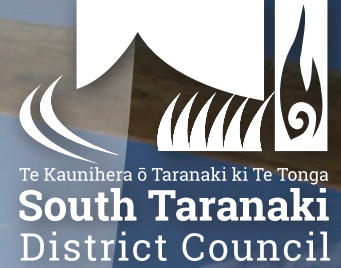


SOUTH TARANAKI

THE MOST

# LIVEABLE

DISTRICT



## Section 2

Ā Mātou Awheawhe  
Our Activities

# Te Hoahoa Ki “Ā Mātou Awheawhe”

## Guide to the layout and content of Our Activities

The Council contributes to the community through the activities and services it delivers.

Our activities are organised into 12 groups:

### Democracy and Leadership

#### Three Waters – Water, Wastewater and Stormwater

#### Solid Waste

#### Roading and Footpaths (includes Road Safety)

#### Community Facilities

- Parks, Reserves, Public Spaces, Halls, Swimming Pools, Public Toilets, Holiday Parks, Cemeteries, Housing for the Elderly and Pathways

#### Arts and Culture

- Arts, Aotea Utanganui – Museum of South Taranaki, and our seven LibraryPlus

#### District Economy

- Economic Development, Tourism and Events

### Community Development

- Community Development and Community Support

### Regulatory Services

- Building Control, Planning, Environmental Health, Licensing, Food, Alcohol and Gambling, Animal Services and Parking Control

### Environmental Management

- Environment and Sustainability, Emergency Management and Environmental Policy

### Coastal Structures

### Corporate Activities

- Audit and Risk, Customer Services, Communications, Finance, Corporate Property, Information Services, People and Capability, and Support Services.

For each of these groups we explain the activities within the group.

#### Why we do it

Reasons why the Council provides the activities.

#### What we do

A brief description of what the activity does including the assets that contribute to the activity and how they are managed.

#### What negative impacts this might have

Our activities can have negative impacts. While we strive to ensure we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there must be a trade-off. We show the possible significant negative effects to make sure we conduct our activities in accordance with sustainable principles.

#### Looking ahead

- Growth and Demand – influences that could have an impact on the activity.

#### Future projects

Projects over the next ten years.

# Te Hoahoa Ki “Ā Mātou Awheawhe”

## Guide to the layout and content of Our Activities

### What You Can Expect and Measuring Our Performance

The main services that will be delivered to the community and the specific ways performance will be measured.

### Community Outcomes

The relevant Community Outcomes for each activity are represented as icons based on the legend shown in the Chapter “Strategic Direction”.

### Key Capital Projects

Some activities list the key capital projects. The full list of capital projects can be found in the Chapter “Our Costs”.

### Funding

Information on what activities will cost and how we will pay for them is set out in the Revenue and Financing Policy and the funding impact statement for each activity for the next ten years, compared to the 2017/18 budget.

### Asset Management Plans

The Council owns over \$1 billion of assets that are used to deliver a wide variety of services to our communities,

so it is essential that we manage the assets well. Asset Management Plans (AMPs) form the basis of our planning for the operation, maintenance, renewal and development of the assets. In managing these assets we have taken account of the community’s interests and desired outcomes through the review of customer service levels, public feedback, and customer demand, while considering the capacity to deliver the services and affordability for our ratepayers and residents.

In developing our AMPs questions are asked such as:

- What service levels and performance delivery are required and how will demand for the services change over time?
- What is the current state of the assets? Are they capable of meeting those demands now and, in the future, and what are the risks if they are not met? What are the best strategies for operating, maintaining, replacing and improving the assets?

- How much will providing the service cost over the long term? What is the best long term funding strategy?

Answering these questions in AMPs for individual activities has the benefit of:

- Improving cost efficiency by determining the lowest asset lifecycle cost.
- Improving customer satisfaction by better matching levels of service with what customers want and are willing to pay for.
- Better transparency in decision making.
- Being more sustainable by having long term plans that look at funding of services across generations.

The Council’s AMPs (available on request) have been developed across all of our activities to a “core” level, providing a solid footing on which to base this Long Term Plan. However, asset management is an ongoing process and our goal is to develop all AMPs to a higher level, particularly in activities that contain strategic assets of significant value.

### Differences to 2018-2028 LTP

Corporate Property, Leased Properties and Cinema 2 have been removed from Community Facilities and are now included in the Corporate Activities Group.

The Environmental Sustainability Group is now called “Environmental Management Group”.

The Emergency Management activity has been removed from Regulatory Services and now included in the Environmental Management Group.

The Planning activity has been removed from Environmental Management and now included in the Regulatory Services Group.





Te Pou Manukura  
**Democracy and  
Leadership**

## Democracy and Leadership



### Why we do it

We provide governance processes that

enable the community to participate in decision-making and ensure quality decisions are made in accordance with statutory requirements. To do this well we need to keep the community informed about what is happening, how decisions will affect them and how they can participate in meetings and consultation/submission processes.

We are developing an Iwi-Council Partnership Strategy with the purpose of building stronger relationships and enabling Māori to participate in our decision-making processes.

### What we do

The Mayor and Councillors are the governing body and set the direction, policies and budget needed to run the various activities we provide. We develop strategic documents including the District Plan, Long Term Plan and Annual Plans as well as setting the annual rates and charges. Community

Boards provide a direct link between the community and the Council and are responsible for distributing discretionary funds across their communities.

Recognising the special relationship with Māori in South Taranaki, the Council has developed a formal process of representation for Iwi through the Iwi Liaison Committee. This standing committee provides an opportunity for up to four members from each Iwi within the District (Ngāruahine, Taranaki, Ngāa Rauru and Ngāti Ruanui) to discuss issues and make recommendations to the Council. The appointment of Iwi representatives to our standing committees acknowledges the need for Iwi and Māori to participate in the Council's decision making processes.

A full overview of our key policies, information about how we operate and how the Council makes decisions can be found in the Local Governance Statement on our website [www.southtaranaki.com](http://www.southtaranaki.com)

### Looking Ahead

The internet enables our community to engage regarding social issues and provides a tool for community-led democracy and campaigning and a move towards online voting, bringing both opportunities and challenges. Over the next five years we are committed to upgrading our information systems and technology so we can respond and move with the times by providing a platform that allows our residents to communicate with us quickly and effectively.

### Future Projects

We are committed to providing opportunities for Māori to contribute to decision-making processes and we recognise the importance of developing relationships with South Taranaki Iwi. This includes the development of an Iwi-Council Partnership Strategy.

In November 2020 the Council resolved to introduce Māori wards for the 2022 and 2025 local body elections. This decision has initiated a Representation Review which will be

undertaken in 2021.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

# Democracy and Leadership

## Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
We make well informed decisions that support the current and future needs of the community.	(C) % of residents who agree decisions made by Council represent the best interests of the District.	≥ 70%	≥ 70%	≥ 70%	≥ 70%
We engage with our community and provide opportunities to participate in decision-making.	(C) % of residents who are satisfied or neutral with their opportunity to participate in Council decision- making processes.	≥ 80%	≥ 80%	≥ 80%	≥ 80%
We keep residents informed of Council activities through a variety of media.	(C) % of residents who know where to access Council information when they want it (website, newspaper, Libraries, Customer Services).	≥ 85%	≥ 85%	≥ 85%	≥ 85%
We have strong relationships with local Iwi and work together in a range of ways so their perspectives inform our decisions.	(T) Iwi representatives are appointed to the Iwi Liaison Committee and the Council's standing committees.	100%	100%	100%	100%



Ngā Waitoru  
**Three Waters**

# Ngā Waitoru

## Three Waters



### Why we do it

There is a strong community expectation that

people are safe and their public health is protected through the delivery of the three waters services. Water supply is the most critical infrastructure service we provide as water is required in large volumes to sustain domestic, agricultural and industrial customers. Sustainable water supplies preserve the resource for future generations and high quality infrastructure helps to ensure that South Taranaki is a prosperous District. The safe disposal of wastewater protects the public health of our communities by taking domestic sewage and industrial wastes and treating them before discharging the treated effluent to the environment. Stormwater reticulation protects homes and core infrastructure such as roads and wastewater systems by helping to prevent flooding of properties and infrastructure.

High quality infrastructure supports the economic wellbeing of the District

and provides a healthy and safe place to live.



### Water

#### What we do

Our water supplies provide more than 29 million litres of drinking water each day to residential, agricultural and industrial customers from eight urban and two rural water supply schemes. Our assets include ten water treatment facilities, 37 reservoirs and 641km of water mains.

Water is sourced from the many streams that run from Mount Taranaki to the sea, or from boreholes where there is insufficient surface water of suitable quality. Our water abstraction activities are regulated by the Taranaki Regional Council, which administers consents issued under the Resource Management Act 1991. The conditions attached to the renewal of these consents as they expire are becoming more stringent, making it increasingly important to accurately measure where our water goes. This

requires continually improving asset and demand management so we can justify the water we take from the environment.

Water is treated to ensure it is free from bacteria, protozoa and chemical contamination, and our ten water treatment plants meet the current drinking water quality standards. The Waverley and Kāpuni water supplies are fluoridated. Chlorination is now viewed as essential for the safety of public water systems and we have been upgrading our water treatment systems accordingly.

Having at least 24 hours of treated water storage capacity allows the water treatment plants to be turned down following heavy rainfall events, as flood water can be difficult to treat. Adequate storage capacity also provides resilience in the event of natural disasters or emergencies that could affect our water supplies. We are working to ensure all of our systems have sufficient storage capacity.

#### Looking Ahead

We are facing possible reductions in

surface water abstraction consents due to the upcoming freshwater reform. In the short term, it is likely to affect the consents for Eltham, Kāpuni and Inaha and will drive improvements in plant efficiency and stronger demand management strategies. This may include an increase in water restrictions and/or metering for new residential connections, effectively aligning us with new connection policies for the neighbouring Taranaki councils.

Pātea's water supply is vulnerable due to its full reliance on bore water and the unsuitability of the nearby river water. High residential water demand and low rates of aquifer recharge during dry summers can potentially hinder the continued supply of the bore water.

The characteristics of the Pātea bore water mean the treatment plant will require a major upgrade to ensure that chlorination is effective, and it will be fluoridated at that time.

Growth areas include western and northern Hāwera, and structure plans



# Ngā Waitoru

## Three Waters

have been developed for these areas so that development can be facilitated in an ordered manner. This will involve additional infrastructure for western Hāwera, potentially a pumping station for the growth of the northern Turuturu Road area and adequate infrastructure for the proposed South Taranaki Business Park.

Taste issues with the Eltham water scheme have necessitated an upgrade to improve taste.

### Key Capital Projects

- Turuturu Road pumping station and a possible increase in pipe capacity.
- Focus on managing water consumption.
- Continued development of infrastructure for the South Taranaki Business Park.
- Improvements to the Eltham water supply to address odour and taste issues.
- Increase water production capacity and identify where additional water resources will be required for key growth areas.
- Installation of automated water

meter reading equipment on all rural water connections.

- Ongoing upgrades to reticulation pipes across the District.

