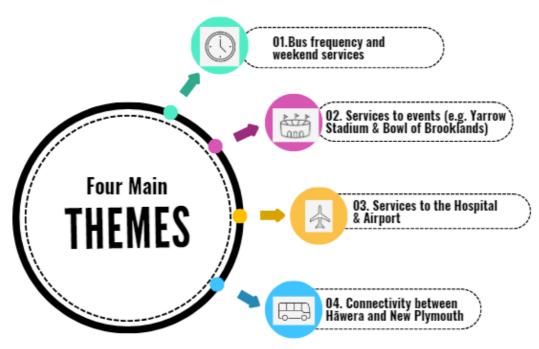
We asked the community to compare the two bus network options and tell us which one they preferred. We had 326 responses.

Option 1: Throughput Option 2: Balanced Option 2 Balanced Option 2 Balanced 68%

SUPPORT FOR BUS NETWORK OPTIONS



Where to Next: Main Themes



The community also shared their thoughts on individual bus routes and changes to those routes.

What we Heard, What we Did

We listened to the community feedback and made the following refinements to Option 2 Balanced

- Maintaining the level of service between Hāwera and Taranaki Base Hospital.
- The importance of the 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 Airport
 - Proposed Orbiter route help provide the underserved communities with bus services
- Improving accessibility to our older community and to the hospital (Mangorei Road route)
 - Merrilands to Taranaki Base Hospital to serve the retirement communities in Merrilands.

The refined Option 2 represents the emerging preferred network option

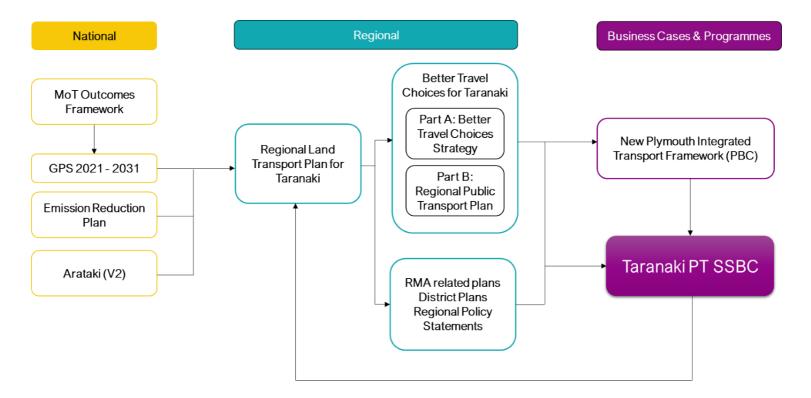
Key Funding Partners Engagement

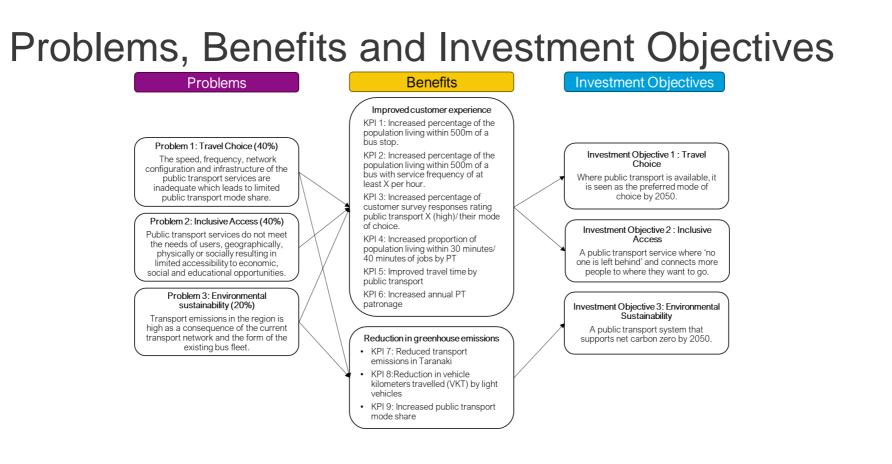
- Both New Zealand Transport Agency Waka Kotahi (NZTA) and New Plymouth District Council (NPDC) staff have been involved in the Integrated Transport Framework Programme Business Case as part of technical teams, Elected members attended option development workshops.
- NZTA has indicated that they are satisfied with the process that has been followed but cannot confirm funding
- NPDC has formally recorded their support for the work including a request for a new partnership-based governance model, a commitment to advocating alongside TRC for funding, noting the infrastructure requirements to support delivery etc.





PT SSBC - Strategic Alignment





iii Beca

Current Status of the Business Case

- Strategic Case completed
- Economic Case 70% completed including EAST and MCA (to be finalized at preferred option selection)
- Economics and Costing completed
- Financial Case, Commercial Case and Management Cases 90% complete and to be finalized after this decision
- Decision Point: Council endorsement on the emerging preferred option to finalize the Business Case

Matters that the final business case will address

- Proposed new partnership governance model for public transport improvement
- Funding model to enable introduction of early trials using mix of TRC, NPDC and NZTA funding
- Implications for procurement model
- Options for staged implementation should funding not be available
- Integration with other planning and infrastructure investments (eg bus hubs, masterplans for Waitara, FDS, out of sequence land developments)





Interventions



	Integrated planning	Plan and develop an integrated land-use and transport pattern that maximises use of existing network capacity, reduces travel demand and supports transport choice
Cost	Manage demand	Keep people and freight moving and reduce the adverse impacts of transport, such as emissions and congestion at peak times, through demand side measures, eg supporting mode shift or road pricing
	Best use of existing system	Best use of existing system through optimised levels of service across networks and public transport services, and allocation of network capacity
Higher	New infrastructure	Consider investment in new infrastructure, matching the levels of service provided against affordability and realistic need

Consider last

iii Beca

tivity: General		
Option	Details	Progressed
Option 1 – Do minimum	The do minimum options includes current committed public transport (bus) projects or specific upgrades to both the network and vehicles that are currently approved with funding. It is not the do minimum required to meet the Investment Objectives for this Business Case.	Noted
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 (eg 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).	No – as a coverage network is not feasible based on EAST and MCA
Option 3 – Throughput IO1 Emphasized	Rather than looking at the greatest coverage, the option looks at key high priority corridors	
Option 4 – Environmental – mixed access and throughput	The focus for this option is reducing C02 Emissions via VKTs - so blends access to the network and throughput together. The environmental focus is specific for the los 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.	No – Change in political landscape
Emphasized		
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		Yes – Option included best of throughput and coverage
	treatments.	
Option 6 – Ambitious – Everything Emphasized	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.	No – based on price and the need to provide value for money this option <u>did not progress.</u>

Process – Part One

- 1. Intervention Hierarchy undertaken with key stakeholders including NPDC and NZTA and relevant parts of TRC
- 2. Treatments were also undertaken with Key stakeholders as above
- 3. Six options were agreed with stakeholders to cover a broad range of options from do minimum to a do maximum (treatments considered)
- 4. EAST and MCA were undertaken which showed Option 2, 4 and 6 were not feasible (based on coverage, environment and budget)
- 5. Option 1 kept as do minimum and Option 3 and 5 were mapped as a network based on earlier consultation

Process – Part Two

- 6. An extra step was taken regarding mapping these were shared with Horizons as they had recently undertaken a similar process there was also a link the RPTP work and to the PBC currently being undertaken
- 7. Budget and recommendation from NZTA– also influenced network
- 8. There inputs resulted in a slightly refined network that maximized value for money, and while based on throughput allowed for community connections
- 9. The two options which are referred to as Throughput and Balanced (which in reality is a Throughput option with additional community connections.)
- 10. These options were presented to the Community the 'Balanced' option was noted as preferred 32% to 68%
- 11. The consultation resulted in an amendment of the network to the Balanced.

It is the updated Balanced option that is the Emerging Preferred Option we are asking Council to endorse today. Through Put and Balanced Option shown below – then the Emerging preferred

Option 1 - Throughput



- Highly efficient network that gets commuters where they need to go faster.
- 12 direct, high frequency services on main routes. For some in our community, the nearest bus route may be further away.
- A 'turn up and go' service means people don't need to worry about checking a timetable – they can just head to their nearest bus stop knowing it's just a short wait for the next bus.
- Aim to run buses every 15 minutes at peak times, subject to funding.

Option 1: Pros and Cons

Pros	Cons	
High frequency, direct services. The goal is 15 minutes at peak times.	Fewer bus routes than Option 2.	
Maximises the number of people who can get to key destinations quickly and efficiently.	Reduced accessibility for some passengers, who live in or want to travel to, areas further away from the key corridors.	
Loop services. Merrilands, Spotswood and the Orbiter route will have buses travelling both clockwise and anti- clockwise, cutting down unnecessary travel time to get where you need to go.		
Airport service.		



Option 2 - Balanced



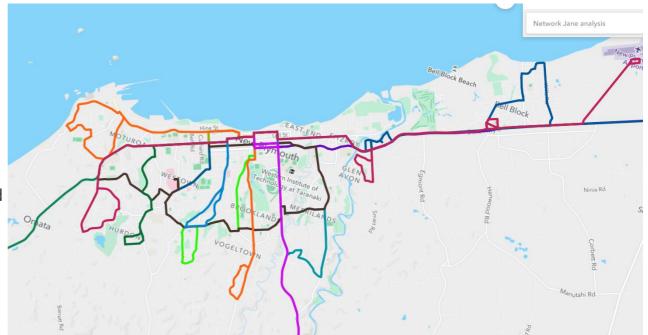
- Faster connections to key destinations, but also has more route coverage which means that you have better access to where you want to go.
- 15 routes and will reach destinations that Option 1 does not, such as Glen Avon. Focuses on the destinations requested in recent public consultations such as supermarkets, medical and social services and sports facilities. We've taken this feedback on board.
- Aims for a 15-30 minute frequency at peak times, subject to funding.

Option 2: Pros and Cons

Pros	Cons
More bus routes than the current network and Option 1.	Less frequent services than Option 1.
Better connections to some residential areas, while still having higher priority routes with more frequent services.	
Focus on getting people to key destinations e.g. supermarkets, medical and social services and sporting facilities.	
Better transfer options between routes to more easily move around the network.	
Orbiter will have buses travelling both clockwise and anti- clockwise cutting down unnecessary travel time to get you where you need to go.	
Airport service.	

Emerging Preferred Option

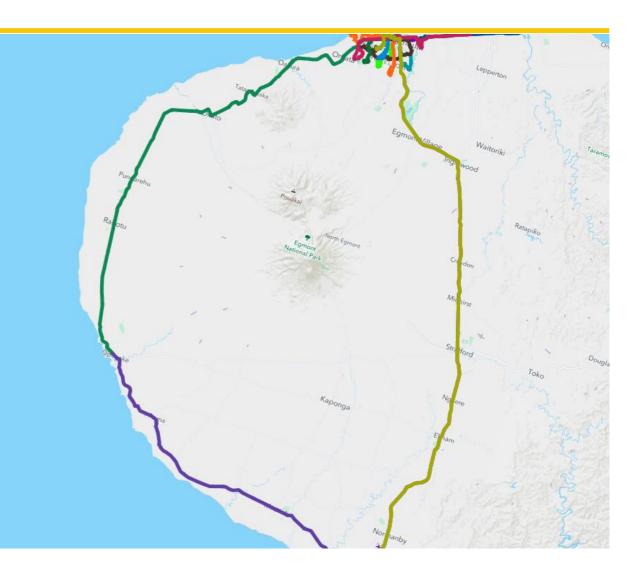
- Throughput based options
- Connecting key communities in New Plymouth and providing connections to the wider Taranaki region
- Responsive to current and future land use
- Cost effective and offering value for money



iii Beca

Regional Emerging Preferred

Added Hāwera to Taranaki Base Hospital run alongside Hāwera to New Plymouth CBD.







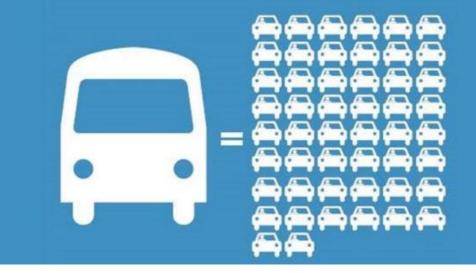
Economics/BCRs and Cost

Option	Indicative BCR Range	Indicative Operating Cost / year	Indicative Total Cost (NPV)*
Bronze	0.7-1.3	\$3.5M	\$66M
Silver	0.6-1.0	\$6.8M	\$127M
Gold	1.2-2.2	\$7.2M	\$134M

*The NPV is the difference in value of the costs and benefits discounted over 40 years as used for economic analysis

in Beca

A full bus takes 50 cars off the road.



PUBLIC TRANSPORTATION REDUCES CO₂ EMISSIONS



An average transit bus can fit up to 42 people, meaning that a full bus can reduce the need for 42 single-passenger cars from the road during a single commute.



A group of full buses running every 15 minutes along one route can take up to 168 cars off the road each hour.

Next Steps

Developing principles to support new partnershipbased governance model

Aligning with TRC procurement strategy development

Clarify infrastructure requirements to feedback into PBC

Developing KPIs and triggers to enable staged implementation of services if necessary



Questions



iii Beca



Taranaki Public Transport SSBC

Taranaki Regional Council 17 June 2024

Councilor Briefing and Discussion

make everyday better.

Sensitivity: General

Agenda

- Purpose of the Briefing
- Summary of Progress on the Business Case
- Optioneering discussion
- Next steps in the process

調 Beca



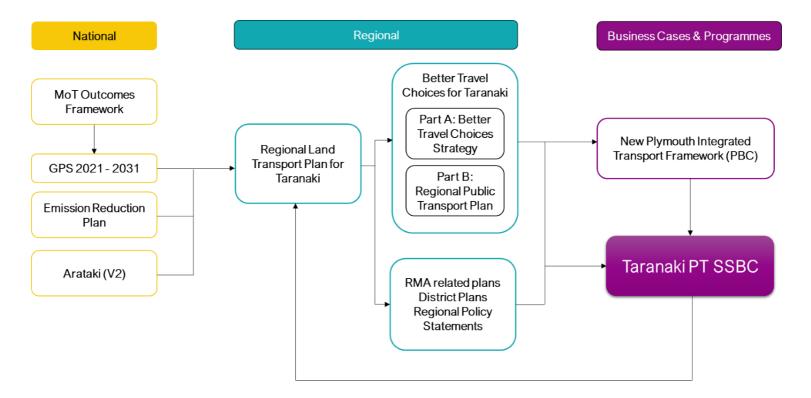
Purpose of the Briefing

- Provide an overview on current progress of the TRC PT SSBC
- Optioneering
- Consultation
- Links to Regional Land Transport Plan

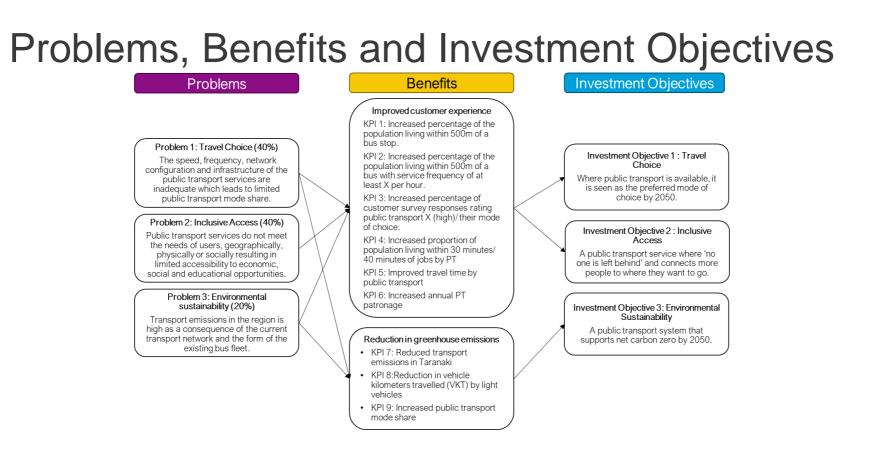




PT SSBC - Strategic Alignment



調 Beca



iii Beca

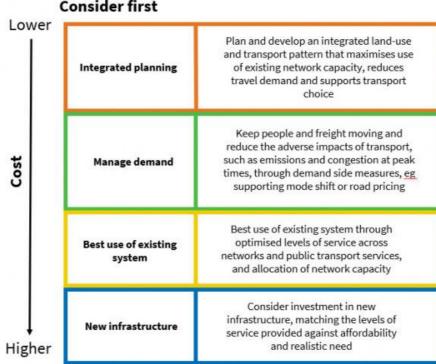
Current Status of the SSBC smf [tpkrvy

- Strategic Case completed
- Economic Case 60% drafted including EAST and MCA (to be finalized at preferred option selection)
- Financial Case, Commercial Case and Management Cases currently being drafted
- Optioneering currently going through community consultation
- Economics and Costs to commence following consultation

III Beca



Interventions



Consider first

Consider last

III Beca

tivity: General		
Option	Details	Progressed
Option 1 – Do minimum	The do minimum options includes current committed public transport (bus) projects or specific upgrades to both the network and vehicles that are currently approved with funding. It is not the do minimum required to meet the Investment Objectives for this Business Case.	Noted
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 (eg 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)	No – as a coverage network is not feasible based on EAST and MCA
Option 3 – Throughput IO1 Emphasized	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 high priority corridors where more frequent services take people between key destinations.	Yes – Throughput passed through MCA
Option 4 – Environmental – mixed access and throughput Emphasized	The focus for this option is reducing C02 Emissions via VKTs - so blends access to the network and throughput together. The environmental focus is specific for the los 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.	No – Change in political landscape
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.	Yes – Option included best of throughput and coverage
Option 6 – Ambitious – Everything Emphasized	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.	No – based on price an the need to provide value for money this option <u>did not progress</u> .

Sensitivity: General

Options mapping

- Six options were mapped into a network
- All community consultation from RLTP and other assessments was considered.
- In consultation with Stakeholders, and testing with other Councils who had gone through similar exercises (specifically Palmerston North District Council) it was agreed that the options could be shown as two on maps.
- The options are as follows:
 - Option 1 Throughput: Higher frequencies on a smaller network
 - Option 2 Balanced: Where higher frequencies of throughput and some coverage based on engagement is proposed.

調 Beca

Option 1 - Throughput



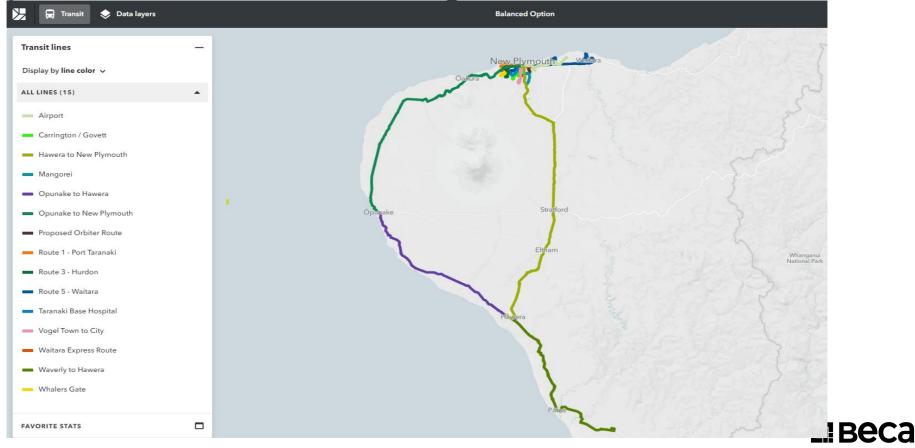


Option 2 - Balanced



調Beca

Option 2 Balanced Regional





Current tasks

Sensitivity: Genera

- Working with Regional Land Transport Plan (RLTP) team to work through enabling a clear link between the RLTP and this business case, and answering consultation questions
- Updating key components of the Business Case documentation

 Reviewing options in conjunction with Consultation – noting there are new recommendations from the community for the Balanced Option (Option 2)

in Beca

Sensitivity: General

Next Steps

- Undertake Economics and Costing for the preferred option Option 2
- Finalize comments and inputs to the RLTP
- Complete TRC PT SSBC
- Complete peer review of TRC PT SSBC



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Better Travel Choices for Taranaki
Author:	L Hawkins, Policy Manager and F Ritson, Senior Policy Analyst - Transport
Approved by:	M J Nield, Director - Corporate Services
Document:	3288393

Purpose

1. The purpose of this memorandum is to provide further updates to Better Travel Choices for Taranaki.

Executive summary

- 2. At the previous meeting on 17 June 2024, the Committee deliberated on submissions received on Better Travel Choices (BTC), and provided direction on a number of changes to be made. Updated documents were intended to be brought back to the 29 July 2024 meeting for finalising.
- 3. However, as Members were verbally advised at the June meeting, Waka Kotahi (NZTA) had recently released new draft guidelines for Regional Public Transport Plans (RPTPs) that we would be assessing. These may mean additional work was required to ensure the final BTC was truly fit for purpose. This assessment has now been done and indeed further work is needed and is now underway.
- 4. Additionally, the Single Stage Business Case (SSBC) for public transport services that the Committee is considering elsewhere in this agenda is best to be fully completed to ensure that the BTC includes as much specificity about future public transport proposals as possible.

Recommendations

That Taranaki Regional Council:

- (a) receives the memorandum, Better Travel Choices for Taranaki
- (b) <u>notes</u> the range of updates required to the Better Travel Choices documents includes alignment with new draft national guidelines
- (c) <u>agrees</u> to further time to complete updating the Better Travel Choices documents to help ensure the documents are more robust and enduring
- (d) <u>determines</u> that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- (e) <u>determines</u> 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, <u>determines</u> 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

- 5. The draft BTC documents were prepared during mid-2023 and consulted on in September-October 2023. The period since the documents were drafted has been one of:
 - substantial advancement in local work streams of the Public Transport Business Case and the New Plymouth Integrated Transport Framework; and
 - significant policy change at national policy level.
- 6. While the original intent was to deliberate on submissions early in 2024, the Committee subsequently agreed to delay deliberations until the 17 June 2024 meeting in order to ensure better alignment with other significant transport plans underway in the first half of 2024 most specifically the Regional Land Transport Plan 2024 and the Single Stage Business Case.
- 7. At the 17 June 2024 meeting, the Committee deliberated on submissions received on BTC, and provided direction to staff on a number of changes to be made, including changes able to be supported by the progression of the SSBC, RLTP and the NPDC Integrated Transport Framework. The revised draft Government Policy Statement on Land Transport 2024 (GPS 2024), which includes changes to policy direction, must also be considered in making updates to the BTC.
- 8. Updated documents were intended to be brought back to this meeting for finalising. However, as Members were verbally advised at that June meeting, on 4 June 2024 NZTA had released new draft guidelines for Regional Public Transport Plans that we would be assessing. These may mean additional work was required to ensure the final BTC was truly fit for purpose, in which case a further extension may be required.
- 9. This assessment has now been done and indeed further work is needed and is underway. Additionally, the Government has now released their final GPS 2024 so consideration of the amendments made within that can also be taken into account.

Issues

10. There is a need to extend the timeframe for finalising BTC in order to ensure it is as robust and enduring as possible.

Discussion

- 11. Overall, the updates now required to the BTC documents can be summarised as:
 - (i) As a result of submissions and feedback from councillors (as per deliberations on 17 June 2024), of which many of these are now further supported by work undertaken since the draft was prepared in 2023, most specifically the draft SSBC (September 2024), the draft New Plymouth Integrated Transport Framework (expected August 2024) and Regional Land Transport Plan (finalised 25 June 2024)
 - (ii) To assess alignment with the new GPS 2024 (released on 27 June 2024)
 - (iii) To incorporate new national Regional Public Transport Plan Development Guidelines (consulted on during June 2024 and expected to be finalised early August 2024)
 - (iv) Related improvements to structure and readability.
- 12. As we work through these updates, we will be able to assess if any individual items need to be brought back to the Committee ahead of final approval of the BTC documents or whether they are sufficiently minor that approval can be undertaken concurrently.

13. Further information about *number iii* above is outlined in the following section. These new guidelines have made it apparent that the SSBC work needs to be fully completed before the degree of specificity sought can be provided.

New national guidelines for developing Regional Public Transport Plans

- 14. There has been an inundation of altered legislation and amended guidance material coming from central Government in recent months, and public transport (PT) is no exception. This creates added challenges for workstreams already well underway.
- **15.** A key one for BTC was the unexpected release by NZTA of new guidelines for developing regional public transport plans (RPTPs). As a reminder, an RPTP:
 - is a requirement of the Land Transport Management Act 2003 (LTMA) and a core component of BTC;
 - serves as a statement of services integral to the PT network, the policies and procedures that govern those services, and the information and infrastructure that support them; and
 - is the core vehicle through which councils publicly engage on a region's PT services.
- 16. NZTA released updated draft guidelines for developing RPTPs (the 2024 Guidelines) for sector feedback on 4 June 2024. While the Council did not submit on these guidelines separately, staff did contribute to sector feedback. NZTA anticipate these guidelines being finalised in August 2024. These will replace the 2013 Guidelines and 2017 updates for preparing RPTPs. The 2024 Guidelines align with last year's amendments to the LTMA and provides more clarity between guidance and requirements through the use of terms such as 'must', 'should' or 'may'.
- 17. Key proposed changes in the 2024 Guidelines include:
 - New nationally consistent PT service descriptors.
 - New guidance for identifying infrastructure necessary to support integral services.
 - Clarified statutory requirements for the provision of subsidy and financial assistance for integral and exempt services.
 - Updated policy and guidance for arranging services into units.
 - New guidance for the treatment of inter-regional services.
 - Updated guidance for monitoring and performance for services in units.
- 18. By way of statutory basis, the LTMA states that PT Authorities must be satisfied they have prepared RPTPs in accordance with relevant guidelines published by NZTA.
- 19. Not appropriately meeting the guidelines risks national funding towards PT services in the region. Additionally, funding support cannot be gained for any PT service not specified within the RPTP, so providing sufficient specificity concurrently with the SSBC being finalised will be essential.
- 20. A high-level assessment of key aspects of the draft BTC that will require updating to align with the new RPTP guidelines is outlined in Table 1.

Options

21. At this stage in the process, there is only one viable option being to extend the timeline for finalising Better Travel Choices. Any other option would mean that the documents were not as up-to-date and enduring as they could be, with the risk that a plan variation would shortly be needed that would require even more work and likely additional consultation. Extending the timeline for completion is the most efficient way forward.

Significance

- 22. In terms of the Significance and Engagement Policy, the decision is determined as not significant as:
 - the decision does not affect a large number of residents and ratepayers to a moderate extent
 - the consequences of the decision do not affect a small number of residents and ratepayers to a large extent.
- 23. A detailed and iterative approach to consultation has been undertaken over the last 15 months as part of the preparation of BTC and on PT services through the SSBC. As such, further consultation and/or engagement is not considered warranted.

Financial considerations—LTP/Annual Plan

24. 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

25. 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 Land Transport Management Act 2003, the Resource Management Act 1991 and the Local Government Official Information and Meetings Act 1987.

Iwi considerations

26. 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

- 27. 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.
- 28. Substantial engagement with the community and interested parties has been undertaken throughout 2023 and 2024 on their priorities and needs for land transport. All the feedback provided is feeding into the transport planning and funding options being considered through these documents.

Legal considerations

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

Appendices/Attachments

Over page – Table 1: Key aspects of the draft RPTP requiring update to meet new national guidelines

Aspect	Update required
Network descriptors	• Ensure language used to describe networks is nationally consistent by aligning with the One Network Framework (ONF) classifications for public transport.
Integral services and units	 Update the services identified as integral (and therefore to be provided under contract unless exempt) as per the SSBC outcomes when these are available. Align these with the functional service descriptors provided in the guide. Include diagrammatically also.
Exempt services	 Review/update processes around registering exempt PT services and making this register publicly accessible, and identify both within the RPTP.
Enabling infrastructure	• Greater specificity of the infrastructure required to support integral PT services, outlining gaps in provision, responsible organisations and a step plan towards addressing those gaps. Note that this is at depots, layovers, hubs level and not individual bus-stop level.
Fares and pricing policy	 Clarify fares and pricing policies with clear objectives that balance financial sustainability, transport system efficiency and equity. Review and align age-based concessions with national approach.
Integrated planning and delivery	 Ensure the key roles, responsibilities and dependencies across different entities within the region are clearly outlined. Specify how the council as a PT Authority will work with the road controlling authorities and operators to integrate planning and optimal delivery of services. Include objectives, policies and actions that promote integrated delivery across land use, services and infrastructure provision and the different entities involved. PT provision is a complex space and expectations around partnering and collaborations have increased. Need to outline how a relational delivery approach will be fostered.
Transport disadvantaged	 LTMA changes have made the importance of supporting those who are transport disadvantaged explicit, and includes a definition now. Consider the difference between equality and equity when describing how the Plan will meet the needs of the transport disadvantaged.
Time horizons	 Where services are intended to improve over time, include a series of diagrams that illustrate key changes across different time horizons – short term, medium term and future state.
Significance policy	 Review to ensure still fit for purpose against new requirements, as it is expected that variations to RPTPs will be more common in future to ensure trials/changes are included within them and can therefore access funding. Important to make sure the Significance Policy is suitably broad and fit for purpose so that does not trigger public consultation when simply providing more specificity about a trial/innovation etc.

