



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 following activities and services it delivers:

- **Democracy and Leadership**
- **Three Waters** – water, wastewater and stormwater
- **Solid Waste**
- **Roading and Footpaths** (including Pathways)
- **Community Facilities** - Parks, Reserves, Public Spaces, Halls, Swimming Pools, Public Toilets, Holiday Parks, Cemeteries, Housing for the Elderly
- **Arts and Culture** - Arts, Aotea Utanganui – Museum of South Taranaki, and our seven LibraryPlus
- **District Economy**
- **Economic Development, Tourism and Events**
- **Community Development and Support**
- **Regulatory Services**
- **Building Control, Planning, Environmental Health, Licensing, Food, Alcohol and Gambling, Animal Services and Parking Control**
- **Environmental Management**
- **Environment and Sustainability, Environmental Policy, Emergency Management**
- **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.

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”.

Te Hoahoa Ki “Ā Mātou Awheawhe”

Guide to the layout and content of Our Activities

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 \$1.279 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, we ask questions 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:
 - o Improving cost efficiency by determining the lowest asset lifecycle cost.

- o Improving customer satisfaction by better matching levels of service with what customers want and are willing to pay for.
- o Better transparency in decision making.
- o 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 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.

Te Pou Manukura

Democracy and Leadership

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

To 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 explain how they can participate in meetings and consultation/submission processes.

We have developed He Pou Tikanga, Ngā iwi o te Tai Whakarunga – Council Partnership Strategy with Te Kaahui o Rauru, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine and Te Kāhui o Taranaki, with the purpose of building stronger relationships and enabling Māori to participate more actively in our decision-making processes.

What we do

The Mayor and Councillors are the governing body and set the direction, policies and budget needed for our various activities. We develop strategic documents including the District Plan, Long Term Plan and Annual Plans as well as setting the annual rates and charges. Community Board members 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 Te Kāhui Matauraura. This standing committee of the Council provides an opportunity for up to four members from each Iwi within the District (Ngāti Ruanui, Ngāruahine, Taranaki, and Ngā Rauru) 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.

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.

Te Pou Manukura Democracy and Leadership

Significant Negative Effects Future Projects

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

We are committed to providing more opportunities for Māori to contribute to decision-making processes. During this plan our focus will be the implementation of He Pou Tikanga.

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	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.	81%	≥ 70%	≥ 70%	≥ 70%	≥ 70%
We engage with our community and provide opportunities for the community 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%	≥ 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, Contact Centre)	The new contractor failed to ask this question in our annual resident satisfaction survey, so we do not have a result for 2022/23.	≥ 80%	≥ 85%	≥ 85%	≥ 85%
We have strong relationships with local Iwi and work together in a range of ways so that their perspectives inform our decisions	(C) complete one goal or action per annum from He Pou Tikanga, Nga iwi o te Tai Whakarunga - Council Partner Strategy	New measure	≥ 1	≥ 1	≥ 1	≥ 1

Ngā Waitoru Three Waters

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

Water is essential for the health and wellbeing of the population. Water supply is the most critical infrastructure service we provide as water is required in large volumes to sustain domestic, agricultural and industrial customers. We are committed to providing water sustainably and reducing water use through effective abstraction, treatment and demand management strategies.

Sustainable water supplies preserve the resource for future generations and high quality infrastructure helps to ensure that we support the economic, environmental, cultural and social well-beings of the community.

Water

What we do

Our water supplies provide more than 28 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, 38 reservoirs and 650km of water mains. These assets have a replacement value in excess of \$247 million.

Water is sourced from some of the many streams that run from Taranaki Maunga 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 eight of our ten water treatment plants fully meet the new drinking water quality standards, with two plants needing

some upgrade to fully comply with the new standards. The Waverley and Kāpuni water supply schemes 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. 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.

Having at least 24 hours of treated water storage capacity allows the water treatment plants to be turned down during and 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. To achieve this, we have included funding to construct new reservoirs in Ōpunakē, Waverley and at the Eltham water treatment plant.

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 actively improving our scheduling processes

for these activities, to minimise reactive-based works through preventative maintenance and early interventions. We have specific goals that are linked to our water safety plans, which have been provided to Taumata Arowai.

Intakes, bores and water treatment plants require ongoing inspection and condition assessment to run at peak performance. 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.

The installation of remote monitoring has given us greater visibility and faster response to reduce 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 demonstrated a number of users who were taking excessive amounts of water from our network, and we plan to continue auditing demand for extra-ordinary users to ensure that they are being fairly charged for water.

Ngā Waitoru Three Waters

Looking Ahead

Water leakage and loss are impacting the water take consents we hold with the Taranaki Regional Council. This will be partly addressed through pipe renewal projects, and a leak detection programme to identify leaks in both our reticulation assets and on private properties. In years one and two of this plan we have budgeted for additional resources to reduce leakage and loss and water demand.

Pātea has a vulnerable supply 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. These issues may result in an increase in water restrictions and/or metering for new or all residential connections.

Due to changes in compliance standards, we are required to upgrade the Pātea and Ōpunakē water treatment plants. The Pātea upgrade has been budgeted for in year three and the Ōpunakē upgrade in years one and two.

We are working to identify additional water sources to meet an increasing demand for water and our highest priorities are Waverley and Kāpuni. These are

budgeted for in years one (Waverley) and five and six (Kāpuni).

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 outages and removal of vegetation around critical structures such as intakes and pipe bridges.