Project		Year	Budget
Eltham water taste and odour	Undertake investigations for water source (bore) in 2021/22 and commission in 2022/23. Further flushing enhancements if required in 2025/26.	2021/22 2022/23 2025/26	\$1.8m
Pātea low water pressure	Pressure zoning in the Pātea water supply.	2021/22 2022/23	\$540k
Ōpunakē water discolouration	Install planned de-ionisation plant in 2027/28.	2027/28	\$760k
Urban firefighting improvements - Normanby second supply line	Make network improvements to meet the current code of practice for schools, hospitals, and places of assembly. Other improvements will be made when pipes are renewed.  Improve the Normanby water supply, which also has the benefit of serving the South Taranaki Business Park.	2027/28 2028/29	\$2.7m
Turuturu Road water supply demand management	Investigate potential solutions and final best practicable option in 2021/22 with construction to be undertaken in 2022/23 and 2023/2024.	2021/22 2022/23 2023/24	\$732k
Pātea Water Treatment Plant enhancement	Install a full water treatment plant.	2021/22 2022/23	\$2.6m
Waimate West trunk main duplication	Construct an additional trunk main running parallel to the current Waimate West trunk main.	2024/25 2025/26	\$2.4m

# Ngā Waitoru

## Three Waters

Project		Year	Budget
Waimate West replace reservoir 1	Replace Waimate West reservoir 1.	2026/27 2027/28 2028/29	\$9m
Kāpuni demand management	Construct an additional borehole within the area of the three water supplies.	2023/24 2024/25	\$2.4m
Waverley replacement bore	Investigate water source and commission replacement bore.	2025/26	\$1.4m
Kāpuni Water Treatment Plant capacity upgrade	With some growth predicted in Hāwera and Normanby we will need to increase the capacity of the Kāpuni treatment plant at some time in the next 25 years.  Managing demand for water might see this project delayed or higher than expected growth may bring it forward.	2043/44	\$2.2m
Enhanced water treatment for viruses	UV treatment would need to be added to all surface water plants to kill viruses. Secure ground water will not require further treatment.	2034/35	\$2.5m
Demand Management and Efficiency Enhancement	Introduce universal water metering, unless other technologies are developed before legislation changes are enforced.	2032 – 2034	\$6m

### What you can expect from us

Water intake, treatment, storage and reticulation assets are critical to providing safe and secure water to users. They require effective inspection, condition monitoring,

maintenance and renewal programmes to provide the most cost-effective lifecycle for the assets. We are working on increasing the resilience of intakes to flooding events, as the water can

become untreatable during these events and river-borne sand can block intakes, preventing water abstraction.

We are actively improving our scheduling processes for these activities to minimise reactive-based works through preventative maintenance and early interventions. Specific goals are linked to our water safety plans, which have been approved by the Taranaki District Health Board.

The installation of remote monitoring has given us greater visibility and faster response around the failure rates of meters for large users. We will improve our meter replacement programme to better reflect the established lifecycle of meters. Likewise, our meter-backflow project has identified a number of users who were taking excessive amounts of water from our network and we plan to continue auditing demand from extraordinary users to ensure that they are being fairly charged for water.

We will continue to improve our networks so they are more resilient

to natural disasters. This includes back-up generators for pumps so they can operate during power cuts and removal of vegetation around critical structures such as intakes and pipe bridges.

### Significant Negative Effects

We strive to reduce the negative impacts of our operations, but we acknowledge that our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise these effects.

# Ngā Waitoru Three Waters

**Table 1: Potential negative impacts and solutions for water supply**

Significant Negative Effect	Sustainable Solution
Over-extraction of water and reducing river flows can impact negatively on the ecosystems of rivers.	Effective compliance and monitoring of resource consent conditions. Apply the Taranaki Regional Council principles set out in the Regional Fresh Water Plan when considering permission to abstract water from streams and bores.
Potential delivery of contaminated water.	Effective emergency response plans, operational procedures and monitoring of raw water supplies. Public Health Risk Management Plans. Treatment of ground water supplies.
Insufficient water supplies during times of drought or emergency.	Demand management is used to reduce water demands during drought or emergency. 24 hours' water storage is available for all schemes except Waimate West. Investigations to improve the security of supply through developing additional water resources.

## Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

### Water Supply

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
The water supply is accessible and reliable.	(C) Number of complaints received about continuity of supply (per 1,000 connections). DIA Performance Measure 4d	≤ 10	≤ 10	≤ 10	≤ 10
	(T) Median response time for service personnel to attend urgent call-out measured from the time we receive notification to the time service personnel reach the site. DIA Performance Measure 3a	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs

# Ngā Waitoru

## Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
The water supply is accessible and reliable.	(T) Median response time for service personnel to resolve urgent call-out measured from the time we receive notification to the time service personnel confirm resolution of the fault or interruption. DIA Performance Measure 3b	≤ 9 hrs	≤ 9 hrs	≤ 9 hrs	≤ 9 hrs
	(T) Median response time for service personnel to attend non-urgent call-out measured from the time we receive notification to the time service personnel reach the site. DIA Performance Measure 3c	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Median response time for service personnel to resolve non-urgent call-out measured from the time we receive notification to the time service personnel confirm resolution of the fault or interruption. DIA Performance Measure 3d	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Extent of compliance with current NZ Drinking Water Standards (for bacteria). DIA Performance Measure 1a	10/10	10/10	10/10	10/10
	(T) Extent of compliance with NZ Drinking Water Standards (for protozoa). DIA Performance Measure 1b	10/10	10/10	10/10	10/10
	(T) % The percentage of real water loss from the networked reticulation system, using the Infrastructure Leakage Index (ILI) methodology. DIA Performance Measure 2	≤ 13%	≤ 12.5%	≤ 12%	≤ 11.5%
The water supply is managed sustainably (cont.).	(T) Average consumption of drinking water per day per resident. DIA Performance Measure 5	≤ 390 L/c/d	≤ 380 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d

# Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Consumers are satisfied with the Water Supply service.	(C) Total number of complaints received about drinking water clarity (per 1,000 connections). DIA Performance Measure 4a	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water taste (per 1,000 connections). DIA Performance Measure 4a	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water odour (per 1,000 connections). DIA Performance Measure 4b	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water pressure or flow (per 1,000 connections). DIA Performance Measure 4c	≤ 5	≤ 4	≤ 4	≤ 4
	(C) Number of complaints received about response to the above (per 1,000 connections). DIA Performance Measure 4e	≤ 2	≤ 2	≤ 2	≤ 2
	(C) Total number of complaints (per 1000 connections). DIA Performance Measures 4a-4e	≤ 24	≤ 22	≤ 20	≤ 20
	(C) % of consumers are satisfied with the Water Supply overall.	≥ 80%	≥ 80%	≥ 80%	≥ 80%



# Ngā Waitoru

## Three Waters



### Wastewater

#### What we do

We have eight urban wastewater schemes that transfer wastewater from domestic, commercial and industrial customers to wastewater treatment plants where it is treated and safely disposed of to natural waters (streams, rivers or the ocean) or by application to land. The discharges are regulated by the Taranaki Regional Council (TRC), which grants resource consents that state the quality and quantity conditions that must be met.

In order to better manage the specific nature of industrial wastewater, we introduced a Trade Waste Bylaw in 2017. This controls the non-domestic waste we accept and how much customers pay for the service. Managing these waste streams is essential to operating our treatment plants as efficiently and effectively as possible.

Oxidation ponds are the normal treatment process, with treated

effluent being discharged to an adjacent watercourse. There are exceptions – the treated effluent from Eltham and Hāwera discharges through the Fonterra sea outfall at Whareroa, and the Ōpunakē treatment plant discharges to land. The new Waiinu wastewater treatment pond uses filtration and UV disinfection to fully sterilise wastewater prior to discharge to the environment.

Like most wastewater networks around New Zealand, our reticulation suffers from rainwater getting into the pipes, either from the direct connection of roofs or paved areas or from ground water infiltrating into buried pipes through defects such as cracks. The impact of this is that the reticulation system may exceed its capacity and overflow, or we may exceed the limits of resource consents, resulting in legal action against us. Ongoing management of these issues is a high priority, both to protect the health of the community and the environment and to ensure we can demonstrate our environmental compliance.

Disapproval of uncontrolled emergency discharges of untreated wastewater to the environment is increasing. As consents are renewed it is likely that increased treatment of wastewater will be required.

#### Looking Ahead

The majority of wastewater collection and treatment systems have sufficient capacity for the next ten years. Our biggest future challenges will be to manage wastewater pond sludge and reduce the levels of inflow and infiltration into our pipe network, especially with the likely removal of consented emergency overflows in the coming years

We have established a programme of sewer CCTV, network smoke testing and private property inspections to assess the condition of sewers and develop a prioritised schedule of pipes to be repaired, replaced or relined, and to remove illegal stormwater diversion into the sewer system.

Allowance has been made over the next seven years for \$1.08m per annum to be spent on sewer

rehabilitation to reduce the amount of rainfall-derived inflow and infiltration and achieve the performance targets we have set. We will continue to benchmark this against other councils in the annual Water New Zealand National Performance Review.

Managing sludge levels in our oxidation ponds is a very important part of maintaining effective treatment, with those taking significant trade waste loads being the most critical. The ponds at Eltham, Hāwera and possibly Manaia are likely to require ongoing sludge maintenance, with other ponds needing intermittent desludging.

Low levels of potentially harmful organisms (norovirus) in shellfish were found after monitoring near the marine outfall in Hāwera in mid-2017. This can be infectious to humans, resulting in sickness for a few days. We are working with Iwi and the TRC on possible long-term solutions, including additional treatment at the ponds, an increased monitoring regime and an intensified public warning system. We have highlighted in our

# Ngā Waitoru

## Three Waters

Infrastructure Strategy that there will be an additional cost to minimise re-occurrences of the norovirus reappearing in the medium term.

Renewal of our discharge resource consents may require works to improve the treatment of wastewater to comply with new consent conditions. This is a key driver for the treatment plant upgrades.

### Key Capital Projects

- Renewal of the discharge resource consents for Waverley, Manaia, Pātea, Eltham and Hāwera emergency discharges.
- Implementing a sludge dewatering facility and a facility for receiving septic tank sludge at Hāwera Wastewater Treatment Plant.
- Improved aeration at plants with significant trade waste loads.
- Relining or replacement of the wastewater reticulation pipes to reduce the amount of rainwater entering the wastewater network.
- Renewal of wastewater pump stations and tertiary treatment of wastewater to comply with

upcoming freshwater reforms.

- Upgrade of treatment plants following Best Practicable Options reports generated during the consent renewal process.

Inflow and infiltration (I&I)	The amount of water entering the wastewater networks in a number of our towns causes problems with treatment and compliance with resource consents. This comes from direct connection of stormwater to the system (Inflow) and ground water entering the pipes through cracks and other defects (Infiltration).	2022 - 2028	\$1.08m (appx) pa
Disinfection of wastewater discharges – tertiary treatment	As water quality standards are increased for watercourses based on the National Policy Statement for Freshwater Management and other environmental pressures, disinfection of wastewater treatment discharges will be required.	2025 - 2031	\$36.9m
Desludging Hāwera Anaerobic Lagoon	Hāwera's anaerobic lagoon was installed in 1985. Due to the industrial waste that has been diverted into the lagoon since then it is now reaching its capacity. To ensure efficiency and continued capacity of the lagoon it requires desludging.	2022/23 2027/28	\$2.7m

# Ngā Waitoru

## Three Waters

### Significant Negative Effects

We strive to reduce the negative impacts of our operations, but we are aware that our wastewater activity generates negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
Overflows of untreated sewage from the wastewater network due to blockages, pump station or other plant malfunction, electrical failure for pump stations, inflow/infiltration of stormwater into the sewerage network and/or insufficient capacity pose a potential serious risk to the health, social and cultural wellbeing of the community and the environment.	<p>Compliance with resource consents.</p> <p>Regular monitoring and implementation of the Inflow and Infiltration Management Plan.</p> <p>Continuing our maintenance programme and environmental controls.</p> <p>Providing emergency storage tanks at pump stations for sewage overflow.</p> <p>Backup electrical generators at key pump stations.</p>
Discharge of sewagewastewater through the outfalls may cause environmental and health issues.	<p>Compliance with resource consents.</p> <p>Regular monitoring of plant performance of the ocean outfall and environment.</p> <p>Rāhui on collection of seafood and public information campaigns implemented immediately.</p>
Unmonitored trade waste discharges pose a significant risk to wastewater infrastructure, the health and safety of operations staff and the health and wellbeing of the community and the environment.	<p>Trade Waste Officer employed to monitor compliance with Trade Waste Bylaw 2017.</p> <p>Penalties can be imposed by the Council for any breaches of the Trade Waste Bylaw 2017.</p> <p>Maintaining and operating our plants effectively.</p> <p>Building of collaborative approach with the major industries.</p>