Table 1: Key aspects of the draft RPTP requiring update to meet new national guidelines



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Adoption of Statements of Intent
Author:	L Davidson, Executive Assistant
Approved by:	M J Nield, Director - Corporate Services
Document:	3287920

Purpose

1. The purpose of this memorandum is to adopt the finalised statements of intent for the Taranaki Stadium Trust and Regional Software Holdings Limited.

Recommendations

That Taranaki Regional Council:

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

Background

2. Council Controlled Organisations (CCOs) are required to deliver a draft statement of intent by 1 March preceding the year the statement relates to. The Council provides its feedback on the draft statements and each CCO must furnish a completed statement of intent by 30 June. The *Local Government Act 2002* has been amended to require councils to formally adopt the completed statements of intent, to publish them on their website and retain them on the website for a period of up to seven years.

Discussion

- 3. We have previously received, considered and provided feedback to the Taranaki Stadium Trust and Regional Software Holdings Ltd on their draft statements of intent. The finalised statements of intent are attached. We now need to adopt them and publish them.
- 4. There are no substantive changes to the statements of intent that require further consideration.

Financial considerations—LTP/Annual Plan

5. 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

6. 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

7. 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

8. 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

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

Appendices/Attachments

Document 3248052: Taranaki Stadium Trust Statement of Intent 2025

Document 3291188: Taranaki Stadium Trust Statement of Intent Estimates 2025

Document 3287944: Regional Software Holdings Limited Statement of Intent 2025-2027

Document 3287947: Regional Software Holdings Limited Statement of Intent 2025-2027 cover letter

Budget

2027

\$

0

0

90,000

30,000

50,000

Taranaki Stadium Trust Statement of Financial Performance For the Three Years Ended 30 June 2025, 30 June 2026 and 30 June 2027

Budget Budget 2025 2026 \$ \$ Income Taranaki Regional Council Grant 2,178,669 2,178,669 2,178,669 Crown Infrastructure Partners Funding 6,236,442 0 Rent 80,000 85,000 Interest received 10,000 0 2,268,669 Total income 8,505,111 2,263,669 Expenditure Depreciation and amortisation expense 1,100,000 1,900,000 1,900,000 Major maintenance 30,000 30,000 1,507,500 1,595,000 1,585,000 Interest Insurance 175,000 200,000 200,000 50,000 Other expenses 50,000 Total expenses 2,862,500 3,775,000 3,765,000 Surplus/(deficit) before tax 5.642.611 (1.511,331)

Surplus/(deficit) before tax	5,642,611	(1,511,331)	(1,496,331)
Income tax expense	0	0	0
Total comprehensive income	5,642,611	(1,511,331)	(1,496,331)

Taranaki Stadium Trust

Statement of Changes in Equity For the Three Years Ended 30 June 2025, 30 June 2026 and 30 June 2027

	Budget	Budget	Budget
	2025	2026	2027
	\$	\$	\$
Balance at 1 July	39,830,340	45,472,951	43,961,620
Surplus/(Deficit) for the year	5,642,611	(1,511,331)	(1,496,331)
Other comprehensive income	0	0	0
Total comprehensive income	5,642,611	(1,511,331)	(1,496,331)
Balance at 30 June	45,472,951	43,961,620	42,465,289

Taranaki Stadium Trust Statement of Financial Position For the Three Years Ended 30 June 2025, 30 June 2026 and 30 June 2027

	Budget 2025 \$	Budget 2026 \$	Budget 2027 \$
Assets			
Current assets			
Cash and cash equivalents	548,284	361,953	190,622
Debtors and other receivables	0	0	0
Total current assets	548,284	361,953	190,622
Non-current assets			
Property, plant and equipment	90,025,000	88,125,000	86,225,000
Total non-current assets	90,025,000	88,125,000	86,225,000
	· ·		
Total assets	90,573,284	88,486,953	86,415,622
Liabilities Current liabilities			
Creditors and other payables	100,000	100,000	100,000
Total current liabilities	100,000	100,000	100,000
	200,000	200,000	200,000
Non-current liabilities			
Loan	45,000,333	44,425,333	43,850,333
Total non-current liabilities	45,000,333	44,425,333	43,850,333
*	45 100 222	44 525 222	42.050.222
Total liabilities	45,100,333	44,525,333	43,950,333
Net assets	45,472,951	43,961,620	42,465,289
			,,
Equity			
Accumulated funds	43,206,429	41,695,098	40,198,767
Asset Revaluation Reserve	2,266,522	2,266,522	2,266,522
Tabal any ity attails to be the toget	45 472 054	42.061.620	42.465.200
Total equity attributable to the trust	45,472,951	43,961,620	42,465,289

Taranaki Stadium Trust

Statement of Cash Flows For the Three Years Ended 30 June 2025, 30 June 2026 and 30 June 2027

	Budget 2025	Budget 2026	Budget 2027
	\$	\$	÷
Cash flows from operating activities			
Receipts from other revenue	8,495,111	2,263,669	2,268,669
Interest received	10,000	0	0
Payments to suppliers	(255,000)	(280,000)	(280,000)
Interest paid on the overdraft and bank fees	0	0	0
Goods and services tax (net)	200,000	0	0
Net cash from operating activities	8,450,111	1,983,669	1,988,669
Cash flows from investing activities	<i>(</i> 		
Acquisition of property, plant and equipment	(25,400,000)	0	0
Net cash from investing activities	(25,400,000)	0	0
Cash flows from financing activities			
Loans raised	18,000,000	0	0
Interest paid	(1,507,500)	(1,595,000)	(1,585,000)
Repayment of borrowings	0	(575,000)	(575,000)
Net cash from financing activities	16,492,500	(2,170,000)	(2,160,000)
-	, , ,	<i>, , , , ,</i>	
Net (decrease)/Increase in cash, cash equivalents	(457,389)	(186,331)	(171,331)
and bank overdrafts			
Cash, cash equivalents and bank overdrafts at	1,005,673	548,284	361,953
the beginning of the year	E40.204	261.052	100 633
Cash, cash equivalents and bank overdrafts at	548,284	361,953	190,622
the end of the year			

Taranaki Stadium Trust Statement of Intent For the Year to 30 June 2025

Taranaki Stadium Trust (the Trust) is a charitable trust, incorporated in New Zealand, under the Charitable Trusts Act 1957. The Trust is a council-controlled organisation, as defined by section 6 of the Local Government Act 2002, of Taranaki Regional Council. The Trust owns Yarrow Stadium (the Stadium) land, building and facilities. The operation of the stadium is carried out by New Plymouth District Council (the Council) in accordance with a Management Agreement between the two parties.

Objectives

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

The Trust was formed to take over the former Rugby Park and redevelop it into a quality venue for the benefit of the wider Taranaki region. The provision of the stadium facilities contributes to the overall infrastructure of the region and provides economic stimulus from events held at the stadium, particularly sporting events that encourage safe and healthy living.

Vision

The vision for Yarrow Stadium is:

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

- A stadium for both major events and community events and the premier outdoor field for team sports codes.
- A stadium that is loved by sports fans and the local community.
- A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior hospitality and event facilities, efficient and effective management, accessibility, flexibility and innovation.

Governance

1

The Trust is managed by Trustees (2) who are appointed by Taranaki Regional Council in accordance with the Trust Deed.

Nature and Scope of Activities to Be Undertaken

Taranaki Regional Council, New Plymouth District Council and the Trust operate the Stadium in a partnership arrangement.

Taranaki Regional Council provides funding for the long-term maintenance and development of the Stadium.

New Plymouth District Council provides funding for the ongoing operation of the Stadium. The operation of the Stadium is undertaken by New Plymouth District Council, in accordance with a Management Agreement with the Trust.

Ratio of Shareholder's Funds to Total Assets

The ratio of equity to total assets is expected to be greater than 20%. The Trust's equity includes:

- Accumulated funds
- Asset revaluation reserves.

The Trust's assets include the Yarrow Stadium building, land, furniture and fittings.

Accounting Policies

The policies will be consistent with:

- The Financial Reporting Act 1993
- New Zealand Generally Accepted Accounting Practice (NZ GAAP)
- PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting Accrual (Public Sector)

The full accounting policies are attached as Appendix 1.

Performance Targets

The Trust's performance will be judged against the following measures:

- 1. The presence of a Management Agreement with New Plymouth District Council for the operation of the Stadium
- 2. The provision of funding for a programme of agreed maintenance and long-term development of the Stadium. The programme of maintenance and long-term development is to be agreed upon by Taranaki Regional Council and New Plymouth District Council. The current focus in on the delivery of the redevelopment project for the stadium.

Distribution Policy

2

As the Trust is a charitable trust, no distributions are planned.

Information to be Provided

The following information will be made available:

- A draft Statement of Intent (including budget financial information) prior to 1 March of each year.
- A Statement of Intent (including budget financial information) prior to the commencement of each financial year.
- A six monthly report on operations, including a comparison against the Statement of Intent, within two months after the six monthly reporting period.
- An annual report for the year, which will also be made available to the public within two months after the end of each financial year.

Procedures for Share Acquisitions

The Trust will not acquire or subscribe for any share issues.

Activities for which Compensation is Sought

Taranaki Regional Council will fund the Trust for the maintenance and long-term development of the Stadium and the operation of the Trust. There are currently no other activities for which compensation is sought from the Taranaki Regional Council.

There are currently no activities for which compensation is sought from the New Plymouth District Council. It is noted that under the current Management Agreement, the New Plymouth District Council is responsible for funding the operational costs of the Stadium.

Commercial Value of the Trust's Investment

The commercial value of the Trust's investment is estimated as equal to the Trust's equity. This is based on the following:

- The rationale that the Trust is a going concern;
- The assets are carried at their current net value, as determined by independent valuers on a three yearly revaluation cycle, the next occurring as at 30 June 2023.

This estimate will be re-assessed in the same manner on an annual basis. At 30 June 2023, the equity was recorded at \$31,198,597 (30 June 2022: \$20,924,464).

Other Matters

There are no other matters.

Document: 3248052

Appendix 1: Statement of Accounting Policies

Reporting entity

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

Rather than making a financial return, the primary objective of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with Taranaki Regional Council and New Plymouth District Council. The Trust has elected to apply PBE SFR-A (PS) Tier 3: Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

Basis of preparation

Measurement base

The financial statements have been prepared on a historical costs basis, modified by the revaluation of certain fixed assets.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars.

New and amended accounting standards adopted

There have been no new or amended accounting standards adopted for the year ended 30 June 2023.

Changes in accounting policies

There have been no changes in accounting policies for the year ended 30 June 2023.

Significant accounting policies

The following is a summary of the significant accounting policies, adopted by the Trust, in the preparation of these financial statements.

Goods and services tax

The Trust is registered for Goods and Services Tax (GST). The financial statements have been prepared exclusive of GST, with the exception of receivables and payables, which are stated inclusive of GST. The net amount of GST, recoverable from or payable to the Inland Revenue Department (IRD), is included as part of receivables or payables, in the statement of financial position. The net amount of GST, paid to or received from the IRD, is classified as an operating cash flow, in the statement of cash flows.

Revenue

Council grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Crown Infrastructure Stadium rebuild funding is recorded as revenue when received, as specified by Tier 3 PBE Accounting Standards.

Interest revenue is recorded as it is earned during the year.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks with original maturities of 3 months or less, and bank overdrafts. Bank overdrafts are shown within borrowings, as a current liability, in the statement of financial position.

Investments

Investments comprise investments in terms deposits with banks. Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

Debtors and other receivables

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Property, plant and equipment

Property, plant, and equipment is recorded at cost, less accumulated depreciation and impairment losses with the exception of land and buildings which is recorded at valuation. Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised. For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount. For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Work in progress is recorded at cost. Cost includes expenditure which is directly attributable to the acquisition of an asset. Capital work in progress is not depreciated.

Accounting for revaluations

5

The Trust elects to apply Tier 2 PBE IPSAS 17 Property, Plant and Equipment for the purposes of accounting for revaluations and have applied the disclosure concession applicable for Tier 2 entities.

When land and buildings is revalued, any accumulated depreciation, at the date of the revaluation, is eliminated against the gross carrying amount of the asset. Then, the net amount is restated, to reflect the revaluation.

If the carrying amount of an item of land and buildings increases, as the result of a revaluation, the increase shall be recognised in the asset revaluation reserve, within other comprehensive income. However, the increase shall be recognised in the surplus or deficit, to the extent that it reverses a revaluation decrease, of the same class of assets, previously recognised in the surplus or deficit.

If the carrying amount of an item of land and buildings decreases, as the result of a revaluation, the decrease shall be recognised in the surplus or deficit. However, the decrease shall be recognised in the asset revaluation reserve, within other comprehensive income, to the extent of any credit balance in the revaluation reserve, in relation to that asset class.

Revaluations of property, plant and equipment are accounted for on a class-of-asset basis. Only land and buildings are revalued and recorded at fair value, all other assets are recorded at cost.

In accordance with the Trust's Statement of Intent for the year to 30 June 2023, property is normally revalued on a three yearly cycle, however an additional revaluation has been undertaken as at 30 June 2023.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential, associated with the item, will flow to the Trust, and the cost of the item can be measured reliably. In most instances, an item of property, plant and equipment will be recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it will be recognised at fair value as at the acquisition date.

Disposals

Gains and losses on disposal are determined by comparing proceeds received, with the carrying amount of the asset. Gains and losses on disposal are included in the surplus or deficit. When revalued assets are sold, amounts included in the asset revaluation reserve, in relation to those assets, will be transferred to accumulated funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised if, and only if, it is probable that future economic benefits or service potential, associated with the item, will flow to the Trust, and the cost of the item can be measured reliably.

Impairment of property, plant and equipment

The carrying values of property, plant and equipment are reviewed annually for impairment, with reference to internal and external factors which may indicate the carrying value exceeds depreciated replacement cost. The Trust elects to apply Impairment of Revalued Assets including Amendments to PBE IPSASs 21 and 26 and have applied the disclosure concession applicable for Tier 2 entities for the purposes of the impairment recognised in note 6. Any significant impairment is recognised by writing the assets down to their depreciated replacement cost and charging the impairment to the relevant revaluation reserve or to the surplus or deficit, where there is no revaluation reserve. If an asset's carrying value exceeds its recoverable amount, the asset is impaired, and the carrying amount is written down to the recoverable amount. In relation to revalued assets, the impairment loss is recognised against the revaluation reserve, for that asset class. Where that results in a debit balance, in the revaluation reserve, the balance is recognised in the surplus or deficit. In relation to assets that are not revalued, the total impairment is recognised in the surplus or deficit.

Document: 3248052

Depreciation and amortisation expense

Depreciation is provided on a straight-line basis, at rates that will write-off the cost or valuation of assets, to their estimated residual values, over their useful lives. The rates of depreciation are as follows:

Buildings	1.25% to 6.67% per annum
Furniture, fittings and equipment	6.67% to 25.00% per annum
Office Equipment	15.00% to 30.00% per annum

The residual value and the useful life of an asset is reviewed, and adjusted if applicable, at the end of each financial year.

Creditors and other payables

Creditors and accrued expenses are measured at the amount owed.

Income tax

The Trust has been granted Charitable Status by the IRD and therefore, is exempt from income tax.

Loans

Loans are recorded at the amount borrowed from the lender and include any interest accrued at balance date that has not yet been paid. All borrowing costs are expensed in the period they occur.

Critical accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the actual results.

Estimates and assumptions are continually evaluated, and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the value of assets and liabilities, within the next financial year, are discussed below:

Land and building fair values:

Land and buildings are revalued every three years. The latest valuation was performed by TelferYoung (Taranaki) Limited. TelferYoung (Taranaki) Limited are a registered experienced valuer with extensive market knowledge in the types of land and buildings owned by the Taranaki Stadium Trust. Trust management has done an assessment of the 30 June 2023 valuation and is satisfied that this latest valuation is materially accurate.

Property, plant and equipment useful lives and residual values:

At each balance date, the Trust reviews the useful lives and residual values of its property, plant and equipment. To assess whether the useful lives and residual values are appropriate, the Trust considers a number of factors, such as, the physical condition of the asset, the expected period of use of the asset, and the expected disposal proceeds, from future sale of the asset.

An incorrect estimate of the useful life or residual value will impact on the depreciable amount of an asset and will therefore, impact depreciation expense in the statement of comprehensive income, and the carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this uncertainty through physical inspection of assets. The Trust has made an impairment assessment with regard to rebuild enhancements in the current financial year.

Going concern

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future. As at 30 June 2023, the Trust's current assets exceeded its current liabilities by \$652,959 (2021/2022: current liabilities exceeded current assets by \$53,742).

Taranaki Regional Council continues to provide a letter of support to ensure where required, the Trust will be able to pay its debts as they fall due. Taranaki Regional Council has secured the funding that is required to repair the assets and the stadium as outlined in the Taranaki Regional Council 2021/2031 Long Term Plan.

The Trust has considered the impact of COVID-19 in respect of its status as a going concern. COVID-19 delayed the implementation of the repair and refurbishment project, thus providing the opportunity for Taranaki Regional Council to apply for Government "shovel-ready" funding. This application was successful and funding of \$30m was approved (2021/2022: \$30m). The Trust was able to continue operating throughout the different pandemic alert levels and COVID-19 has resulted in no impact on liquidity and working capital. There has been no impact on access to capital. The repair and refurbishment project faces increased costs and supply delays resulting from the impacts of COVID-19 on building and construction materials. The Trust has taken the necessary steps to mitigate and minimise these impacts. The Trust is well positioned to maintain its financial position and to continue operating through this time of business uncertainty.

Document: 3248052

Tauākī Whakamaunga Atu | Statement of Intent 2025-2027



Council Collaboration Into Action





1. Kupu Takamua | Foreword

Regional Software Holdings Limited (RSHL) is pleased to present its 2025 Statement of Intent.

RSHL enables the regional sector councils and Te Uru Kahika to act collaboratively and deliver solutions that, in the normal course of events, would be unaffordable or unachievable. Further, it assists the sector to act and speak as one.

Over the last few years, RSHL has successfully grown the range of collaborative services that it provides together with the range of regional and unitary councils benefiting from those services. After several years of transformation, this Statement of Intent reflects a stable base of operations.

The transition to the new company structure is complete, the IRIS NextGen Programme is fully established, and Te Uru Kahika work programmes are embedded within RSHL.

Our primary focus for the next year is completing the design and build of IRIS NextGen and commencing the first implementations.

Alongside this focus is our commitment to supporting the delivery of the Te Uru Kahika work programmes. Te Uru Kahika aims to achieve:

- A sector that is better prepared to respond to future challenges.
- Better return on investment with a focus on quality outcomes and realisation of the sector value proposition.
- Increased credibility of the sector as a trusted deliverer with a unified and consistent sector profile.
- Improved staff attraction and retention.
- Consistent good business practice across the sector and within councils.

RSHL continues to work with Te Uru Kahika to ensure it is fit for purpose to meet these objectives.

We are excited about continuing to provide excellence in shared services to the regional sector. We welcome and look forward to receiving your feedback.

Nāku noa nā

Mike Nield Chairperson



2. Ngā Ihirangi | Table of Contents

1. Kupu Takamua Foreword	2
2. Ngā Ihirangi Table of Contents	3
3. Kupu Whakataki Introduction	4
4. Te Āhua me te Hōkaitanga o ngā Mahi ka Whakahaeretia Nat	
Undertaken	
IRIS	
IRIS Next Generation	
Environmental Monitoring and Reporting (EMAR)	
Te Uru Kahika Support Services	
5. Ngā Kaimahi Matua Key Personnel	10
6. Ngā Tūpono Āheinga hei Whanaketanga Possible Opportunit	es for Growth11
7. Te Huarahi Whāinga a te Poari ki te Mana Whakahaere Board	's Approach to Governance11
8. Ngā Poutohutohu Directors	
9. Ngā Ūnga Mahi me Ētahi Atu Ine Performance Targets and O	her Measures14
Theme: Programme Delivery	
Theme : Support Te Uru Kahika	
Theme : Operational Excellence	
10. Ngā Mōhiohio Kaiwhaipānga Shareholders Information	
11. Ngā Mahi e Rapua Nei Te Utu Paremata Activities for Which (Compensation Is Sought18
12. Ngā Tahua FY2025-27 FY25-27 Budgets	21
Consolidated Statement of Financial Performance	
Consolidated Statement of Financial Position as at 30 June 2025	23
Consolidated Statement of Cash Flows	24
IRIS Programme Activity - Statement of Financial Performance	25
IRIS NextGen Programme Activity - Statement of Financial Performan	ce
Sector Financial Management System Activity- Statement of Financia	Performance27
RSHL Overheads Activity - Statement of Financial Performance	
13. Ngā Kaupapahere Kaute Accounting Policies	29
Statement of Compliance	29
Reporting Entity	29
Public Benefit Entity Simple Format Reporting	29
Basis of Preparation of the Financial Statements	
Presentation Currency and Rounding	
Summary of Significant Accounting Policies	
14. Note For Information: Requirements for Statement of Intent	



3. Kupu Whakataki | Introduction

This Statement of Intent is a declaration of the activities and intentions of Regional Software Holdings Limited (RSHL). The statement outlines the Directors' accountabilities to the shareholders for corporate performance, as is intended by Schedule 8 of the Local Government Act 2002.

Subsidiaries

RSHL has no subsidiaries or joint ventures.

Vision

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

Principles¹

The Principles of the Company that should be considered when making any decisions relating to the Company are as follows:

- Work for the good of Te Uru Kahika.
- Act in accordance with the principles of Te Tiriti o Waitangi.
- Be transparent and accountable.
- Create value.
- Work smarter, not harder.
- Gain consistency.
- Reduce duplication.
- Be customer centric.
- Recognise and manage shareholder risk.
- Support our people.

Objectives

In addition to operating the Company with regard to the principles, the primary objectives of the Company are to:

- Ensure the local government sector is better prepared to respond to future challenges.
- Achieve a better return on investment with a focus on quality of outcome and realising the value proposition for the sector.
- Increase credibility of the sector as a trusted deliverer with a unified and consistent sector profile.
- Improve key staff attraction and retention.
- Achieve consistent good practise process across the sector and within councils.

The secondary objectives of RSHL are to:

- achieve the objectives of its Shareholders, both commercial and non-commercial as specified in this Statement of Intent.
- be a good employer.
- exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when able to do so.

Environmental and Sustainability Ethics

As part of the local government sector, we are fully cognisant of the realities of climate change. We are committed to reducing our environmental impact and promoting sustainability in all our operations. We will continue to look for ways to reduce our carbon footprint, conserve natural resources, and minimise our environmental impact.

¹ Principles are from section 2 of the RSHL constitution.



Environmental impacts and sustainability will be considered as a matter of course in the development of business cases. The environmental and sustainability impacts will be explicitly considered as part of the development of our strategy.

Values

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

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

4. Te Āhua me te Hōkaitanga o ngā Mahi ka Whakahaeretia | Nature and Scope of Activities to be Undertaken

RSHL provides a framework for collaboration across Te Uru Kahika. It supports the procurement or development of shared solutions in a manner that provides greater consistency. RSHL provides a more cost-effective alternative than individual councils can achieve on their own.

The company operates by facilitating collaborative initiatives between councils and through managed contractual arrangements.

RSHL activities are grouped as follows:

Activity	Description
IRIS	The IRIS Programme delivers the IRIS software platform to shareholder and customer councils. The IRIS software has been in use for 10 years and is currently in use at 7 councils.
	The 7 councils actively collaborate on the use of IRIS and the future development roadmap.
	The IRIS Programme is overseen by the IRIS Advisory Group. This group agrees the roadmap and sets the budgets for the programme.
	RSHL and the member councils will replace the IRIS software platform via IRIS NextGen within the next 4 years.
	The IRIS Programme is now in the sunset phase. Expenditure is kept to a minimum to allow councils and staff to focus on IRIS NextGen.
	<i>Performance</i> When assessing the performance of the IRIS Programme we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.
	We place an emphasis on value, predictability, and delivery.
	Performance against budget and delivery of releases are used to assess performance.



Activity	Description
IRIS Next Generation	Nine councils are working with RSHL and Datacom on the delivery of the IRIS NextGen Programme, under a formal partnership agreement.
	The IRIS NextGen Programme is led by the IRIS NextGen Steering Group. The Group is made up of senior managers from the councils, RSHL and Datacom.
	The goal of the IRIS NextGen Programme is to delivery game-changing productivity improvements to the regional sector through sector alignment around good practice process, supported by fit for purpose software.
	IRIS Next Generation (IRIS NextGen) will be a cloud-based Software as a Service solution (SaaS) based on the Datacom Datascape platform.
	IRIS NextGen will deliver a modern software platform to councils, including an online customer portal and a mobile field application. Along with the software solution, the programme will implement consistent "good practice" processes for the sector, IRIS NextGen will:
	 Make council staff work easier. Promote operational excellence and efficiency. Demonstrate collaboration at a sector level. Ensure the development of the technical solution is fit for purpose.
	Over the next two years the IRIS NextGen Programme will complete the build of the IRIS NextGen software solution and commence rollout to the councils, starting with implementation at the pilot council in 2025.
	Performance When assessing the performance of the IRIS NextGen Programme we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.
	We place an emphasis on predictability, delivery and consistency.
	Performance against budget, delivery against milestones, and customer feedback are used to assess performance.



Activity	Description		
Environmental Monitoring and	The objective of EMAR is to improve the collection, accessibility, and presentation of environmental data in New Zealand. The EMAR Programme has three projects.		
Reporting (EMAR)	 National Environmental Monitoring Standards (NEMS) – Aims to ensure consistency in the way environmental monitoring data is collected and handled throughout New Zealand. Environmental Data Management System (EDMS) – Aims to provide a single 		
	access point to environmental data from multiple sources in a consistent format.		
	 Land, Air Water Aotearoa (LAWA) – Shares data and information to tell the story of our environment. 		
	EMAR is an all-of-sector programme, and includes partner agencies from central government: MfE, StatsNZ and DOC (and others).		
	The EMAR programme is managed by RSHL and governed by the EMAR Steering Group. Each project has its own Steering Group who oversee operational activities.		
	The EMAR/LAWA Programme Manager is employed by RSHL. The LAWA project administration (financial and contractual) is managed by RSHL.		
	<i>Performance</i> When assessing the performance of the EMAR we consider whether RSHL has appropriately managed the programme. This includes budget, vendor management, product roadmap and communications with councils.		
	An emphasis is placed on predictability, delivery and consistency.		
	Performance against budget, delivery of releases, customer and user feedback are used to form an assessment.		



	Te Uru Kahika Is the collective name for the 16 Regional Councils and Unitary Authorities		
Te Uru Kahika	in New Zealand.		
Support	Through Te Uru Kahika, the regional sector:		
Services	Shares knowledge and resource	es between councils,	
	Coordinates input into national	direction setting,	
	Works together to more effectively implement central government policy and		
	respond to nationally significan	t events.	
	The Virtual Office of Te Uru Kahika is ma activity of cross-functional groups from a	de up of a small team who coordinate the different councils	
	activity of cross-functional groups from t		
		d accelerate Te Uru Kahika, including the Sector	
	Financial Management System.		
	The Virtual Office		
	The Virtual Office supports the activities	of Te Uru Kahika.	
	The Virtual Office is made up of several n	roles:	
	Te Uru Kahika – Executive I	Director	
	Executive Policy Adviser		
	Chief Science Advisor		
	Te Uru Kahika Administrato	or	
	Resource Management Ref	form Director.	
	• Kaimahi		
	Contract Communications	Advisor	
	All of these roles are employed or engaged by RSHL.		
	Sector Financial Management System (S		
	Te Uru Kahika organises its activities in t	o Work Programmes:	
	Te Uru Kahika Virtual Office	2	
	River Management		
	Bio Management		
	• Ngā Kairapu		
	Resource Management		
	Climate Change Working G	roup	
	Communications		
	EDMS		
	• INFDP		
	• EMAR		
	Science Programme		
	National BioControl Progra	mme	
	Under the SFMS, RSHL collects funding from councils for each of these programmes in a		
	coordinated way, contracts service prov	-	
	programmes, pays provider and reports on the use of the funding.		
	-	u Kahika are defined in a Memorandum of	
	Agreement.		
	When assessing RSHLs performance for a service. The performance measures are	this activity, the focus is different for each defined in the MoA.	
	These services are:		
	Financial/Operations Management	These are foundational services, the	
		focus is on compliance with policy, alignment with good practice.	



Activity	Description		
	Operation of shared services/solutions.	The focus is on achieving the intended outcome of the shared service, while effectively managing staff and finances.	
	Employment of Staff	The focus is on providing a working environment where staff are supported, motivated and safe.	
	Programme Management	The focus is on delivering high quality, skilled and trusted programme management, so that Te Uru Kahika maximises the benefits of investment into shared programmes.	
	Management Services (As requested)	The focus is on being an enabler and problem solver, allowing Te Uru Kahika to maintain momentum towards its goals.	