Water demand management

There will be an on-going focus to better manage our accounting for water consumption. We will require increased trunk main metering to determine where our water goes, as part of our leak minimisation and renewal planning. We also need to improve our existing demand management programme, including further water metering of some properties to ensure water consumption is fair and equitable. We have set challenging targets for unaccounted water that we will continue to benchmark against other councils in the annual Water New Zealand National Performance Review.

Lead infrastructure for the South Taranaki Business Park

We require lead infrastructure for the South Taranaki Business Park and surrounds.

Reservoir replacements

Reservoir replacements are planned for the Eltham, Waimate West, Waverley and Rāhotu water supplies. The new reservoirs will also help us to increase capacity.

Ōpunakē Water coagulation and optimisation (discolouration)

Historical complaints throughout Ōpunakē about discoloured (brown) water are suspected to be caused by high levels of iron and manganese in the source water. We plan to continue with the scheduled works to improve the current situation.

Ongoing pipe upgrades

We have focused, and continue to focus, on condition assessment of asbestos cement water mains. This has allowed a renewals programme to be developed based on the size and pressure class of the pipes.

Key Capital Projects

Description	Year	Total (\$)
Normanby supply resilience (second water main)	Years 7 to 9	\$5.5m
Universal water metering	Years 9 and 10	\$4.2m
New reservoirs – Ōpunakē, Waverley and Eltham	Years 1 to 3	\$5.7m
Pipe renewals	Years 1 to 10	\$43.3m
Treatment plant renewals	Years 1 to 10	\$32m
Waimate West trunk main duplication	Years 2 to 4	\$4.2m
Second Kāpuni bore	Years 5 and 6	\$2.8m
Replace Waimate West Reservoir 1	Years 6 to 8	\$10.5m

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Over-extraction of water from rivers	Mana Taiao/ Environmental Well-being Mana Tangata/ Social Well-being Mana Mauri / Cultural Well-being	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 principles set out in the Taranaki Regional Council Regional Fresh Water Plan when considering permission to abstract water from streams and bores.
Delivery of contaminated water	Mana Tangata/ Social Well-being	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 capacity	Mana Tangata/ Social Well-being	Insufficient water supplies during times of drought or emergency.	Demand management is used to reduce water demand during drought or emergency. 24 hours' water storage is available for all schemes. Investigations to improve the security of supply through finding and developing additional water resources.

Ngā Waitoru Three Waters

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	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	Achieved. 7.48	≤ 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	Achieved. 45min	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
	(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 fault or interruption. DIA Performance Measure 3b	Achieved. 2hr 39min	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 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	Achieved. 3d/16h/9m	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Median response time for service personnel to resolve non-urgent call-out from the time we receive notification to the time service personnel confirm resolution of the fault or interruption. DIA Performance Measure 3d	Achieved. 4d/16h/57m	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
Water supplied is clean and healthy.	(T) Extent of compliance with current NZ Drinking Water Standards (for bacteria). DIA Performance Measure 1a	Not achieved. Q1 & Q2 8/10 Q3 & Q4 5/10	10/10	10/10	10/10	10/10
	(T) Extent of compliance with NZ Drinking Water Standards (for protozoa). DIA Performance Measure 1b	Achieved - Q1 & Q2 10/10 Not achieved - Q3 & Q4 9/10	10/10	10/10	10/10	10/10

Ngā Waitoru Three Waters

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
The water supply is managed sustainably (maintenance of the reticulation network)	(T) % The percentage of real water loss from the networked reticulation system, using the Infrastructure Leakage Index (ILI) methodology. DIA Performance Measure 2	Not achieved. 16.5%	≤ 11.5%	≤ 11.5%	≤ 11.5%	≤ 11.5%
The water supply is managed sustainably (cont.)	(T) Average consumption of drinking water per day per resident. DIA Performance Measure 5	Achieved. (361 L/c/d)	≤ 370 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d
Consumers are satisfied with the Water Supply service.	(C) Number of complaints received about drinking water clarity (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.56	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water taste (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.65	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water odour (per 1,000 connections). DIA Performance Measure 4b	Achieved. 0.37	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water pressure or flow (per 1,000 connections). DIA Performance Measure 4c	Achieved. 3.93	≤ 4	≤ 4	≤ 4	≤ 4
	(C) Number of complaints received about response to the above (per 1,000 connections). DIA Performance Measure 4e	Achieved. 0	≤ 2	≤ 2	≤ 2	≤ 2
	(C) Total number of complaints (per 1000 connections). DIA Performance Measures 4a-4e	Achieved. 12.99	≤ 20	≤ 20	≤ 20	≤ 20
	(C) % of consumers are satisfied with the Water Supply overall.	Achieved. 88%	≥ 80%	≥ 80%	≥ 80%	≥ 80%

Ngā Waitoru Three Waters

Community Outcomes



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Wastewater

Why we do it

This activity is about the safe disposal of wastewater and protecting the public health of our communities by taking domestic sewage and industrial wastes and treating them before discharging the treated effluent to the environment. The National Policy Statement for Freshwater has increased our communities' expectations for cleaner waterways, making our environmental performance even more important. Ensuring the quality and adequacy of our wastewater services is also a requirement of the Local Government Act 2002.

The alternative to a Council-provided sewerage system is the use of septic tanks. These are suitable for rural properties where the cost of a reticulated system would be too expensive because of the distances involved. However, a large number of septic tanks in an area, particularly an urban area, can lead to excessive contaminants seeping into the ground and waterways.