Significant Negative Effect	Sustainable Solution
Odours produced from the collection and treatment of trade waste and domestic sewagewastewater can be offensive.	<p>Management of trade waste in terms of the Trade Waste Bylaw.</p> <p>Maintaining and operating our pump stations, pipelines and plants effectively.</p>

# Ngā Waitoru Three Waters

## Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

### Wastewater

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Sewage is managed without risk to public health	(T) Median response time for service personnel to attend overflow, measured from the time we received notification to the time service personnel reach the site. DIA Performance Measure 3a	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
	(T) Median response time for service personnel to resolve overflow, measured from the time we received notification to the time service personnel confirm resolution of the blockage or other fault. DIA Performance Measure 3b	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs
	(C) Total number of complaints received about sewage odour (per 1,000 connections). DIA Performance Measure 4a	≤ 1	≤ 1	≤ 1	≤ 1
	(C) Number of complaints received about sewerage system faults (per 1,000 connections). DIA Performance Measure 4b	≤ 39	≤ 38	≤ 37	≤ 37
	(C) Total number of complaints received about sewerage system blockages (per 1,000 connections). DIA Performance Measure 4c	≤ 15	≤ 14	≤ 13	≤ 13
	(C) Number of complaints received about response to issues (per 1,000 connections). DIA Performance Measure 4d	≤ 3	≤ 3	≤ 3	≤ 3

# Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Sewage is managed without risk to public health.	(C) Total number of complaints received about sewerage system faults and our response to issues with our sewerage system (per 1000 connections). DIA Performance Measure 4a-4d	≤ 52	≤ 51	≤ 50	≤ 50
	(T) Number of dry weather overflows per 1,000 connections. DIA Performance Measure 1	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Compliance with our resource consents for discharge from our sewerage system measured by the number of abatement notices received. DIA Performance Measure 2a	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of infringement notices received for discharges. DIA Performance Measure 2b	0	0	0	0
	(T) Number of enforcement orders received for discharges. DIA Performance Measure 2c	0	0	0	0
	(T) Number of convictions received for discharges. DIA Performance Measure 2d	0	0	0	0
	Residents are satisfied with Wastewater services overall.	(C) % of consumers satisfied with the Wastewater services overall.	≥ 85%	≥ 85%	≥ 85%



# Ngā Waitoru

## Three Waters



### Stormwater

#### What we do

We manage and maintain stormwater assets made up of culverts, water channels, water collectors, pump stations, stormwater ponds, outfalls and pipe reticulation networks. Stormwater from residential properties is normally disposed of on-site via soakage, not through the stormwater system. To deliver stormwater services we operate a network that includes 96km of pipes, 1009 manholes, 322 outlets, 2086 inlets and 10km of open drains.

There is a distinction between roading drainage and stormwater reticulation assets. Roding drainage assets include culverts under roads, catch-pits, roading sumps, kerb and channel and the first two metres of discharge pipes from roading sumps. These assets collect stormwater and send it to either streams or stormwater reticulation assets.

Surface flooding of roads by stormwater is a common complaint

and this can be due to blocked sumps or blocked downstream pipework. Flooding such as that in Ōpunakē during August 2015 occurred because of the significant contribution of overland flow from farmland in the uphill catchment. The Taranaki Regional Council (TRC) has responsibility for stormwater control outside urban areas, so we need to work closely with the TRC to ensure that appropriate solutions are found to flooding issues in our communities.

Whilst Waitōtara is a village within our District and has experienced major flooding several times, the responsibility for its flood defences rests with the TRC.

Prevention of flooding to all properties in all circumstances is not feasible or affordable. The focus for the performance of our stormwater networks is therefore to minimise the occurrence of flooding to houses (excluding garages and sheds).

#### Looking Ahead

Modelling has shown that climate change is expected to cause more

intense rainfall and higher incidence of extreme weather events. Localised storms can cause significant issues such as the storm that resulted in the flooding in Ōpunakē in 2015. Managing the increase in rainfall will require improved capacity in some of our infrastructure.

The problems we experience with too much stormwater entering the wastewater network may be mitigated in some instances by increasing the capacity of the stormwater network, particularly in areas of growth.

#### Key Capital Projects

- Upgrades to urban stormwater systems based on the risk of flooding.
- Increased capacity of stormwater systems.

#### Significant Negative Effects

We strive to reduce the negative effects of our operations, but we acknowledge that sometimes our activities have negative impacts. The table below shows the possible negative effects of our stormwater activity and how we intend to minimise these effects.

Significant Negative Effect	Sustainable Solution
Discharge of polluted stormwater affecting public health.	Compliance with resource consents. Comprehensive approach to stormwater management based on catchment management plans. Works are proposed to reduce the amount of stormwater entering the wastewater network.
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding and erosion, which could result in social and economic hardship.	Compliance with design standards to incorporate detention ponds to prevent flooding and erosion. We utilise overland flow paths to increase the level of protection for houses and commercial buildings. Works are proposed to improve the level of protection in large rainfall events.

# Ngā Waitoru

## Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council provides a reliable stormwater system that prevents houses from flooding.	(C) Number of reported flooding incidents of habitable properties. DIA Performance Measure 1a	< 10	< 10	< 10	< 10
	(T) For each flooding event, the number of habitable floors affected per 1,000 properties rated for stormwater. DIA Performance Measure 1b	≤ 1.00	≤ 1.00	≤ 1.00	≤ 1.00
	(T) Compliance with our resource consents for discharge from the stormwater system, measured by the number of abatement notices received. DIA Performance Measure 2a	< 2	< 2	< 2	< 2
	(T) Number of infringement notices received by STDC for stormwater discharges. DIA Performance Measure 2b	0	0	0	0
The stormwater system is managed sustainably.	(T) Number of enforcement orders received by STDC for stormwater discharges. DIA Performance Measure 2c	0	0	0	0
	(T) Number of successful prosecutions made against STDC for stormwater discharges. DIA Performance Measure 2d	0	0	0	0
	(C) Number of complaints received about stormwater system and response to issues (per 1,000 connections). DIA Performance Measure 4	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Median response time for service personnel to attend flooding event measured from the time we receive notification to the time service personnel reach the site. DIA Performance Measure 3	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
Residents are satisfied with the Stormwater system.	(C ) % of residents satisfied with the stormwater system.	≥ 80%	≥ 80%	≥ 80%	≥ 80%



Para Totoka  
**Solid Waste**

# Para Totoka

## Solid Waste



### Why we do it

Our solid waste services are designed to protect the health and wellbeing of the community and the environment by ensuring the community can dispose of solid waste in a convenient, secure and sustainable manner.

### What we do

We operate a weekly kerbside collection service (wheelie bins and crate) to collect waste and recyclables from approximately 8,400 households in the District's towns and along the main collection routes. We also provide a fortnightly voluntary organic waste collection service (green waste and food waste combined) on a user-pays basis to approximately 2,630 households. This green waste is composted, which reduces the amount of waste going to the landfill.

We operate seven transfer stations throughout the District to give the public and businesses access to waste disposal facilities and free recycling. Currently more than 95% of our population has access to these

services within 20 minutes driving time. We also hold consents for the discharge of leachate and stormwater from seven closed landfills and legacy sites. These are at Kaponga, Manaia, Pātea, Ōpunakē, Hāwera, Otakeho and Eltham.

We focus on minimising the amount of waste our District sends to landfill through the implementation of the Waste Management and Minimisation Plan. Materials from the recycling collection are transported to the Materials Recovery Facility in New Plymouth, where they are sorted and processed.

General waste from the South Taranaki and Stratford districts is consolidated at the Hāwera Transfer Station, where waste volumes have increased overall compared to previous years. This has been due to the re-routing of waste from contractors that previously disposed of waste directly to the Colson Road Landfill in New Plymouth. All refuse from the District is now transported to the Bonny Glen Landfill near Marton for disposal, due to the

closure of the Colson Road Landfill. The decision to cart and dispose of waste to the Bonny Glen Landfill was made after options analysis determined it to be the most cost-effective method.

### Looking Ahead

The quantity of waste from the South Taranaki District has increased from 6,647 tonnes in 2017/2018 to 7,992 tonnes in 2018/2019 and 10,683 tonnes in 2019/2020. The continuous increase in waste is largely attributed to waste received from contractors that was previously disposed of directly to landfill. Any future growth from population change and new businesses should be compensated for by additional waste minimisation initiatives. It is assumed that the voluntary green waste kerbside collection service will attract about 2,700 users for the life of this Plan.

The Ministry for the Environment (MfE) has not yet released its confirmed implementation timeline for anticipated increases in the Waste Disposal Levy. We will only be able to budget any increase in Waste

Disposal Levy revenue into strategic waste minimisation efforts once that information has been confirmed. The MfE has also not yet confirmed what percentage of the Waste Disposal Levy will be returned to Council. In previous years, the amount returned to us was 50% of the Levy, but this percentage is likely to change from 1 July 2021.

### Key Projects

Description	Year	Total (\$)
Hāwera Transfer Station Renewals	Years 1 to 8	\$370k
Public Places – Recycling Bins	Years 1 and 10	\$128k
Hāwera Transfer Station – Roof Protection	Years 1 and 8	\$383k

### Significant Negative Effects

While we strive to reduce the negative impacts of our operations, we acknowledge that sometimes our activities have negative impacts. The table below shows the possible negative effects of this activity and how we will minimise these effects.

# Para Totoka

## Solid Waste

Significant Negative Effect	Sustainable Solution
Environmental and health impacts caused by the discharge of contaminants to land, air and water from waste disposal and from closed landfills.	Reducing the amount of waste going to landfill through increased recycling and reprocessing as described in the Waste Management and Minimisation Plan. Compliance with resource consents and aftercare management. Regular monitoring of gas emissions and leachate from closed landfills.
Environmental and health impacts caused by fly-tipping and the illegal dumping of waste. Additional costs associated with clean-up and disposal.	Regular monitoring of known illegal activity at sites and areas, erecting signage, public education and enforcement. Keeping transfer stations charges/fees at affordable levels.

### Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
A reliable weekly kerbside recycling and rubbish collection service is provided.	(T) Number of justified complaints received for missed collection that are not resolved (average per month).	2	2	2	2
	(C) % of customers satisfied with the Solid Waste collection service.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
A reliable, well managed (user pays) fortnightly kerbside greenwaste collection service is provided.	(C) Average number of justified complaints received for missed greenwaste bins per collection.	≤ 5	≤ 5	≤ 4	≤ 4
Transfer stations are well maintained.	(C) Number of complaints received about poor maintenance, noise or smell for transfer stations.	≤ 5	≤ 4	≤ 4	≤ 4
Increasing number of tonnes per annum of recyclable material diverted from landfill.	(T) Number of tonnes of recyclable waste diverted from landfill per annum.	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year
<b>Waste Minimisation</b>					
Reduce the amount of rubbish/waste that is collected from kerbside collection per household.	(T) Number of tonnes of waste collected on average per household per annum.	< 320kg per household	< 310kg per household	< 300kg per household	< 290kg per household
We actively deal with litter complaints.	(C) Residents (%) who are satisfied with litter control.	>50%	>50%	>50%	>50%





Ngā Huarahi Ararau  
**Roading and Footpaths**

# Ngā Huarahi Ararau

## Roading and Footpaths



### Why we do it

We maintain and develop a substantial roading network to meet the needs of residents and road users within the District. Safe, reliable and accessible roading infrastructure provides access to health and social services and an efficient distribution network for residents and businesses. Roading infrastructure is essential for the community and the District's economic development.

Our road safety programme aims to reduce the number of crashes and fatalities on our roads. It is delivered collaboratively by the district councils in the Taranaki Region.

Providing this activity helps us deliver high quality infrastructure to support businesses and industry in South Taranaki.

### What we do

We maintain and develop a substantial roading network that includes 1,377km of sealed roads, 257km of unsealed roads, 163km of footpaths, 229 bridges and 83 major culverts. This network

is supported by 2,252 streetlights, 175km of kerb and channel and 20km of pipes.

In addition to these key assets there are about 1,0009km of "paper" or unformed legal roads that we do not maintain. Waka Kotahi, the New Zealand Transport Agency, operates and maintains the state highway network, which interfaces with our local road network. Waka Kotahi is also our co-investment partner for funding of the local road network.