5. Ngā Kaimahi Matua | Key Personnel

Organisation	Chief Executive	Mark Donnelly
		mark.donnelly@rshl.co.nz
		027 66 44 674
	Business Support Specialist	Jane Fletcher
		jane.fletcher@rshl.co.nz
IRIS and IRIS	Programme Manager	Coralie Gibbison
NextGen		coralie.gibbison@rshl.co.nz
Programme	Product Manager	Tania Monk
		tania.monk@rshl.co.nz
Te Uru Kahika	Te Uru Kahika Executive	Liz Lambert
	Director	liz.lambert@teurukahika.govt.nz
	Executive Policy Advisor	Tom Bowen
		tom.bowen@teurukahika.govt.nz
	Chief Science Advisor	Chris Daughney
		chris.daughney@teurukahika.govt.nz
	Director-Climate Adaptation	AI Cross
		al.cross@teurukahika.govt.nz
EMAR/Lawa	Project Manager	Abi Loughnan
		abi.loughnan@teurukahia.govt.nz



6. Ngā Tūpono Āheinga hei Whanaketanga | Possible Opportunities for Growth

RSHL constantly seeks to increase the value delivered to Te Uru Kahika and councils.

New opportunities will be identified, and priorities set in the Business Plan. Other opportunities may arise and be investigated on a case-by-case basis. New activities will require explicit Board approval.

The potential market for RSHL to offer products and services is New Zealand Regional Councils and Unitary Authorities.

7. Te Huarahi Whāinga a te Poari ki te Mana Whakahaere | Board's Approach to Governance

Members of the RSHL Board of Directors are appointed by the shareholders according to the company constitution.

The board is made up of 6 non-independent and 2 independent directors. The non-independent directors are senior staff from shareholding councils.

Each year 2 Directors retire by rotation and the shareholders appoint replacements at the Annual General Meeting, which is to be held before 30 December each year.

The Board is the overall body responsible for all decision-making within the company. The Board is accountable to its shareholders for the financial and non-financial performance of the company.

Directors' behaviour is to comply with Institute of Directors' standards for Code of Conduct. The purpose of the code is to clarify how the Board of Directors shall define and deal with:

- The role and fundamental obligations of the Board,
- Independence and conflict of interest, including conflict with management,
- Board procedures, including the role of the Chairman and interaction with the Chief Executive,
- Reliance on information and independent advice,
- Confidentiality of company information,
- Board and Director performance review and development.

RSHL will conduct itself in accordance with its Constitution, its annual Statement of Intent agreed with shareholders, the provisions of the Local Government Act 2002 and the Companies Act 1993.



8. Ngā Poutohutohu | Directors

The following directors are in office on 1 July 2024

Director	Council
Asbjorn Aakjaer	Independent
Bruce Howse	Northland Regional Council
Janine Becker	Waikato Regional Council
Wilma Falconer	Southland Regional Council
Fiona McTavish	Bay of Plenty Regional Council
Bruce Robertson	Independent
Michael Nield	Taranaki Regional Council
Ged Shirley	Horizons Regional Council

Interest Register

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

Director	Organisation	Interest
Bruce Howse	Northland Regional Council	Group Manager, Corporate Services of RSHL
		Shareholding Council
Fiona McTavish	Bay of Plenty Regional Council	Chief Executive of RSHL Shareholding Council
	BOPLASS Limited	
	McTavish-Huriwai Investments	Director
	Limited	Director & Shareholder
	Quayside Holdings Limited	
	Quayside Securities Limited	Director
	Quayside Properties Limited	Director
		Director
Janine Becker	Waikato Regional Council	Director, Finance & Business Services of RSHL
		Shareholding Council
Mike Nield	Taranaki Regional Council	Director, Corporate Services of RSHL Shareholding
		Council
	Taranaki Stadium Trust	Trustee
Ged Shirley	Horizons Regional Council	General Manager, Regional Services & Information
		of RSHL Shareholding Council
Wilma Falconer	Environment Southland	Chief Executive of RSHL Shareholding Council
	Project Partners Limited	Director of Project Partners Limited (jointly owned
		company with husband)
Asbjorn Aakjaer	Negotiate Limited	Director & Shareholder
	Aakjaer Trustee Company	Director & Shareholder
	Ice Bear Holdings Limited	Director & Shareholder
	One Sheep at a Time Limited	Director & Shareholder
	EMD Advantage Limited (Infor)	EMDA Board Chair
	Waikato Regional Council (Infor	
	– Public Sector),	Providing implementation consulting services to the
		WRC Finance Team – Infor (solution
	KPMG	provider/implementation delivery partner).
	Deloitte, EY, KPMG, SAP,	Engagement post implementation support only.
	Oracle, Infor, Microsoft,	Active & long-term relationships with these
	Workday, Salesforce, Mulesoft,	organisations including tendering for new consulting
	Datacom	opportunities from time to time.



Director	Organisation	Interest
Bruce	RBRobertson Limited	Director and Shareholder (consulting and advisory
Robertson		services). Through this business have a range of local
		authority and central government clients providing
		generally one off support and services, although
		sometimes over an extended time period. Current
		engagements in the regional sector with Taranaki
		Regional Council.
	Local Authorities:	
	Christchurch City Council	Audit & Risk Committee Chair
	Hamilton City Council	Audit & Risk Committee Chair
	Thames-Coromandel District	Audit & Risk Committee Chair
	Council	
	Waipa District Council	Audit & Risk Committee Chair
	Taupo District Council	Audit & Risk Committee Chair
	Bay of Plenty Regional Council	Audit & Risk Committee Deputy Chair
	Gisborne District Council	Audit & Risk Committee Chair
	Napier City Council	Audit & Risk Committee Chair
	South Wairarapa District	Audit & Risk Committee Chair
	Council	
	Wellington City Council	Audit & Risk Committee Chair
	Central Otago District Council	Audit & Risk Committee Chair
	Timaru District Council	Audit & Risk Committee Chair
	Southland District Council	Audit & Risk Committee Chair
	Central Government:	
	Ministry of Primary Industries	Audit & Risk Committee Chair
	(MPI)	



9. Ngā Ūnga Mahi me Ētahi Atu Ine | Performance Targets and Other Measures

Performance targets by which success may be judged in relation to our objectives are:

Theme: Programme Delivery

Performance Statement: We will manage our programmes to a high standard.

Target	Timing
All projects and programmes will follow an appropriate approval pathway for their size, scope and complexity.	Self-assessment in June each year.
All programmes will have an effective governance structure appropriate to the size and complexity of the programme.	Self-assessment in June each year.
All programmes will have an effective planning process. Draft plans and budgets will be set before 1 March, final plans and budgets will be set by 30 June.	Self-assessment in June each year.
All programmes will meet agreed delivery targets set by the programme governance group each year. Annual performance surveys will be completed with participating councils.	Self-assessment in November each year.
Survey feedback will be considered and actioned where appropriate – including sharing feedback with the Board.	

Theme : Support Te Uru Kahika

Performance Statement: We will deliver high-quality services to Te Uru Kahika.

Target	Timing
We will review and agree performance targets with Te Uru Kahika annually as part of the planning and budgeting process.	Self-assessment in June each year.
We will meet or exceed agreed performance targets. Results will be agreed with Te Uru Kahika Executive Advisor and shared with RCEOs Group and Board.	Assessed at year-end.

NB – RSHL support for Te Uru Kahika is underpinned by a Memorandum of Agreement which outlines the services to be provided.

Theme : Operational Excellence

Performance Statement: We will set a high standard for the governance and management of the company.

Target	Timing
We will operate within approved budget, with any material variations approved by the board.	Assessed at year-end.
We will meet all statutory governance and reporting deadlines.	Assessed in July for the previous year.
The board will operate according to the Institute of Directors' Code of Practice.	Self-assessment to be completed in June for the previous financial year.



10. Ngā Mōhiohio Kaiwhaipānga | Shareholders Information

Shareholding

Regional Software Holdings Limited (RSHL) was formed on 17 October 2012. At the time of formation, the company issued 10,000 shares to its shareholders based on a previously agreed sizing formula. In 2022 as part of the restructure of the Company a new shareholders' agreement and constitution were adopted. The company:

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

In August 2023 Otago Regional Council completed the necessary process to become a shareholder and was issued a single Class A share.

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

The current shareholding of the Company is as follows.

Estimate of Commercial Value of The Shareholder's Investment

The Directors' estimate of the commercial value of the Shareholders' investment in RSHL and any subsidiary companies is equal to the Shareholders' equity in the Company. Reassessment of the value of this shareholding shall be undertaken on or about 30 June each year.

Distribution of Profits to Shareholders

RSHL does not have an objective to make a profit. It seeks to provide products and services at lower costs, and / or higher levels of service than councils can achieve on their own.

In order for RSHL to be subject to tax, generally it must meet the business test. Fundamental to this is a profit motive. Given the basis under which this CCO operates is to minimise the costs and generally operate on a cost recovery basis and that a pecuniary profit is not intended and highly unlikely, the lack of a profit motive is real.

As a CCO, RSHL is required to be subject to tax on its income. Under tax law, RSHL is considered to be a business which is carried on for the purpose of profit. However, RSHL operates on a cost recovery basis and seeks to minimise costs to customers. Because of this the company is unlikely to operate at a profit.



Information to Be Provided to the Shareholders

The company will deliver the following Statements to shareholders:

- Within two months of the end of the first half of the financial year the following unaudited statements: Statement of Financial Performance, Statement of Financial Position, Statement of Cashflows and Service Performance.
- Within three months of the end of the financial year the following audited² statements: Statement of Financial Performance, Statement of Financial Position, Statement of Cashflows, Service Performance plus a summary of how the company has fared against its objectives and prospects for the next financial year, and a report on the company's medium to long-term plans.
- The Directors shall approve by 1 March of each year a Draft Statement of Intent for the consideration of shareholders. The Directors must then consider any comments on the Draft Statement of Intent that are made by the shareholders and deliver the completed Statement of Intent to the shareholders by 30 June each year.
- Preparation of a draft Business Plan will begin each November, for the financial year that commences on the following June. This early preparation is to allow Councils the ability to include any changes in Annual Fees, or any other form of financial impact, in their budget processes. The Board are to approve the business plan by the end of June prior to the commencement of the new financial year.
- Any new developments which have not been covered in the statement of corporate intent for the year. Including, but not limited to, an update on any outcomes arising from any changes in shareholding, including the effect on individual Council's shareholdings and apportionment of costs.
- Details of possible scenarios that might be foreseen that could result in annual fees increasing above approved budgets.
- Any other information which would normally be available to a shareholder, thereby enabling the shareholder to assess the value of its investment in the company.

Reference documents

RSHL maintains all records in a Microsoft 365 environment.

The following key documents are the accountability of the RSHL Chief Executive:

- RSHL Statement of Intent
- Internal policies
- Steering Committee/Advisory Group Terms of Reference
- Minutes and documents from Steering Committee/Advisory Group meetings
- Contract documents.
- Documents relating to project work.
- Board agendas, minutes and supporting papers.

The following key documents are the accountability of the financial and secretarial services provider:

- Budgets
- Monthly and annual financial reports
- Financial records, invoices, payments, bank account information etc.

All RSHL documents will, on request, be available to all members of the RSHL Board and the Advisory Groups. Such documents will be provided to those members to help them in their roles with RSHL. They will be subject to commercial sensitivity and will not be available for general distribution without explicit written permission from one of the following: the Chair of the Board, the Chair of the Advisory Group or the Chief Executive.

² Delivery of audited statements is subject to availability of suitably qualified auditors from AuditNZ.



Procedures for Major Transactions and Other Acquisitions and Disposals

The Company will not enter into major transactions as defined in Section 129(2) of the Companies Act 1993 without the consent of the shareholders by special resolution.

Procedures for Issue of Shares

The RSHL shareholder agreement requires the approval 75% of the Directors of the company for "the issuing or acquisition of any Shares or any change to the rights attaching to any Shares".



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

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

Activity	Desc	ription					
Sector	Paym	ent of annual contribut	ions will be sought from	n all Te Uru Kahika councils	for the		
Financial	opera	operation of the programmes in the Sector Financial Management System.					
Management							
System.	For s	For some programmes, additional contributions may be sought from other local					
	gove	government organisations and government ministries.					
	Cont	ributions will be accord	ing to the agreed mode	ls. This activity includes:			
		• Te Uru Kah	ika Office				
		Sector Busi	ness Plan				
		Climate Ch	ange				
		River Mana	igers				
		• EMaR	-				
		Bio Manage	ers				
		Bio Control					
		Science Pro	ogramme				
	The f	unding contribution for	most of the SFMS prog	rammes is based on the siz	e of the		
	Coun	cil. The total amounts to	b be collected vary year	to year based on the work	C.		
	prog	rammes.					
					1		
		Tier 1 – 9.4% each	Tier 2 – 6.2% each	Tier 3 – 3.2% each			
		Auckland Council*	Horizons RC	Tasman DC			
		Environment	Otago RC	Nelson City Council			
		Canterbury					
		Greater Wellington	Hawke's Bay RC	Gisborne DC			
		RC Waikato RC	Northland RC	Marlborough DC			
		Bay of Plenty RC	Taranaki RC	Marlborough DC West Coast RC			
		Bay OF Fleffity KC	Southland RC	West Coast NC			
		Total 47%	Total 37%	Total 16%			
		10tdl 4770	10tdl 5770	10tdl 10%			
	*Auckland Council does not fund all sector programmes. In cases where they do not fund a programme, their contribution will be collected from the remaining councils according to the model above.						
		BioControl, Climate Change Resilience and the Science Programme have custom funding models based on the value of the programmes to the region.					
	Раре		•	are documented in the SFI iness Plan before the start	-		
	In FY	25 RSHL expects to colle	ect \$3.9M in funding fro	m councils in support of Te	e Uru Kahika.		



Activity	Description						
IRIS	Payment of an Annual Fee				ware fo		
	annual support and development fees, as set out in the License Agreement.						
	Proportion of Contributio Contributions for IRIS will			oportions			
	COntributions for IKIS will	De conecte	a in the following pro	oportions.			
	Shareholder		Percentage	1			
	Waikato Regional Counc	il	36.78%				
	Northland Regional Cour	ncil	13.55%				
	Horizons Regional Counc	cil	18.17%				
	Taranaki Regional Counc	il	13.55%				
	Southland Regional Cour	ncil	13.55%				
	West Coast Regional Cou	uncil	4.4%	_			
	Total		100%				
IRIS Next Generation	In FY25 RSHL expects to co The IRIS NextGen Partners participating council and t Councils share the program following contribution mo	ship agreer he activitie mme costs	nent sets out the fun es that the funds will	ding to be collected from be used for. The 9 Particip	oating		
	Large Councils		n Councils	Small Councils			
	Large Councils	weulun	l'eouriens	Sinai counciis			
	17.93% per council (Total 35.87%)	10.87% (Total 4	per council 3.48%)	4.35% per council (Total 4.35%)			
	Waikato Regional Council Bay of Plenty Regional Council	Otago R Northla Hawke's Council 8.15% p (Total 1 Taranak	s Regional Council egional Council nd Regional Council s Bay Regional er council 6.30%) i Regional Council ment Southland	Nelson City Council			
	total \$31.6M Programme costs are buc annually. Programme cost Datacom softwar Datacom prograr Datacom support Datacom council Datacom Good P RSHL programme	 Programme costs are budgeted and approved by the IRIS NextGen Steering Group annually. Programme costs include: Datacom software solution delivery Datacom programme management Datacom support and maintenance Datacom council implementation costs Datacom Good Practice Process Operating Model development RSHL programme management Travel and meeting expenses. 					
	addition, there will be a b	In FY25 RSHL expects to collect \$4.2M from participating councils for IRIS NextGen. In addition, there will be a budget provision to collect a contingency if required and approved by the IRIS NextGen Steering Group. The contingency provision for FY2025 is \$420K. No					



Activity	Description							
	contingency has bee process of preparing			view this provision	as part of the			
	In addition to the sh directly incur costs. not be shared accord	These costs are the	responsibility of ea	ch Participating Co				
RSHL Overhead	Overhead costs are costs that cannot be allocated to a specific work programme.							
Overnead			All work programmes will contribute to overhead costs of RSHL, with the contribution based on the programmes proportion of revenue in the financial year. In the 2025 Financial year the budgeted proportion of overheads to each programme is as follows:					
Costs	based on the progra	mmes proportion o	f revenue in the fin	ancial year.				
	based on the progra In the 2025 Financia	mmes proportion o	f revenue in the fin	ancial year.				
	based on the progra In the 2025 Financia	mmes proportion o I year the budgeted 2023/24	f revenue in the fin proportion of over	ancial year. heads to each prop	gramme is as			
	based on the progra In the 2025 Financia follows:	mmes proportion o I year the budgeted 2023/24 (SOI)	f revenue in the fin proportion of over 2024/25	hancial year. Theads to each prop 2025/26	gramme is as 2026/27			

It is noted that other products or services may be delivered by RSHL. Any such services will only be delivered after the Directors have considered each individual business case including the proposed budget and agreed that the proposed service meets the objectives of RSHL.

Any ongoing activities to identify, develop or procure additional products or services will be budgeted for in advance, subject to a business case. The subsequent recovery of costs will be agreed on a case-by-case basis.



12. Ngā Tahua FY2025-27 | FY25-27 Budgets.

The budgets provided in this Statement of Intent are based on the latest budget information from each activity.

Budgeting process.

Budgets are structured into three activities. Each of these activities receives funding from a different group of organisations, with different funding models and governance.

Activity	Governance	Contractual Basis	Funded by
IRIS NextGen	IRIS NextGen Steering Group.	IRIS NextGen	9 Participant councils.
		Partnership Agreement.	
IRIS	IRIS Advisory Group	IRIS Advisory Group	7 Participating Councils.
		Terms of Reference.	
SFMS	Te Uru Kahika RCEOs Group.	ReCoCo MOU.	16 participating councils,
			and government entities.

- The IRIS NextGen Partnership agreement stipulates that they will prepare a draft budget in February and final budget in June. This aligns with the SOI Process.
- For IRIS, common practice is to prepare a budget when the SOI budget is developed which is then ratified with participating councils.
- Budget setting for the SFMS is driven from the Te Uru Kahika Business Plan. Planning is coordinated by the Te Uru Kahika Executive Director.



Consolidated Statement of Financial Performance

For the 12 Months to 30 June 2025

2023/24	No	otes	2024/25	2025/26	2026/27
Budget	Income		SOI	Indicative	Indicative
937,305	IRIS Programme		438,639	696,266	519,759
5,406,561	IRIS NextGen Programme		4,626,011	4,255,015	4,830,843
5,576,963	Sector Work Programmes		3,926,204	5,120,425	5,267,732
138,820	Central Government Funding		1,193,820	138,820	138,820
12,059,649			10,184,674	10,210,525	10,757,154
	Other Income			-	-
25,000	Interest Received		25,000	25,000	25,000
128,173	Council Specific Software Funding		68,363	70,414	72,526
153,173			93,363	95,414	97,526
12,212,822	Total Income		10,278,037	10,305,939	10,854,681
	Expenditure				
35,700	Administration costs		8,900	9,047	11,486
39,100	Accounting & Technical Support		79,640	82,029	85,577
105,000	Audit & Legal fees		102,030	105,091	108,949
247,000	Datacom Support Services (IRIS)		250,500	300,000	330,000
5,605,699	Technology Services		4,558,780	3,890,286	4,231,870
154,000	IT Hosting Charges		85,650	88,350	90,100
-	Finance Costs		-	-	-
-	Training		7,500	7,725	7,957
1,745,000	Personnel Costs		1,834,450	1,889,484	1,946,168
91,000	Promotional Costs		83,250	85,568	84,955
72,000	Independent Director's Fees		78,400	80,752	83,175
184,000	Travel & Meeting Costs		184,990	182,210	184,484
128,173	Council Specific Software Purchases		68,363	70,414	72,526
12,000	Other Direct Software		12,500	12,809	13,193
4,080,250	Consultants		3,403,084	3,502,177	3,604,242
12,498,922			10,758,037	10,305,939	10,854,681
	Other Expenditure				
468,705	Amortization		400,429	400,429	354,460
12,967,627	Total Expenditure		11,158,466	10,706,368	11,209,141
(754,805)	Surplus/ (Deficit) before tax		(880,429)	(400,429)	(354,460
	Income Tax Expense				
(754,805)	Surplus/(Deficit) after Tax		(880,429)	(400,429)	(354,460



Consolidated Statement of Financial Position as at 30 June 2025

2023/24 Budget	ASSETS	Notes	2024/25 SOI	2025/26 Indicative	2026/27 Indicative
	Current assets				
899,799	Funds - IRIS Programme		419,799	419,799	419,799
(286,100)	Funds - IRIS NextGen Programme		(286,100)	(286,100)	(286,100)
	Funds - Sector Work Programmes		·		
613,699	Total Bank Accounts and Cash		133,699	133,699	133,699
	Debtors and Prepayments				
-	Accrued Revenues		-		
-	GST receivable		-	-	-
-	Tax receivable (payable)		-	-	-
	Non Current Assets				
1,642,725	Property, Plant & Equipment - IRIS Only		1,242,296	841,867	487,407
2,256,424	Total Assets		1,375,995	975,566	621,106
	LIABILITIES				
	Current liabilities				
-	Creditors and Accrued Expenses		-	-	-
-	Income Received in Advance		-	-	-
	GST payable				
	Non Current Liabilites				
	Borrowings		-	-	-
-	Total Liabilities	_	-	-	-
2,256,424	NET ASSETS	_	1,375,995	975,566	621,106
	REPRESENTED BY:				
2023/24			2024/25	2025/26	2026/27
Budget			2024/23 SOI	Indicative	Indicative
buuget	Equity		301	indicative	indicative
5,149,150	Equity		5,149,150	5,149,150	5,149,150
(754,805)	Current Year Earnings		(880,429)	(400,429)	(354,460)
(2,137,922)	Retained Earnings		(2,892,727)	(3,773,156)	(4,173,585)
2,256,424	Total Equity		1,375,995	975,566	<u>(4,173,383)</u> 621,106
2,230,424			1,373,595	975,500	021,100
	Statement of Movement in Equity				
3,011,228	Opening Equity		2,256,423	1,375,995	975,566
(754,805)	Comprehensive income for the year		(880,429)	(400,429)	(354,460)
		_			
2,256,424	Total Equity	_	1,375,995	975,566	621,106
102%	equity to assets (>60%)		100%	100%	100%



Consolidated Statement of Cash Flows

For the 1	2 Months to	30 June 2025
-----------	-------------	--------------

2023/24 Budget	N	lotes	2024/25 SOI	2025/26 Indicative	2026/27 Indicative
Budget	Cashflows from Operating Activities		301	indicative	indicative
	Cash received from:				
12,187,822	Receipts from customers		10,253,037	10,280,939	10,829,68
12,107,022	Shareholder contributions		10,235,057	10,200,555	10,020,00
25,000	Interest		25,000	25,000	25,00
-	Income Tax Paid (refunded)		-	-	23,00
12,212,822	Total Operating Receipts		10,278,037	10,305,939	10,854,68
,,	Cash applied to:				
12,498,922	Payments to suppliers		10,758,037	10,305,939	10,854,68
	Net GST movement				
-	Income Tax Paid (refunded)		-	-	
-	Interest W/holding tax paid		-	-	
12,498,922	Total Operating Payments		10,758,037	10,305,939	10,854,68
(286,100)	Net cash from operating		(480,000)	-	
	Cashflow from Investing Activities				
	Cash received from:				
-	Sale of Fixed Assets		-	-	
-	Investment Maturities				
-	Total Investment Receipts				
	Cash applied to:				
-	Purchase of Fixed/Intangible assets		-	-	
-	Investment deposits		-	-	
-	Total Investment Payments		<u> </u>		
-	Net cash from investing		<u> </u>	<u> </u>	
	Cashflow from Financing Activities				
	Cash received from:				
-	Capital contributions		-	-	
	Proceeds from Loan Borrowings				
-	Total Financing Receipts				
	Cash applied to:				
	Capital repaid				
-	Loan interest paid		-	-	
	Loan repayment of debt				
-	Total Financing Payments				
-	Net cash from financing				
(286,100)	Net increase (decrease) in cash-flow for the yea	ır	(480,000)		
899,799	Opening cash balance		613,699	133,699	133,69
613,699	Closing cash balance		133,699	133,699	133,69
	Made up of:				
25,000	Current account		25,000	25,000	25,00
588,699	Auto-call account		108,699	108,699	108,69
613,699			133,699	133,699	133,69
	Funds by Activity:				
899,799	IRIS Programme		419,799	419,799	419,79
(286,100)	IRIS NextGen Programme		(286,100)	(286,100)	(286,10
-	Sector Work Programmes		122 600		122.00
613,699			133,699	133,699	133,69



IRIS Programme Activity - Statement of Financial Performance

For the 12 Months to 30 June 2025

2023/24 Budget	Income	Notes	2024/25 SOI	2025/26 Indicative	2026/27 Indicative
937,305	IRIS Programme		438,639	696,266	519,759
937,305			438,639	696,266	519,759
507,000			100,000	000)200	010)/00
	Other Income				
-	Interest Received		-	-	-
128,173	Council Specific Software Funding		68,363	70,414	72,526
128,173		_	68,363	70,414	72,526
1,065,478	Total Income		507,002	766,680	592,286
	Expenditure				
-	Administration costs		-	-	-
-	Accounting & Technical Support		-	-	-
-	Audit & Legal fees		-	-	-
247,000	Datacom Support Services (IRIS)		250,500	300,000	330,000
578,160	Technology Services		585,168	300,000	100,000
27,000	IT Hosting Charges		29,000	30,000	30,000
-	Finance Costs		-	-	-
-	Training		-	-	-
55,000	Personnel Costs		33,490	34,495	35,530
-	Promotional Costs		-	-	-
-	Independent Director's Fees		-	-	-
1,000	Travel & Meeting Costs		-	1,000	1,000
128,173	Council Specific Software Purchases		68,363	70,414	72,526
2,000	Other Direct Software		2,200	2,200	2,266
-	Consultants		-	-	-
27,145	Overhead Recovery - Expense		18,281	28,571	20,964
1,065,478			987,002	766,680	592,286
	Other Expenditure				
468,705	Amortization	_	400,429	400,429	354,460
1,534,183	Total Expenditure		1,387,431	1,167,109	946,746
(468,705)	Surplus/ (Deficit) before tax	_	(880,429)	(400,429)	(354,460)
	Income Tax Expense				
(468,705)	Surplus/(Deficit) after Tax	_	(880,429)	(400,429)	(354,460)



IRIS NextGen Programme Activity - Statement of Financial Performance

2023/24		Notes	2024/25	2025/26	2026/27
Budget	Income		SOI	Indicative	Indicative
-	IRIS Programme		-	-	-
5,000,000	IRIS NextGen Programme		4,196,011	4,255,015	4,830,843
406,561	IRIS NextGen Contingency		430,000		
-	Sector Work Programmes		-	-	-
-	Central Government Funding		-		
5,406,561			4,626,011	4,255,015	4,830,843
	Other Income				
-	Interest Received		-	-	-
-	Council Specific Software Funding		-		-
			-	-	-
5,406,561	Total Income		4,626,011	4,255,015	4,830,843
	Expenditure				
-	Administration costs		-	-	-
-	Accounting & Technical Support		-	-	-
20,000	Audit & Legal fees		-	-	-
-	Datacom Support Services (IRIS)		-	-	-
4,996,539	Technology Services		3,528,162	3,574,372	4,115,479
72,000	IT Hosting Charges		-	-	-
-	Finance Costs Training		-	-	-
- 385,000	Personnel Costs		- 426,910	- 439,717	- 452,909
-	Promotional Costs				
-	Independent Director's Fees		-	-	-
68,000	Travel & Meeting Costs		64,000	64,200	65,424
-	Council Specific Software Purchases		-	-	-
2,000	Other Direct Software		2,060	2,122	2,185
-	Consultants		-	-	-
-	IRIS NextGen Contingency		430,000	-	-
149,122	Overhead Recovery - Expense	_	174,879	174,604	194,846
5,692,661			4,626,011	4,255,015	4,830,843
	Other Expenditure				
-	Depreciation	_			
5,692,661	Total Expenditure		4,626,011	4,255,015	4,830,843
(286,100)	Surplus/ (Deficit) before tax	_	-	-	-
	Income Tax Expense				
	Surplus/(Deficit) after Tax				



Sector Financial Management System Activity- Statement of Financial Performance

2023/24		Notes	2024/25	2025/26	2026/27
Budget	Income		SOI	Indicative	Indicative
5,576,963	Sector Work Programmes		3,926,204	5,120,425	5,267,73
138,820	Central Government Funding		1,193,820	138,820	138,820
5,715,783		-	5,120,024	5,259,245	5,406,55.
	Other Income				
-	Interest Received		-	-	
-	Council Specific Software Funding	-			
5,715,783	Total Income		5,120,024	5,259,245	5,406,552
5,715,765			5,120,024	3,233,243	5,400,557
	Expenditure				
25,000	Administration costs		-	-	
-	Accounting & Technical Support		-	-	
15,000	Audit & Legal fees		-	-	
-	Datacom Support Services (IRIS)		-	-	
15,000	Technology Services		15,450	15,914	16,39
55,000	IT Hosting Charges		56,650	58,350	60,10
-	Finance Costs		-	-	
-	Training		-	-	
1,180,000	Personnel Costs		1,243,300	1,280,599	1,319,01
75,000	Promotional Costs		77,250	79,568	81,95
-	Independent Director's Fees		-	-	
98,000	Travel & Meeting Costs		103,690	99,401	99,13
-	Council Specific Software Purchases		-	-	, -
7,000	Other Direct Software		7,210	7,426	7,64
4,080,250	Consultants		3,403,084	3,502,177	3,604,24
165,533	Overhead Recovery - Expense		213,390	215,812	218,06
5,715,783		-	5,120,024	5,259,245	5,406,55
	Other Expenditure				
	Depreciation	-			
5,715,783	Total Expenditure		5,120,024	5,259,245	5,406,55
-	Surplus/ (Deficit) before tax	-	-		
	Income Tax Expense				
-	Surplus/(Deficit) after Tax	-			
		-			



RSHL Overheads Activity - Statement of Financial Performance

For the 12 Months to 30 June 2025

2023/24 Budget	Income	Notes	2024/25 SOI	2025/26 Indicative	2026/27 Indicative
25.000	Other Income		25.000	35,000	25.000
25,000	Interest Received Council Specific Software Funding		25,000	25,000	25,000
-	Overhead Recovery - Income		-	-	-
-		-	25,000	25,000	25,000
-	Total Income		25,000	25,000	25,000
	Expenditure				
10,700	Administration costs		8,900	9,047	11,486
39,100	Accounting & Technical Support		79,640	82,029	85,577
70,000	Audit & Legal fees		102,030	105,091	108,949
-	Datacom Support Services (IRIS)		-	-	-
16,000	Technology Services		-	-	-
-	IT Hosting Charges		-	-	-
-	Finance Costs		-	-	-
-	Training		7,500	7,725	7,957
125,000	Personnel Costs		130,750	134,673	138,713
16,000	Promotional Costs		6,000	6,000	3,000
72,000	Independent Director's Fees		78,400	80,752	83,175
17,000	Travel & Meeting Costs		17,300	17,609	18,927
-	Council Specific Software Purchases		-	-	-
1,000	Other Direct Software		1,030	1,061	1,093
-	Consultants	-	-	- 443,987	- 458,875
366,800			431,550	443,987	458,875
	Other Expenditure				
	Depreciation	-	-		
366,800	Total Expenditure		431,550	443,987	458,875
(341,800)	Surplus/ (Deficit) before tax	-	(406,550)	(418,987)	(433,875)
	Income Tax Expense				
(341,800)	Surplus/(Deficit) after Tax	-	(406,550)	(418,987)	(433,875)



13. Ngā Kaupapahere Kaute | Accounting Policies

Statement of Compliance

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

The financial statements have been prepared to comply with Tier 2 Public Benefit Entity (PBE) Standards. RSHL is not publicly accountable, and expenditure is not higher than \$30 million.