High quality, resilient wastewater infrastructure supports the District's industries and businesses, to ensure the economic, environmental, cultural and social well-beings of the community are protected for future generations.

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), who grants resource consents that state the quality and volumetric and other conditions that must be met.

In order to better manage the specific nature of industrial wastewater, our Trade Waste Bylaw 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 predominant treatment process at our wastewater treatment plants, with treated effluent being discharged to an adjacent watercourse. There are some exceptions though; 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 system uses filtration and UV

disinfection to fully treat wastewater prior to discharge to the environment. Best practical options (BPO) studies and industry studies have indicated that this level of technology will likely need to be used more widely across New Zealand in the future.

Like most sewer networks around New Zealand, our sewer 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 sewers may exceed their hydraulic capacity and overflow, or we may exceed the volumetric discharge limits of resource consents, resulting in enforcement action against us. Ongoing management of these issues is a top priority, both to protect the health of the community and the environment and to ensure we can demonstrate our environmental compliance.

Likewise, the TRC is becoming stricter on uncontrolled emergency discharges of untreated wastewater to the environment, and this is being seen at the time of renewal of discharge consents.

Looking Ahead

The internet enables our community to engage regarding social issues and provides a tool for com-

munity-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

The main projects to be undertaken during the next ten years are:

- Tertiary treatment at the wastewater treatment plants in Hāwera, Pātea, Kaponga, Manaia and Waverley.
- Renewal of wastewater pipes.
- Building a new anaerobic lagoon at the wastewater treatment plant in Hāwera.
- An intensive programme of CCTV inspection of sewers followed by the rehabilitation of faults using sewer relining techniques or physical repairs or replacements. This will form a major part of the project to reduce the amount of rainwater entering the wastewater network.
- Ōpunakē wetland soakage field enhancements.
- Renewal of the discharge resource consents for

Waverley, Manaia, Pātea, Eltham and Hāwera discharges.

- Installation of additional flow metering and the development of dry-and-wet weather models of the urban wastewater reticulation networks.
- Assessment and extensive renewal of wastewater pump stations, to comply with new regulations.
- Standby generators at key pump stations, including Eltham and Ōpunakē.
- Tertiary treatment of wastewater prior to discharge to the environment, in line with upcoming freshwater reforms.
- Upgrade of treatment plants following BPO Reports generated during the consent renewal process.

Ngā Waitoru Three Waters

Key Capital Projects

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the chapter, “Our Costs in Detail”.

Description	Year	Total (\$)	Funding Source
CCTV Inspection of Sewer Conditions	Over 10 years	\$2m	Renewals
Tertiary treatment WWTP – Hāwera, Pātea, Kaponga, Manaia & Waverley	Over 10 years	\$43.2m	Capital
Wastewater pipe renewals	Over 10 years	\$25m	Renewals
Hāwera new anaerobic lagoon	Years 1 to 4	\$6.3m	Renewals
South Taranaki Business Park wastewater	Years 1 to 3	\$3.8m	Capital
Treatment plant renewals	Over 10 years	\$2.7m	Renewals
Ōpunakē wetland soakage field enhancements	Year 1	\$495k	Renewals

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Wastewater overflow	Mana Taiao/ Environmental Well-being Mana Oranga/Economic Well-being Mana Tangata/ Social Well-being Mana Mauri / Cultural Well-being	Overflows of untreated sewage from the wastewater network due to blockages, pump station or other plant malfunction, electrical failure at pump stations, inflow/infiltration of stormwater into the wastewater network and/or insufficient capacity pose a potential serious risk to the health, social and cultural wellbeing of the community and the environment.	Compliance with resource consents. Regular monitoring and implementation of the Inflow and Infiltration Management Plan. Continuing our maintenance programme and environmental controls. Providing emergency storage capacity at pump stations for sewage overflow. Backup electrical generators at key pump stations.
Wastewater discharge	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being	Discharge of sewage through the outfalls may cause environmental and health issues.	Compliance with resource consents. Regular monitoring of plant performance, the ocean outfall and environment. Rāhui on collection of seafood and public information campaigns implemented immediately.
Unmonitored trade waste	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being Mana Oranga/Economic Well-being	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.	Trade Waste Officer monitors compliance with Trade Waste Bylaw. Penalties can be imposed by the Council for any breaches of the Trade Waste Bylaw. Maintaining and operating our plants effectively. Building of collaborative approach with the major industries.
Odour from sewerage and trade waste	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being	Odours produced from the collection and treatment of trade waste and domestic sewage can be offensive.	Management of trade waste in terms of the Trade Waste Bylaw. Maintaining and operating our pump stations, pipelines and plants effectively

Ngā Waitoru Three Waters

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	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	Achieved. 58mins	≤ 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	Not achieved. 9h59m	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs
	(C) Number of customer complaints per year relating to odours from wastewater pump stations or treatment facilities (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.25	≤ 1	≤ 1	≤ 1	≤ 1
	(C) Number of complaints received about sewerage system faults (per 1,000 connections). DIA Performance Measure 4b	Achieved. 16.73	≤ 37	≤ 37	≤ 37	≤ 37
	(C) Number of complaints received about sewerage system blockages (per 1,000 connections). DIA Performance Measure 4c	Achieved. 7.48	≤ 13	≤ 13	≤ 13	≤ 13
	(C) Number of complaints received about response to issues (per 1,000 connections). DIA Performance Measure 4d	Achieved. 0	≤ 3	≤ 3	≤ 3	≤ 3