We deliver the Community Road Safety Programme on behalf of the Region and in partnership with the Stratford and New Plymouth District Councils. This involves working with communities to identify and address local road safety issues by running a number of road safety campaigns and educational programmes.

The Taranaki Regional Transport Committee has a Draft Regional Land Transport Plan 2021-2027. This document is important to the South Taranaki District Council as it establishes the regional priority

for many of our transport activities, including all state highway activities, local road improvements, walking and cycling and community road safety activities.

### Looking Ahead

The demand on the existing roading network is expected to continue to come from heavy industries. High Productivity Motor Vehicles (HPMV – 50Max) will put more stress on the rural roading network and will also require investigation and upgrades of bridges on permitted routes. The demand for new roads will be minor in the near future and it is expected that developers will pay the cost.

Forestry harvesting has started in the District and this activity is contributing to the deteriorating condition of our rural roads. Advance planning to upgrade and maintain these areas is required to reduce the effects of this activity. We are working with forestry owners and managers to develop road maintenance agreements for the reinstatement of rural roads at the end of the harvesting.

Recent bridge inspections and reports have indicated that there is a backlog of bridge maintenance and renewals. Climate change is also having an impact on the roading network, with frequent occurrences of extreme weather events causing significant damage. Financial provisions are being put in place to address both the required bridge maintenance work and the repair works due to extreme weather events.

It is anticipated that the Financial Assistance Rate (FAR) that sets the Waka Kotahi subsidy rates we receive for roading work will increase to 63% for the next three years. Costs for bitumen and construction, which are a large component of the roading expenditure, are expected to increase.

### Key Projects

- An average of 10km of pavement rehabilitation (road renewal) per annum.
- An average of 90km of pavement resurfacing (resealing) per annum.
- An average of 2km footpath, kerb and channel per annum.

## Roading and Footpaths

- An average one to two bridge upgrades per year.
- Various road safety improvements, for example road widening, speed management.

Description	Year	Total (\$)
Road Resurfacing	Years 1 to 10	\$27m
Drainage Renewals	Years 1 to 10	\$7.6m
Pavement Rehabilitation	Years 1 to 10	\$28m
Traffic Services Renewal	Years 1 to 10	\$3.3m
Footpath Renewals	Years 1 to 10	\$8m
Street Light Renewals	Years 1 to 10	\$142k

### Significant Negative Effects

As shown in the table below, the Roothing and Footpaths activity generates a number of negative effects. The table shows what we will do to minimise these effects.

Significant Negative Effect	Sustainable Solution
The maintenance of the roading network may cause a number of nuisances including dust and smells.	Compliance with resource consent conditions during maintenance activities and track and record complaints.
Improvements to the roading network may encourage increased traffic volumes and increase the level of emissions.	The provision of a suitable roading network is essential to the District. The Council also invests in walking and cycling infrastructure.
Vehicle accidents have a significant effect on the social and economic wellbeing of the community.	Road safety management and public education is an ongoing focus for the Council. Minor improvement works are carried out at high risk areas to reduce crash incidents. Road safety improvements include widening of narrow roads and bridges, improving visibility at corners and speed management.
Dust generated by traffic on unsealed roads can cause health and nuisance effects for people and stock.	Dust generated by traffic on unsealed roads is mitigated through regular gravelling or sealing of the roads (the latter is subject to available funds).
Forestry harvesting (logging) and activities requiring increased heavy traffic on low volume rural roads result in significant wear and damage to the roads, which are expensive to repair and maintain.	We will consider the introduction of a new rate or some other mechanism to partially offset the cost of heavy traffic damage to roads, possibly through a differential rate based on land-use.

# Roading and Footpaths

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council provides roads that are safe and comfortable to drive on.	(T) % of roads meeting the roughness standard (deviation of true plane) remains stable or improves. DIA Performance Measure 2	92%	92%	92%	92%
	(C) % of road users satisfied with the condition of Council roads.	≥ 73%	≥ 74%	≥ 75%	≥ 75%
	(T) Annual change in number of fatalities and serious injury crashes on local road network. DIA Performance Measure 1	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero
	The roading network is maintained in good condition.	(T) % of sealed local road network resurfaced annually. DIA Performance Measure 3	6%	6%	6%
Footpaths are maintained in good condition and are fit for purpose.	(T) % of footpaths with condition rating 1-4. DIA Performance Measure 4	≥ 98%	≥ 98%	≥ 98%	≥ 98%
	Council will respond promptly to customer service requests for roads and footpaths.	(T) % of urgent customer service requests relating to roads and footpaths responded to within 2 working days. DIA Performance Measure 5	≥ 95%	≥ 95%	≥ 95%
(T) % of non-urgent customer service requests relating to roads and footpaths responded to within 5 working days. DIA Performance Measure 5		≥ 90%	≥ 90%	≥ 90%	≥ 90%

The background features a dark purple color with several overlapping, semi-transparent circles of varying shades of purple. A large, stylized white figure, resembling a person or a traditional Maori symbol, is positioned in the center, partially obscured by the circles.

# Ngā Huhua Kaunihera **Community Facilities**



# Ngā Huhua Kaunihera

## Community Facilities



### Parks, Reserves and Public Spaces



### Why we do it

We provide a

range of attractive and accessible facilities for our residents, families and visitors “from the cradle to the grave.”

Parks and Reserves, Public Spaces, Pathways, Halls and Swimming Pools deliver facilities for people to be active, socialise, interact and have fun. These facilities are delivered to enhance the social, health and cultural well-being of our communities. In support of these activity based facilities are a number of holiday parks and campgrounds that give domestic and international visitors opportunities to stay, visit and support our local communities, and quality public toilets for the comfort and convenience of people when they need them. We provide housing options for older people who are unable to access suitable housing in the private sector.

We own and maintain a number of cemeteries to support the social and cultural wellbeing of our communities by providing areas to bury, visit and remember those who have passed.

### What we do

We own and maintain parks and reserves across the entire District varying in size from neighbourhood ‘pocket parks’ and playgrounds, small roadside and main street gardens to sports fields, premier parks and a large scenic reserve, Lake Rotokare (240ha). We own and maintain 38 playgrounds across the District.

We have a wide range of active and passive open spaces that makes the South Taranaki District unique and are not necessarily formal parks or reserve areas. These open spaces are areas of land to which the public has a relatively free right of access. They can serve a variety of purposes from recreation, amenity and preservation to providing and being part of views, protecting significant landscapes, sites and community identities and providing a focal point for a local

area. Examples of these are the Ōpunakē Beach Esplanade, Campbell and Korimako Lanes in Hāwera and freedom camping sites around the District.

### Freedom Camping

Our Freedom Camping Bylaw identifies the locations in the District where freedom camping is allowed and the types of camping permitted at each site. There are three categories of freedom camping – certified self-contained, non-self-contained and tenting.

### Looking Ahead

At this stage, there is little demand for additional parks because the existing stock provides enough recreational space across the District for the current and projected population. However we received feedback from the community asking for improved maintenance of parks and gardens, particularly through the townships of our smaller rural areas. As a result of this community feedback the operational budget for parks and reserves has been increased by \$290,000 per annum from Year 4 of

the Plan.

We predict that there will be a continued need for the Council to support and provide informal recreational spaces for our communities and visitors. Life expectancy is increasing, and we are becoming more aware of the need to keep fit and healthy and enjoy our retirement and independence for longer.

### What negative impacts this might have

We strive to reduce the negative impacts of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

# Ngā Huhua Kaunihera

## Community Facilities

Significant Negative Effect	Sustainable Solution
Vandalism of Council parks and properties' assets is a costly negative effect.	Vandalism can be mitigated by applying 'Crime Prevention through Environmental Design' principles in design - features such as improved lighting and open space, security notices and dealing with incidents of vandalism quickly (removal within 24 hours) so that these assets do not become a target. Contractors or in-house staff remove graffiti, depending on the location.
Personal injury due to failure or non-compliance of playground equipment.	This can be mitigated through good design, occasional safety audits and on-going monitoring of the condition of all playgrounds, and immediate response to reports of damage to play equipment.

Significant Negative Effect	Sustainable Solution
Environmental and health impacts caused by larger than expected numbers of freedom camping visitors at sites throughout the District.	Increased monitoring of the camping sites was initiated in 2017 with the engagement of Kaitiaki (Freedom Camping Ambassadors) during the busier summer months.



### Halls and Recreation Centres

#### What we do

We own and manage nine halls across the District. In addition there are 34 privately owned halls managed by local communities who are eligible to apply for funding support from the Council's Rural Halls Grant Fund.

We also own a multi-function facility in Hāwera (TSB Hub) and Sports Society Hall in Manaia. We operate and maintain TSB Hub, which is open all year round for recreation, entertainment, social events,

functions, programmes and regular sports code competitions. The day-to-day operations of the Manaia Sports Society Hall, such as bookings, minor maintenance and applications for grants, are managed by the Society. However, the building has been identified as earthquake-prone and has been closed. We provide an annual repairs and maintenance grant to the Sandfords Event Centre in Ōpunakē.

A partnership between the Hāwera Memorial Theatre Friends Trust and the Council was formed in 2011. The Trust is able to seek external funding for specified projects including funding to allow school students the opportunity to be involved in experiencing the theatre environment through the school curriculum. It also raises funds that are re-invested to enhance the theatre and the user experience.

A number of our halls have been assessed as earthquake-prone and have been closed for strengthening or review of future service provision. Strengthening work and refurbishment

has been completed on the historic Hunter Shaw Building in Pātea. In Manaia, the Memorial Hall and Sports Society Hall are both closed due to their earthquake risk. Plans to consolidate these two community facilities into one building were presented to the Manaia Community, but were not favourably received. Further consultation will be undertaken with the Community before plans are finalised. We have committed \$1 million towards this project, to be undertaken within the 2021-2031 LTP.

A major challenge continues to be the cost of maintaining the current stock and condition of halls through user charge and contributions. User fees and charges only contribute a small amount of the annual cost of maintaining halls.

#### Looking Ahead

Demand for the halls is expected to remain at the current level or reduce over the life of the Long Term Plan. The replacement of the halls in Manaia may reduce the number of halls by one

# Ngā Huhua Kaunihera

## Community Facilities

and we have no plans over the next ten years to build or acquire additional halls. South Taranaki’s population projections are for static to minimal population increases and the current capacity of our halls can accommodate a significant increase in users, should that happen in the future.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



### Swimming Pools

#### What we do

The provision of Swimming Pools enables us to provide and operate the Aquatic Centre in Hāwera and six other community pools across the District. An annual grant is also made towards the operation of the public community pool at Ōpunakē High School.

The community pools open mid-December and close after Taranaki Anniversary weekend in March. These pools have free access during advertised public sessions and are

staffed by qualified lifeguards. All of these facilities feature main pools suited to adult use, plus learners’ and toddlers’ pools.

The Hāwera Aquatic Centre has an indoor complex that runs year-round. It includes a 25 metre six lane main pool, a learners’ pool plus a children’s splash park, giant hydro-slide and a thermal pool. The outdoor complex opens the first weekend of December through to the last weekend in March and includes a 50 metre seven lane pool and a children’s pool with novel play features. All pools are heated. The Hāwera Aquatic Centre is an accredited Poolsafe facility. Poolsafe is a national “best practice” project administered through Recreation Aotearoa. Qualified instructors deliver programmes that cater to all ages and abilities. Programmes include Learn to Swim, Kayaks, Aquatots, AquaFit and School lessons.

### Looking Ahead

Year on year, pool use across the District remains steady, although the outdoor community pools are subject

to seasonal weather variations. Daily attendances are recorded and reported through the Facility Usage report presented at each Community Board meeting.

Maintaining robust and attractive assets and ensuring effective, safe operational capacity at an acceptable level of quality is the facility focus for the next three years. The programme focus is to further improve the reach and effectiveness of swim and survive programmes at all operational sites and to South Taranaki schools.