These financial statements comply with PBE Standards.

Reporting Entity

Regional Software Holdings Limited (RSHL) is a Council Controlled Organisation (CCO) owned as follows:

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

RSHL was incorporated on 17 October 2012.

RSHL was originally incorporated for the purposes of managing the investment and development of IRIS Software. RSHL now exists for the purpose of supporting collaborative and shared services projects for Te Uru Kahika. RSHL has designated itself a Public Benefit Entity (PBE), in keeping with the designation of the shareholders.

Public Benefit Entity Simple Format Reporting

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

The financial statements have been prepared to comply with Public Benefit Entity Standards (PBE Standards) for a Tier 2 entity. RSHL is not publicly accountable, and expenditure is not higher than \$30 million. These financial statements comply with PBE standard.

Basis of Preparation of the Financial Statements

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

Presentation Currency and Rounding

The prospective financial statements have been prepared in New Zealand dollars and there will be rounding in the numbers in the financial statements, as the financial model used calculates to the cent but the annual report is rounded to the nearest dollar.



The functional currency of RSHL is New Zealand dollars.

The reporting period for these prospective financial statements is the year ending 30 June.

Summary of Significant Accounting Policies

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Members Contributions and Other forms of Revenue (excluding investment revenue), including fees, charges, and other revenues are recognised on an accrual basis.

Interest revenue is recorded as it is earned.

Expenditure

Expenditure is recognised on an accrual basis when the service was provided, or the goods received.

Costs associated with maintaining the IRIS software suite are recognised as an expense when incurred.

Bank Accounts and Cash

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

Bank overdrafts are presented as a current liability in the Statement of Financial Position.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Inventories

Inventory is initially recorded at cost. Goods held for sale are subsequently measured at the lower of cost and their selling process. Goods for use or distribution are subsequently measured at cost and written down if they become obsolete.

Goods and Services Tax (GST)

RSHL is registered for GST; these financial statements are presented net of GST, except for receivables and payables which are inclusive of GST. Where GST paid is not recoverable, due to it relating to exempt items, the GST inclusive amount is recognised as part of the related asset or expense including the GST relating to investing and financing activities.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or recovered from, the Inland Revenue Department is recognised as an item in operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

Income tax expenses calculated using the taxes payable method. As a result, no allowance is made for deferred tax. Tax expense includes the current tax liability and adjustments to prior year tax liabilities.

Creditors and Accrued Expenses

Creditors and accrued expenses are measured at the amount owed.

Property, Plant and Equipment

Software acquisition and development

Costs that are directly associated with the development of software owned by RSHL or its subsidiaries are recognised as property, plant and equipment.



Depreciation

Depreciation begins when the asset is available for use and ceases at the date that the asset is derecognised. The depreciation charge for each period is recognised through the Statement of Financial Performance.

The carrying value is depreciated on a straight-line basis over its useful life. The default useful life and associated depreciation rate for the developed software is 10 years and 10%. If an alternative rate is used this will be noted in the financial statements.

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

Critical Accounting Estimates and Assumptions

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

Additional Disclosure

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



14. Note For Information: Requirements for Statement of Intent

Source: Office of the Auditor General

http://www.oag.govt.nz/2007/corporate-intent/appendix2.htm

Item	Section
Statement of intent	This
	document
Coverage over three financial years and updated annually	3,9,11,12
Objectives of the group	3
A statement of the board's approach to governance	7
Nature and scope of the activities to be undertaken	4
Accounting policies	13
Performance targets and other measures by which the performance of the group may be	9
judged in relation to its objectives	
An estimate of the amount or proportion of accumulated profits and capital reserves that is	10
intended to be distributed to the shareholders	
The kind of information to be provided to the shareholders/ shareholding Ministers by the	10
organisation during the course of the next three financial years	
Procedures to be followed before any member or the group subscribes for, purchases, or	10
otherwise acquires shares in any company or other organisation	
Any activities for which the board seeks compensation from any local authority, Harbour	11
Board, or the Crown (whether or not the relevant entity has agreed to provide the	
compensation)	
The board's estimate of the commercial value of the Crown/shareholders' investment in the	10
group and the manner in which, and the times at which, that value is to be reassessed	
Other matters that are agreed by the shareholders/ shareholding Ministers and the board	N/A
Annual report should contain information that is necessary to enable an informed assessment	10
of the operations of the parent entity and its subsidiaries, including a comparison of	
performance with the relevant statement of intent or statement of corporate intent	



Council Collaboration Into Action



Council Collaboration Into Action

30 June 2024

Tēnā koutou,

RE: RSHL 2025-27 Statement of Intent

The Board of Regional Software Holdings Limited (RSHL) is pleased to present its 2025-27 Statement of Intent.

RSHL is the regional sector's shared services entity. It enables the regional sector councils and Te Uru Kahika to act collaboratively and deliver solutions that, in the normal course of events, would be unaffordable or unachievable. Further, it assists the sector to act and speak as one.

Over the last few years, RSHL has successfully grown the range of collaborative services that it provides together with the range of regional and unitary councils benefiting from those services. After several years of transformation, this Statement of Intent reflects a stable base of operations as we move forward.

The transition to the new company structure is complete, the IRIS NextGen Programme is fully established, and Te Uru Kahika work programmes are embedded within RSHL.

Our primary focus for the next year is completing the design and build of IRIS NextGen and commencing the first implementations.



Alongside this focus is our commitment to supporting the delivery of the Te Uru Kahika work programmes. Te Uru Kahika aims to achieve:

- A sector that is better prepared to respond to future challenges.
- Better return on investment with a focus on quality outcomes and realisation of the sector value proposition.
- Increased credibility of the sector as a trusted deliverer with a unified and consistent sector profile.
- Improved staff attraction and retention.
- Consistent good business practice across the sector and within councils.

RSHL continues to work with Te Uru Kahika to enable it to deliver upon these objectives.

The budget contained in the Statement of Intent is separated into four activities.

Activity	Description
IRIS Next	The IRIS NextGeneration Programme is underpinned by the
Generation	IRIS NextGen Partnership Agreement and funded by the nine
	participating Councils. The draft programme budget was
	approved by the IRIS NextGen Programme Steering Group.
	Non-participating councils make no contribution to this
	programme and bear no delivery or residual risk in the project.
IRIS Classic	IRIS Classic is our longest running programme, underpinned by
	the IRIS Advisory Group Terms of Reference. The programme is
	funded by the seven councils that use IRIS. The draft budget
	was approved by the IRIS Advisory Group. Non participating
	councils make no contribution to this programme and bear no
	delivery or residual risk in the project.
Sector	The Sector Financial Management System is the arrangement
Financial	under which RSHL supports the delivery of Te Uru Kahika work
Management	programmes. The activity is underpinned by a Memorandum of
System	Understanding between RSHL and the Regional Chief Executive
	Officers (RCEOs) Group. The work programmes are funded by
	the sixteen participating councils, as well as government entities.
	The draft budget reflected in the Statement of Intent was
	developed by the Te Uru Kahika Virtual Office and endorsed by
	the RCEOs Group.

Activity	Description
Company	Costs and income that cannot be directly attributed to a work
operating	programme are represented in the overheads activity. Costs in
costs	this activity are those generally associated with the governance,
(overheads)	management, and operation of the company. A share of
	overhead costs is allocated to each of the other activities based
	on proportion of revenue.

Financially, we remain in a sound position. All programmes operate on a costrecovery basis with small annual surplus or deficit.

The IRIS Programme shows a book loss of \$880,000. This is driven by depreciation of \$400,000 and use of \$480,000 of carry over funds from the 2023/2024 financial year. The budgeted 2023/2024 surplus is a result of tight control of the IRIS Programme costs. IRIS Programme costs are steadily reducing each year.

Feedback on the 2024-26 Statement of Intent noted the performance targets and measures were broad and not clearly linked to the achievement of the scope of activities to be undertaken. In this Statement of Intent we have endeavoured to better align our performance measures with our strategic priorities.

In this period of uncertainty, while the local government sector navigates a change in direction from central government, RSHL stands ready to assist councils respond coherently and cohesively.

Thank you for your continued support of RSHL and our work.

Nāku noa nā

Mike Nield Chairperson

Document ID:RSHL-1877002180-7329



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Port Taranaki Statement of Corporate Intent 1 July 2024 to 30 June 2027
Author:	L Davidson, Executive Assistant
Approved by:	M J Nield, Director - Corporate Services
Document:	3291243

Purpose

1. The purpose of this memorandum is to receive and comment on Port Taranaki Ltd's draft Statement of Corporate Intent for the period 1 July 2023 to 30 June 2026.

Executive summary

2. Port Taranaki Ltd's draft Statement of Corporate Intent is presented for consideration. The document has been updated from last year. This is the opportunity to provide feedback to the Board of Port Taranaki Ltd.

Recommendations

That Taranaki Regional Council:

- a) <u>receives</u> Port Taranaki Ltd's draft Statement of Corporate Intent for the period 1 July 2024 to 30 June 2027
- b) <u>provides</u> any feedback to the Chief Executive on the content of the draft Statement of Corporate Intent.

Background

- Section 8 of the Port Companies Act 1998 (the Act) requires Port Taranaki Ltd's Directorate to deliver, to the shareholder, a draft Statement of Corporate Intent. The content of the draft Statement of Corporate Intent is specified under section 9 of the Act.
- 4. Section 10 of the Act requires the Directorate to consider any comments from the shareholder on the draft Statement of Corporate Intent and then to deliver a completed Statement of Corporate Intent. It should be noted that port companies that are listed on the stock exchange or are less than 50% owned by local authorities are not required to produce a Statement of Corporate Intent.

Discussion

5. The Directorate of Port Taranaki Ltd has delivered the attached draft Statement of Corporate Intent pursuant to section 8 of the Act. The content complies with the requirements of section 9 of the Act.

- 6. This year's draft Statement of Corporate Intent (SCI) follows the same format adopted last year. In most areas, the content is the same or similar to previous years.
- 7. Port Taranaki Limited's draft Statement of Corporate Intent outlines the company's objectives, activities, and targets for the period from 1 July 2024 to 30 June 2027. The company's principal objective is to operate as a successful business and create long-term value for its shareholder. To achieve this, Port Taranaki aims to deliver on performance targets, provide a fair dividend flow, pursue sustainable business opportunities, ensure safe and effective utilization of assets, provide customers with a safe and efficient port operation, focus on the health and safety of its people, adopt a sustainable approach, be a fair employer, and manage financial assets prudently.
- 8. The nature and scope of Port Taranaki's activities include providing marine and cargo services, logistics services, and property and storage services. The company's strategy focuses on five key areas: people, customers, efficiency, assets, and community. The enablers of the strategy are people, connectivity, and a flexible land footprint.
- 9. Port Taranaki's mission is to be an important economic and supply chain asset for Taranaki and beyond, and its vision is to be "The Pride of Taranaki." The company aims to enable competitive trade, grow revenue and return on assets, leverage strengths to grow hinterland trade, develop new capabilities beyond oil and gas, and increase shareholder value.
- 10. Sustainability is a key component of Port Taranaki's vision, and the company has identified material topics through a comprehensive stakeholder engagement process. The highest-ranked material topics include health, safety, and well-being; culture and values; regional relevance and importance; communication and relationship management; and internal communications. The company's sustainability strategy focuses on these material areas to create long-term value for stakeholders.
- 11. Performance targets include trade volumes, financial performance, supporting people and the community, environmental enhancement, enduring relationships, and resilience. The company aims to achieve a trade volume of three million freight tonnes, with one million freight tonnes being non-bulk liquids trade. Financial targets include EBITDA on average total assets greater than 9.5%, return on assets and capital employed greater than 3.9%, return on shareholder's funds greater than 5.3%, shareholder equity ratio greater than 65%, and interest coverage ratio greater than 5x.
- 12. Port Taranaki's governance objectives focus on laying solid foundations for management and oversight, promoting ethical and responsible decision-making, safeguarding the integrity of corporate reporting, respecting the rights of the shareholder, managing risk, remunerating fairly and responsibly, acting as a good corporate citizen, and promoting diversity and inclusion.
- 13. The company's capital management policy aims to maintain a stable and strong capital base and considers factors such as earnings, cashflow, working capital requirements, and market conditions when determining dividend payments. The company forecasts an average annual dividend of greater than or equal to \$8.00 million for each of the next three financial years.
- 14. In summary, Port Taranaki's draft Statement of Corporate Intent outlines its objectives, activities, and targets for the next three years. The company aims to operate as a successful business, create long-term value, pursue sustainable opportunities, ensure safety and efficiency, support its people and community, enhance the environment, build enduring relationships, and maintain resilience. The company will provide regular reports and information to the shareholder and follow governance objectives to promote ethical and responsible decision-making.
- 15. The draft Statement of Corporate Intent has been reviewed and there are no further comments or suggestions other than those previously noted to the Board of Port Taranaki Ltd. The Statement of Intent reflects the challenges faced by the Board as the Company addresses its strategic directions.
- 16. Now is the opportunity to provide feedback to Port Taranaki Ltd on the draft Statement of Corporate Intent.

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.

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. Similarly, iwi involvement in adopted work programmes has been recognised in the preparation of this memorandum.

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 3291252: Draft Statement of Corporate Intent Port Taranaki Limited July 2024 to June 2027



PORT TARANAKI LIMITED

DRAFT STATEMENT OF CORPORATE INTENT

For the period from 1 July 2024 to 30 June 2027

Introduction

This statement is submitted by the Directors of Port Taranaki Limited ("**Port Taranaki**", "**Company**" or "**Port**") in accordance with the requirements of Section 9 of the Port Companies Act 1988. It sets out the Board's intentions, objectives and expectations of the Company for the period 1 July 2024 to 30 June 2027.

The purpose of this Statement of Corporate Intent is to:

- State publicly the activities and intentions of Port Taranaki and the objectives to which those activities will contribute; and
- Provide a basis for the accountability of Port Taranaki's Board of Directors to the Shareholder for the performance of the Company.

Port Taranaki's achievements against the objectives in this SCI will be reported in the Company's Annual Report for the year ending 30 June 2025.

Objectives

The Company's principal objective is to operate as a successful business. Port Taranaki therefore seeks to create long-term value for its Shareholder and ensure that the Company is seen as a responsible corporate citizen that is successful and sustainable and one that the region and community are proud of. The Company will:

- Deliver on the performance targets and measures set out in this SCI.
- Provide its Shareholder with a fair dividend flow, determined giving consideration to the Company's capital requirements, operating performance and financial position.
- Pursue sustainable business opportunities that seek to diversify revenue and are based upon our capabilities and expertise.
- Undertake activities designed to ensure the safe and effective utilisation of its assets, its people, contractors and other service providers.
- Provide customers with a safe, effective, efficient and competitive port operation.
- Focus on the health, safety, and wellbeing of its people by a culture of safety leadership that seeks to reduce risk and continuously improve safety in the work environment.
- Adopt a sustainable approach to the operation of all its activities and pursue a commitment to protecting the environment.
- Be a fair employer and provide a workplace that values people, supports the development of its people and builds teamwork, diversity and inclusion.
- Have regard to the issues that its stakeholders consider material.
- Manage its financial assets and liabilities prudently and in a manner which will provide an appropriate return on the Shareholder's investment, whilst ensuring the provision of long-term marine and port infrastructure assets for the region.

Nature and Scope of Activities

Port Taranaki is the only deep-water port on the west coast of New Zealand and services bulk liquids (serving the nation's energy industry), dry bulk (fertiliser, stock feed and cement), logs and general cargo. The Company creates long-term value by providing: (i) marine and cargo services; (ii) logistics services (including offshore support); and (iii) property and storage services.

In achieving its strategic objectives, the nature and scope of activities undertaken by the Company will be influenced by, and be responsive to, the competitive and regulatory environment. The Shareholder will be informed and consulted on any proposal for significant diversion from existing activities or expansion into new business areas.

To achieve our purpose, Port Taranaki's strategy has five key focus areas:

- People.
- Customers.
- Efficiency.
- Assets.
- Community.

The enablers of our strategy are: (1) People; (2) Connectivity; and (3) a Flexible Land Footprint.

Mission and Vision

Port Taranaki is an important economic and supply chain asset for Taranaki and beyond. The economy is transitioning, and we have a vision to play an important role in this transition and be the "The Pride of Taranaki".

This vision involves us continuing to excel in our core activities and actively building and growing on these as we seek to provide additional services to customers.

Our target outcomes are:

- Enabling competitive trade for the region and beyond.
- Growing revenue, margins and our return on assets.
- Leveraging our strengths to grow hinterland trade.
- Developing new capabilities that can sustain the Port and region beyond oil and gas.
- Increasing shareholder value and paying stable dividends.

Sustainability

The Company's vision is to be "The Pride of Taranaki". Sustainability is a key component of this. Last financial year, the Company refreshed our materiality assessment through comprehensive stakeholder engagement.

A materiality assessment helps define the environmental, social, and governance topics that matter most to our business and stakeholders. 25 material topics were identified. The highest-ranked material topics were:

- Health, safety and well-being.
- Culture and values.
- Regional relevance and importance.

- Communication and relationship management.
- Internal communications.

Our Sustainability Strategy focuses our strategy on the material areas that have the greatest impact.

Its overarching goal is to create long-term value for all our stakeholders.

Performance Targets

1. Trade Volumes

The Company will pursue strategies aimed at maximising the opportunity for trade through the Port and growing the Port's hinterland. Over the next three financial years the Company aims to expand its hinterland and achieve a trade volume of three (3) million freight tonnes of which one (1) million freight tonnes will be non-bulk liquids trade.

2. Financial

The Company will provide an assessment of its financial performance against several measures based on the value of its assets including:

- Profitability and growth;
- Return on assets and capital employed; and
- Gearing levels and capability to service that debt.

The key financial targets of the Company are as presented in the table below:

Year Ending 30 June	2025 - 2027
EBITDA on Average Total Assets	> 9.5%
Return (NPAT) on Average Total Assets	> 3.9%
Return (NPAT) on Average Shareholder's Funds	> 5.3%
Shareholder Equity Ratio (Shareholder Equity / Total Assets)	> 65%
Interest Coverage Ratio	> 5x

3. Supporting our People and Community

People and the Community are key focus areas of our strategy. The recently completed materiality assessment reinforced these as topics that matter to our stakeholders. Supporting our people and community and growing new capabilities are key to our strategy. Our commitment to ensuring that it provides a safe and healthy workplace for its employees, Port users, contractors, and the public reinforces this.

Safely home every day is a key goal. It is fundamental. We take the safety and wellbeing of our people seriously and we actively support our people in this space. Over the past 12 months we have focused on getting back to basics, and making sure our focus is on the frontline - where our safety and wellbeing actions really matter.

Over the next 12 months we will focus on:

- Rolling out a companywide safety leadership programme.
- Refreshing the health and safety representatives committee to improve engagement and information flow.
- Embedding the Just Culture framework into both the leadership and incident toolkits.

• Strengthen the critical control risk programme and develop an effective verification and assurance approach.

In supporting our people, we aim to develop a capable, agile workforce with an accountable culture through empowered teams.

The Company seeks to be a fair employer and provide a workplace that values people, supports the development of its people and builds teamwork, diversity and inclusion.

4. Environmental Enhancement

Over the course of the next three financial years, PTL will focus its environmental management attention on the following environmental topics that were identified in our materiality assessment as mattering most to stakeholders:

- Carbon reductions We will seek to play our role in NZ's transition to a low-carbon economy and will take action to reduce our emissions.
- Water quality We are committed to controlling our operations to protect existing water quality and leading actions to improve it where practicable.
- Habitat We will conserve and maintain habitat in the port area through our commitment to sustainability and environmental stewardship.

Our FY25 environmental objective is "*Creating and seizing opportunities for our sustainable future*". In the FY25 plan

Over the next 12 months key focus areas are:

- Making a tangible improvement in sustainability using a collaborative team approach towards measuring, monitoring and managing carbon emissions.
- Maintaining leadership and support for the establishment and success of Biosecurity Taranaki.
- Installing and operating autosamplers designed to collect sufficient data on total suspended solids to enable a review of the Company's stormwater consent conditions.
- Completing a stormwater treatment options study.
- Sharing harbour environmental monitoring information with community interest groups.
- Establishing a cross-cultural team charged with assessing the physical, chemical, biological and cultural quality of harbour water and the marine habitat.

5. Enduring Relationships

The Company recognises that its activities impact many stakeholders – our employees, the community, Iwi, hapū, our customers, our shareholder and others key stakeholders. Our materiality assessment identified our material topics to include:

- Regional relevance and importance.
- Communication and relationship management.

By focusing on our long-term business resilience, we aim to contribute to the economy and our customers and are focused on:

- Fostering enduring partnerships.
- Working collaboratively with Iwi and hapū.
- Enabling a strong customer-centric workplace culture.

• Engaging with the local community.

Over the next 12 months the Company will:

- Look to build on the work commenced in FY24 of renaming landmarks within the Port following consultation with Ngāti Te Whiti hapū.
- Continue to engage with Iwi and hapū through the Kaitiaki forum.
- Continue to support community initiatives each year through sponsorship and grants.

6. Resilience

We seek to create value over the long term. This means ensuring long-term business resilience and positioning ourselves to play an important role in the electrification of the economy.

We are focused on:

- Delivering strategically for the long-term.
- Sound and prudent operations.
- Sound financial performance and providing a return to our Shareholder.
- Managing risk, including that from climate change.
- Transparent ESG reporting.

Over the next 12 months the Company will:

- Expanding our scope of services.
- Seek to refine and implement continuous improvement in our project management processes.
- Refine our asset management processes and further focus on asset integrity.
- Progress reconsenting our maintenance dredging activities.

Governance

PTL's Board of Directors is accountable to its Shareholder on how it runs the business, manages risks, reviews and improves performance and delivers on its promise as set out in this SCI.

In discharging its duties, Port Taranaki's Directors are committed to high standards of corporate governance and have adopted the following governance objectives:

- 1. To lay solid foundations for management and oversight.
- 2. To structure itself to add value through its composition, size and commitment.
- 3. To promote ethical and responsible decision-making and act ethically and responsibly.
- 4. To safeguard the integrity of its corporate reporting.
- 5. To respect the rights of its Shareholder.
- 6. To recognise and manage risk.
- 7. To remunerate fairly and responsibly.
- 8. To ensure that PTL acts as a good corporate citizen.
- 9. To promote a Company culture that embraces diversity and inclusion.

The Board conduct, responsibilities and commitments are guided by its Board Charter and key Company Policies.

PTL's Directors are appointed by the Shareholder and the role of the Board is to effectively represent and promote the interests of the Shareholder with a view to adding long-term value to the Company. Having regard to its role the Board directs and supervises the management of the business and affairs of the Company.

In accordance with its Board Charter, Board committees are formed when it is efficient or necessary to facilitate efficient decision-making. Each Board Committee has a written charter approved by the Board. The members of each Board Committee are appointed by the Board based upon the needs of the Company, relevant legislative and other requirements and the skills and experience of the individual Directors. The role, function, charter, performance, and membership of each Committee are reviewed by the Board on an annual basis.

Distribution of Profits to Shareholder

The Company's Capital Management Policy is to maintain a stable and strong capital base, defined as targeting a long-term Standard and Poor's shadow credit rating of BBB, to maintain investor and creditor confidence and to sustain the future business development of the Company. In accordance with its Capital Management Policy, the Company's annual dividend pay-out takes into consideration:

- Earnings, cashflow and performance in any given period;
- Working capital requirements;
- Capital expenditure requirements;
- Risks from predicted short and medium-term economic and market conditions;
- The Company's trade and financial outlook;
- The free cash flow available for distribution;
- The tax efficiency of distributions; and
- The interests of the Shareholder.

The Company forecasts, subject to the Directors' consideration of the above factors, that it will pay on average an annual dividend greater than or equal to \$8.00 million for each of the next three financial years.

The current operating environment is uncertain and developing forecasts is challenging. Dividend payments will reflect the circumstances at the time.

	Year Ending 30 June	2025 - 2027
Dividends \$m per annum		\$8.00

Accounting Policies

Policy application will be made consistent with and conform to:

- The legal requirements of the Companies Act 1993;
- Generally accepted accounting principles (NZ GAAP);
- Financial Reporting Act 2013;
- New Zealand equivalents to the International Financial Reporting Standards (NZIFRS); and
- Other applicable regulatory and statutory requirements.

Shareholder Information

The Company will provide the Shareholder with information (within two months of the relevant reporting period) that is normally provided to a controlling private Shareholder, and as required under the Port Companies Act 1988 as set out below.

- Quarterly reports on activities and results including health, safety and environmental performance.
- Half-yearly report including such information as the Directors consider necessary to enable an informed assessment to be made of the Company's performance in the reporting period.
- Annual Report containing audited financial statements for the year.
- Budget and Business Plan financial information for the first of the three-year period covered under the Statement of Corporate Intent.
- Details of any significant new developments which have not been covered in the Budget or Statement of Corporate Intent for the year.
- Any information which would normally be available to a Shareholder, thereby enabling the Shareholder to assess the value of its investment in the Company.
- Significant departure from the anticipated performance of the Company including industrial or other activities that may affect the operations or reputation of the Company.
- Details of any new developments which would involve a significant move away from the current activities of the business.

In addition, the Company will provide to the Shareholder, within one month of commencement of each financial year, its draft Statement of Corporate Intent for that year with the expectation that it will be completed before the end of the first quarter of the financial year.

Procedures for Major Transactions and Other Acquisitions and Disposals

The Company will only invest in the shares of another business when the shares acquired are considered likely to bring added value or will further enhance the objectives of the Company.

The Company will not enter into major transactions as defined in Section 129(2) of the Companies Act 1993 without the consent of the Shareholder.

The Company will not enter into any transaction of the nature of a major transaction where: (a) the acquisition is of assets equivalent in value to 20% or more of the assets of the Company before the acquisition; or (b) the disposition of assets equivalent in value to 20% or more of the assets of the Company, without giving written notice to the Shareholder of its intention and consulting with it.

The Company will always ensure that:

- Control of the affairs of every subsidiary of the Company is exercised by a majority of the Directors of that subsidiary; and
- A majority of the Directors of every subsidiary of the Company are persons who are also Directors or Executives of the Company, or who have been approved by the Shareholder for appointment as Directors of the subsidiary.