Ngā Waitoru Three Waters

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Sewage is managed without risk to public health.	(C) Total number of complaints (per 1000 connections). DIA Performance Measure 4a-4d	Achieved. 24.46	≤ 50	≤ 50	≤ 50	≤ 50
	(T) Number of dry weather overflows per 1,000 connections. DIA Performance Measure 1	Achieved. 0.76	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of abatement notices received for discharges. DIA Performance Measure 2a	Achieved. 0	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of infringement notices received for discharges. DIA Performance Measure 2b	Achieved. 0	0	0	0	0
Sewage does not affect the quality of the environment.	(T) Number of enforcement orders received for discharges. DIA Performance Measure 2c	Achieved. 0	0	0	0	0
	(T) Number of convictions received for discharges. DIA Performance Measure 2d	Achieved. 0	0	0	0	0
Sewage is managed without risk to public health.	(C) % of consumers satisfied with the Wastewater services overall.	Achieved. 97%	≥ 85%	≥ 85%	≥ 85%	≥ 85%

Ngā Waitoru Three Waters

Community Outcomes



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Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

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Sustainable communities that manage resources in a way that improves our environment for future generations.

Stormwater

Why we do it

There is a strong community expectation to be protected and safe within our homes and we need to protect infrastructure, such as roads and wastewater systems that can be damaged by excessive floodwater. To respond to this, we build, operate and maintain stormwater infrastructure.

Stormwater reticulation is provided in many urban areas to help prevent or minimise the flooding of properties and reduce or eliminate water ponding on roads that could create safety hazards. In extreme rainfall events when the pipe network is overloaded, stormwater will take overland flow paths, often along roads.

High quality stormwater infrastructure supports the economic well-being of the District and provides a healthy and safe place for our communities to live.

What we do

We manage and maintain stormwater assets made up of culverts, water channels, water collectors, pump stations, stormwater ponds, outfalls and pipe reticu-

lation 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 95 km of pipes, 1025 manholes, 325 outlets, 2108 inlets and 23km of open drains. The stormwater assets have a replacement value of \$41.9 million.

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 discharge pipes from roading sumps to stormwater mains. These assets collect stormwater and convey 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. Our focus is to ensure that the maintenance contracts for street cleaning and stormwater reticulation are aligned in terms of preparing and responding to flooding events.

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 of houses, excluding garages and sheds.

Looking Ahead

Our stormwater infrastructure is not developed to the same extent as our water and wastewater networks. Having received the highly accurate LiDAR (Light Detection and Ranging) data, we are now able to plan our stormwater networks development and renewals, even though some of our infrastructure is due for renewal now. However, flooding problems that are obvious in some of our urban areas will require

that we proceed with upgrades and/or renewals without the required catchment data.

The increase in demand for stormwater services as a result of urban growth over the next ten years is not anticipated to be significant. However, the problems we are experiencing with too much stormwater entering the wastewater network may be mitigated in some instances by increasing the capacity of the stormwater network.

Key Capital Projects

We are committed to providing more opportunities for Māori to contribute to decision-making processes. During this plan our focus will be the implementation of He Pou Tikanga.

Description	Year	Total (\$)
South Taranaki Business Park	Years 1 to 2	\$2.6 m
Matangarara landfill drainage	Years 2 to 4	\$2.3 m
Stormwater pipe renewals	Years 1 to 10	\$2.3 m

Ngā Waitoru Three Waters

Significant Negative Effects

We strive to reduce the negative impacts 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.

Activity	Well-being	Significant Effect	Mitigation
Stormwater discharge	Mana Taiao/ Environmental Well-being	Discharge of polluted stormwater adversely affecting public health.	<p>Compliance with resource consents.</p> <p>Comprehensive approach to stormwater management based on catchment management plans.</p> <p>Works are proposed to reduce the amount of stormwater entering the wastewater network.</p>
Stormwater capacity	<p>Mana Oranga/Economic Well-being</p> <p>Mana Tangata/Social Well-being</p>	Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding and erosion, which could result in social and economic hardship	<p>Compliance with design standards to incorporate detention ponds where appropriate to prevent flooding and erosion.</p> <p>The Council utilises overland flow paths to increase the level of protection for houses and commercial buildings.</p> <p>Works are proposed to improve the level of protection in large rainfall events.</p>

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	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	Achieved. 0	< 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	Achieved. 0	≤ 1.00	≤ 1.00	≤ 1.00	≤ 1.00
The stormwater system is managed sustainably.	(T) Number of abatement notices received for stormwater discharges. DIA Performance Measure 2a	Achieved. 0	< 2	< 2	< 2	< 2
	(T) Number of infringement notices received for stormwater discharges. DIA Performance Measure 2b	Achieved. 0	0	0	0	0
	(T) Number of enforcement orders received for stormwater discharges. DIA Performance Measure 2c	Achieved. 0	0	0	0	0
	(T) Number of successful prosecutions made against the Council for stormwater discharges. DIA Performance Measure 2d	Achieved. 0	0	0	0	0
Council will respond promptly to reports of flooding and customer requests.	(C) Number of complaints received about stormwater system and response to issues (per 1,000 connections). DIA Performance Measure 4	Achieved. 0	≤ 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	Achieved. 0	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
Residents are satisfied with the Stormwater system.	(C) % of residents satisfied with the stormwater system.	Achieved. 85%	≥ 80%	≥ 80%	≥ 80%	≥ 80%

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

We maintain and develop our 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. Roding infrastructure is essential for both the community and economic development of the District.