Capital investments at Rāwhitiroa, Waverley, Kaponga, Pātea and the Aquatic Centre have improved the quality of operations at these pools. A project within this Long Term Plan is to complete the significant improvements for the Manaia Pool, which began in the 2019/20 financial year.

### Significant Negative Effects

We strive to reduce the negative effects of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible

negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
Environmental impact through the transmission of water borne contaminants.	Pool Water Risk Management Plans address a range of potential risk elements that may arise in conjunction with provision and operation of the pools. The Risk Management Plan for the Hāwera Aquatic Centre is reviewed annually, prior to the annual Poolsafe review.
Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage.	Secondary containment vessels are provided to mitigate spills from liquid chemicals.

# Ngā Huhua Kaunihera

## Community Facilities

Significant Negative Effect	Sustainable Solution
Accidental injury to pool users, death by drowning or activity related injury or stress.	Qualified lifeguards are employed to supervise the pools and respond to emergencies that may arise when the pools are open for public use. All staff employed at Council operated pools are required to hold current First Aid Certificates and all lifeguards hold current Pool Lifeguard Practising Certificates.



### Public Toilets

#### What we do

We own and maintain 38 public toilets at locations across the District. Additionally, we have two re-locatable toilet pods at Denby Road, Hāwera and at the Cape Egmont Boat Club on Cape Road, Ōpunakē. There are five dump stations across the District for motor homes to dispose of waste.

### Looking Ahead

The key issue for our public toilets is the significant demand for new or improved facilities. With 38 public toilets across the District and a static population, we do not anticipate a demand for more toilets.

While visitor numbers are not monitored, there is anecdotal evidence of higher public toilet use during the summer months (particularly in coastal areas), school holidays and during events. At these times, we keep in close contact with the cleaners to make sure the toilets are clean and meeting demand.

### Future Projects

New public toilets are planned to be incorporated into Te Ramanui o Ruapūtahanga in the Hāwera CBD. Whilst they will not be open 24 hours per day, they will be presented to a much higher standard than the current toilets. Once Te Ramanui has been completed the existing public toilets in Regent Street will be retired. 24 hour access to toilets will still be available at King Edward Park and the

Tower Grounds. There are also plans to replace the public toilets on Egmont Street in Pātea.

### Significant Negative Effects

We strive to reduce the negative effects of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
Environmental and health impacts from a potential sewage spill from a public toilet.	Regular condition inspections, monitoring and maintenance, close liaison with wastewater service engineers and prompt response to customer requests.
Vandalism of public toilets.	Vandalism can be mitigated by applying 'Crime Prevention through Environmental Design' principles in design – features such as improved lighting and open space, security notices and dealing with incidents of vandalism quickly (removal within 24 hours) so that these assets do not become a target.

# Ngā Huhua Kaunihera

## Community Facilities



### Holiday Parks

#### What we do

We provide five holiday parks at Ōpunakē Beach, Hāwera, Pātea Beach, Waverley Beach and Waiinu Beach, and a campground at Lake Rotorangi (Pātea Dam).

The management and operation of these facilities varies. The Ōpunakē and Pātea Beach Holiday Parks are leased to private operators; Waverley Beach, Waiinu Beach and Hāwera Holiday Parks are managed in-house and we employ a part time custodian at Waiinu over the summer period when demand is high. The Lake Rotorangi Campground is managed by a voluntary Trust in partnership with the Council.

The Kaūpokonui Beach Motor Camp is supported through a partnership with the Kaūpokonui Beach Society, which manages this facility and reinvests the income from the bach rentals in the development of the reserve.

The Hāwera Holiday Park facilities were upgraded in 2013 and patronage has

increased steadily as a result.

#### Looking Ahead

The key issues affecting demand forecasts for holiday parks are: more mobile retired age group using motor homes; competing pressures on available leisure time increasing Taranaki residents' use of local holiday parks; preferred use of alternative non Council-owned venues; and an increase in freedom camping across the District.

Little data is available on historical user statistics, as visitor nights are not recorded at most of the holiday parks. Anecdotal evidence, however, suggests there is adequate capacity to meet an increase in demand as our holiday parks are rarely at full capacity during the busiest season in the school summer holidays.

#### Future Projects

Capital investment is required at the Ōpunakē Beach Holiday Park to improve drainage, stabilise surrounding cliffs and improve facilities at the Manager's residence.

#### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



# Ngā Huhua Kaunihera

## Community Facilities



### Cemeteries

#### What we do

We actively manage ten cemeteries across the District and own the Armed Constabulary Cemetery on the bank of the Ōpunakē Lake. We own the land at the Rāhotu and Waverley Cemeteries, which are managed by Trusts and we provide an annual grant to the Waverley Cemetery Trust.

As well as the land for cemeteries we also manage the associated roading, car parks, toilet blocks, rubbish bins, concrete berms and lowering devices required for proper management of cemeteries.

#### Looking Ahead

The number of South Taranaki residents aged over 65 years is expected to increase over the coming decade. This could result in increased pressure on cemetery space. Based on expected demand we still have space available across the District for a further 50 years.

The number of interments are about

the same annually, with cremations trending upwards. If this continues over the next ten years less land will be used, offsetting the demand for more land to be developed as cemetery.

As the ethnic profile of the District diversifies further there will be a need to be more culturally sensitive about the provision of different burial areas in our cemeteries.

#### Future Projects

Over the next ten years the main projects to take place are expansion developments at Ōpunakē, Waihi and Kaponga cemeteries.

#### Significant Negative Effects

The Cemeteries activity has minor negative impacts.

Significant Negative Effect	Sustainable Solution
Discrepancies in the allocation of burial plots can have a negative effect on public confidence in the Council's management of cemeteries, as well as a direct impact on the families involved.	Maintaining accurate, up-to-date records including an annual programme of checking and cross-referencing burial data to make sure it is correct (cemetery surveys). Maintaining close working relationships with contractors and funeral directors.



### Pathways

#### What we do

Our Pathways Strategy adopted in 2014 has a programme of pathway developments that will provide additional recreational opportunities for the community and visitors. We work with key stakeholders to develop these new pathways (walkways/cycleways) identified by the community and prioritised by the Council and improve our existing pathways.

#### Looking Ahead

Funding for these new routes is subject to available existing reserves and external funding, the negotiation of access and in some cases the support of user groups. It is also possible that some sections may be delayed or not proceed as a result of access issues.

#### Future Projects

Future projects could be determined in consultation with the community to confirm their priorities.

#### Significant Negative Effects

Gaining the required permissions to build new Pathways can be extremely time consuming for staff and not all residents are happy to have pathways developed through or next to their land.

# Ngā Huhua Kaunihera

## Community Facilities



### Housing for the Elderly

#### What we do

We have 65 housing units for older people across the District. We are committed to providing safe, comfortable and affordable accommodation for our tenants. Our Pensioner Housing Policy contains minimum standards for housing, including the installation of insulation, cost-effective heating, accessible showers and all units have a separate bedroom, except for one bedsit unit.

We manage the tenancies and provide a support service to help tenants live independently in their communities. This includes regular visits to tenants and support to access appropriate health and social services.

#### Looking ahead

Demand for units has increased steadily over the past three years and occupancy levels are high in all communities. The number of South Taranaki residents aged over 65 years is expected to increase from

4,894 in 2021 to 6,143 in 2031. Other factors that are likely to increase demand are declining levels of home ownership and the number of older residents returning to the District upon retirement.

Funds raised from the sale of old and unsuitable units are redirected into the Housing for the Elderly activity. The funds from the sale of the Dixon Court bedsit units in Hāwera in 2011 and the Meredith Street bedsit units in Pātea in 2015 were used in this way, as will the funds from the proposed sale of the old units at 8 King Street in Ōpunakē.

#### Future Projects

We are progressively upgrading our units to meet the minimum standards defined in the Pensioner Housing Policy adopted in 2011. Ceiling and floor insulation has been installed in the 58 units with accessible ceiling and floor cavities and a further four will be insulated in conjunction with roof replacements. Heat pumps have been installed in 63 units.

Interior upgrades of 55 units, including the installation of accessible showers,

have been completed and 8 of the remaining 10 units will be refitted as the units are vacated. Land has been purchased in Hāwera for future development.

The Pensioner Housing Policy will be reviewed in 2021/22. Our current policy is to charge 80% of market rates; however, these were not increased for the 2020/21 financial year. The Council adopted a nil increase on all fees and charges in 2020/21 as a recovery measure post COVID-19.

#### Significant Negative Effects

Demand for older people's housing is projected to increase and housing is often not available at the time when potential residents need it. There are also sometimes issues between residents.



# Ngā Huhua Kaunihera

## Community Facilities

### Key Projects

Description	Year	Total (\$)
<b>Parks and Reserves</b>		
Soft fall replacement for all playgrounds	Years 2, 5, 8	\$703k
King Edward Park Gates Renewal	Year 3	\$108k
Playground Upgrades	Years 2, 4, 6, 8, 10	\$644k
<b>Recreation Centers</b>		
TSB Hub – Renewals	Years 1 to 10	\$578k
Eltham Town Hall Building Compliance	Years 1 and 2	\$211k
Hāwera Community Centre – Drapes and Carpets	Years 1, 2 and 4	\$94k
<b>Swimming Pools</b>		
Rural Pools Plant Renewals	Years 1 to 10	\$347k
Waverley Swimming Pool	Year 3	\$260k
Hāwera Aquatic Centre Renewals	Years 1 to 10	\$720k
<b>Public Toilets</b>		
Pātea – Egmont Street Toilet	Years 4 and 5	\$358k
Ōhawe Beach Toilet	Years 2 and 3	\$130k
<b>Holiday Parks</b>		
Hāwera Holiday Park	Years 1 to 10	\$96k
Ōpunakē Beach Holiday Park	Years 1 to 10	\$70k
Waverley Beach Holiday Park	Years 1 and 2	\$274K
<b>Cemeteries</b>		
Cemetery Concrete Berm Renewals	Years 1 to 10	\$93k
Ōpunakē Cemetery Extension	Year 1	\$26k
Waihi Cemetery Extension	Year 2	\$27k

Description	Year	Total (\$)
Kaponga Cemetery Entrance Renewal	Year 1	\$15k
<b>Pathways</b>		
Waverley Beach Connection Pathway *	Years 3 and 4	\$693k
Waverley Town Belt Pathway *	Years 7 and 8	\$474k
<b>Housing for the Elderly</b>		
Housing Renewals	Years 2 to 10	\$956k

\* These projects will form part of the Waverley Town Centre Master Plan revitalisation projects.