Procedures for Issues of Shares

In accordance with paragraph eight of the Company's constitution, the Company will not issue any shares unless the Shareholder has resolved by ordinary resolution to approve the issue.

Consent of the Shareholder must be granted prior to the Company entering into any transaction(s) that may have immediate or future potential to alter the current ownership structure of the Company.

Activities for Which Compensation is Sought

The Company, if requested by the Shareholder, will construct and maintain recreational facilities, for which the Company expects to be remunerated.

Estimate of Commercial Value of the Shareholder's Investment

The Directors' assessment of the value of the Shareholder's investment in the Company is the valuation of the worth of the net tangible assets at 30 June 2024 as shown in the audited financial statements as at that date. The market value of the Company may differ to that value.

A reassessment of the value of the Shareholder's investment in the Company will be undertaken as may be required from time to time by the Shareholder or Directors. In reassessing the value of the Company, following a specific request to do so, the Company is likely to determine the commercial value of the Company through a discounted cash flow approach.



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Delegations Manual
Author:	L Davidson, Executive Assistant
Approved by:	M J Nield, Director - Corporate Services
Document:	3288824

Purpose

1. The purpose of this memorandum is to receive, consider and adopt the revised Delegations Manual.

Recommendations

That Taranaki Regional Council:

- a) <u>receives</u> the memorandum Delegations Manual
- b) provides feedback to the Chief Executive on any amendments to the Delegations Manual
- c) <u>adopts</u> the Delegations Manual
- d) <u>determines</u> that this decision be recognised 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. Local authorities are created by statute and can only act based upon specific statutory authority.
- 3. Councils can, for administrative efficiency, delegate certain matters to committees and/or officers.
- 4. The Delegations Manual records these delegations to ensure that they are exercised in accordance with the Council's authority and the law.
- 5. There are a number of matters and/or powers that the Council cannot, by law, delegate. These are also recorded in the Delegations Manual for completeness purposes.
- 6. A number of authorities can be sub-delegated from a committee or an officer to another officer. These powers are also recorded in the Delegations Manual.
- 7. If a delegation is not approved by the Council and provided for in the Manual, then that power cannot be exercised.

Issues

8. The issue addressed in this item is to consider a revised and updated Delegations Manual.

Discussion

- 9. The Delegations Manual is a live document that needs to be maintained and be reviewed from time to time.
- 10. The current Manual was last reviewed and updated in 2021. Consequently, there are a number of changes particularly given the level of statutory, regulatory and organisational change over the last few years.
- 11. Accordingly, a comprehensive review and updating of the Manual has been completed.
- 12. The resultant Delegations Manual has accommodated the changes in legislation, policy and by-laws. Financial limits have been modernised in-line with the growth in the Council and inflation.
- 13. The Manual records decisions that the Council has already made. It does not create any new delegations that have not already been considered.
- 14. There is an opportunity to review the Delegations Manual and provide feedback to the Chief Executive prior to its adoption and implementation. The Manual will become operational following the 6 August 2024 Ordinary Meeting.
- 15. The two key areas of amendment relate to financial delegations (as the organisation grows) and to processing of resource consents (to ensure our business practices are efficient and effective).

Options

- 16. The reviewed Delegations Manual can be either adopted, amended and adopted or not adopted and referred back for further review and change.
- 17. The Manual is substantially the same as the last iteration adopted. The amendments reflect updates to legislation, policy and organisational change. Accordingly, the updated Delegations Manual is recommended for adoption.

Significance

- 18. 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.
- 19. No further community engagement is recommended.

Financial considerations—LTP/Annual Plan

20. 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

21. 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

22. 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

23. 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

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

Appendices/Attachments

Document 3284369: Delegations Manual

Taranaki Regional Council Delegations Manual

Adopted by Council resolution: 6 August 2024

Document 3284369

August 2024

Table of contents

<u>1.</u>	Introduction	<u>1</u>
<u>1.1.</u>	Purpose	1
1.2.	Background	1
<u>1.2.1.</u>	Definition of delegation	1
<u>1.2.2.</u>	The legal basis	1
<u>1.2.3.</u>	Principles, terms and conditions	2
1.2.4.	Sub-delegation	<u>3</u>
1.3.	Standardised delegations	3
<u>2.</u>	Council and committees	<u>5</u>
<u>2.1.</u>	Council	<u>5</u>
<u>2.2.</u>	Terms of reference for Council committees	<u>5</u>
<u>2.2.1.</u>	Executive, Audit and Risk Committee	<u>5</u>
<u>2.2.2.</u>	Operations and Regulatory Committee	6
<u>2.2.3.</u>	Policy and Planning Committee	6
<u>2.2.4.</u>	Regional Transport Committee	7
<u>2.2.5.</u>	Taranaki Civil Defence Emergency Management Group (Joint Committee)	7
<u>2.2.6.</u>	Taranaki Solid Waste Management Committee (Joint Committee)	7
<u>2.2.7.</u>	Yarrow Stadium Joint Committee	7
<u>3.</u>	Administrative delegations	8
<u>3.1.</u>	People and employment delegations	8
<u>3.1.1.</u>	Legislative delegation to the Chief Executive	8
<u>3.1.2.</u>	Principles of people and employment delegations	8
<u>3.1.3.</u>	People and employment delegations	8
<u>3.2.</u>	Information requests, correspondence, media releases and public records	11
<u>3.2.1.</u>	Local Government Official Information and Meetings Act 1987	11
<u>3.2.2.</u>	Privacy Act 2020	12
<u>3.2.3.</u>	Public Records Act 2005	13
<u>3.3.</u>	Correspondence including submissions	13
<u>3.4.</u>	Delegated authority to make submissions.	<u>13</u>
<u>3.5.</u>	Applications for funding, grants or donations from external sources	14
<u>3.6.</u>	Grants of funding from the Council to external sources	<u>15</u>
<u>3.7.</u>	Authorisation to use the Common Seal	<u>15</u>
<u>3.8.</u>	Professional advice and legal proceedings	<u>15</u>
<u>3.9.</u>	Authorisation to sign legal documents	<u>16</u>
<u>3.10.</u>	Authorisation to release or alter loans, mortgages and statutory land charges	16
<u>3.11.</u>	Court proceedings	16
<u>3.12.</u>	News media and digital communication platforms	17
<u>3.13.</u>	Placement of public notices or advertisements	17
4.	Appointments and warranting	18

<u>4.1.</u>	Resource Management Act 1991	18
4.2.	Biosecurity Act 1993	
<u>4.3.</u>	Local Government Act 2002 (LGA 2002)	20
4.4.	Building Act 2004	20
<u>4.5.</u>	Reserves Act 1977	20
<u>4.6.</u>	Soil Conservation and Rivers Control Act 1941	20
<u>4.7.</u>	Maritime Transport Act 1994	20
<u>5. F</u>	inancial delegations	22
<u>5.1.</u>	Procurement and expenditure	
5.2.	Bank account signing authorities	22
<u>5.3.</u>	Entering into contracts and authorisation of payments	
<u>5.4.</u>	Emergency works and response	
<u>5.5.</u>	Authority to raise revenue	25
<u>5.6.</u>	Bad debts	25
<u>5.7.</u>	Rates relief	25
<u>5.8.</u>	Credit notes and waivers	25
<u>5.9.</u>	Leases	26
<u>5.10.</u>	Credit cards	26
<u>5.11.</u>	Use of Council property, assets and staff by outside organisations	26
<u>5.12.</u>	Rating database and collection	26
<u>5.13.</u>	Administrative matters in relation to the rating database and collection	26
<u>6. R</u>	Regulatory delegations – Resource Management Act 1991	27
<u>6.1.</u>	General matters	27
<u>6.1.1.</u>	Administrative charges	27
<u>6.1.2.</u>	Power to waive or extend time limits or waive requirements	27
<u>6.1.3.</u>	Commissioning reports	
<u>6.1.4.</u>	Protection of sensitive information	
<u>6.1.5.</u>	Waive reporting requirements to local authority	
<u>6.1.6.</u>	Power to supply information requested by the Minister	
<u>6.2.</u>	Resource consents and certificates of compliance	
<u>6.2.1.</u>	Committee delegations	
<u>6.2.2.</u>	Objections	29
<u>6.2.3.</u>	Resource consent decision making delegations	29
<u>6.2.4.</u>	Certificates of compliance	
<u>6.2.5.</u>	Direct referrals to Environment Court	
<u>6.2.6.</u>	Proposals of national significance	
<u>6.3.</u>	Policy and planning	
<u>6.3.1.</u>	Regional policy statements and plans	
<u>6.4.</u>	Designations, water conservation orders and reclamations	
<u>6.4.1.</u>	Designations	

<u>6.4.2.</u>	Water conservation orders	35
<u>6.4.3.</u>	Approve or decline plans of survey for reclamation	
<u>6.4.4.</u>	Resource management regulations	
<u>6.4.5.</u>	National environmental standards	
<u>6.5.</u>	Court proceedings	
<u>6.5.1.</u>	Environment Court	
<u>6.5.2.</u>	High Court	
<u>6.5.3.</u>	Court of Appeal and Supreme Court	
<u>7. E</u>	Enforcement	
<u>7.1.</u>	Prosecution	
<u>7.2.</u>	Enforcement	
<u>7.2.1.</u>	Cancellation of abatement notices	
<u>7.2.2.</u>	Infringement notices	
<u>7.2.3.</u>	Enforcement orders and interim enforcement orders	
<u>7.2.4.</u>	Water shortage directions	
<u>7.2.5.</u>	Emergency works	
<u>7.2.6.</u>	Warrant to enter and search any place or vehicle including production orders	
<u>7.2.7.</u>	Requirement to supply information	
<u>8. F</u>	Regulatory delegations – other legislation	
<u>8.1.</u>	Biosecurity Act 1993	
<u>8.1.1.</u>	Biosecurity Act delegations-actions and proceedings	
<u>8.1.2.</u>	Biosecurity Act delegations to officer level	
<u>8.2.</u>	Council bylaws	
<u>8.2.1.</u>	Navigation Safety Bylaws for Port Taranaki and its approaches 2020	
<u>8.2.2.</u>	River and Flood Control Bylaw 2021	
<u>8.3.</u>	Building Act 2004	
<u>8.4.</u>	Land Transport Management Act 2003	
<u>8.5.</u>	Maritime oil spill response and wreck removal-Maritime Transport Act 1994	
<u>8.5.1.</u>	Appointment of Regional On-Scene Commander	
<u>8.5.2.</u>	Abandoned ship and wrecks	
<u>8.5.3.</u>	Approval and monitoring of Tier One site plan documents	
<u>8.5.4.</u>	Sub delegated powers to approve and monitor site plan documents	
<u>8.6.</u>	Civil Defence Emergency Management Act 2002	
<u>8.7.</u>	Soil Conservation and Rivers Control Act 1941	
8.7.1.	Removal of obstructions, clearance of channels	

1. Introduction

1.1. Purpose

This document is the Delegations Manual for Taranaki Regional Council (Delegations Manual).

The purpose of the Delegations Manual is to set out Taranaki Regional Council's (the Council) delegations given to officers (and members in some instances) in relation to certain administrative and financial matters and also the delegations made in relation to statutory duties, responsibilities and powers.

To assist staff to understand the responsibilities of the Council and its committees, this Delegations Manual also records duties, functions, and powers which cannot be delegated from the Council and the terms of reference for the Council committees including any associated delegations.

1.2. Background

1.2.1. Definition of delegation

Delegation is the conveying of a duty of power to act to another person, including the authority that the person making the decision would themselves have had in carrying out that duty or exercising that power.

For the purposes of administrative efficiency and expediency when conducting its day-to-day business, the Council delegates certain statutory duties, responsibilities and powers to its committees, members, or staff. Likewise, the Chief Executive delegates certain duties and responsibilities to a subordinate level. These delegations are a necessary operational requirement to promote effective and expeditious decision-making. Delegations avoid administrative delays and inefficiencies that might otherwise occur if all matters have to be referred to the Council or Chief Executive every time a decision needs to be made.

1.2.2. The legal basis

In most cases, the Council has the primary power of delegation as it is the body that is specified as the delegate in the empowering legislation. In some specific instances the legislation empowers the Chief Executive directly who will have the power of delegation.

The authority to delegate to standing committees, subcommittees, members or staff is principally derived from Clause 32 of Schedule 7 of the *Local Government Act 2002* (LGA 2002) which reads:

- (1) Unless expressly provided otherwise in this Act, or in any other Act, for the purposes of efficiency and effectiveness in the conduct of a local authority's business, a local authority may delegate to a committee or other subordinate decision-making body, community board, or member or officer of the local authority any of its responsibilities, duties, or powers except—
 - (a) the power to make a rate; or
 - (b) the power to make a bylaw; or
 - (c) the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan; or
 - (d) the power to adopt a long-term plan, annual plan, or annual report; or
 - (e) the power to appoint a chief executive; or
 - (f) the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement; or
 - (g) [Repealed]
 - (*h*) the power to adopt a remuneration and employment policy.
- (2) Nothing in this clause restricts the power of a local authority to delegate to a committee or other subordinate decision-making body, community board, or member or officer of the local authority the power to do anything precedent to the exercise by the local authority (after consultation with the committee or body or person) of any power or duty specified in subclause (1).
- (3) A committee or other subordinate decision-making body, community board, or member or officer of the local authority may delegate any of its responsibilities, duties, or powers to a subcommittee or to another

committee or subordinate decision-making body, community board, or member or officer of the local authority, but, to avoid doubt, if doing so is itself a sub-delegation, the power to so delegate is subject to any conditions, limitations, or prohibitions imposed in connection with the primary delegation.

- (4) A committee, subcommittee, other subordinate decision-making body, community board, or member or officer of the local authority to which or to whom any responsibilities, powers, or duties are delegated may, without confirmation by the local authority or committee or body or person that made the delegation, exercise or perform them in the like manner and with the same effect as the local authority could itself have exercised or performed them.
- (5) A local authority may delegate to any other local authority, organisation, or person the enforcement, inspection, licensing, and administration related to bylaws and other regulatory matters.
- (6) A territorial authority must consider whether or not to delegate to a community board if the delegation would enable the community board to best achieve its role.
- (7) To avoid doubt, no delegation relieves the local authority, member, or officer of the liability or legal responsibility to perform or ensure performance of any function or duty.
- (8) The delegation powers in this clause are in addition to any power of delegation a local authority has under any other enactment.

Other statutes also confer or limit the ability to delegate decision-making powers and duties. Of particular note are:

- Section 34 (Delegation of functions, etc, by local authorities) and 34A (Delegation of powers and functions to employees and other persons) of the Resource Management Act 1991
- Section 105 (Delegation to authorised persons) of the Biosecurity Act 1993
- Sections 42 (Delegation of powers by local authority) and 43 (Delegation of powers by officers) of the Local Government Official Information and Meetings Act 1987
- Sections 124 (Delegation of powers by local authority) and 125 (Delegation of powers by officers or local authority) of the Privacy Act 1993.

Except as provided for elsewhere in this Delegations Manual, the delegation of a power, function or duty is made under Clause 32 of Schedule 7 of the LGA.

1.2.3. Principles, terms and conditions

Unless a delegation in this Delegations Manual states otherwise, the delegation is derived from the Council. Some delegations are made by the Chief Executive directly and these are recorded as such in this Delegations Manual.

When deciding to delegate any duties, responsibilities, and powers, the Council or Chief Executive will have regard to the principles outlined below.

In the exercise of any delegation, the delegate (i.e. the person given the delegation) must comply with the general terms and conditions, which are also outlined below. In addition to the general terms and conditions, the delegate must also comply with any additional terms and conditions that might apply to specific delegations.

Principles

Wherever possible, delegations to staff have been made on a wide basis to promote the most effective and efficient implementation and delivery of policies and objectives.

Delegations have generally been made to the lowest level of competence, commensurate with the degree of responsibility and difficulty involved in the undertaking of the task delegated.

In deciding what is the lowest level of competence for each delegation, particular attention has been paid to the fact that the powers and duties contained in the delegation go along with the responsibilities and accountability for their correct and effective implementation and any reporting requirements.

While delegations are made to individual positions it is expected when significant or sensitive decisions are being made under delegated authority, staff will collaborate in the decision-making process to ensure the best outcome.

Where Council is expressly prohibited from delegating some or all of its powers by a particular statute, it may delegate the power to do anything precedent to, or leading up to, the exercise by the Council of that particular power or authority.

Terms and conditions

No delegations shall limit the power of the Council or other delegator to exercise a function, duty or power in substitution for a delegate.

In the exercise of any delegation, the delegate will ensure they act in accordance with any binding statutory authority (in relation to each delegation, relevant sections of the Act will be identified) and any relevant policy or procedural documents (including reporting and recording) requirements.

In relation to delegations to officer level, every delegation will be to a stated officer and will be exercised in relation to the duties of their position as identified in their Position Description or when an officer has been appointed in an acting capacity.

For the avoidance of doubt, supervisors shall have the same powers of delegation as subordinate staff, unless the exercise of such delegation requires, by law, a particular qualification or registration.

Delegatees must consider the significance of the decision that they are making or the powers they are exercising. In particular, if a decision relates to a matter that is out of the ordinary, delegates are encouraged to discuss the matter with their Director or Manager.

Delegatees must exercise delegations in accordance with any relevant policy or procedure that is relevant to the delegation.

A delegation to the Chief Executive can be sub-delegated unless specified otherwise. Any other delegation once made cannot be further sub-delegated (other than when a delegation is being exercised by a person in an acting capacity).

The Council may, at any time, revoke, suspend for a period, or amend the terms or conditions in relation to any delegation it has made. Where this occurs, it will be recorded by resolution of the Council.

The Chief Executive may revoke or suspend for a period, or amend the terms and conditions, in any delegation to subordinates that they have made.

1.2.4. Sub-delegation

At times, it will be necessary for the performance of assigned duties for a staff member to have delegated authority additional to those specifically mentioned in the Delegations Manual. These situations may include staff acting temporarily in a role (such as acting Chief Executive, or when Directors or Managers are on leave, or a one-off Project Manager), or permanently, such as Project Manager of an ongoing project. Such sub-delegations will be recorded in writing, in the job description of the individual where possible, or on a more temporary basis in the form of a memo signed by the person granting the delegation, and a copy kept on the personnel file of the person receiving the delegation.

1.3. Standardised delegations

Delegations are standardised across management roles (i.e. if a delegation is granted to Managers, then everyone in a Manager role holds that delegation), throughout this Manual. For clarity and to avoid confusion, the following table defines the roles the standardised delegations apply to:

Role	Definition and inclusions
Director	A person holding that title that reports to the CE. This is a second tier leader.
Manager	A person holding that title that reports to a Director. For clarity, this includes the Strategy Lead, the Pou Takawaenga Relationship Facilitator and the Harbourmaster. This is a third tier leader.
Team Leader	A person holding that title/or leads a team and reports to a Manager. This is a fourth tier leader.

2. Council and committees

This section of the Delegations Manual sets out those delegations that remain with the Council and the delegations given to standing Committees through their Terms of Reference.

2.1. Council

In accordance with Clause 32 of Schedule 7 of the LGA, the Council is required by legislation to make decisions on the following matters:

- the power to make a rate
- the power to make a bylaw
- the power to borrow money, or purchase or dispose of assets, other than in accordance with the longterm plan
- the power to adopt a long-term plan, annual plan, or annual report
- the power to appoint a chief executive
- the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purchase of the local governance statement
- the power to adopt a remuneration and employment policy.

Other legislation, including the Resource Management Act 1991, the Biosecurity Act 1993, and the Land Transport Management Act 2003, provide that certain matters cannot be delegated and that certain decisions must be made by the Council.

2.2. Terms of reference for Council committees

2.2.1. Executive, Audit and Risk Committee

This committee handles all of the administrative and financial matters relating to the Council's operations and works programme. Because these matters relate to all aspects of the Council, the membership is aimed to reflect the different aspects of the Council's committee structure.

Responsibilities

- Risk Management and internal control
- Audit functions (internal and external)
- Financial and other external corporate reporting
- Governance frameworks and processes
- Compliance with legislation, policies and procedures
- Financial and expenditure
- Capital expenditure
- Corporate services and personnel matters
- Port Taranaki Ltd matters
- General contractual matters.

Powers

- Recommendations to Council
- Power to act in emergencies.

Membership

• Seven Regional Councillors including two ex-officio and one independent in relation to Yarrow Stadium..

2.2.2. Operations and Regulatory Committee

This committee maintains an overview and monitors the effectiveness of the delivery of Council's Operations and Regulatory Services.

Responsibilities

- Maintain an overview of the delivery of Operations and Regulatory Services
- Assess and provide advice on strategic issues relating to the provision of Operations and Regulatory Services including infrastructural assets
- Monitor compliance with service delivery policies
- Consider and make decisions on resource consent applications pursuant to the *Resource Management* Act 1991
- Ensure adequate compliance monitoring of resource consents pursuant to the *Resource Management* Act 1991
- Implement the Council's Resource Management Act Enforcement Policy 2017
- Consider and make decisions on monitoring and enforcement matters associated with plant and animal pest management.

Powers

- Delegated authority to make decisions on consent applications
- Recommendations to Council.

Membership

- Seven regional Councillors plus two ex-officio
- Three representatives of the lwi of Taranaki
- One representative of Taranaki Federated Farmers.

2.2.3. Policy and Planning Committee

This committee is responsible for strategy, policy, community engagement and environmental policy development. **Responsibilities**

- Prepare and review policy statements, plans and strategies and convene as a Hearing Committee as and when required for the hearing of submissions
- Monitor plan and policy implementation
- Develop biosecurity policyAdvocate, as appropriate, for the Taranaki region
- Other policy initiatives
- Develop and endorse submissions prepared in response to the policy initiatives of other organisations.

Powers

Recommendations to Council.

Membership

- Six regional Councillors plus two ex-officio
- One appointment from each Taranaki District Council (3)
- One person appointed to represent Taranaki Federated Farmers
- Three representatives of the lwi of Taranaki.

2.2.4. Regional Transport Committee

As defined by the Land Transport Management Act 2003, to prepare a regional land transport plan for the region and to provide the Council with any advice and assistance they may request in relation to its transport responsibilities. All other matters related to the above responsibilities and other transport related issues.

Powers

Recommendations to Council.

Membership

- Two appointed Regional Councillors
- One appointment from each Taranaki District Council (3)
- One appointment from the New Zealand Transport Agency.

2.2.5. Taranaki Civil Defence Emergency Management Group (Joint Committee)

Established as a joint committee of the Taranaki Regional Council, New Plymouth District Council, Stratford District Council and South Taranaki District Council. Responsible for managing civil defence emergency management at the local level across the areas of reduction, readiness, response and recovery. The Council is the administering authority for the Taranaki Civil Defence Emergency Management Group.

The functions of the Taranaki Civil Defence Emergency Management Group include the coordination of civil defence emergency management planning, programmes and activities across the region, carrying out risk management, planning for emergency management by developing, implementing, monitoring and reviewing a civil defence emergency management group plan, and delivering emergency management.

Membership

• One member of each of the Taranaki local authorities.

2.2.6. Taranaki Solid Waste Management Committee (Joint Committee)

Established as a joint committee of the Taranaki Regional Council, New Plymouth District Council, Stratford District Council and South Taranaki District Council. Its purpose is to provide a forum to consider and implement waste management issues of significance to the Taranaki region, and, in particular, to collaborate in delivery functions arising from the Waste Minimisation Act 2008. The Council is administering authority for the Taranaki Solid Waste Management Committee.

Membership

• One member of each of the Taranaki local authorities.

2.2.7. Yarrow Stadium Joint Committee

Established as a joint committee of the Taranaki Regional Council and the New Plymouth District Council. Its purpose is to prepare draft asset management plans and budgets for Yarrow Stadium. The New Plymouth District Council is the administering authority for the Yarrow Stadium Joint Committee.

Membership

• Two members of each of Taranaki Regional Council and New Plymouth District Council.

3. Administrative delegations

This section of the Delegations Manual sets out general administrative delegations including by not limited to, employment matters, the issuing of warrants, the use of the Common Seal, correspondence (including submissions) and the release of information.

3.1. People and employment delegations

3.1.1. Legislative delegation to the Chief Executive

Pursuant to section 42(2) of the Local Government Act 2002, the Chief Executive is responsible, on behalf of the Council, for ensuring the effective and efficient management of the Council, employing staff and negotiating the terms of employment of staff.

The Chief Executive has absolute control over all employment-related matters concerning staff.

Specific delegations made by the Chief Executive in relation to people and employment under section 42(2) are prescribed below.

The Chief Executive may appoint in writing any person to be acting Chief Executive during temporary periods of absence from duties together with such of the Chief Executive's powers as he or she considers appropriate.

3.1.2. Principles of people and employment delegations

In support of, and in addition to, the principles, terms and conditions outlined in Section 1 of this Delegations Manual, the following principles, terms and conditions are applied to the delegation of employment or people management activities:

- People & Employment Delegations are standardised across management roles (i.e. if a delegation is granted to Managers, then everyone in a Manager role holds that delegation).
- People & Employment Delegations automatically apply to the person appointed to that role (i.e. no additional documentation is required beyond acceptance of the employment agreement for the role).
- People & Employment Delegations are granted to the lowest appropriate tier (with demonstrated competence to execute the delegation) to empower and enable our people managers; this authority may also be executed by all managers in a direct line above that position.
- No People & Employment Delegations may be used to self-approve the one up rule applies.
- People & Employment Delegations must be exercised in accordance with the Working for the TRC document.

3.1.3. People and employment delegations

The Chief Executive retains the responsibly for all people and employment matters. Delegations for the Chief Executive, Directors and Managers are as follows:

Chief Executive	Directors	Managers & Team Leaders
Hiring		
Recruitment of additional Full Time Equivalent (FTE) permanent employee numbers. Recruitment where a significant change has been made to a role. Approve non-standard terms and conditions in consultation with the Director and People and Wellness Manager.	Undertake like-for-like recruitment subject to consultation with the Finance Manager and People and Wellness Manager. Approve candidate offers within market range subject to discussion with CE. Offer relocation expenses with People and Wellness Manager's agreement. Engage the services of a recruitment agency with People and Wellness Manager's agreement. Approve candidate offers outside market range subject to agreement with CE. Sign offers of employment. Approve recruitment of seasonal casual employees and/or summer students within approved budgets.	Nil.
Employment conditions		
Approve termination of an employment agreement. Approve the outcome of restructures require and set dates for an annual shutdown period.	Approve timesheets. Approve one-off or occasional work from home outside existing policy. Determine actions to address conflict of interest situations. Approve staff entering into secondary employment. Deliver a verbal, first warning or final warning with Human Resources support subject to conversation with CE. Second staff to other teams or other organisations subject to conversation with CE. Determine the course of action following an external complaint	Approve Pre-employment Health Assessments Approve On boarding and Training related expenses Approve timesheets. Approve one-off or occasional work from home outside existing policy. Minor terms and condition changes, ie, position title change, change in hours, letter regarding minor structure change

Chief Executive	Directors	Managers & Team Leaders
	against a staff member subject to conversation with CE. Approve staff to present a paper or publication referencing Taranaki Regional Council. Approve requests for flexible working arrangements subject to conversation with People and Wellness Manager. Initiate a performance improvement process with Human Resources support subject to conversation with CE.	
Leave		
Approve corporate-wide paid leave for staff unable to work due to an emergency or severe weather situation Grant additional paid sick leave in situations of prolonged illness or injury approve the cash-out of annual leave Sign off parental leave. Training and development	Approve requests for leave without pay, grant paid and unpaid compassionate leave Sign off parental leave. Approve use of partner/paternity leave Approve the carry-over of outstanding annual leave Approve use of special leave.	Provide a request for exemption from jury service Approve sick, annual, bereavement or jury service leave Approve staff anticipating up to 5 days sick leave in advance subject to conversation with Director Approve time-in-lieu leave. Approve contractual long service milestone leave. Grant additional bereavement/tangi leave subject to conversation with Director.
Approve attendance of overseas learning events Approve individual performance and development objectives for Directors.	Approve study applications. Approve individual performance and development objectives for Managers and direct reports.	Approve attendance at internal or external learning events subject to conversation with Director. Approve individual performance and development objectives for direct reports.
Health, safety and well-being		
Approve consumption of alcohol for work-related functions	Approve HSW related training	Approve new and replacement garments for field work Approve HSW related training

Chief Executive	Directors	Managers & Team Leaders
Approve Disaster Preparedness Policy		
Decide actions following harassment or bullying investigations unless delegated to a Director or Manager.		
Recognition, reward & remunera	tion	
Approve overall salary increase (within set budget)	Approve well done/recognition awards	
	Decide appointment and amount of higher duties payments subject to conversation with CE.	

3.2. Information requests, correspondence, media releases and public records

3.2.1. Local Government Official Information and Meetings Act 1987

Section	Function	Delegated to:
42 & 43	The authority to exercise the Council's powers and duties under Parts 2 to 5 of the Local Government Official Information and Meetings Act 1987 (except those in section 32 of that Act).	Chief Executive Director—Corporate services
46	Public notification of meetings	Executive Assistant to the Chief Executive and Chair
46A, 49, 51	Availability of agendas, reports and minutes	Executive Assistant to the Chief Executive and Chair
51A	Public notification of resolution at emergency meeting	Executive Assistant to the Chief Executive and Chair

Explanatory note: The powers under Parts 2 to 5 of the Local Government Official Information and Meetings Act 1987 (LGOIMA) include the powers to:

- Transfer requests to another authority where the information is not held or is more closely connected with the functions of another local authority (section 12)
- Make decisions on requests (including to consult those affected by a proposed decision) (section 13)
- Extend time limits (section 14).