Our road safety programme aims to help 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 and safe infrastructure to support businesses and industry in South Taranaki.

What we do

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 weather events causing significant damage to the roading network through slips and flooding.

High Productivity Motor Vehicles (HPMV – 50Max) traffic, mostly generated by heavy industries, will continue to put more stress on the rural roading network and will also require investigation and upgrades of bridges on permitted routes.

Forestry harvesting has started in the District and this is contributing to the deteriorating condition of our rural roads. The preparation of roading within forestry blocks to facilitate logging and transporting the logs to markets both cause major damage to our roads that are usually not designed to handle an intensity of heavy traffic. Advance planning to upgrade and maintain these roads 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.

Through satisfaction surveys and customer requests, our residents have been telling us that their biggest concern is the condition and maintenance of our roads. Costs for bitumen and construction, which are large components of our roading expenditure, have increased significantly in the last three years, and this is expected to continue.

To address the above challenges we are proposing to increase the expenditure on roading so we can better manage the lifespan and resilience of our infrastructure, maintain existing levels of service and increase

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

work done on our bridges. More specifically, each year for the next ten years, we propose to maintain 1663km, widen 9km and reseal 80km of road, renew 2km of footpaths, upgrade a one-lane-bridge to two lanes, upgrade or replace one bridge and improve key rural road intersections.

A large part of this function is maintaining and repairing the existing infrastructure and we do not expect a large demand for new roads. It is expected that the costs associated with new roads in subdivisions would be covered by the developer. When new roads are proposed, our iwi partners are involved in the road naming process as per our Road Naming Policy 2022. This process allows the applicant and iwi to be engaged with the past, present and future of an area to recommend suitable names for our roading network.

Pathways

Why we do it

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. We recognise that pathways serve a purpose that is larger than recreation. Pathways enable connectivity within our communities and services that we need, enable a clean mode of transportation as well as numerous health benefits.

Looking Ahead

It is not anticipated that any new pathway projects are undertaken during the timeframe of this plan, however, projects that were initiated as part of the Town Centre Master Plans will be progressed.

Key Projects

- An average of 6km of pavement rehabilitation per annum.
- An average of 5% of pavement resurfacing per annum.
- An average of 1-2% of footpath, kerb and channel per annum.
- An average one to two bridge upgrades per annum.
- Various road safety improvements, for example: road widening, speed management, etc.

Description	Year	Total (\$)
Road Resurfacing	Years 1 to 10	\$40.5m
Drainage Renewals and Maintenance	Years 1 to 10	\$24.8m
Pavement Rehabilitation	Years 1 to 10	\$71.4m
Traffic Services Renewal	Years 1 to 10	\$12.3m
Footpath Renewals	Years 1 to 10	\$11.2m
Street Lights and Renewals	Years 1 to 10	\$2m
Bridge Renewals	Years 1 to 10	\$17.6m

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

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.

Activity	Well-being	Significant Effect	Mitigation
Road maintenance	Mana Tangata/ Social Well-being	<p>The maintenance of the roading network may cause a number of nuisances including dust and smells.</p> <p>Vehicle accidents have a significant effect on social and economic well-being of the community.</p>	<p>Compliance with resource consent conditions during maintenance activities and track and record complaints.</p> <p>Road safety management and public education is an ongoing focus for the Council.</p> <p>Minor improvement works are carried out at high-risk areas to reduce crash incidents.</p> <p>Road safety improvements include widening of narrow roads and bridges, improving visibility at corners and speed management.</p>
Road maintenance or new roads	Mana Taiao/ Environmental well-being	<p>Dust generated by traffic on unsealed roads can cause health and nuisance effects for people and stock.</p> <p>Improvements to the roading network may encourage increased traffic volumes and increase the level of emissions.</p> <p>New roads can lead to the deforestation, habitat loss, light, noise and chemical pollution.</p>	<p>Dust is mitigated through regular gravelling or sealing of the roads (the latter is subject to available funds).</p> <p>The provision of a suitable roading network is essential to the District. The Council also invests in walking and cycling infrastructure.</p> <p>Ensure that roads are built and designed to best accommodate the environment (where possible) as well as complying with any resource consent conditions over waterbodies (bridges).</p>

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	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	Not achieved. 89%	92%	92%	92%	92%
	(C) % of road users satisfied with the condition of Council roads.	Not achieved. 58%	≥ 73%	≥ 74%	≥ 75%	≥ 75%
	(T) Annual change in number of fatalities and serious injury crashes on local road network. DIA Performance Measure 1	Not achieved. 13	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	Not achieved. 4.1	4.5%	5%	5%	5%
Footpaths are maintained in good condition and are fit for purpose.	(T) % of footpaths with condition rating 1-4. DIA Performance Measure 4	Achieved. 99%	≥ 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	Not achieved. 94%	≥ 95%	≥ 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	Achieved. 93%	≥ 90%	≥ 90%	≥ 90%	≥ 90%

Ngā Huhua Kaunihera

Community Facilities

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

We provide a range of attractive and accessible facilities for our residents, families and visitors. Parks and reserves, public spaces, 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 wellbeing of our communities. In support of these activity-based facilities, our campgrounds give visitors opportunities to stay, visit and support our local communities, and we have public toilets for the 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 cemeteries to support the social and cultural wellbeing of our communities by providing areas to bury, visit and remember those who have passed away.

Ngā Huhua Kaunihera Community Facilities

Parks, Reserves and Public Spaces

What we do

We own and maintain parks and reserves across the 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.