# Ngā Huhua Kaunihera

## Community Facilities

### Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

#### Parks and Public Space

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Parks and public spaces are tidy and well maintained.	(C) % of customers satisfied with the level of maintenance in Council parks, reserves and public spaces.	97%	97%	97%	97%
	(C) % of customers satisfied that the provided playgrounds meet the needs of users.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Recreation Centres

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Recreation Centres are well maintained and serviced.	(C) % of customers satisfied with the maintenance and cleanliness of recreation centres.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Swimming Pools

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Rural Pools are attractive and well maintained environments.	(C) % of customers satisfied with pool environments. Average across all Rural Pools	≥80%	≥80%	≥80%	≥80%
Rural Pools water quality is safe.	(T) % of compliance with NZ5826 through regular water quality tests.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
The Hāwera Aquatic Centre is a well maintained environment.	(C) % of users satisfied with the venue being well maintained.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
The Aquatic Centre is a safe environment.	(T) The Aquatic Centre holds current national Poolsafe™ accreditation.	Held	Held	Held	Held
Customers are satisfied with services.	(C) % of users satisfied with services at Hāwera Aquatic Centre.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

# Ngā Huhua Kaunihera

## Community Facilities

### Public Toilets

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Toilets are clean and well maintained.	(C) % of residents satisfied with cleanliness and maintenance of Public Toilets.	≥ 80%	≥ 80%	≥ 80%	≥ 80%

### Cemeteries

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Cemeteries are tidy and well maintained.	(C)% of customers satisfied with the tidiness and level of maintenance at Cemeteries.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Interments are managed with respect and sensitivity.	(C) Number of complaints regarding interment processes.	≤ 3	≤ 3	≤ 3	≤ 3

### TSB Hub

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
TSB Hub is an attractive, well maintained and well used venue.	(C) % of users satisfied with standard of service provided.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
TSB Hub provides a safe environment.	(T) Number of accidents reported per annum due to poor maintenance or design.	≤ 3	≤ 3	≤ 3	≤ 3

# Ngā Huhua Kaunihera

## Community Facilities

### Housing for the Elderly

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council will provide well maintained and fit for purpose Housing for the Elderly.	(T) % of Housing units are rated good to very good using the minimum standards included in the Pensioner Housing Policy.	90%	95%	95%	95%
	(T) % of Housing Units that meet the Residential Tenancies Healthy Homes Standards 2019.	50%	80%	100%	100%
	(C) % of tenants satisfied with the standard of their accommodation.	95%	95%	95%	95%



Ngā mahi ā-Toi me Rēhia  
**Arts and Culture**

# Ngā mahi ā-Toi me Rēhia

## Arts and Culture



### Why we do it

Arts, Culture and Heritage allows us to build vibrant communities and enables people to be connected and informed

through opportunities to participate in creative outlets and by honouring and protecting the past. Our seven LibraryPlus centres provide access to a wide range of free services, information and recreational resources. Professional support, coordination and facilitation for creative activities enhance our cultural diversity, while District heritage services increase our communities' sense of identity and encourage the protection of our heritage.



### Arts

**What we do**  
We provide a point of co-

ordination for the creative community and offer professional advice and

facilitation to increase the visibility of art throughout the District. Established annual projects include the Council Art Lease Programme and curated exhibitions at community art galleries. On-going collaborative projects include the Taranaki Art Awards, Arts in the Park, Paepae in the Park and the Creative Communities Funding Committee.

### Looking Ahead

While there is continued demand for more assistance it is not anticipated that there will be any increase in the level of service currently being provided.

No major projects are planned, however, we will continue to deliver a wide range of events and activities and provide a point of co-ordination over the term of the Plan. We will work with the Lysaght Watt Art Gallery as it transitions to a new gallery space in Te Ramanui o Ruapūtahanga.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



### Aotea Utanganui – Museum of South Taranaki

#### What we do

We partner with the South Taranaki District Museum Trust to provide District heritage services through the management of Aotea Utanganui – Museum of South Taranaki. The Trust owns the Museum and the collection and we manage the Museum operations through a formal partnership.

We provide professional advice and support to the Trust, as well as to individuals and groups that wish to preserve their tāonga, objects and archives. We actively promote the District's heritage, the Museum and its activities. There is also provision for travelling exhibitions around the District to take the Museum to the people.

### Looking Ahead

There is an increasing expectation for heritage information to be available online and the Trust may need to seek funds in the future to achieve this.

The space available for archival materials has been increased significantly but, as clubs and organisations close, the demand for space to store records and memorabilia will continue to grow. There may be a need to consider providing more space for archive storage. The Trust is developing Stage Two, which will include a new building on the section behind the Museum. Any extension will depend on funds raised by the Trust. Many large pieces of the collection are currently held off site and the Trust is working towards bringing these back to Aotea Utanganui.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

# Ngā mahi ā-Toi me Rēhia

## Arts and Culture



### LibraryPlus

#### What we do

Our seven LibraryPlus centres provide a free lending service to all residents and services that include literacy, housebound book service, local history and heritage, book clubs, activities and programmes for all age groups. They also provide local access to a range of Council services (such as dog registrations and rates payments) and a public space that is warm, safe and inviting.

The libraries provide an online presence through [www.southtaranaki.com](http://www.southtaranaki.com), which enables borrowers to reserve and/or renew items, check the catalogue, access online newspapers and resources. Users can communicate with the libraries on Facebook, Twitter, Pinterest and the LibraryPlus blog. A partnership with the Aotearoa People's Network Kaharoa enables free internet access for all residents and visitors.

We have a library management software service with the Stratford Library through a shared services agreement that allows users to seamlessly borrow from any South Taranaki or Stratford Library and return items to any branch.

The library collection is a District resource of books, eBooks, eAudio, graphic novels and magazines, and provides access to online newspapers and databases.

#### Looking Ahead

Libraries, and the world they exist in, are in a transitional print/digital state and, particularly in smaller communities, this is likely to exist for many years to come despite the rapid pace of technological change. The range of ways people can use library resources both internally and externally through digital access is increasing and the library as the "third place" has become important for studying, business meetings and connection with people. This is a worldwide trend we expect to continue.

While the trends might show fewer people borrowing physical items, interactions with our residents will be more time consuming and intensive as we play a greater role in educating and supporting the public to flourish in a hybrid digital world. There is an increasing push for people to access government services online, at the same time as many people are moving away from eBooks and choosing to spend less time online. This means in coming years our LibraryPlus centres will place more emphasis on maintaining a diverse online presence and remaining current with digital technologies while pursuing partnerships with other organisations to enhance service delivery.

We are building Te Ramanui o Ruapūtahanga, a multi-purpose district centre for Heritage, Arts, Library, Culture and Information in Hāwera, which will provide library, arts and cultural services to all of the District's residents.

A Radio Frequency Identification (RFID) system will replace the current

barcode system and offer another method of inventory management and self-service checkout by patrons. These systems have become less expensive as technology has improved and most libraries are moving in this direction, especially when extending or building libraries.

#### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



# Ngā mahi ā-Toi me Rēhia

## Arts and Culture

### Key Projects

Description	Year	Total (\$)
Books	Year 1 to 10	\$2.8m
Ōpunakē LibraryPlus – veranda roof and heat pump replacement	Years 1 and 5	\$76K
Eltham LibraryPlus – reroof, carpet and vinyl, heat pump replacement, fence replacement and carpark	Years 3, 4, 6 and 8	\$141k
Kaponga LibraryPlus – carpet and vinyl	Year 10	\$27k
Pātea LibraryPlus – heat pump replacement, carpet and vinyl	Years 3, 5,6 and 10	\$101k

### Arts

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Opportunities are provided to participate in arts activities.	(C) Number of programmes or projects facilitated or supported per annum.	10	10	10	10

### LibraryPlus

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
LibraryPlus facilities are well resourced and have friendly, helpful staff.	(C) % of customers satisfied with facilities and customer service.	≥ 96%	≥ 96%	≥ 96%	≥ 96%
LibraryPlus materials and resources are relevant to current information and leisure needs of the community.	(C) % of customers satisfied with materials, resources and information provided.	≥ 96%	≥ 96%	≥ 96%	≥ 96%



Ōhanga-ā-Rohe  
**District Economy**

## District Economy



**Why we do it**  
District Economy allows us to create a vibrant



and prosperous environment for residents and visitors, which is a key community outcome for us.

The Economic Development activity seeks to contribute to this outcome by supporting new and existing businesses to develop and grow.

Tourism promotion attracts visitors to the area who stay in our accommodation, visit our attractions and use other services such as petrol stations, restaurants and retail stores. Visitors also add to the vibrancy and cultural vitality of our District through interaction with residents and mixing of their cultures into our lives.

Events provide the community with a range of entertainment, cultural and recreational activities that contribute to the vitality and uniqueness of our communities, making them more attractive to current and prospective residents.



### Economic Development

#### What we do

We support the economic growth of the District through our Economic Development Strategy, adopted in 2007 and reviewed in 2013. The Strategy identifies our role in economic development and highlights issues and opportunities for the District.

We have contributed to the development of Tapuae Roa, the Taranaki Regional Economic Development Strategy. The core focus of Tapuae Roa is people - it is people that take economies forward. We are also a partner in Taranaki 2050, the transition to a low emissions economy.

We have a partnership with Venture Taranaki Trust, a regional development agency with priorities to provide a strategic and focused approach to regional economic development.

In 2015, we adopted the Hāwera Town Centre Strategy that included a series of specific actions to enable positive

change to take place in the Hāwera Town Centre over time. The creation of Campbell Lane and Korimako Lane, Te Ramanui o Ruapūtahanga development and the realignment of various roading networks in the centre are evidence of the momentum and success of the Strategy.

We hope our investment in infrastructure in the Hāwera town centre will be a catalyst for other investors, property owners and businesspeople to further enhance and grow the economic base of Hāwera and the District through investment. We are also open to discussions with investors on possible joint venture opportunities if there is proven benefit for the betterment of the District.

#### Looking Ahead

Digital enablement of the South Taranaki business community presents one of the biggest opportunities for our District. Being connected, found and trading online is a key driver for economic growth and resilience. During the 2021-2031 LTP we have committed to developing an Innovation

Hub in the Hāwera town centre.

An excellent lifestyle coupled with an increase in remote or home-based work has South Taranaki well placed to attract new people to the District. Promoting South Taranaki as a great place to live, invest and do business can be done through targeted marketing campaigns.

We also need to ensure that we provide an environment conducive to business, through high speed internet connectivity, business support, land and housing availability and solutions focused customer service.

We undertook a feasibility study in 2018 on the establishment of a business park in the District. The area identified in the feasibility study requires significant investment in infrastructure to service future businesses that locate in the business park.

The draft town centre master plans developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea provide a basis for future development and enhancement of these towns. The

## District Economy

implementation and associated costs were considered as part of this LTP and received strong support. We are also committed to further implementation of the Hāwera Town Centre Strategy.

The Economic Development activity enables us to provide high quality infrastructure and support businesses and industry work towards a sustainable economy and prosperous District.

### Key Projects

Description	Year	Total (\$)
South Taranaki Business Park	Years 1 to 6	\$12.2m
Waverley Town Centre Master Plan	Years 1 to 9	\$2m
Pātea Town Centre Master Plan	Years 2 to 10	\$2.3m
Eltham Town Centre Master Plan	Years 1 to 10	\$2.3m
Ōpunakē Town Centre Master Plan	Years 2 to 10	\$2.2m
Manaia Town Centre Master Plan	Years 1 to 10	\$1.8m
Hāwera Town Centre Additional Projects	Years 3 to 10	\$4.6m

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



### Tourism and Events

What we do  
The South

Taranaki i-SITE Visitor Centre promotes the District's attractions and facilities to visitors to the area and local residents. The i-SITE is a member of i-SITE New Zealand national network and holds and maintains Qualmark accreditation. In conjunction with the other territorial authorities in Taranaki, we have a partnership with the Region's economic development and tourism agency, Venture Taranaki Trust (VTT). The purpose of this partnership is to develop tourism businesses in the Region, increase the number of quality tourism experiences the Region has to offer and to attract visitors through

promotional activities. We support and organise a range of events throughout the District through sponsorship, ticketing and bookings, facilitation of a local element of regional/national events, promotions and marketing support or complete organisation of an event. We also work to attract events to the District that not only add vibrancy and enrich our communities but also attract visitors and add economic benefits to our businesses.

### Looking Ahead

Over the last two years (19/20 and 20/21) the number of visitors to the South Taranaki i-SITE has been impacted by COVID-19 and the lack of international visitors to the country. However, domestic tourism has increased since the lockdown ended in May 2020 and is expected to remain strong.

At this stage it is unknown what longer term impact COVID-19 will have on the visitor industry. Demand for events continues to grow and we will continuously monitor the support for and attendances at events, and review

each event at its conclusion. We will respond and assess any new initiatives or opportunities that may arise.

The i-SITE will be part of Te Ramanui o Ruapūtahanga, the new multi-purpose library, culture and heritage facility in Hāwera and will move into this new facility when it is completed.

### Significant Negative Effects

Freedom camping can have a negative effect on the environment; however, this is managed through Kaitiaki (Ambassadors) who monitor freedom camping sites over the summer to ensure the Freedom Camping Bylaw is being adhered to.