The Council, in the release or making information available to the public, will conduct its business in an open, transparent, and democratically accountable manner. As a general rule, all information may be disclosed to the public unless the following applies:

- The information is of a personal nature (e.g. names and addresses of living and deceased persons) and its release would compromise a person's right to privacy; or
- There are significant administrative difficulties in complying with the request for information; or
- The disclosure of information would be prejudicial to the maintenance of the law, including the prevention, investigation and detection of offences, and a person's right to a fair trial; or

Page | 11

- The disclosure of information would disclose a trade secret or be prejudicial to the commercial position of the person who supplied or who is the subject of the information; or
- The disclosure of information, of an evaluative nature, would breach and expressed or implied promise to the person who supplied the information that their identity and the information would be held in confidence; or
- The disclosure of information would be prejudicial to measures protecting the health and safety of or material loss to members of the public; or
- The disclosure of information would be prejudicial to the effective conduct of public affairs and the free and frank expression of opinions; or
- The disclosure of information would offend tikanga Māori or disclose the location of any wāhi tapu site (refer section 42, Resource Management Act 1991); or
- For any other matters listed in sections 27 to 29 of the Local Government and Official Information and Meetings Act.

The authority to determine to disclose information where any of the above circumstances might apply is delegated to:

- Chief Executive
- Director–Corporate Services

3.2.2. **Privacy Act 2020**

Section	Function	Delegated to:
201	Power to appoint Privacy Officer(s)	Chief Executive
47, 49, 50, 51, 52, 53	 Decision to refuse access to personal information 	Director—Corporate Services
		Privacy Officers
41, 43, 45, 46, 48, 55, 56, 60,	To treat the requests with urgencyTo decide to transfer a request to another	Director—Corporate Services
62, 63, 64, 65, 66	 agency To decide whether the request can be granted (including the decision to impose a charge) Where a request has been granted, whether any information should be withheld Decision to extend the time limits Deciding the way information is to be provided Providing the reasons for refusal. 	Privacy Officers
All	All other powers and duties under the Privacy Act 2020. This delegation may be sub-delegated.	Chief Executive Director—Corporate services

3.2.3. Public Records Act 2005

The Council has certain obligations under the Public Records Act 2005, including in relation to the disposal of records.

Section	Function	Delegated to:
All	All powers, duties and functions	Chief Executive
		Director—Corporate services

3.3. Correspondence including submissions

Authorisation to sign correspondence. Pursuant to section 42(2)(d) of the LGA 2002, the Chief Executive has determined that the following delegations to sign outward correspondence.

Section	Function	Delegated to:
Correspondence of a significant or confidential nature	 Authority to sign. Correspondence with content of a 'significant and confidential nature' includes, but is not limited to: A decision outside an officer's delegated authority Matters that might be inconsistent with a policy or plan of the Council Matters that potentially impact on the Council's capacity to meet its statutory responsibilities Matters that have a history of generating wide public interest within the Taranaki region or New Zealand generally Matters that might prejudice the maintenance of the law, including the prevention, investigation and detection of offences and the right to a fair trial. 	Chief Executive Directors
All other correspondence	Authority to sign	Chief Executive Directors, Managers and Team Leaders.

3.4. Delegated authority to make submissions.

The authority to make a submission on any matters of general interest or concern to the Council, proposed Government policies, discussion documents and legislation:

Section	Function	Delegated to:
General submissions	Authority to sign	Council and Council committees
		Chief Executive
		Directors

Section	Function	Delegated to:
Resource Management Act submissions	 Make a submission or further submission on any national direction proposal under Part 5 Subpart 1 of the Resource Management Act Make a submission to the Environment Court in relation to a special tribunal's report relating to a water conservation order (section 209 of the Resource Management Act) Be heard at an inquiry for a proposed Water Conservation Order (section 211 of the Act); and Apply for the revocation Order (section 216 of the Act). 	Council and Policy and Planning Committee Chief Executive Director—Resource Management

Council is responsible for setting the region's policy direction through its regional policy statement (RPS) which territorial authorities must give effect to. An important part of implementing the RPS is through making submissions on proposed plans, plan changes, and resource consent applications. These submissions seek to implement Council's previous decisions so generally will not require further approval from Council.

Section	Function	Delegated to:
Resource Management Act section 96	Lodge or withdraw a submission on a resource consent application on behalf of Council.	Director—Resource Management Manager Resource Consents
Resource Management Act Schedule 1, Clause 6 Schedule 1, Clause 8	Lodge or withdraw a submission or further submission on a proposed plan or plan change on behalf of Council.	Director—Resource Management Policy Manager
COVID-19 Recovery (Fast-track Consenting) Act 2020 section 21, section 22. Schedule 6 clause 7, and Schedule 6 clause 17	Providing written comments on an application for referral to the expert consenting panel or the expert panel itself; and providing requested information to the Minister or the EPA,	Director—Resource Management Manager Resource Consents

3.5. Applications for funding, grants or donations from external sources

The authority to seek and obtain external funding by way of grant or donation or other form of gifted funding for any project or programme or other activity that has been approved by Council or a committee of Council and the power to receive and/or administer grants or funding is delegated to the Chief Executive and Directors. In some cases there may be a need to seek this approval retrospectively.

From time to time the Council seeks funding for its projects and programmes identified in the Long-Term Plan and Annual Plan. This delegation is to be exercised in so far that the funding is relevant to the projects and programmes within that person's position description.

3.6. Grants of funding from the Council to external sources

The authority to grant external funding by way of grant or donation or other form of gifted funding for any project or programme or other activity that has been approved by the Council and is in the Long-Term Plan and Annual Plan is delegated to the Chief Executive and Directors.

In addition to receiving external funding, the Council grants funding to a range of projects. These are identified in the Long-Term Plan and/or Annual Plan. These delegations must be exercised in accordance with the Financial Delegations.

3.7. Authorisation to use the Common Seal

The Council has delegated to the Chairperson and Deputy Chairperson of the Council, Chief Executive and the Director—Corporate Services the authority to impress on any document the Common Seal of the Council to give effect to a resolution of the Council; or any delegation to the Chief Executive, which is legally required to use the common seal.

The Common Seal will be affixed to any document that is required to be executed under the Seal, including:

- Warrants to enter private land on behalf of the Council, including warrants made under the Resource Management Act 1991, the Biosecurity Act 1993, the Building Act 2004, and the Local Government Act 2002.
- When executing any Memorandum of Transfer pursuant to section 80 of the Local Government (Rating) Act 2002.
- Regional policy statements and regional plans prepared under the Resource Management Act 1991. The Common Seal is also used to certify that regional policy statements and regional plans (including proposed plans and variations) are true and correct copies of the documents.
- Bylaws prepared under the Local Government Act 2002 or other relevant statutes.
- Property transactions including sale, purchase and lease agreements.
- Any documents (e.g. covenants, caveats, or consent notices) which otherwise require the use of the Common Seal.

All Common Seal transactions will be:

- Authorised and signed by either the Chairperson or Deputy Chairperson and either the Chief Executive or the Director—Corporate Services.
- Recorded on the Common Seal Register.
- Reported to the Executive, Audit and Risk Committee.

3.8. **Professional advice and legal proceedings**

The authority to obtain professional advice, including but not limited to legal, engineering, financial, accounting and professional advice on Council's behalf is delegated to:

- Chief Executive
- Directors
- Managers

In accordance with the general terms and conditions this delegation may only be exercised in accordance with financial delegations.

Any advice must also be sought in accordance with any arrangements that the Council has regarding the procurement of services (i.e. if there is a preferred or agreed service provider).

This delegation does not prohibit other staff members from liaising with professional advisors as part of the Council obtaining advice. Instead it is intended to operate to ensure that the engagement of the advisor has been approved by one of the above staff members.

3.9. Authorisation to sign legal documents

The authority to sign on Council's behalf any routine legal administrative document is delegated to the Chief Executive, Directors and the Finance Manager. Where appropriate, the Chief Executive will report the circumstances to Council or a Committee where this delegation has been exercised.

Property deeds must be signed by two Councillors in accordance with section 9 of the Property Law Act 2007.

3.10. Authorisation to release or alter loans, mortgages and statutory land charges

The authority to release or alter loans, mortgages and statutory land charges has been delegated to the Chief Executive and the Director–Corporate Services.

3.11. Court proceedings

Delegations in respect of specific statutory proceedings are listed in the regulatory delegations (e.g. under the Resource Management Act 1991 and Biosecurity Act 1993). The following delegations apply to any other Court proceeding the Council may be involved with.

Section	Function	Delegated to:
Clause 32, Schedule 7 of LGA	The authority to decide whether to commence or defend any action before a Court, tribunal, arbitral panel or other such body.	Chief Executive
Clause 32, Schedule 7 of LGA	In the event the Chief Executive is unavailable or in exceptional circumstances where time does not permit consideration by the Chief Executive and where such action is necessary to protect or further Council's interests, the authority to commence or defend any action before a Court, tribunal, arbitral panel or other such body.	Director—Corporate Services
Clause 32, Schedule 7 of LGA	The authority to settle a dispute or issues at stake at mediation or other dispute resolution sessions in relation to any matter before any Court, tribunal, arbitral panel, or other such body.	Chief Executive Directors
Clause 32, Schedule 7 of LGA	The authority to initiate to have Court costs awarded and initiate legal proceedings to collect Court costs awarded.	Chief Executive Directors
Clause 32, Schedule 7 of LGA	The authority to take appropriate action within Council policy to recover debts, including, but not limited to Court and, Tribunal proceedings.	Director—Corporate Services Finance Manager
High Court Rule 30.3, Clause 32, Schedule 7 of LGA	Lodge, withdraw, oppose or join an application for Judicial Review with the High Court and any related applications or proceedings and be heard in relation to any application or proceedings.	Chief Executive
High Court Rule 30.3, Clause 32, Schedule 7 of LGA	The authority to settle a dispute or issues at stake at mediation or other dispute resolution sessions in relation to judicial review proceedings.	Chief Executive

The authority to settle any matter against the Council must be exercised in accordance with any financial delegations.

3.12. News media and digital communication platforms

Responding to or coordinating media requests are actioned by the Communications Team. Communications Team need to address whether this is an official information request that should be transferred to the Governance Team.

The authority to make statements to the news media and/or the placement of information on the Council's digital communication platforms is delegated to the Chief Executive, Directors and Managers (in conversation with Director). The Chief Executive or a Director may delegate to an appropriate staff member a specific media task.

Delegates are authorised to communicate with the news media and/or place information on Council's digital communication platforms, but may do so only:

- Subject to any instructions from the Council or the Chief Executive
- In relation to the duties of their position
- In accordance with their carrying out the duties of any position to which they may be appointed in an acting capacity.

3.13. Placement of public notices or advertisements

The authority to place public notices and advertisements in relevant newspapers, other publications or online media is delegated to:

- Chief Executive
- Directors
- Managers
- Team Leader Consent Business Support for notified applications.

4. Appointments and warranting

The Council has appointed enforcement officers to carry out regulatory duties under the Resource Management Act 1991, the Biosecurity Act 1993, the Building Act 2004, and the Local Government Act 1974 and has the ability to appoint officers under the Local Government Act 2002 and to issue warrants.

The powers available to enforcement officers in relation to those statutes are limited to those specified on their warrant and will vary according to their responsibilities, experience and expertise. Outlined below is a summary of the powers that may be available to officers and the procedure for authorising the appointment of such officers.

4.1. Resource Management Act 1991

The authorisation and responsibilities of an enforcement officer under the Resource Management Act (RMA) are addressed in section 38(1)(a) of that Act.

As per section 34A of the RMA, the Council authorises an enforcement officer to enter onto land and carry out all, or any, of the functions and powers of the Resource Management Act outlined below. The regulatory powers available to officers are confined to those specified on their warrant of appointment.

For ease of process, the Chief Executive, in the presence of an elected member of Council, is authorised to 'warrant' such appointments, which includes the use of the Common Seal.

Number:	Power:	Relevant section of the RMA:
1	Entry for inspection	332
2	Entry for survey	333
3	Seek information	22
4	Issue abatement notice	322
5	Invoke emergency works & power to take preventative or remedial action	330
6	Apply for Interim Enforcement Order	320
7	Apply for an Enforcement Order	316
8	Apply for a warrant for entry to search	334
9	Issue an Infringement Notice	343C

Powers available to enforcement officers:

4.2. Biosecurity Act 1993

The appointment of an authorised person (i.e., enforcement officer) under the Biosecurity Act is addressed in sections 103(3) & (7) of that Act. The power of appointment lies with the Principal Officer (i.e., the Chief Executive).

The Chief Executive appoints an authorised person to enter onto land and carry out all, or any, of the functions and powers under the Biosecurity Act 1993 outlined in Table 3. The regulatory powers available to officers are confined to those specified on their warrant of appointment.

For ease of process, the Chief Executive, in the presence of an elected member of Council, warrants such appointments, which includes the use of the Common Seal.

Page | 18

Powers available to authorised persons:

Number:	Power:	Relevant section of the Act:
1	Duty to provide information	43
2	Inspectors, authorised persons, and accredited persons	103(3)&(7)
3	Delegation to authorised persons	105
4	Power to require assistance	106
5	Power of inspection	109
6	Warrant to inspect dwelling house, marae, etc.	110
7	Duties on exercising power of entry	112
8	Power to record information	113
9	General powers	114
10	Application of articles or substances from aircraft.	114A
11	Use of dogs and devices	115
12	Power to seize abandoned goods	119
13	Power to intercept risk goods	120
14	Power to examine organisms	121
15	Power to apply article or substance to place	121A
16	Power to give directions	122
17	Power to vaccinate, etc.	123
18	Power to act on default	128
19	Liens	129
20	Declaration of restricted place	130
21	Declaration of controlled area	131
22	Enforcement of area controls	134
23	Options for cost recovery	135
24	Failure to pay	136
25	Seize evidence	118

4.3. Local Government Act 2002 (LGA 2002)

The appointment of an enforcement officer under the LGA 2002 is addressed in section 174 of that Act.

Pursuant to section 174 of the LGA 2002, the Council appoints an enforcement officer under this Act to exercise powers in relation to offences against, and infringement offences under, the Act, including enforcement of Council bylaws. This includes the power to enter private property.

4.4. Building Act 2004

The Council has responsibilities for dams under the Building Act 2004. The Council, along with other North Island councils, has transferred its Building Control Authority functions and complementary non-building control authority functions, under the Building Act, to Waikato Regional Council. Some non-Building Control Authority functions are retained by the Council.

For ease of process, the Chief Executive, in the presence of an elected member of Council, is authorised to warrant appointments under the Building Act.

Refer to the Building Act Manual - Non-Building Consent Authority Procedures for Dams (Document 710205).

Schedule 1 Clause 2, Decision on a Discretionary Exemption for Building Consent, is delegated to the Chief Executive and the Director-Resource Management.

4.5. Reserves Act 1977

The Council manages the Lower Waitara River Local Purpose Reserve under a management plan prepared under the Reserves Act 1977. The flood control assets in the Lower Waitara River are the Council's primary focus.

In terms of warranting, section 93(4) of the Act states that "... the production by any officer of his or her warrant, instrument of appointment, or other written evidence of identification shall be sufficient evidence of the authority of that officer to exercise the powers conferred by this section".

This means that any warranted officer of the Council 'may summarily interfere to prevent any actual or attempted breach of this Act or of any regulation or bylaw thereunder, and may require any person found offending to desist from the offence. If any person when so required continues the offence, they commit a further offence against this Act'.

Only the Council as administering authority can issue the warrant under section 8(9) of the Act and specify the powers provided to the officer.

4.6. Soil Conservation and Rivers Control Act 1941

This Act is relevant to the Council's responsibilities with regard to flood control schemes Section 126 of the Act sets out the functions under the Act, including the power to construct, reconstruct, alter, repair, and maintain works to control or regulate water or to prevent or lessen the overflow or breaking of banks of any watercourse. Section 131 of the Public Works Act 1981 empowers the Council to exercise certain powers and authorities in the Soil Conservation and Rivers Control Act 1941 as well as other relevant Acts. The duties under these functions are delegated to the Chief Executive and the Director-Operations.

4.7. Maritime Transport Act 1994

The Council has responsibility for navigation safety within Port Taranaki and its approaches. The Maritime Transport Act 1994 sets out these responsibilities and the associated powers awarded to the Council.

Under section 33D of the Maritime Transport Act 1994 and section 174(1) of the Local Government Act 2002, only the Council can appoint harbourmasters and enforcement officers and issue warrants for navigation safety functions and entry of private land under the Acts.

Page | 20

The Council can authorise an officer appointed as a Harbour Master (or Deputy Harbour Master) and/or an enforcement officer to exercise any of the following functions and powers under the Maritime Transport Act 1994:

- Section 33E Functions of Harbour Masters
- Section 33F Harbour Masters' general powers
- Section 33H Powers of entry
- Section 33J Wreck removal
- Section 33L Remove or sell abandoned ships
- Section 33P Infringement notices
- Section 423 Infringement notices.

5. Financial delegations

This section of the Delegations Manual sets out financial delegations including but not limited to, contracting and agreements, financial matters (including rating) and property delegations.

5.1. Procurement and expenditure

The Council enters into a range of different contracts and agreements as part of undertaking its day to day business. These range from non-binding memorandum of understanding, contracts and agreements of low financial value, to high financial value contracts and agreements.

The following principles apply when procuring goods and/or services on behalf of the Council:

- Council has a responsibility to manage its resources in an effective and efficient manner, and in doing so will consider public value for money over the whole of life cycle when procuring goods and services
- Council may procure goods and services as sole procurer or in conjunction with other Councils or entities
- Council will ensure open and effective competition as a competitive procurement process, as this is likely to result in a better procurement outcome
- Council will provide a full and fair opportunity for both local and national suppliers
- Council will comply with all relevant legislation, policies and procedures when engaging in the procurement process
- Council will require sustainably produced goods and services whenever possible, having regard to economic, environmental, social and cultural impacts over their life cycle.

The Council's Procurement policies and procedures are to be complied with in addition to the delegations within this Manual.

5.2. Bank account signing authorities

Signing authority on all bank and investment accounts is delegated to the Chief Executive, Directors, the Finance Manager and the Senior Financial Reporting Lead. The authority to:

- Bank and invest funds held in accordance with the investment policy, subject to the observance of appropriate internal controls
- Sign and countersign withdrawal notices or authorise electronic payments
- Approve payroll payments and all payroll related matters
- Approve all tax payments and tax related matters.

5.3. Entering into contracts and authorisation of payments

The following table sets out the authority to enter into contracts and to approve payments. Contracts and payments are to purchase specifically budgeted for routine normal expenditure (including capital expenditure) which is provided for in the Long-Term Plan or Annual Plan budget or approved annual work programme up to the stated value (exclusive of GST) in respect of any contract.

Expenditure not provided for by the Long-Term Plan or Annual Plan and work programme must first have the authorisation of a respective Director and the Chief Executive (who will also consider the need to report to Council). This does not include routine expenditure which may exceed budget.

Contracts for amounts in excess of the delegation of the Chief Executive and/or not provided for in a Long-Term Plan or Annual Plan need to be approved by the Council.

The authority to approve operating expenditure within Council approved capital and operating authorised budgets is delegated to the following officers in accordance with the identified reporting thresholds.

Officer	Delegation (GST exclusive)	Reporting to:
Chief Executive	Unlimited within approved budgets.	Executive, Audit and Risk Committee
	\$100,000 for unbudgeted expenditure.	
	Unlimited for investments in accordance with the Treasury and Investment Management policies.	
	Approval of payroll within approved budgets.	
	Unlimited for taxation.	
Directors	\$200,000 within approved budgets.	Chief Executive
	Unlimited for investments in accordance with the Treasury and Investment Management policies.	
	Approval of payroll within approved budgets.	
	Unlimited for taxation.	
Managers	\$50,000 within approved budgets.	Directors
Finance Manager	\$50,000 within approved budgets.	Director—Corporate Services
	Unlimited for investments in accordance with the Treasury and Investment Management policies.	
	Approval of payroll within approved budgets.	
	Unlimited for taxation.	
Team Leaders	\$10,000 within approved budgets.	Managers
Senior Financial Reporting Lead		
Projects and Programmes Coordinator		
Operations Team Assistant	\$1,000 within approved budgets.	Managers
Executive Assistant to Chief Executive and Chairperson		
Health & Safety Advisor		
Facilities Coordinator		
Botanical Records and Interpretation Officer		
Events Officer		

Venues Officer	
Rhododendron Collection and Projects Officer	
Climate Change Coordinator	
Freshwater Programme Manager	

Unbudgeted operating and capital expenditure will be reported to the Executive, Audit and Risk Committee.

5.4. Emergency works and response

The authority to approve contingency expenditure for an emergency including but not limited to flood events, a civil defence emergency management event, maritime oil spills or a pest animal, plant or disease outbreak is delegated to the officers identified below and in accordance with the identified reporting thresholds.

Officer	Delegation (GST exclusive)	Reporting to:
Chairperson	Unlimited	Council and/or Executive, Audit and Risk Committee
Chief Executive	Unlimited	Council and/or Executive, Audit and Risk Committee
Directors	\$200,000	Chief Executive
Managers	\$50,000	Directors
On-Scene Commander in a Tier II Oil Spill	\$100,000	Chief Executive

5.5. Authority to raise revenue

The Chief Executive, Directors, Managers and Team Leaders have the authority to authorise the production of invoices where required for their normal duties, and in line with the policies in the Long-Term Plan, Annual Plan and Revenue and Financing Policy, and any established charging regimes.

5.6. Bad debts

The Chief Executive and Director—Corporate Services are authorised to write off debts of less than \$10,000 where:

- the Chief Executive or Director-Corporate Services is satisfied that no prospect of collection exists
- it is uneconomic to pursue the matter further.

All other bad debts are to be referred to the Executive, Audit and Risk Committee for approval.

5.7. Rates relief

The Chief Executive, Director—Corporate Services and Manager Financial Services have approval to apply all rates collection, postponement and remission polices as adopted by Council in the Long-Term Plan or Annual Plan.

5.8. Credit notes and waivers

Credit notes to correct errors in charges may be issued by the Chief Executive, Directors or Managers in accordance with financial delegation limits above. Credit notes may not be used to write off debt only to correct invoices issued where errors are identified.

The authority to waive or reduce fees or charges, up to a maximum of the delegated threshold, in the following situations:

- Where any activity or event is of regional benefit, the payment of fees and charges which would otherwise be payable
- Where the Council has required work to be undertaken on private property, to waive or reduce any
 associated fees or charges where payment would impose severe financial hardship on the property
 owner
- Where any person has proposed to undertake work that will result in significant benefit to the region, to waive or reduce any associated fees or charges
- Where costs are not accurate or reasonable.

5.9. Leases

The Chief Executive, Directors and the Finance Manager are authorised to issue approvals/consents in respect of leasing matters relating to sale, assignment, sub-letting, mortgage of leasehold, lessee improvements, granting, rent, rebates, review of lease rentals and appointment of lessor's arbitrator. The authority to:

- Approve the leasing or granting of any licence to occupy or tenancy or to vary the terms and conditions of any lease, licence to occupy or tenancy involving Council owned land
- Terminate any lease, licence to occupy or tenancy in respect of all non-residential property.

5.10. Credit cards

Delegated authority to approve credit card expenditure is assigned to the:

Credit Card Assignee	Reviewer	Approver
Digital Technology Manager	Finance Manager	Director - Corporate Services
Communications and Engagement Manager	Finance Manager	Director - Corporate Services
People and Wellness Manager	Finance Manager	Director - Corporate Services
Director - Operations	Finance Manager	Director - Corporate Services
Director - Corporate Services	Finance Manager	Chief Executive
Chief Executive	Director - Operations	Chairperson

5.11. Use of Council property, assets and staff by outside organisations

The authority to approve:

- The use of any Council building, facility or equipment by an outside person or organisation in accordance with established guidelines
- The disposal (whether by tender or otherwise) of any motor vehicle or item of plant in accordance with a recognised programme of vehicle and plant replacement
- The disposal (whether by tender or otherwise), and the terms thereof, of any other surplus Council asset
- The hiring out, and the terms and conditions thereof, of any Council asset and staff.

Is delegated to the Chief Executive and the Directors.

5.12. Rating database and collection

The authority to collect the rates set by the Council and to maintain the Rating Information Database, in relation to their district, is delegated to the New Plymouth, Stratford and South Taranaki district councils.

5.13. Administrative matters in relation to the rating database and collection

The authority to resolve administrative matters in relation to the collection of the Council's rates and the administration of the Rating Information Database is delegated to the Chief Executive and the Director–Corporate Services.

6. Regulatory delegations – Resource Management Act 1991

6.1. General matters

6.1.1. Administrative charges

Section	Function	Delegated to:
36(5)	Require payment of additional charges over and above any fixed charges to enable the recovery of actual and reasonable costs.	Chief Executive Director-Resource Management Director-Environment Quality Manager Resource Consents Compliance Manager
36AAB(1)	Waive or remit the whole or any part of any charge referred to in section 36 which would otherwise be payable.	Chief Executive Director-Resource Management Director-Environment Quality Manager Resource Consents Compliance Manager
36(3) and 36(5)	Authorisation to recover or write-off administrative charges.	Refer to Financial Delegations section above.
36AAB(2)	Where a charge of a kind referred to in Section 36 is payable, cease performing the action to which the charge relates until the charge has been paid in full.	Chief Executive Director-Resource Management Director-Environment Quality Manager Resource Consents Compliance Manager
36AA	Determine any discount under section 36AA on an administrative charge imposed under section 36.	Chief Executive Director-Resource Management Director-Environment Quality Manager Resource Consents

6.1.2. Power to waive or extend time limits or waive requirements

Section	Function	Delegated to:
37(1)(a)	Extend time periods associated with a resource consent process, if the applicant has agreed to the extension.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Consents Officers Business Support–Customer Engagement Business Support–Data and Insights
	Extend time periods associated with a resource consent process, where special circumstances exist (without agreement of the applicant to the extension).	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
	Extend any other time period not associated with a resource consent process.	Chief Executive Director-Resource Management Policy Manager
37(1)(b)	In relation to resource consent processes, waive a failure to comply with a requirement regarding the time or method of services of documents.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents

Section	Function	Delegated to:
	In relation to any process other than a resource consent process, waive a failure to comply with a requirement regarding the time or method of service of documents.	Chief Executive Director-Resource Management Policy Manager
37(2)	In relation to a resource consent process, waive compliance with a requirement (including a procedural requirement) to provide information or direct that the omission or inaccuracy be rectified, and the manner of the correction.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
	In relation to any process other than a resource consent process, waive compliance with a requirement (including a procedural requirement) to provide information or direct that the omission or inaccuracy be rectified, and the manner of the correction.	Chief Executive Director-Resource Management Policy Manager

6.1.3. Commissioning reports

Section	Function	Delegated to:
42A	Require an officer or commission a	Chief Executive
	consultant or other person to prepare a	Director-Resource Management
	report.	Manager Resource Consents
		Team Leader Consents
		Principal Planner – Resource Consents
42A(3)	Waive compliance with the requirements in	Chief Executive
42A(4)(b)	sections 42A(3) and 42A(4)(b).	Director-Resource Management
		Policy Manager

6.1.4. Protection of sensitive information

Section	Function	Delegated to:
42	 Make an order under this section to avoid: serious offence to tikanga Maori, or to avoid the disclosure of the location of wahi tapu the disclosure of a trade secret or unreasonable prejudice to the commercial position of the person who supplied, or is the subject of, the information. and, in the circumstances of the particular case, the importance of avoiding such offence, disclosure, or prejudice outweighs the public interest in making that information available. 	Chief Executive Director-Resource Management Policy Manager Manager Resource Consents Compliance Manager

6.1.5. Waive reporting requirements to local authority

Page | 28

The authority to waive compliance with time period stipulated in section 42A(5) of the Resource Management Act, subject to the delegate not being aware of any material prejudice to a person who should have been sent a copy of the report, is delegated to the Chief Executive, the Director–Resource Management, the Manager Resource Consents and the Policy Manager.

6.1.6. Power to supply information requested by the Minister

The authority to supply information as requested by the Minister under section 27 is delegated to the Chief Executive, the Director–Resource Management, the Director–Environment Quality and the Director–Operations.

6.2. Resource consents and certificates of compliance

Refer to the document entitled *Resource Consents Procedure Document for Council* policy and procedure (including reporting and recording requirements) relating to resource consent matters.

6.2.1. Committee delegations

The authority to:

 delegate, under section 34A(1), its functions, powers, and duties required to hear and decide an application, to Councillors and independent hearings commissioners, accredited under the Resource Management Act

is delegated to the Operations and Regulatory Committee, the Chief Executive, and any accredited Committee or Commissioner(s) appointed by the Operations and Regulatory Committee or the Chief Executive, for the purpose of hearing and deciding on resource consent applications.