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. The Self-contained Motor Vehicles Legislation Act 2023 introduced stricter rules around the certification of vehicles, which has no impact on our Freedom Camping Bylaw.

Looking Ahead

We are currently conducting a preliminary structural assessment on the Hāwera Water Tower. This assessment will help the Council determine what refurbishment work may be required, with work planned to take place in years 2 and 3 of this LTP.

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 on providing for improved maintenance of parks and gardens particularly through the townships.

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.

In October 2023 the Council adopted the Collaborating for Active Spaces and Places Strategy, a regional approach to providing an integrated and connected recreational facilities network. The Strategy was co-developed in collaboration with key partners and stakeholders in the Taranaki Region, including providers and potential funders, operating as the Taranaki Facilities Consortium. This will see the preservation of local autonomy while ensuring good practice in planning for facility development and funding co-ordination.

Impacts of climate change on some of our community facilities are possible. Flooding/inundation and erosion are the most likely impacts. Particularly at risk are our campgrounds and other reserves and properties along the coast and adjacent to rivers.

Ngā Huhua Kaunihera

Community Facilities

What negative impacts this might have

Activity	Well-being	Significant Effect	Mitigation
Vandalism of Council parks and property assets	Mana Tangata/Social Well-being	Vandalism or damage of Council assets can make people who live in the area or park users feel unsafe as they could become targets of crime.	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 these assets do not become a target. Contractors or in-house staff remove graffiti, depending on the location. CCTV is used as a tool for surveillance and monitoring to keep our communities and shared facilities safe from harm.
Noncompliance of playground equipment	Mana Tangata/Social Well-being	Personal injuries to playground users could occur because of faulty playground equipment, and could range from minor to severe.	This can be mitigated by investing in good quality design as well as safety audits and on-going monitoring. Our standard procedure for any reports about faulty playground equipment is to resolve the issue as soon as possible.
Freedom Camping	Mana Tangata/Social Well-being, and; Mana Taiao/ Environmental Well-being	Freedom camping can create nuisance effects on the surrounding or adjacent landowners or occupiers with excessive noise, smell (from inappropriate disposal of solid waste) or squatters.	We have Kaitiaki (Ambassadors) who monitor freedom camping sites over the summer to ensure that the Freedom Camping Bylaw is being adhered to.

Ngā Huhua Kaunihera Community Facilities

Recreation Centres (Halls)

What we do

We own and manage nine halls across the District. In addition, there are 29 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 and operate the TSB Hub multi-function facility in Hāwera, which is open all year round for recreation, entertainment, social events, functions, programmes and regular sports code competitions. We provide an annual repairs and maintenance grant to the Sinclair Electrical and Refrigeration Events Centre in Ōpunakē.

In 2006, the Council entered into a partnership agreement with the Border Rugby and Sports Club (BRSC) to build a new community centre adjoining the BRSC clubrooms on Dallison Park, to replace the Waverley Town Hall. The combined facility is jointly managed by the two parties and each has defined responsibilities.

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

Looking Ahead

Demand for the halls is expected to remain at the current level or reduce over the life of the Plan and we have no plans over the next ten years to build or acquire additional halls. South Taranaki's population projections are for minimal population increases and the current capacity of our halls can accommodate a significant increase in users, should that happen in the future.

The Manaia Town Hall and the Manaia Sports Complex were both identified as earthquake risks and have been closed for some time. The Council and Te Korowai o Ngāruahine have partnered to explore the possibility of an Iwi-community multi-purpose space in Manaia. This could mean a large-scale development on one site, or multiple sites developed and phased over a longer period of time. Working together potentially presents greater benefits for Iwi and the Manaia

community than if facilities were completed separately.

To help the project proceed, the Toi Foundation funded a business case which is due to be completed by the end of May 2024. The business case will help Council make a decision on the next steps in the project. The Council has already committed \$1 million towards replacement of the facilities and \$2 million for the Manaia town revitalisation project.

The Eltham Town Hall is used for numerous different functions and events and currently meets 34% of the new building standard (NBS). However, while the Hall is not identified as an earthquake risk, it does mean the Hall is categorised as 'earthquake prone'. There are other planned repairs and upgrades, and we are taking the opportunity to ask the community if the Hall should be strengthened to 67% NBS while the planned works are being undertaken. Due to the costs associated with the project and the significance of the Hall to the Eltham community, this will be a key topic included in the consultation document.

Negative Significant Effects

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

Ngā Huhua Kaunihera Community Facilities

Swimming Pools

What we do

We 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. We have increased the staffing levels at our community pools to ensure the continued safety of our users and staff.

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. Qualified instructors deliver programmes that cater to all ages and abilities. Programmes include Learn to Swim, 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.

A programme of varying upgrade works was completed at most of the summer pools, with the exception of the Kaponga Pool. A focus is to further improve the reach and effectiveness of swim and survive programmes at all operational sites and to South Taranaki schools.

A project within this Long Term Plan is to replace and upgrade some of the filtration and circulating plant at the Kaponga Pool.

Ngā Huhua Kaunihera Community Facilities

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Harm to a pool user	Mana Tangata/Social Well-being	Accidental injury to a pool user, or even 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. We have increased the number of lifeguards at each of community pools to two, to enhance supervision and protection of users.
Contamination from water borne contaminants and water treatment chemicals	Mana Taiao/ Environmental Well-being	Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage. Environmental impact through the transmission of water borne contaminants.	Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage. 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.