## District Economy

### Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

#### Economic Development

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Existing or new businesses are supported and assisted to grow.	(T) Number of unique visitors to the South Taranaki digital business hub per annum.	6,000	10,000	12,000	12,000
South Taranaki is promoted as a great place to invest and do business.	(T) Number of promotions about investing and doing business in South Taranaki per annum.	6	7	8	10

#### Tourism

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Customers are satisfied with the level of service they received at the i-SITE.	(T) Qualmark accreditation is maintained.	Held	Held	Held	Held

#### Events

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council will provide, encourage and/or support events within the District.	(T) Minimum number of events Council has provided or supported per annum.	≥ 10	≥ 10	≥ 10	≥ 10
Council events are well organised and well attended.	(C) % of attendees satisfied with selected Council events.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

Whakawhanake Hapori  
me te Tautoko

**Community Development  
and Support**

# Whakawhanake Hapori me te Tautoko

## Community Development and Support



**Why we do it**  
We

are committed to working in partnership with our

communities to ensure that their views and aspirations are considered, and they are supported to develop and implement projects that improve their wellbeing and contribute to our Community Outcomes. We are committed to delivering a safe, resilient, informed and connected community.

### What we do

We work alongside our communities to provide, encourage and support projects and activities that enhance

the District's wellbeing. To achieve these objectives we actively engage with all members of the community to identify and achieve the outcomes they desire for themselves.

We administer the South Taranaki Creative Communities Scheme and Sport NZ Rural Travel Fund on behalf of central government and a number of Council funds including the Community Board Local Discretionary Fund, Iwi Liaison Tangata Whenua Fund, Waimate Development Levy, Pātea Centennial Bursary, and grants to rural halls and community surveillance systems. We have developed a Community Funding Policy that outlines the funding provided through the Long Term Plan and Annual Plan processes and provides a guide for the community on all the funds

coordinated by the Council.

Through the Mayors' Taskforce for Jobs forum we support and promote local employment opportunities and celebrate young people's workplace achievements.

### Looking Ahead

Our population is ageing and accessibility for all is a key consideration in ensuring our communities are safer, more liveable and people-friendly environments. Connecting with youth and all members of our community is important to ensure our towns grow their vibrancy and attractiveness.

The draft town centre master plans developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea provide a basis for future development and

enhancement of these towns. The implementation and associated costs will be considered as part of this LTP and form a key consultation topic we are seeking feedback on.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

### Key Projects

Description	Year	Total (\$)
Waverley Town Centre Master Plan	Years 1 to 9	\$1.9m
Pātea Town Centre Master Plan	Years 2 to 10	\$2.3m
Eltham Town Centre Master Plan	Years 1 to 10	\$2.3m
Ōpunakē Town Centre Master Plan	Years 2 to 10	\$2.2m
Manaia Town Centre Master Plan	Years 1 to 10	\$1.8m

### Community Development

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Communities and the Council are supported to develop and implement projects that improve the District's wellbeing.	(T) Number of community and Council projects and activities provided, encouraged and supported.	≥ 25	≥ 25	≥ 25	≥ 25



# Ratonga Wakaature

# **Regulatory Services**

**Activities in this group include: Building Control / Planning / Environmental Health – Licensing – Food, Alcohol And Gambling / Animal Services and Nuisance Control / Parking Control**

# Ratonga Whakature

## Regulatory Services



### Why we do it

The purpose of this activity is to protect the



environment and the people that live in it. We mainly do this through the administration of a broad range of statutory functions. The group has a service delivery role across numerous statutes with all five functions working together towards maintaining an attractive place for people live and to do business and an environment where they feel safe.



### Building Control

#### What we do

The Building Control activity manages the processing of building consent applications and inspecting building work for approximately 600 applications each year. We are available to provide information to customers regarding compliance for building projects and undertake a monitoring role by ensuring compliance of buildings used by members of the public, dangerous and earthquake prone buildings, and residential pools.

#### Looking Ahead

We have implemented a fully digitised building control service to process building consent applications and inspect building work electronically. Our customers now experience a fully digital service and are able to submit applications and conduct all communication with the team via an online portal.

We must retain accreditation as a

Building Consent Authority and will undergo a routine assessment by International Accreditation New Zealand (IANZ) in June/July 2021.

#### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.



### Planning

#### What we do

The Planning activity involves



applying the provisions of the South Taranaki District Plan. In particular it provides advice on subdivision and

land use activities, processes applications for resource consent when proposed activities fall outside of the environmental controls jointly established by the community and the Council, and monitoring compliance with the District Plan and resource consent conditions.

We support the development of environmental policy with the purpose of promoting sustainable management of the environment through the District Plan. The District Plan controls the way we use, subdivide and develop land in the District. It identifies where activities can take place, what land can be developed and what special features of our District should be protected for the benefit of the

# Ratonga Whakature

## Regulatory Services

whole community. Environmental policy involves providing funding assistance to people protecting areas of indigenous vegetation or habitats of indigenous fauna.

### Looking ahead

The number of applications for resource consents is not expected to increase significantly over the next ten years. We anticipate that the local economy will recover from the COVID-19 pandemic and this could involve some significant developments occurring.

We will respond to any further changes to the Resource Management Act 1991.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity. Planning aims to reduce negative effects on the environment.



## Environmental Health – Licensing – Food, Alcohol and Gambling

### What we do

Our Environmental Health activity protects the community by registering and inspecting premises that prepare or sell food; hairdressers, funeral homes and offensive trades; investigating complaints about consumed food including the manner of its preparation and the state of premises used for food preparation; educating food premises operators and residents about food safety; and investigating nuisances such as dumping of rubbish and other health risks.

The activity aims to protect public health through providing reports for the purposes of the Sale and Supply of Alcohol Act 2012 and licensing

and monitoring for compliance with the licence conditions of that Act. This includes issuing on, off, club and special liquor licences and manager’s certificates. It also involves developing partnership strategies with the Police and the Taranaki District Health Board to reduce liquor abuse and promote host responsibility. We are also required to operate a District Licensing Committee to determine all new and renewal applications for licences and certificates. This may involve holding public hearings for opposed applications.

Under this activity we control and manage the number of Class IV gaming venues in our District. We also develop and administer the gambling policies for Class IV Venues (gaming machine venues) and Board Venues (TABs).

### Looking Ahead

The demand for the Environmental Health service will continue to increase, as setting up Food Control Plans and the auditing process are more involved and time consuming than the previous inspection process.

We have become an approved agency for auditing National Programme businesses (for example early childhood education centres and dairies).

### Future Projects

Meeting the accreditation requirements of a Food Verification Agency will be a focus over the term of this plan.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

### Key Projects

Description	Year	Total (\$)
Signage – Licensing	Years 1 to 8	\$51k

# Ratonga Whakature

## Regulatory Services



### Animal Services and Nuisance

#### Control

##### What we do

Animal Services involves requiring all dogs to be registered; responding to and investigating complaints of dogs roaming, barking or attacking; making special provision for dangerous and menacing dogs; educating owners to be more aware of their responsibilities so that their dogs do not cause a nuisance or injury to people, stock, domestic animals or protected wildlife, and responding to and investigating complaints of wandering stock. We own and operate a pound in Hāwera and management strategies for this asset are contained in the Pound Asset Management Plan. This 24 hour, seven days a week service includes responding to and investigating noise complaints, the issuing of Excessive Noise Direction Notices, Abatement Notices and Infringements, and

the seizure of the noise generating equipment when excessive noise is detected.

##### Looking Ahead

As a result of ongoing changes to animal welfare standards, the current dog pound is no longer fit for purpose and needs to be upgraded to better meet the needs of the service. The upgrade would provide a safer, more comfortable facility for both animals and staff. Allied Security currently oversees the after-hours service for both Animal Services and Noise complaints. We will bring the after-hours service in-house which will be more beneficial for staff as well as the community.

##### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

##### Key Projects

Description	Year	Total (\$)
Pound – fencing, building renewals and fridge/freezer	Years 2, 5, 6, 7 and 10	\$143k



### Parking Control

##### What we do

This 30 hours, five days per week service involves patrolling the central business districts of Hāwera and surrounding townships, responding to parking complaints, education and the issuing of warning notices and infringement notices. The main purpose is to ensure there are enough parking spaces available to meet demand.

##### Looking Ahead

The demand for this service is likely to increase, especially with the re-development of the Hāwera Town Centre. This will contribute to the economic development of our businesses.

##### Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

#### Key Projects

Description	Year	Total (\$)
Electronic Parking Tickets	Years 3, 6 and 9	\$20k

# Ratonga Whakature

## Regulatory Services

### Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

#### Building Control

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Building consents are processed efficiently.	(T) % of building consent applications are processed within the statutory timeframe of 20 working days.	100%	100%	100%	100%
Customers receive industry recognised quality service.	(T) % of building inspections are carried out within 2 working days of request.	95%	≥ 95%	≥ 95%	≥ 95%
The Council retains authority to issue building consents.	(T) Accreditation as a Building Consent Authority is retained.	Retained	Retained	Retained	Retained

#### Planning

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Consents for subdivision and development are processed in a timely manner.	(T) % of resource consent applications processed within statutory timeframes.	100%	100%	100%	100%
Consent compliance is monitored by the Council.	(T) Consents are monitored by their due date.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Parking

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Parking is monitored within the Hāwera CBD and surrounding townships.	(T) % of Parking infringements correctly issued.	95%	95%	95%	95%

# Ratonga Whakature

## Regulatory Services

### Environmental Health - Licensing – Food, Alcohol and Gambling

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
New food premises can open to the public quickly and existing food premises can continue to trade.	(T) % of new premises and renewal premises applications processed within 10 working days.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Food premises are hygienic and food sold to the public is safe to eat.	(T) % of licensed premises that are audited within 1 month of the due date.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Hairdressers, camping grounds/holiday parks, funeral homes & offensive trade premises are hygienically safe.	(T) % of licensed premises that are inspected annually.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Premises selling alcohol to the public are licensed and are running their business responsibly.	(T) % of licensed premises that are annually inspected.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Unopposed Liquor Licence Applications are processed promptly.	(T) % of unopposed Liquor Licence Applications processed within 10 working days of receipt of all reports.	≥ 95%	≥ 95%	≥ 95%	≥ 95%

### Animal Services and Nuisance Control

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Residents are satisfied with the Animal Control service.	(C) % of residents satisfied with the Animal Control service.	≥ 75%	≥ 75%	≥ 75%	≥ 75%
A prompt and reliable animal control service will be provided 24 hours a day, 7 days a week for wandering stock and serious dog incidents.	(T) % of reported serious dog or wandering stock incidents responded to within 4 hours.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
A reliable and responsive animal control service that investigates general dog incidents.	(T) % of reported general dog incidents responded to within 1 working day.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Provide a prompt and reliable noise control service 24 hours a day, 7 days a week.	(T) % of noise complaints responded to within one hour.	≥ 90%	≥ 90%	≥ 90%	≥ 90%



Tiaki Taiao  
**Environmental  
Management**



# Environmental Management



**Why we do it**  
To protect the environment and the people that live in it, we administer a broad range of statutory

functions. This activity leads our response to climate change, carbon zero, waste minimisation, maintains the District Plan and coordinates our responsibilities under the Civil Defence Emergency Management Act.



## Environment and Sustainability

### What we do

We manage the development of our Environment and Sustainability Strategy and this LTP will see the start of its implementation. The activities, actions and work programmes in the Strategy ensure that we address our communities' desire for improved environmentally sustainable outcomes, we remain compliant with new and developing legislative requirements and take a consistent cross-organisational approach to embedding environmental sustainability initiatives across our activities.

### Looking ahead

There is an increasing community demand and expectation of improved environmental outcomes across our District and Region. Alongside this community-level demand,

there is a national push for more stringent environmental legislation to address the ongoing environmental degradation we are seeing.

As we consider how best to encourage an environmentally sustainable economic recovery for our District post-COVID-19, we also need to put a climate change and environmental sustainability lens across any measures we choose to implement.

Smart, targeted investment in low-emissions practices, technologies and infrastructure will create jobs and ensure our communities are better off, both now and into the future. Increasing the sustainability of our projects and investment decisions will also reduce our future exposure to the physical, social and cultural impacts of climate change and increasing environmental degradation.