The authority to:

• determine publicly notified resource consent applications, including those under sections 127 and 128, in accordance with sections 104A-D of the Act

is delegated to the Operations and Regulatory Committee.

6.2.2. Objections

The authority to determine objections made under sections 357, 357A and 357B of the Act is delegated to the Operations and Regulatory Committee, except where the objection is made in accordance with section 357A(f) for a publicly notified application.

6.2.3. Resource consent decision making delegations

Section	Function	Delegated to:
41B and 41C	In consultation with the Chairperson of a hearing panel or a sole Commissioner, power to issue directions or requests to applicants and/or submitters, including to provide briefs of evidence within time limits, and to direct certain procedural aspects of the hearing before the hearing.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
41C and 42A	Provide copies of further information received before a hearing.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents

Section	Function	Delegated to:
87BB	To decide and give notice that an activity is deemed to be a permitted activity due to marginal or temporary non-compliance.	Chief Executive Director-Resource Management
		Manager Resource Consents Team Leader Consents
88	Determine the adequacy of an application	Chief Executive
00	Determine the adequacy of an application.	
		Director-Resource Management
		Manager Resource Consents Team Leader Consents
		Consents Officer
01	Defendes notification on bearing of an	
91	Defer the notification or hearing of an	Chief Executive
	application for a resource consent.	Director-Resource Management
		Manager Resource Consents
		Team Leader Consents
		Principal Planner–Resource Consents
92	In relation to a resource consent application,	Chief Executive
	request further information and commission	Director-Resource Management
	a report.	Manager Resource Consents
		Team Leader Consents
		Principal Planner–Resource Consents
92A(2)	Set a reasonable timeframe within which an	Chief Executive
	applicant must provide information	Director-Resource Management
	requested.	Manager Resource Consents
	•	Consents Officers
		Team Leader Consents
95A and 95C	Determine whether or not to publicly notify a	Chief Executive
	resource consent application, including	Director-Resource Management
	whether special circumstances exist and	Manager Resource Consents
	determining persons to be served.	
055		
95B	Determine whether or not to limited notify a	Chief Executive
	resource consent application, including	Director-Resource Management
	whether special circumstances exist and	Manager Resource Consents
	determining persons to be served.	Team Leader Consents
		Principal Planner–Resource Consents
95A, 95B and	Serve notice of the application on all	Chief Executive
95C	prescribed persons.	Director-Resource Management
		Manager Resource Consents
		Team Leader Consents
		Principal Planner–Resource Consents
95D	Decide if adverse effects may be more than	Chief Executive
	minor	Director-Resource Management
		Manager Resource Consents
95E, 95F and 95E	Decide if a person is affected person or	Chief Executive
95E, 95F and 95E	Decide if a person is affected person or affected order holder	
95E, 95F and 95E		Chief Executive
95E, 95F and 95E		Chief Executive Director-Resource Management
95E, 95F and 95E		Chief Executive Director-Resource Management Manager Resource Consents
95E, 95F and 95E 99	affected order holder	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
		Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive
	affected order holder Determine whether to hold a pre-hearing	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents
99	affected order holder Determine whether to hold a pre-hearing meeting and the parties to be invited to such a meeting	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive Director-Resource Management Manager Resource Consents
	affected order holder Determine whether to hold a pre-hearing meeting and the parties to be invited to such a meeting Require an applicant or submitter to attend a	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive Director-Resource Management Manager Resource Consents Chief Executive
99	affected order holder Determine whether to hold a pre-hearing meeting and the parties to be invited to such a meeting	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive Director-Resource Management Manager Resource Consents Chief Executive Director-Resource Management
99 99(2)	affected order holder Determine whether to hold a pre-hearing meeting and the parties to be invited to such a meeting Require an applicant or submitter to attend a pre-hearing meeting	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive Director-Resource Management Manager Resource Consents Chief Executive Director-Resource Management Manager Resource Consents
99	affected order holder Determine whether to hold a pre-hearing meeting and the parties to be invited to such a meeting Require an applicant or submitter to attend a	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents Chief Executive Director-Resource Management Manager Resource Consents Chief Executive Director-Resource Management

Section	Function	Delegated to:
100	Determine whether to hold a formal hearing.	Chief Executive Director-Resource Management
		Manager Resource Consents
101	Fix the commencement date and time, and the place of a hearing.	Chief Executive Director-Resource Management
		Manager Resource Consents
102(1)	Determine whether the Council participates in a joint hearing with other consent authorities, when applications for resource consents in relation to the same proposal have been made to two or more consent authorities.	Chief Executive Director-Resource Management Manager Resource Consents
102(2)	Determine, when a joint hearing is be held, that another authority is to be the administrative authority.	Chief Executive Director-Resource Management Manager Resource Consents
103	Determine to hear and decide two or more consent applications together where the resource consent applications relate to the same proposal.	Chief Executive Director-Resource Management Manager Resource Consents
104A to 104D	Determine resource consent applications, including those under section 127 of the Act, where the application is non-notified or limited notified, and there are no submitters who wish to be heard.	Chief Executive Director-Resource Management Manager Resource Consents
109	Ascertain whether work carried out for the purposes of a resource consent condition has been completed satisfactorily and, in cases where the work has not been completed, determine to undertake the work and recover costs from the consent holder out of money or securities deposited with the consent authority or from money paid by the guarantor.	Chief Executive Director-Resource Management
110	Determine to retain or refund any portion of a financial contribution paid, where a resource consent activity does not proceed.	Chief Executive Director-Resource Management Manager Resource Consents
124(2)(e)	Allow a resource consent holder to operate under the original resource consent while the application for a new consent and any appeals to the Environment Court are determined.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents
125	Fix a longer period before a resource consent lapses.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents Principal Planner–Resource Consents
126	Cancel a resource consent application where the consent has been exercised but has not	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents

Section	Function	Delegated to:
	been exercised during the preceding five years.	
128	Serve notice in accordance with section 129 of the Act on a resource consent holder of the Council's intention to review the conditions of a consent.	Chief Executive Director-Resource Management Manager Resource Consents
131	Notify the review of a resource consent in accordance with section 130 of the Act and decide on the matters to be considered in that review.	Chief Executive Director-Resource Management Manager Resource Consents
132	Change the conditions of a resource consent on a review or cancel a resource consent.	Chief Executive Director-Resource Management Manager Resource Consents
133A	Determine what is a minor mistake or defect in a resource consent.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
133A	Issue an amended consent that corrects minor mistakes or defects in the consent.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
136	Grant the transfer of whole or any part of a consent holder's interest in water permits (other than for damming or diverting of water).	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
137	Grant the transfer of whole or any part of a consent holder's interest in a discharge permit.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
138	Refuse the surrender of part of a resource consent.	Chief Executive Director-Resource Management Manager Resource Consents Team Leader Consents
36(3) and 149ZD(1)	To determine additional charges in accordance with the Long-Term Plan or Annual Plan.	Chief Executive Director-Resource Management Manager Resource Consents
357D	Determine objections made under sections 357 to 357B where the objection has been resolved.	Chief Executive Director-Resource Management Manager Resource Consents
36(1)	Estimate the additional cost of Hearing Commissioners requested under section 100A of the Act.	Chief Executive Director-Resource Management Manager Resource Consents
N/A	Determine who is a suitably qualified person for the purposes of relevant national direction, such as clause 14(5) of the Resource Management (National Environmental Standards for Greenhouse Gas Emissions from Industrial Process Heat) Regulations 2023.	Chief Executive Director-Resource Management Manager Resource Consents

6.2.4. Certificates of compliance

The authority to grant a certificate of compliance and require further information before a certificate of compliance is granted under section 139 [Certificates of Compliance] of the Resource Management Act is delegated to the Chief Executive, the Director–Resource Management and the Manager Resource Consents.

6.2.5. Direct referrals to Environment Court

Under sections 87E to 87G the authority to:

- (a) return an incomplete application for a direct referral (section 87E(1) of the Act)
- (b) return the request for a direct referral (sections 87E(2) and (4) of the Act)
- (c) defer its decision on the request for a direct referral (section 87E(3) of the Act)
- (d) decide to grant or decline the request for a direct referral (sections 87E(5) and (6) of the Act)
- (e) if it grants the request for a direct referral, prepare a report (section 87F(3) of the Act)
- (f) provide copies of the report to the applicant and submitters (section 87F(5) of the Act)
- (g) provide the Environment Court with documents related to the application (section 87G(3) of the Act).

Is delegated to the Chief Executive, the Director-Resource Management and the Manager Resource Consents.

6.2.6. Proposals of national significance

The authority to:

- (a) Request the Minister to call-in a matter as a proposal of national significance relating to resource consents and plans (section 142 of the Act)
- (b) Provide views to the Minister on direction of a matter of national significance (section 147 (4) of the Act)
- (c) Provide suggestions to the Minister for members of a board of inquiry (section 149K of the Act)
- (d) Make a submission or further submission to the EPA on a matter that the Minister had made a direction on (called-in) and publicly notified under section 149C (section 149E and F of the Act).

Is delegated to the Operations and Regulatory Committee for matters related to resource consent applications, the Policy and Planning Committee for matters related to regional plans and the Chief Executive excluding (a) where meeting schedules do not allow time for the decision by the appropriate committee.

The authority to:

(e) Prepare a report on the key issues in relation to the matter called-in (section 149G of the Act)

Is delegated to the Chief Executive and the Director-Resource Management.

The authority to:

- (f) Withdraw a plan change or variation called-in no later than 5 working days after close of further submissions (section 149 I of the Act)
- (g) Provide views to a board of inquiry before the board decides to accept or reject a request for the preparation of a regional plan or change to a plan (section 149 M of the Act).

Is delegated to the Policy and Planning Committee or the Chief Executive where meeting schedules do not allow time for the decision by the committee.

The authority to:

- (h) Provide comments to a board of inquiry on a draft report (section 149 Q of the Act)
- (i) Join a matter referred to Environment Court as a section 274 party (section 149 T of the Act)
- (j) Appeal to the High Court (on points of law) against a decisions of a board of inquiry or Environment Court (section 149 V)
- (k) Recover from an applicant the costs incurred in complying with Part 6AA (section 149 ZD).

Page | 33

Is delegated to the Chief Executive and the Director–Resource Management.

6.3. Policy and planning

6.3.1. Regional policy statements and plans

The authority to:

- (a) Amend a plan or proposed plan to remove duplication or conflict with a National Environmental Standard (NES) and do so without using the schedule 1 process (section 44A)
- (b) Amend the Regional Policy Statement and regional plan documents to include specific objectives and policies set out in a National Policy Statement (NPS) or that objectives and policies specified in the documents give effect to the NPS and do so without using the schedule 1 process and give public notice of amendments
- (c) If so directed by a national planning standard, power to amend any planning document (sections 58I(2) and 58I(7))
- (d) Power to provide copies of planning documents to relevant parties and determine time for advice (First schedule Clause 3 and 4A)
- (e) Power to fix notification date, and decide on whom public notices will be sent in relation to a policy statement or plan or a change or variation thereto, including limited notification (First schedule Clause 5, 5A)
- (f) Power to summarise for and on behalf of the local authority submissions made in respect of a policy statement or a change or variation thereto (First schedule Clause 7, 51)
- (g) Power to fix a pre-hearing meeting and attend to all associated matters regarding notification, conduct, and reporting except the power of declining a request for a pre-hearing meeting (First schedule Clause 8AA)
- (h) Power to apply for extension of time if a local authority is unable, or likely to be unable, to meet decision making obligations under Clause 10(4)(a) (First schedule Clause 10A)
- Power to give public notice if Council decides to establish a collaborative group and to notify any report from a collaborative group, and any proposed planning instrument as determined under Clause 46 (First schedule Clause 43,45, and 49)
- (j) Power to publically notify a local authority decision (First schedule Clause 57)
- (k) Power to establish a review panel to consider submissions arising from a collaborative planning process (First schedule Clause 64)
- (I) Power to publically notify the Minister's decisions under the streamlined planning process (First schedule Clause 88, 90)
- (m) Power to remit the whole or part of any charge and to not commence or continue processing a private plan change application if insufficient money has been paid as required by Council's schedule of charges (section 36AAB(2))
- (n) Power to notify changes to plans as directed by any Regulation (Section 360D)
- (o) Power to consult the relevant iwi authority on whether it is appropriate to appoint a commissioner with an understanding of tikanga Maori (section 34A1(A)).

Is delegated to the Chief Executive, the Director-Resource Management and the Policy Manager.

6.4. Designations, water conservation orders and reclamations

6.4.1. Designations

Where the Council has a financial responsibility for a public work, the authority to:

- (a) Give notice to a territorial authority of its requirement for a designation under 168 of the Resource Management Act
- (b) Give consent to include a requirement in a proposed plan under section 170 of the Act
- (c) Accept or reject a territorial authority's recommendation in relation to a designation in accordance with section 172 of the Act

- (d) Prepare or submit an outline plan of a public work, project or other work on designated land to a territorial authority (section 176A of the Act)
- (e) Decide whether or not to make changes to an outline plan requested by a territorial authority in accordance with section 176A of the Act
- (f) Do anything in relation to a designation that is already subject to an earlier designation or heritage order in place, or agree for other persons to do anything in relation to the designation (section 177 of the Act)
- (g) Transfer responsibility of a delegation (section 180 of the Act)
- (h) Alter a Designation (section 181 of the Act)
- (i) Remove a designation (section 182 of the Act).

Is delegated to the Chief Executive, the Director-Operations and the Director-Resource Management.

6.4.2. Water conservation orders

The authority to determine who may be heard at an inquiry for a proposed water conservation order under section 211 of the Resource Management Act 1991 is delegated to the Chief Executive.

The authority to impose such conditions as are necessary to ensure that a Water Conservation Order is not breached when granting a resource consent (section 217 of the Act) is delegated to the Chief Executive, the Director–Resource Management and the Manager Resource Consents.

6.4.3. Approve or decline plans of survey for reclamation

The authority to approve or decline a plan of survey of reclamation submitted under section 245 of the Act has been delegated to the Chief Executive.

6.4.4. Resource management regulations

The authority to implement the Measurement and Reporting of Water Takes Regulations 2010 is delegated to the Chief Executive, the Director—Environment Quality, the Manager Science & Technology, the Team Leader - Environmental Data, and the Compliance Manager.

6.4.5. National environmental standards

The Ministry for the Environment has both proposed and active NESs in place. Given these are recognized through the consent process no specific delegations are considered necessary.

6.5. Court proceedings

6.5.1. Environment Court

The authority to:

- (a) Settle a dispute or issues at stake at mediation or other alternative dispute resolution sessions or via direct negotiation between parties
- (b) Approve Memoranda of Counsel, draft Consent Orders and side agreements
- (c) Decide to appear at proceedings before the Environment Court and call evidence
- (d) Lodge, oppose, or withdraw a Notice of Motion (or originating application) with the Environment Court seeking an order and give or withdraw notice of a wish to be heard on an application
- (e) Lodge, withdraw, join, or oppose an application for declaration with the Environment Court

Is delegated to the Chief Executive, the Director-Resource Management, the Policy Manager, Manager Resource Consents and Compliance Manager.

The authority to:

- (f) Lodge, withdraw, or oppose a notice of intention to become an interested party to Environment Court proceedings. Seek, withdraw, or oppose orders in accordance with sections 278 and 279
- (g) Lodge, withdraw, or oppose an application for a waiver or direction in accordance with section 281
- (h) Approve an application for costs, respond to an application for costs, or waive the pursuit of costs in Court proceedings.

Is delegated to the Chief Executive and the Director-Resource Management.

6.5.2. High Court

The authority to:

- Lodge, withdraw, oppose, or join an appeal to the High Court and any related applications or proceedings
- (b) Settle a dispute or issues at stake at mediation or other dispute resolution sessions
- (c) Approve Memoranda of Counsel, draft Consent Orders, side agreements, or other documents required to settle a matter
- (d) Decide to appear at proceedings before the High Court and call evidence for the Council
- (e) Give or withdraw notice of intention to appear and be heard on appeal in High Court proceedings
- (f) Lodge, withdraw, oppose, or join an appeal to the High Court
- (g) Lodge, withdraw, or respond to an application for an extension of time.

Is delegated to the Chief Executive.

6.5.3. Court of Appeal and Supreme Court

The authority to:

- (a) Lodge, withdraw, join, or otherwise respond to an application for leave to appeal to the Court of Appeal, a Notice of Appeal to the Court of Appeal, or any related applications or proceedings and be heard in relation to any application or proceedings
- (b) Settle a dispute or issues at stake at mediation or other dispute resolution sessions
- (c) Approve Consent Memoranda, draft Consent Orders, side agreements, or other documents required to settle a matter

Is delegated to the Chief Executive.

7. Enforcement

Refer to the documents entitled *RMA Enforcement Policy 2017 and Enforcement provisions and procedures under the RMA (2017)* for policy and procedure (including reporting and recording requirements) relating to RMA enforcement action.

7.1. **Prosecution**

The authority to consider and make decisions to prosecute for offences under sections 4(9) and 338 of the Resource Management Act is delegated to the Chief Executive.

Decisions to prosecute are made subject to Council policy (RMA Enforcement Policy 2017 and Enforcement Provisions and Procedures under the Resource Management Act 2017) and legal advice. Charging documents (charges) may be withdrawn at a later date arising from:

- (a) an Environmental Court victim impact statement
- (b) receipt of legal advice that the case will not succeed
- (c) where other charging documents against the same party have been laid that are worse. The Environmental Court makes the determination as to whether the charging documents can be withdrawn.

7.2. Enforcement

7.2.1. Cancellation of abatement notices

The authority to cancel an abatement notice (sections 4(5) and 325A of the Resource Management Act) is delegated to Enforcement Officers (subject to section 322 of the Resource Management Act being identified on their warrant) or the Compliance Manager.

7.2.2. Infringement notices

The authority to issue an infringement notice (sections 4(8) and 343C of the Resource Management Act) is delegated to the Chief Executive, the Director–Resource Management and the Compliance Manager.

7.2.3. Enforcement orders and interim enforcement orders

Refer the Environment Court section above.

The authority to apply for an enforcement order against an instrument of the Crown (section 4(6)(b) of the Act) is delegated to the Chief Executive and the Director–Resource Management.

7.2.4. Water shortage directions

The authority to issue Water Shortage Directions (section 329 of the Resource Management Act) when at any time there is a serious temporary shortage of water in part of or the whole of the Taranaki region is delegated to the Chief Executive and the Director–Resource Management.

In addition to the aforementioned documents, further guidance specific to water shortage events is provided in the document entitled *Water Shortage Event Standard Operating Procedure*.

7.2.5. Emergency works

The authority to enter any place and take such action (including directing the occupier to take action) as is immediately necessary and sufficient to remove the cause of, or mitigate any actual or likely adverse effect of an emergency (section 330) is delegated to Compliance Officers as per the provisions outlined in the *Enforcement, Provisions and Procedures Document.*

The authority to require reimbursement or seek compensation for any emergency action undertaken (section 331) is delegated to the Chief Executive, the Director–Corporate Services, the Director–Environment Quality, the Director–Operations, the Director–Resource Management and the Compliance Manager.

7.2.6. Warrant to enter and search any place or vehicle including production orders

The authority to apply for a warrant from a District Court Judge to authorise the entry and search of any place or vehicle (section 334 of the Resource Management Act) is delegated to the Chief Executive, the Director– Environment Quality, the Director–Operations, the Director–Resource Management, the Compliance Manager.. and the Team Leader-Prosecutions and Compliance

7.2.7. Requirement to supply information

The authority to require information to be supplied by a person exercising a resource consent as to the nature and extent of the activities carried out under the consent and the effects of the activities on the environment within the Taranaki region (section 388 of the Resource Management Act) is delegated to the Chief Executive, the Director–Environment Quality, the Director–Resource Management, the Manager Resource Consents and the Compliance Manager.

The authority to supply information to the Minister of Conservation in relation to the monitoring of coastal permits, Regional Coastal Plan and recognised customary activity (Section 28A of the Act) is delegated to the Chief Executive, the Director–Resource Management and the Director–Environmental Quality.

8. Regulatory delegations – other legislation

This section sets out regulatory delegations under the Biosecurity Act, the Building Act, the Public Transport Management Act, the Maritime Transport Act, the Civil Defence Emergency Management Act, the Land Drainage Act and the Soil Conservation and Rivers Control Act.

8.1. Biosecurity Act 1993

8.1.1. Biosecurity Act delegations-actions and proceedings

The authority to:

- (a) Initiate default action where the cost of that action is likely to equal or exceed \$5,000 per property per annum and recover the costs of that action (section 128 of the Act)
- (b) Initiate legal proceedings against a person that has committed an offence against section 154 [Offences] of the Act
- (c) To impose a liens under section 129[Liens] of the Act.

Is delegated to the Chief Executive and the Director-Operations (except (b)).

8.1.2. Biosecurity Act delegations to officer level

The authority to:

- (a) Exempt a person from any specified requirement in a plan rule (section 78 of the Biosecurity Act)
- (b) Initiate default action where the cost of that action is likely to be less than \$5,000 per property per annum (exclusive of GST) and recover the costs of that action (section 128 of the Act)
- (c) Declare any area to be a 'controlled area' to enable the institution of movement and other controls (section 131 of the Act).

Is delegated to the Chief Executive, the Director–Operations, the Policy Manager and the Environment Services Manager.

The authority to:

- (a) Settle a dispute or issues at stake at mediation or other alternative dispute resolution sessions or via direct negotiation between parties
- (b) Approve Memoranda of Counsel, draft Consent Orders and side agreements
- (c) Decide to appear at proceedings before the Environment Court and call evidence.

Is delegated to the Chief Executive, the Director-Operations and the Policy Manager and Environment Services Manager.

8.2. Council bylaws

8.2.1. Navigation Safety Bylaws for Port Taranaki and its approaches 2020

The Navigation Safety Bylaws for Port Taranaki and its approaches 2020 establishes a range of responsibilities, obligations and rules for the purpose of ensuring maritime safety for the waters in Port Taranaki and its approaches as defined in the bylaw. Except as provided below, delegations for the Navigation Safety Bylaw 2019 are provided for in the Maritime Transport Act 1994 and the Bylaw itself.

- (a) Approve/refuse authority to temporarily suspend the application of reserved and restricted area under the Bylaws
- (b) Approve/refuse authority to temporarily reserve an area under the Bylaws
- (c) Determine, refund, remit or waive the whole or any part of any fee payable under the Bylaw
- (d) Revoke an authority granted under the Bylaw.

Page | 39

Is delegated to the Harbourmaster and Director-Resource Management.

8.2.2. River and Flood Control Bylaw 2021

The Taranaki River and Flood Control Bylaw 2021 establishes a range of responsibilities, obligations and rules for the purpose of river and flood control infrastructure managed or owned by the Taranaki Regional Council. Except as provided below, delegations for the Navigation Safety Bylaw 2019 are provided for in the Maritime Transport Act 1994 and the Bylaw itself.

The authority to:

- (a) Approve/refuse authority to carry out works under the Bylaw, including granting authority on such conditions as are considered appropriate
- (b) Determine, refund, remit or waive the whole or any part of any fee payable under the Bylaw for works carried out;
- (c) Revoke an authority granted under the Bylaw
- (d) Issue a notice to remedy noncompliance with the Bylaws
- (e) Authorize the removal of works and cost recovery as per Local Government Act 2002 delegations.

Is delegated to the Chief Executive, Director–Operations and Rivers Manager.

8.3. Building Act 2004

Refer to the document entitled Building Act Manual-Non-Building Consent Authority Procedures for Dams, Dangerous Dams Policy 2024, and the Deed of Transfer of Building Consent Authority Functions.

The Building Act 2004 (the Act) confers on regional authorities, functions, duties and powers in relation to dams.

The authority to:

- (a) Transfer one or more of the Council's functions, duties and powers in relation to dams (section 244 of the Act)
- (b) Make an application for registration as a Building Consent Authority (section 194 of the Act)
- (c) Appeal a decision of the CEO of the Ministry responsible for the administration of the Building Act 2004 (section 208 of the Act)
- (d) Request to change the scope of accreditation (section 252(4) of the Act)
- (e) Make submissions on a review of the regional authority (section 276(2)(b) of the Act)
- (f) Commence proceedings where an infringement notice has been issued (section 371(1))
- (g) Authorise officers to issue infringement notices (section 371B(2))
- (h) Informations for offences under the Act (section 377)
- (i) Making an application to the District Court for an injunction (section 381(1) and (2))
- (j) Make submission as an *interested person* to proposed Orders in Council or regulations (section 403(4)(b)).

Is delegated to the Chief Executive and the Director-Resource Management.

The initial decision to transfer functions under the Act (section 244) was made following appropriate processes under the LGA and consideration by the Council. Minor changes to this may be made by the Chief Executive.

The authority to:

- (a) Make the decision to take immediate action to remove danger (section 157(2) of the Act)
- (b) Require a person to carry out building work (section 220(1) of the Act)
- (c) To make an application to the District Council for an order in respect of building work required to be done (section 220(2) of the Act)
- (d) To seek recovery of costs associated with carrying out building work authorised under section 220(2) (section 220(4)(b) of the Act)

Page | 40

- (e) To destroy, sell, or otherwise dispose of any materials that result from carrying out building work authorised under section 220(2) (section 221(2)(a) of the Act)
- (f) To make a complaint about a licensed building practitioner (section 315(1) of the Act of the Act)
- (g) To make an application to the District Court for an injunction in respect of certain continuing breaches (section 381(1) of the Act).

Is delegated to the Chief Executive, the Director–Resource Management and the Compliance Manager.

To authority to:

- (a) Allow a period beyond 15 working days for a dam safety assurance programme re-audit (section 145(2) of the Act)
- (b) Decide whether a dam is dangerous in terms of section 153 (section 154(1) of the Act)
- (c) Make the decision to require actions specified in section 154(1) in relation to dangerous dams (section 154(1) of the Act)
- (d) Make the decision to apply to the District Court for an order enabling the regional authority to carry out building work (section 156(1) of the Act)
- (e) Make the decision to recover costs of regional authority undertaking building work in accordance with section 156(1) (section 156(3)(b) of the Act)
- (f) Make the decision to recover costs of regional authority taking action in accordance with section 157(2) (section 157(3)(b) of the Act)
- (g) Authorise officers to issue infringement notices under section 372 (section 229(1)(a) of the Act)
- (h) Commence proceedings where an infringement notice has been issued (section 371(2) of the Act)
- (i) Require further information where there has been an application for a project information memoranda (section 33(1)(b) or (c))
- (j) Re-issue a project information memoranda in certain circumstances (section 34(4))
- (k) Attach a development contribution notice to project information memoranda (section 36 of the Act)
- (I) Make the decision to issue a certificate of acceptance (section 96(1) and section 98(1) of the Act)
- Specify the information that the regional authority "reasonably requires" to be lodged with an application for a certificate of acceptance (section 97(c) of the Act)
- (n) Require further information in relation to an application for a certificate of acceptance (section 98(2) of the Act)
- (o) Qualify a certificate of acceptance to the effect that only parts of the structure were able to be inspected (section 99(2) of the Act)
- (p) Specify the information that the regional authority "reasonably requires" to be lodged with an application for an amendment to a compliance schedule (section 106(3) of the Act)
- (q) Amend a compliance schedule in response to an application to do so (section 106(4) of the Act)
- Make the decision to amend a compliance schedule on the regional authority's own initiative (section 107(2) of the Act)
- (s) Make the decision to accept a recommendation to amend a compliance schedule arising from the annual warrant of fitness (section 109(c) of the Act)
- (t) Require an owner of a dam to produce compliance schedule reports under section 110(a) (section 110(c) of the Act)
- (u) Make the decision to inspect dam or specified systems where a compliance schedule has been issued (section 111(1) of the Act)
- (v) Charge a fee for inspections under section 111(1) (section 111(2) of the Act)
- (w) Make the decision to allow the change of use of a dam (section 115 of the Act)
- (x) Make the decision to allow the extension of life of a dam (section 116(1) and (3) of the Act)
- (y) Make the decision to allow subdivision of land affecting a dam (section 116A of the Act)
- (z) Make the decision to approve a dam safety classification (section 136(1) of the Act)
- (aa) Allow a period beyond 15 working days for a dam safety classification re-audit (section 138(2) of the Act)
- (bb) Make the decision to approve a dam safety assurance programme (section 143(1) of the Act)
- (cc) Agree on the location of the dam safety assurance programme (section 148(a)(ii) of the Act)
- (dd) Make the decision that a notice to fix should be issued (section 164(1) of the Act)
- (ee) Make the decision that another authority should issue a notice to fix

- (ff) Determine a reasonable timeframe within which a notice to fix must be complied with (section 165(1)(b)
- (gg) Determine whether a notice to fix should include a requirement to apply for a certificate of acceptance or a building consent (or amendment to an existing building consent) (section 165(1)(c) and (d))
- (h) Determine whether a notice to fix should include a direction to cease building work and, if so, determining if and when work is able to resume (section 165(1)(f) of the Act)
- (ii) Determine whether a notice to fix has been complied with (section 167(2) of the Act)
- (jj) Refuse to perform functions under the Building Act 2004 where fees, charges or levies are unpaid (section 240(2) of the Act).