Ngā Huhua Kaunihera Community Facilities

Public Toilets

What we do

We own and maintain 34 public toilets at locations throughout the District. Additionally, we have three re-locatable toilet pods at Denby Road and Nowell's Lakes, Hāwera and at the Cape Egmont Boat Club on Cape Road, Warea. There are five dump stations across the District for motor homes to dispose of waste.

Te Ramanui o Ruapūtahanga (the new Culture, Heritage, Library and Information centre) in Hāwera includes public toilets. Whilst they are not open 24 hours per day, they are presented to a much higher standard than the current toilets. 24-hour access to

toilets is still available at King Edward Park and the Hāwera Water Tower Grounds.

While visitor numbers are not monitored, there is 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.

Looking Ahead

The key issue for our public toilets is the significant demand for new or improved facilities across the District. With a total of 37 public toilets and a static

population, we do not anticipate a demand for more toilets. Our resources will continue to be directed to ensuring that our existing facilities are clean, accessible and useable for our local communities.

Future Projects

We have allocated funding to replace the public toilets at Ōhawe Beach (2024/25), Egmont Street in Pātea (2026/27), Ōpunakē Lake (2024/25-2025/26) and Rāhotu (2027/28).

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Vandalism of public toilets	Mana Tangata/Social Well-being	Vandalism or damage to Council assets can make people who live in the area feel unsafe as they could become targets of crime.	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. CCTV is used as a tool for surveillance and monitoring to keep our communities and shared facilities safe from harm.
Contamination from sewage spill	Mana Taiao/ Environmental Well-being	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.

Ngā Huhua Kaunihera Community Facilities

Campgrounds

What we do

We provide seven campgrounds at Ōpunakē Beach, Kaūpokonui Beach, Hāwera, Pātea Beach, Waverley Beach and Waiinu Beach, and Lake Rotorangi (Pātea Dam).

The management and operation of these facilities varies. Ōpunakē and Pātea Beach campgrounds are leased to private operators; Waverley Beach, Waiinu Beach and the Hāwera campgrounds are managed in-house and we employ a part time custodian at Waiinu over the summer period when demand is high.

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.

Looking Ahead

Little data is available on historical user statistics, as visitor nights are not recorded at most of our camp-

grounds, with the exception of the Hāwera Holiday Park. There is adequate capacity to meet an increase in demand at most times throughout the year.

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 Board to manage and maintain the cemetery.

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

Looking Ahead

Based on expected demand we have space available across the District's cemeteries for a further 50 years. However, the Hāwera Cemetery is reaching capacity with approximately three years left based on current demand. The Council will need to obtain resource consent through the Taranaki Regional Council in order to extend the cemetery area. A budget has been allocated in year one to obtain resource consent and extend the Hāwera cemetery area.

The number of interments is 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, there is a need to be more culturally sensitive about the provision of our services.

We are proposing to establish an Urupā Maintenance Fund to assist local iwi and hapū with the maintenance of urupā attached to their marae.

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

Activity	Well-being	Significant Effect	Mitigation
Discrepancies in the allocation of burial plots	Mana Tangata/Social Well-being Mana Mauri/ Cultural well-being	Discrepancies in the allocation of burial plots can have a significant 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.

Ngā Huhua Kaunihera Community Facilities

Housing for the Elderly

What we do

We provide safe, comfortable and affordable accommodation for older people in 72 housing units across the District. All units have a separate bedroom and meet the Residential Tenancies (Healthy Homes Standards) Regulations 2019.

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 been strong over the past three years and occupancy levels are high in all communi-

ties. The number of South Taranaki residents aged over 65 years is expected to increase from 5,374 in 2024 to 6,921 in 2034 (Infometrics projections). Other factors that are likely to increase demand are declining levels of home ownership and the number of older residents returning to the District on retirement.

Funds raised from the sale of old and unsuitable units are redirected into the Housing for the Elderly activity for future purchases and development. We purchased two residential properties in Furlong Street and one in Princes Street, Hāwera as potential sites for future housing for the elderly.

A Taranaki Regional Housing Strategy has been developed and Toi Foundation has committed to provide funding to support the establishment and first two years of operation of the Taranaki Housing Initiative Trust. We are working in partnership with the Trust, investigating the existing community housing op-

tions, identifying the needs within the community, and pinpointing areas where additional housing developments could be established. Future capital funding to develop any additional units will be included in the 2027-2037 Long Term Plan based on the outcomes of the Taranaki Housing Initiative Trust's findings.

Future Projects

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.

Interior upgrades of 62 units, including the installation of accessible showers, have been completed and eight of the remaining 10 units will be refitted as the units are vacated.

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Lack of housing for the elderly	Mana Tangata/ Social Well-being	We have an ageing population and the demand for housing for the elderly continues to increase. The number of housing units we offer cannot meet the demand.	The Council has strategically purchased properties in Furlong and Princes Streets for future development of housing for the elderly. We are working with the Taranaki Housing Initiative Trust to identify areas of future need in the community.