All new projects or asset and infrastructure development will require assessment against criteria in the Environment and Sustainability Strategy. Alongside this, procurement and fleet policies will support low

carbon purchasing and alternative or renewable energy options as a priority. We will continue to deliver a wide range of environmental sustainability initiatives and activities and provide a point of co-ordination for environmental sustainability advice and best practice, over the term of this LTP.

### Significant Negative Effects

Some environmental sustainability initiatives and projects may seem expensive and time consuming to some people. However, not investing in improved environmental sustainability will lock in negative environmental and climate change impacts for future generations.

### Key Projects

Description	Year	Total (\$)
Reforestation of Council land	Years 1 to 10	\$753k
Biodiversity Restoration	Years 1 to 10	\$364k
Biodiversity and Ecosystem Protection	Years 3 to 5	\$755k

# Environmental Management



## Environmental Policy

### What we do

Environmental Policy involves promoting sustainable management of the environment through the District Plan. The District Plan controls the way we use, subdivide and develop land in the District. It identifies where activities can take place, what land can be developed and what special features of our District should be protected for the benefit of the whole community.

### Looking ahead

There is a level of uncertainty on what changes will be required with the proposed amendments to the Resource Management Act and the introduction of new legislation. The LTP is based on the assumption that the District Plan will have legal status for at least the first three years of the LTP, and will most likely form the basis for any new instrument that may take the

District Plan's place.

### Significant Negative Effects

District Plans are expensive to review and maintain. Further investment will be minimised if significant legislative change is imminent.



## Emergency Management

### What we do

This activity ensures that the Council and our residents are prepared to respond to, and recover from, a major natural hazard or emergency event. Part of our role involves ensuring we have the resources and information required to help the community respond to, and recover from, a natural disaster or emergency event. This activity includes our work with the Taranaki Civil Defence and Emergency Management Group, under the Civil Defence Emergency Management Act 2002

### Looking ahead

There are increasing risks of climate change impacts for South Taranaki

during the life of this LTP. We will work to help the community understand and plan for the impacts by identifying places, assets and communities that are likely to be threatened.

Pandemic response and recovery remains the focus, but keeping the District ready to respond to other types of civil defence emergencies is a top priority. The COVID-19 pandemic has emphasised the need to be prepared to deal with a natural hazard emergency and a pandemic at the same time.

### Significant Negative Effects

Some civil defence community resilience and preparedness practices may seem expensive and time consuming. Emergency management response and recovery activities may have a temporary adverse effect on community and environmental wellbeing while social systems and infrastructure are being rebuilt following an emergency event.

If our ability to function is severely disrupted during a disaster, we will be unable to provide essential services

to the community. A disaster event needing emergency works that we cannot afford to fund within our current budget has the potential to affect our financial position, although this depends on the scale, duration and location of the event. Alongside the Council, Central Government also has a role in disaster recovery and restoration works after natural disasters have happened.

# Environmental Management

## Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

### Environment and Sustainability

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Reduction in our organisational emissions.	(T) % decrease in organisational emissions year on year.	10% decrease in emissions from baseline	10% decrease in emissions from baseline	10% decrease in emissions from baseline	10% decrease in emissions from baseline
Damage to our natural environments is prevented or mitigated.	(T) No unapproved net loss of indigenous vegetation across the District.	0% loss	0% loss	0% loss	0% loss

### Environmental Policy

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Growth and development is planned while our natural and physical resources are managed in a sustainable manner.	(T) The Plan Changes and Variations to the District Plan are undertaken in accordance with legislative timeframes.	Achieved	Achieved	Achieved	Achieved

### Emergency Management

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
The Council is ready to respond to a Civil Defence Emergency and is able to function for as long as required during an emergency.	(T) Council staff are trained to the appropriate level for Civil Defence Emergency Responses, as agreed to by the Civil Defence and Emergency Management Group.	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained



Ngā Momo Hanga ki Tai  
**Coastal Structures**

# Ngā Momo Hanga ki Tai

## Coastal Structures



### Why we do it

The South Taranaki District has a beautiful marine and river environment and this activity ensures people can access our beaches and lakes and boat users can access the water. To maintain these facilities we need to protect erosion prone areas close to existing infrastructure, so while this activity is not mandatory, we need to ensure compliance with our resource consents. The maintenance and provision of coastal structures enables us to preserve the environment for future generations.

### What we do

We provide access paths and steps to the sea and a number of boat ramps to allow recreational craft to access water

bodies. This activity provides coastal protection in the form of revetments in a number of places and maintains a number of significant structures in the Pātea estuary, such as the moles – concrete and stone walls that guide the Pātea River out to sea and limit erosion of land containing strategically important national railway and gas transmission infrastructure.

### Looking Ahead

The effects of climate change on our coastal structures will be addressed through the Environmental and Sustainability Strategy.

The Pātea moles were designed to allow coastal shipping to access the old freezing works wharf, and access to the sea from Pātea is now only for

recreational craft and the Coast Guard. Maintaining the more than 100-year old moles to their original service standard will be a large and on-going financial commitment.

### Key Projects

Description	Year	Total (\$)
Pātea Moles renewals	Year 4	\$520k
Coastal Structures – seawall renewals; beach access improvements and stabilisation	Years 1 to 10	\$547k

### Significant Negative Effects

Coastal Structures have minimal negative effects on the environment. The majority of coastal structures are seawalls and their presence can cause an “end effect” when a seawall acts

like a groyne, in that there may be some gradual accumulation of sand on the updrift side but more often erosion or beach displacement on the downdrift side of the direction of wave approach.

## Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Comply with the Taranaki Regional Council Resource Consent conditions for coastal structures.	(T) Number of unresolved breaches.	≤ 1	≤ 1	≤ 1	≤ 1

# Ngā Mahinga Tōpūranga

# **Corporate Activities**

**Activities in this Group Include: Audit And Risk / Customer Services / Communications / Finance / Corporate Property / Information Services / People And Capability**

# Ngā Mahinga Tōpūranga

## Corporate Activities



**Why we do it**  
Corporate Activities are about the



‘internal activities’ that support the delivery of our projects, plans and programmes, focused on delivering effective and efficient services for the organisation and the community. Corporate activities help us to bring the community together by keeping people informed and connected.

### Audit and Risk

#### What we do

Audit and Risk provides independent assurance and advisory services and is responsible for risk management, maintaining the Council’s risk register and undertaking internal audits and reviews to ensure we are meeting our legislative obligations. The Audit and Risk Committee oversees and monitors the functions of the Audit and Risk activity and verifies that we have the correct checks and balances in place.

#### Looking ahead

Audit and Risk is a growing activity, with increasing legislative obligations and best practice requirements that help to ensure we are operating in a way that recognises and avoids, remedies or mitigates risks.

#### Significant Negative Effects

There are no significant negative risks associated with this activity. Not undertaking risk management is likely to expose the Council to a range of risks, including fraud, theft and legal action.

### Customer Services

#### What we do

Customer Services staff handle all of your requests for services. They manage bookings for parks, halls and sports grounds, process payments and are usually the first point of contact for our services. We realise our customers’ needs are varied and continually changing, and we are focused on growing our online services so our customers can gain access to our services in ways that are convenient for them.

#### Looking ahead

The Digital Transformation Strategy and the Customer Service Standards provide a plan for us to continuously improve our services over the next three years, with better online systems and a cross-Council approach to customer service. This includes looking at how we can better process your requests for service and how we get back to you when we have addressed your query. The Digital Transformation Strategy will also help us to ensure we

can operate from anywhere, so that, for example, if the Council building is closed, we are still able to hear from you and process your requests.

#### Significant Negative Effects

There are no significant negative effects from this activity.



# Ngā Mahinga Tōpūranga

## Corporate Activities

### Communications

#### What we do

Our Communications team writes and distributes information to the public through a range of communication channels including media releases, newsletters, website, social media, Antenna app, radio, public presentations and SouthLink, a weekly news page in the District's free community newspaper, The Taranaki Star. Our job is to make sure you know what we are doing and how you can interact with us on key issues.

#### Looking ahead

We recently upgraded our website to be more user friendly. Stage two of the website upgrade will build online services to make your interactions with us smoother and easier. Stage three will focus on developing personal logins so you can access all of your Council information, easily and securely.

#### Significant Negative Effects

There are no significant negative effects from this activity.

### Finance

#### What we do

This activity provides financial, rating and treasury support to all Council teams. Finance is largely driven by the legislation that requires us to deliver Annual Reports, Annual Plans and Long Term Plans. Finance is responsible for monitoring and reporting on our financial performance, budgeting, paying creditors, managing debtors, payroll, charging and collecting rates and answering rates queries. The Finance activity looks after our Long Term Investment Fund, with the assistance of professional fund managers. This team works across the organisation to ensure we can appropriately fund our key projects, programmes and services.

#### Looking ahead

Our digital finance system is long overdue for replacement. A new finance system will improve productivity and allow us to work faster and smarter. This project is aligned with our Digital Transformation

Strategy.

#### Significant Negative Effects

There are no significant negative effects from this activity.

### Corporate Property

#### What we do

The Corporate Property activity manages our sundry property portfolio, including all Council owned properties that are not directly used for public facilities, including the Hāwera Cinema. The team administers approximately 550 properties and around 100 of these are leased or licensed. We review leases as they expire and ensure properties are correctly valued and returning an appropriate rental. We also hold around 50 leases or agreements with sporting groups and other not-for-profit organisations that own facilities on Council land. We work closely with the environment and sustainability team to ensure we are working towards a sustainable portfolio.

#### Looking ahead

We are developing a property management strategy (including acquisition and disposals policy) that will assist us to understand the types of properties we own and why we

# Ngā Mahinga Tōpūranga

## Corporate Activities

own them. This will allow us to make decisions regarding any property that is surplus to Council and community requirements.

We are completing detailed assessments of our buildings for earthquake risk and scheduling remedial work to ensure the sustainability of the buildings and services.

Over the next five years we will identify appropriate land for permanent native forest carbon sinks and esplanade planting to make sure we aim for a best practice ecological approach to land management. We will also aim to maximise the income from our rental properties.

### Significant Negative Effects

The potential negative effects of Council property management include the environmental effects of construction and maintenance, personal health and safety if buildings are not properly maintained or contain asbestos or are earthquake-prone, and we have strategies for minimising these effects as much as possible.

### Key Projects

Description	Year	Total (\$)
Hāwera Administration Building Renewals	Years 1 to 10	\$544k
Earthquake-prone Building Remedial Projects	Years 1 to 2	\$1.36m
District Wide – Sundry Property Fencing	Years 1 to 10	\$58k
Sundry Property Projects	Years 1 to 4	\$341k

### Information Services

#### What we do

This activity delivers information services to internal and external customers and includes information technology, information management through records and archives, business analysis and intelligence services, and geographic information systems. The activity takes care of our data, information and knowledge assets to ensure information is securely managed for current and future generations, as well as meeting our legislative obligations to keep and provide information. We ensure staff and elected members are connected and able to work online.

#### Looking ahead

Our Digital Transformation Strategy provides a roadmap for transforming the way we do business – improving productivity and efficiency and the way you can interact with us. This forward-looking project goes across every part of the organisation to update our processes and will be actioned over

the first five years of this LTP.

### Significant Negative Effects

There are no significant negative effects from this activity.

### Key Projects

Description	Year	Total (\$)
Digital Transformation Project	Years 1 to 5	\$3.25m
Information Management – Digitisation and Scanning projects	Years 1 to 3	\$320k

# Ngā Mahinga Tōpūranga

# Corporate Activities

## People and Capability

### What we do

Our aim is to attract, retain, motivate and reward high calibre employees, to assist in the delivery of our goals and values. We are responsible for recruitment, induction, employment relations, organisational development, performance management, health and safety, training and remuneration. This activity has a high level of legislative compliance to ensure we meet our obligations regarding employment, payroll, human rights and health and safety. The Audit and Risk Committee receives regular health and safety reports.

### Significant Negative Effects

There are no significant negative effects from this activity.