Is delegated to the Chief Executive, the Director–Resource Management, the Manager Resource Consents, the Compliance Manager and Team Leader Consents (delegations (a), (z), (aa), (bb) and (cc) only).

8.4. Land Transport Management Act 2003

The Land Transport Management Act 2003 sets out the legal framework for managing and funding land transport activities. Through the Regional Transport Committee, the Council prepares a Regional Land Transport Plan. The Council also has responsibilities for public transport systems.

Section	Function	Delegated to:
116(2)	Duty of a regional council to contract for the provision of every unit on an exclusive basis.	Chief Executive Director- Corporate Services
121	Obligations regarding notification and provision of copies of plans.	Chief Executive Director- Corporate Services
127	Power to (1) require information from operators of public transport services, including patronage and fare revenue data and (2) disclose other data to a person who is registered by the regional council to tender for the provision of a unit.	Chief Executive Director- Corporate Services Transport Engagement Manager
128	Power to make decisions on the release of information and a duty to consult with relevant organisations.	Chief Executive Director- Corporate Services Transport Engagement Manager
129	Power to make decisions on release of information and duty to consult with organisation.	Chief Executive Director- Corporate Services Transport Engagement Manager
133	Authority to make decisions regarding the notification of a proposal to operate or vary exempt services.	Chief Executive Director- Corporate Services Transport Engagement Manager
134	Authority to decide on the grounds in section 134 to decline registration or variation of exempt services.	Chief Executive Director- Corporate Services Transport Engagement Manager
136	Authority regarding the registration of exempt services or variations to exempt services.	Chief Executive Director- Corporate Services Transport Engagement Manager
137	Authority to decide to deregister an exempt service and remove details of variations.	Chief Executive Director- Corporate Services Transport Engagement Manager

Section	Function	Delegated to:
138	Authority to undertake the process for deregistering exempt services or removing details of variations.	Chief Executive Director- Corporate Services Transport Engagement Manager
139	Authority to make decisions in relation to the withdrawal of exempt services	Chief Executive Director- Corporate Services Transport Engagement Manager
146, 147, 148 and149	Authority to require a person to produce and inspect records. Authority to manage offences, including making decisions to initiate or withdraw a prosecution.	Chief Executive Director- Corporate Services

8.5. Maritime oil spill response and wreck removal–Maritime Transport Act 1994

Refer to the *Taranaki Marine Oil Spill Contingency Plan* for Council policy and procedure (including reporting and recording requirements) relating to marine oil response matters and the Navigation Safety Bylaws.

8.5.1. Appointment of Regional On-Scene Commander

Maritime NZ train and approve a person being a Regional On-Scene Commander (ROSC). The authority to appoint a ROSC for the Taranaki Region, under section 318 of the Maritime Transport Act, is delegated to the Chief Executive.

8.5.2. Abandoned ship and wrecks

The authority to deal with abandoned ships, under s 33L of the Act, and removing or dealing with wrecks, under s 33J, is delegated to the Chief Executive and the Harbour Master.

Note: the insurance amounts available to address wreck removal-refer to the Finance Manager.

8.5.3. Approval and monitoring of Tier One site plan documents

The Director of Maritime New Zealand has delegated to the Chief Executive the authority to:

- (a) Grant application for issue of marine protection document in respect of approval of an oil transfer site marine oil spill contingency plan (site plan document) under rule 130B.16 of the marine protection rules for a site within the Taranaki region (section 270(1) of the Maritime Transport Act)
- (b) Suspend or impose conditions on a site plan document for a site within the Taranaki region (section 272(1) of the Act)
- (c) Suspend site plan document for a further period or impose further conditions (section 272(3) of the Act)
- (d) Amend or revoke site plan document for a site within the Taranaki region as requested in writing by a holder of document (section 275(1)(a) of the Act)
- (e) Amend site plan document for a site within the Taranaki region to correct clerical errors or obvious mistake (section 275(1)(b) of the Act)
- (f) Amend or revoke site plan document for a site within the Taranaki region to reflect that privileges or duties relating to the document are no longer being carried out or able to be carried out (section 275(2) of the Act)
- (g) Require any person holding or required to hold a site plan document for a site within the Taranaki region to undergo, or carry out, inspections or audits relating to that plan or site (section 396(1) of the Act)
- (h) Carry out an inspection or audit in respect of any person holding or required to hold a site plan document for a site within the Taranaki region (section 396(2) of the Act)

(i) Require information relevant to an inspection or audit of an oil transfer site within the Taranaki region (section 396(3)(a) of the Act).

Sub delegation of these powers requires the consent of the Director of Maritime New Zealand.

8.5.4. Sub delegated powers to approve and monitor site plan documents

The Chief Executive's delegated authority to approve and monitor site plan documents (those powers identified above) is sub delegated to the Regional On-Scene Commander.

Sub delegation of these powers requires the consent of the Director of Maritime New Zealand and will be reviewed every two years. Sub delegation cannot be further delegated. Sub delegated powers must not be exercised in any case where the delegate has a personal interest.

8.6. Civil Defence Emergency Management Act 2002

The authority to represent the Council and act on its behalf on the Civil Defence Emergency Management Group (section 13 (1) of the Civil Defence Emergency Management Act 2002) is delegated to the Chairperson of the Council (or an elected member of Council approved by the Chairperson).

The Chief Executive (or a person acting on the Chief Executive's behalf) is a member of the Civil Defence Emergency Management Co-ordinating Executive Group.

The Civil Defence Emergency Management (CDEM) Group is a joint standing committee of all local authorities in Taranaki and is responsible for managing civil defence in the region. Every local authority must be a member of a Civil Defence Emergency Management Group.

The Civil Defence Emergency Management Co-ordinating Executive Group is responsible for:

- (a) Providing advice to the CDEM Group (and advisory groups) and implementing its decisions
- (b) Overseeing the development, implementation, monitoring and evaluation of the CDEM Group Plan.

8.7. Soil Conservation and Rivers Control Act 1941

8.7.1. Removal of obstructions, clearance of channels

The authority to:

- (a) Determine to carry out or execute any works that the Council is empowered to undertake under the Soil Conservation and Rivers Control Act 1941 or any other Act and exercise all the powers and authorities given to the Council by the Public Works Act 1981 (section 131)
- (b) Determine to undertake urgent work to meet an emergency in respect of any watercourse or defences against water under section 133 of the Soil Conservation and Rivers Control Act 1941
- (c) Determine to take action or do all such other matters provided for under section 135 of the Act
- (d) Approve giving notice to the relevant public body that works by the Council under the Act will interfere with a road, street, or footpath, or any other public work that the public body has control of (section 136).

Is delegated to the Chief Executive, the Director-Operations and the Rivers Manager.

The authority to consider and make decisions to take enforcement action under sections 153 and 154 of the Soil Conservation and Rivers Control Act 1941 in relation to any person preventing, obstructing or impeding the Council in carrying out any provisions of the Act or doing any work or thing authorised by the Act, is delegated to the Chief Executive.



MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024
Subject:	Accommodation Update
Author:	T Hinton, Facilities Coordinator
Approved by:	M J Nield, Director - Corporate Services
Document:	3291273

Purpose

1. The purpose of this memorandum is to provide an update on the progress of the accommodation upgrade project.

Recommendations

That the Taranaki Regional Council:

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

Background

- 2. The Council operates out of the former Stratford dairy factory, where it was converted to office accommodation in the 1980's. Since then, there have been a number of enhancements to the site.
- 3. In June 2023 Council approved \$10.4m to demolish the Inspectorate Building, which was only 19% of NBS earthquake standards; construct a new stand-alone building, which meets the current and future facilities requirements and replace the heating and cooling in the main administration building. This option was identified as the most cost effective and will cause minimal disruption to operations during the build.
- 4. The core drivers established in 2019 for the proposed masterplan remain a key focus as the project progresses:
 - **Connectivity** Communication and information across departments is vital to business success. New spaces will maximise connectivity between departments.
 - **Sustainable Initiatives** Self sustainability (energy generation), sustainable building materials and waste minimisation will all play a significant role in the rebuild design.
 - **Security** Increased threat and risk assessments for government buildings will require multiple security layers and buffer zones between staff/public.
 - **Quality workplace and well-being** Provisions for future growth are incorporated. Future building uses considered if the local government reforms change the working models. Designs will be flexible for any future requirements.

• **Cultural and community connection** - Early engagement with iwi and collaborative design approaches. References to the site context and heritage will be incorporated into new build design.

General Project Update

- 5. Following the June 2023 decision, an internal project team was established with support from external architects and project management.
- 6. Engagement and partnership with local lwi have commenced and work will continue in collaboration to ensure that cultural narrative and connection to the new building, and overall site continues as the site develops in the future.
- 7. Procurement processes for the upgrade of the administration building are complete with open tenders for the main works undertaken.
- 8. The demolition of the land management building has now been complete. This project has come in under budget due to strong responses to the November tender documentation.
- 9. The design of the new single floor, 1,300sqm office building preliminary design has been completed and costed by a quantity surveyor to indicate the project is still within the budget envelope and maintains appropriate contingencies.

Administration Building

- 10. The scope of works for the mechanical upgrade requirements has been confirmed, staging determined and procurement complete.
- 11. The electrical upgrade and generator requirement works include upgrades to the main switchboard, relocation of the main switchboard, rewiring, removal of the current high voltage mains cable, reinstallation of a mains cable and an upgrade in capacity of the site transformer. These works will need to be staged in development to ensure that staff services are not interrupted during works.

Demolition Project

- 12. The demolition project is now complete. The Inspectorate building, didymo shed, tank and Bird cage have removed due to structural issues and cost to repair outweighing replacement and whole of life costs.
- 13. The site has now been sprayed with a dust suppressant and will be cordoned off until the new building begins.

New Build

- 14. The above core drivers have been used to create the new build objectives which include:
 - Functional
 - Fit for purpose
 - Sustainable
 - Future flexible
 - Innovative
 - Delivered on budget.
- 15. Contracts have been entered into through to project completion with specific consultants required for the new build, including quantity surveyor, structural engineer, civil engineer and architects.
- 16. The project budget remains sufficient and on track for the construction of a new building approximately 1,300sqm.

- 17. The building has been designed as a simple rectangle, open plan and has a large meeting room to the northwest that can be isolated from the building and accessed separately by the public.
- 18. Developed and detailed designs are now underway. The programme indicates an open tender will be available to go to market, by November 2024.

Financial considerations—LTP/Annual Plan

19. 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

20. 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

21. 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. Iwi have been actively involved and engaged in the preliminary and detailed design of the new build. Advice on matters of tikanga have been recveived as appropriate.

Community considerations

22. 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

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

Appendices/Attachments

Document 3291390: Preliminary Design of Taranaki Regional Council New Office Building

New Office Building

Taranaki Regional Council 47 Cloten Road, Stratford

DEVELOPED DESIGN 3086.22

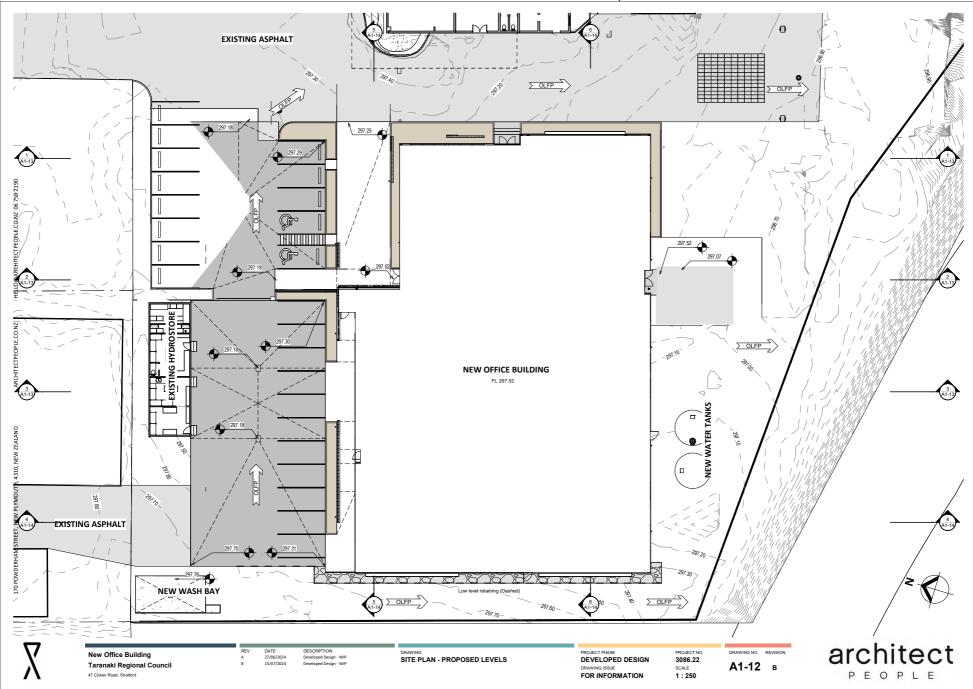






170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND / ARCHITECTPEOPLE.CO.NZ / HELLO@ARCHITECTPEOPLE.CO.NZ / 06 759 2190

Executive Audit and Risk Committee - Accommodation Update



759 2190

90

HELLO@ARCHITECT PEOPLE.CO.NZ

LE.CO.NZ

ECTPEOP

ARCHITE

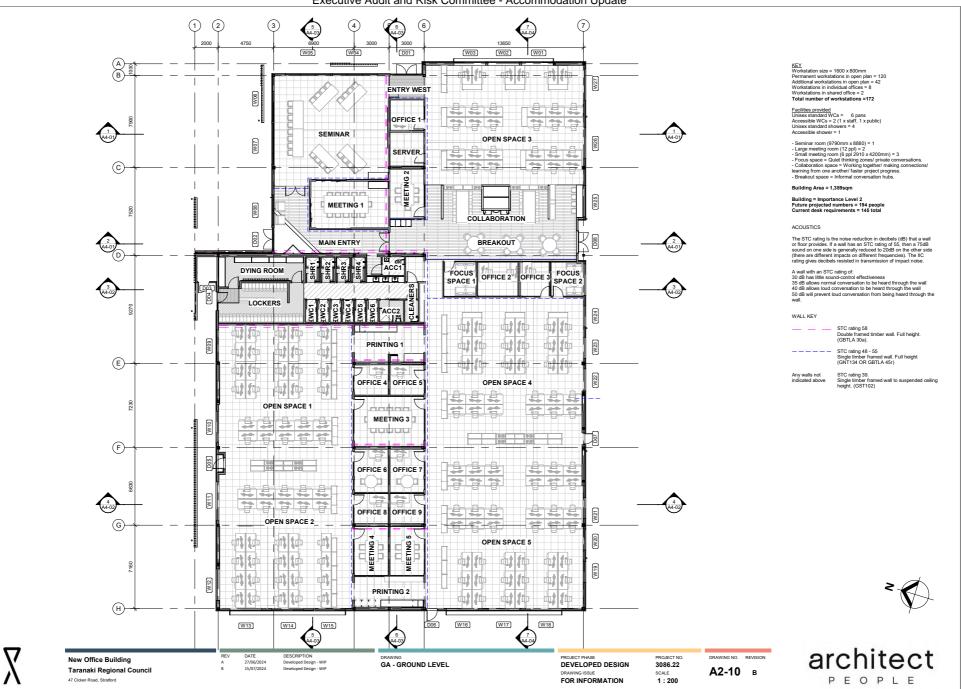
ZEALAND

NEW

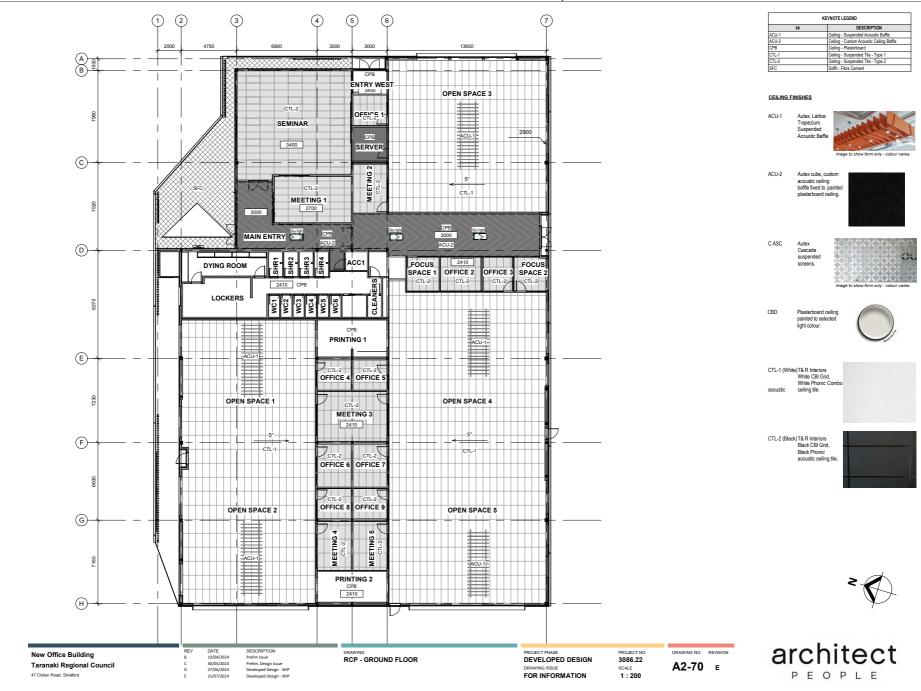
4310.

PLYMOUTH.

170 POWDERHAM STREET. NEW



Executive Audit and Risk Committee - Accommodation Update



ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND

	Executive Audit and Risk Committee - Accommodation Update	
		KEYNOTE LEGENO kk DESCRIPTION RNT Roding, -Prolled Metal SRC Trather Screen WMT-1 Cladorg, -Profled Metal - Type 1 WMT-2 Cladorg, -Profled Metal - Type 2
		EXTERIOR FINISHES Coloristeel - Storm Blue
6 759 2190	NORTH ELEVATION	Colorsteel - Stone OR Gull Grey
HELLO@ARCHITECT PEOPLE.CO.NZ 06 759 2190		Resere Coast
CO.NZ	EAST ELEVATION	- the state
1,4310, NEW ZEALAND ARCHITECTPEOPLE.CO.NZ		Resene Johann Brown Fith Pazza paving
170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND		
	WEST ELEVATION	
Χ	New Office Building REV DATE DESCRIPTION DRAWING Taranaki Regional Council 0 308/02/30 Pretini bergin two BUILDING ELEVATIONS DEVELOPED DESIGN 3086.22 Taranaki Regional Council 2/06/02/4 Pretini bergin two BUILDING ELEVATIONS DEVELOPED DESIGN 3086.22 47 Ciden Road, Strattord F 15/07/2024 Developed Design - WP F FOR INFORMATION 1: 200	PEOPLE



Executive Audit and Risk Committee - Accommodation Update

EXTERIOR FACADE - HIGH LEVEL VIEW

 ∇

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 22/04/2024 30/05/2024 15/07/2024 DESCRIPTION Prelim. Design Issue Prelim. Design Issue Developed Design - WIP RE

DRAWING RENDER - EXTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

DRAWING NO. REVISION A10-01 c

PROJECT NO. 3086.22

SCALE





NORTH FACADE - CARPARK ENTRY

ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND



SCALE

VIEW TO ENTRY FROM ADMINISTRATION

 ∇ Λ

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 22/04/2024 30/05/2024 15/07/2024 DESCRIPTION Prelim. Design Issue Prelim. Design Issue Developed Design - WIP REV

DRAWING RENDER - EXTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE







VIEW FROM ENTRY BACK TO ADMINISTRATION



SCALE

EAST FACADE - SIDE ENTRY FROM ADMINISTRATION + SEMINAR ROOM BEYOND

 ∇ Λ

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 22/04/2024 30/05/2024 15/07/2024 DESCRIPTION Prelim. Design Issue Prelim. Design Issue Developed Design - WIP REV

DRAWING RENDER - EXTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

PROJECT NO. 3086.22 DRAWING NO. REVISION **А10-03** с





ACCESSWAY & CONTROL BARRIER BETWEEN BUILDINGS, PAVED LINKWAY IN FOREGROUND

ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND

 ∇

Λ



RECREATION SPACE & REFLECTION AREA BEYOND



PROJECT PHASE DEVELOPED DESIGN PROJECT NO. 3086.22 DRAWING ISSUE SCALE



New Office Building Taranaki Regional Council 47 Cloten Road, Stratford



ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND



VIEW FROM SEMINAR ROOM TO MAIN ENTRY, PAVING AND FEATURE WALL BEYOND

X

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford
 REV
 DATE
 DESCRIPTION

 A
 19/04/2024
 Prelim Issue

 B
 22/04/2024
 Prelim. Design Issue

 C
 30/05/2024
 Prelim. Design Issue

 D
 15/07/2024
 Developed Design - WIP

DRAWING RENDER - EXTERIOR PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE FOR INFORMATION PROJECT NO. 3086.22 SCALE DRAWING NO. REVISION A10-10 D





SEMINAR ROOM & MEETING ROOM BEYOND

 ∇

Λ



PROJECT NO. 3086.22

SCALE

SEMINAR ROOM LOOKING BACK TO PRESENTATION WALL

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 19/04/2024 22/04/2024 30/05/2024 15/07/2024 DESCRIPTION Prelim Issue Prelim. Design Issue Prelim. Design Issue Developed Design - WIP RE\

DRAWING RENDER - INTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

DRAWING NO. REVISION A10-11 D







DATE 19/04/2024 22/04/2024 30/05/2024 15/07/2024

REV

DESCRIPTION Prelim Issue Prelim. Design Issue Prelim. Design Issue Developed Design - WIP

COLLABORATION SPACE - VIEW TO RIVER BEYOND

ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND



SCALE

COLLABORATION SPACE WITH OFFICES / FOCUS SPACES BEYOND

 ∇ Λ

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DRAWING RENDER - INTERIOR PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

DRAWING NO. REVISION PROJECT NO. 3086.22 A10-12 D





ARCHITECTPEOPLE.CO.NZ

170 POWDERHAM STREET, NEW PLYMOUTH, 4310, NEW ZEALAND



SCALE

COMPLIANCE OPEN PLAN OFFICE AREA LOOKING BACK TO COLLABORATION SPACE

 ∇

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 22/04/2024 30/05/2024 15/07/2024 DESCRIPTION Prelim. Design Issue Prelim. Design Issue Developed Design - WIP REV

DRAWING RENDER - INTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

PROJECT NO. 3086.22 DRAWING NO. REVISION **А10-13** с





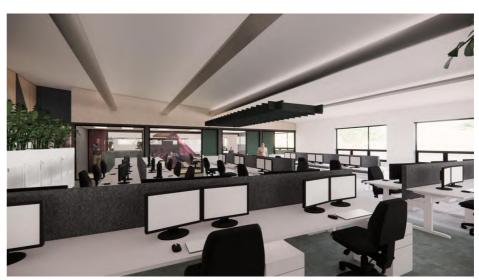
DATE 30/05/2024 15/07/2024

REV A

DESCRIPTION Prelim. Design Issue Developed Design - WIP

LAND MANAGEMENT OPEN PLAN OFFICE - ENVIRONMENTAL SERVICES BEYOND

ARCHITECTPEOPLE.CO.NZ



SCALE

LAND MANAGEMENT OFFICE SPACE LOOKING BACK TO OFFICE PODS / FOCUS SPACES

 ∇ Λ

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DRAWING RENDER - INTERIOR

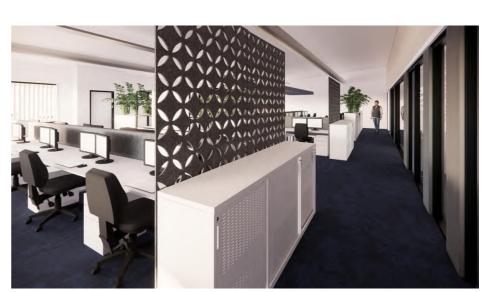
PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

PROJECT NO. 3086.22 DRAWING NO. REVISION А10-14 в





LARGE MEETING ROOM, ENVIRONMENTAL QUALITY OPEN PLAN OFFICE BEYOND



SCALE

SCIENCE & TECH OPEN PLAN OFFICE, ENVIRONMENT QUALITY OFFICE BEYOND

 ∇ Λ

New Office Building Taranaki Regional Council 47 Cloten Road, Stratford

DATE 30/05/2024 15/07/2024 REV A

DESCRIPTION Prelim. Design Issue Developed Design - WIP

DRAWING RENDER - INTERIOR

PROJECT PHASE DEVELOPED DESIGN DRAWING ISSUE

DRAWING NO. REVISION PROJECT NO. 3086.22 А10-15 в





MEMORANDUM Executive, Audit & Risk

Date:	29 July 2024	
Subject:	Yarrow Stadium Plus: Project Update	
Author:	J Paterson, Project Lead	
Approved by:	M J Nield, Director - Corporate Services	
Document:	3290722	

Purpose

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

Recommendation

That Taranaki Regional Council:

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

Background

- 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 with CIP's Chief Executive and new General Manager of Infrastructure is expected in August 2024.

- 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.
- 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 new Strategic 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 hot 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 pf 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.
- 20. The installation of precast concrete stair treads and landings to the stair towers have been completed. The nibs for ground floor walls are now complete with framing underway. Both nibs and framing will move to the south end of level one by mid July.
- 21. The Level one and two concrete pours have been complete. That concludes building concrete pours.
- 22. The roof structure fabrication is underway offsite.
- 23. Precast bleachers and precast panels installation is now complete.
- 24. Cladding will begin mid July on the south end of the ground floor; framing and fixed services will continue throughout July and August.
- 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.

Community considerations

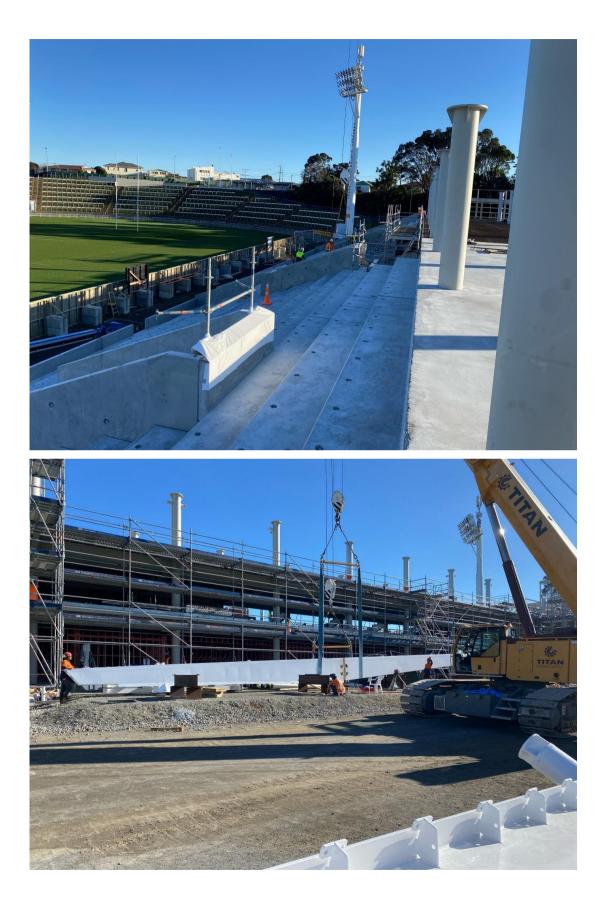
29. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

Legal considerations

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

Site Progress Pictures





Public Excluded Recommendations – Executive Audit and Risk Committee 29 July 2024

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987, <u>resolves</u> 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 <u>section 7</u> (2) (h) and (2) (i) of the Local Government Official Information and Meetings Act 1987
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 <u>section 7</u> (2) (h) of the Local Government Official Information and Meetings Act 1987



MEMORANDUM Executive, Audit & Risk

<u>Kia uruuru mai</u>

Karakia to close meetings

Kia uruuru mai Ā hauora Ā haukaha Ā haumaia Ki runga, Ki raro Ki roto, Ki waho Rire rire hau Paimārie Fill me with Vitality Strength Bravery Above, below Within, outwards Let the wind blow and bind Peace upon you

<u>Nau mai e ngā hua</u>

Karakia for kai

Nau mai e ngā hua o te wao o te ngakina o te wai tai o te wai Māori Nā Tāne Nā Rongo Nā Tangaroa Nā Maru Ko Ranginui e tū iho nei Ko Papatūānuku e takoto ake nei Tūturu o whiti whakamaua kia tina Tina! Hui e! Taiki e! Welcome the gifts of food from the sacred forests from the cultivated gardens from the sea from the fresh waters The food of Tāne of Rongo of Tangaroa of Maru I acknowledge Ranginui above and Papatūānuku below Let there be certainty Secure it! Draw together! Affirm!

AGENDA AUTHORISATION

Agenda for the Executive, Audit and Risk Committee meeting held on Monday 29 July 2024

Approved:

NO

22 Jul, 2024 3:27:26 PM GMT+12 M J Nield Director Corporate Services