Ngā Huhua Kaunihera Community Facilities

Key Projects

Description	Year	Total (\$)
Parks and Reserves		
Soft fall replacement for all playgrounds	Years 2, 5, 8	\$703k
Playground Upgrades	Years 2, 4, 6, 8, 10	\$681k
Recreation Centres		
TSB Hub – Renewals	Years 1 to 10	\$1.9m
Eltham Town Hall Building Upgrade	Years 1, 2 and 3	\$1.95m
Swimming Pools		
Rural Pools Plant Renewals	Years 1 to 10	\$395K
Hāwera Aquatic Centre Renewals	Years 1 to 10	\$686k
Public Toilets		
Pātea Beach Amenity Block	Years 3 and 4	\$802k
Pātea Public Toilets	Years 3 and 4	\$388k
Ōhawe Beach Toilets	Year 1	\$205k
Ōpunakē Lake Toilets	Years 2 and 3	\$230k
Rāhotu Toilets	Year 4	\$273k
Housing for the Elderly		
Housing Renewals	Years 2 to 10	\$906k
Cemeteries		
Hāwera Cemetery	Year 1	\$230k

Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
			2022/23	2024/25	2025/26	2026/27
Parks and Public Spaces						
Parks and public spaces are tidy and well maintained.	(C) % of customers satisfied with the level of maintenance in Council parks, reserves, playgrounds and public spaces.	Not achieved. 92%	≥ 97%	≥ 97%	≥ 97%	≥ 97%
Swimming Pools						
Customers are satisfied with services.	(C) % of users satisfied with services at Hāwera Aquatic Centre.	Not measured	≥ 90%	≥ 90%	≥ 90%	≥ 90%
Public Toilets						
Toilets are clean and well maintained.	(C) % of residents satisfied with cleanliness and maintenance of Public Toilets.	Achieved. 82%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
Cemeteries						
Cemeteries are tidy and well maintained.	(C) % of customers satisfied with the tidiness and level of maintenance at Cemeteries.	Achieved. 97%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Housing for the Elderly						
Council provides well maintained and fit for purpose Housing for the Elderly.	(C) % of tenants satisfied with the standard of their unit.	Not achieved. 93%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Ngā mahi ā-Toi me Rēhia Arts and Culture

Community Outcomes



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

The Arts, Culture and Heritage activity allows us to build creative, diverse communities and enables people to be connected and informed through opportunities to participate in creative outlets and by honouring and protecting the past. 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.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

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 activities including the Council Art Lease Programme, curated exhibitions at community art galleries and a quarterly arts newsletter.

On-going collaborative projects include the Taranaki National Art Awards, Arts in the Park, Paepae in the Park and the Creative Communities Funding Committee. Projects include public art, workshops and supporting performance and visual arts initiatives and groups, as well as building and sustaining relationships with regional art agencies and events, such as the Taranaki Arts Trail and Creative Taranaki.

Looking Ahead

While there is continued demand for more assistance, we do not anticipate any increase in the level of service currently being provided. We will continue to deliver a 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.

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 in Pātea. 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. Through collaboration with Māori, we ensure history is preserved and showcased within the Museum. We actively promote the wider 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 has completed Stage Two, a large low-tech space suitable for housing and displaying larger collection items including agricultural machinery. Previously, many large pieces of the collection were held off site and this new building means the collection can all be onsite, and in the direct care of Trustees and staff.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

LibraryPlus

What we do

Our seven LibraryPlus centres provide access to a wide range of free services, information and recreational resources to all residents. Services 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. There are no overdue fees on any of the collections available from the LibraryPlus centres.

The libraries provide an online presence through www.southtaranaki.com, which enables borrowers to reserve and/or renew items, check the catalogue, access online newspapers, and other resources. Users can communicate with the libraries on Facebook. 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.

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. The drive for localism will further impact on people's need to access information and connection at a local level.

The library as the third place is important for studying, business meetings and connection with people. The pandemic of recent years has seen people's desire for human connection increase, as the isolation of COVID-19 restrictions reinforced the value of face-to-face contact. 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 and the use of eBooks and eAudio is increasing. At

the same time, we are finding people have a desire for no-or-low tech programming and events. This means in coming years our LibraryPlus centres will maintain a diverse online presence, remain current with digital technologies, and ensure our event and programming schedule meets a wide range of needs. We will actively pursue partnerships with other organisations to enhance service delivery.

Key Projects

Description	Year	Total (\$)
Books	Years 1 to 10	\$3.4m
Kaponga LibraryPlus	Years 4 and 5	\$102k
Self-checkout and Smart returns shelving for librares	Year 1	\$26k

Significant Negative Effects

There are no significant negative effects from the delivery of these activities.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
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.	Achieved. 96%	≥ 96%	≥ 96%	≥ 96%	≥ 96%

Whakawhanake Hapori me te Tautoko Community Development and Support

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

We are committed to working in partnership with our communities to ensure their views and aspirations are considered, and they are supported to develop and implement projects, such as the town centre master plans, that improve their wellbeing and contribute to our community outcomes. We are committed to delivering safe, resilient and connected communities.

What we do

This activity is closely linked to District Economy where 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 Funds, Iwi Liaison Tangata Whenua Fund, Waimate Development Levy, Pātea Centennial Bursary, and grants to rural halls and community surveillance systems.

Looking Ahead

Our population is ageing and accessibility for all is a key consideration in ensuring our communities are safer, connected and more people-friendly environments. Connecting with youth and all members of our community is important to ensure our towns have a diverse economy.

Our goal in this LTP period is to support the execution of the town centre master plans, for Ōpunakē, Manaia, Eltham, Pātea and Waverley, in order for our communities to feel proud of what we have.

Significant Negative Effects

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

Ratonga Wakaature Regulatory Services

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

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, including the Building Act, Resource Management Act, Dog Control Act, Health Act, Food Act, Sale and Supply of Alcohol Act and Parking Bylaw.

Building Control

What we do

The Building Control activity manages the processing of building consent applications and inspections of building work. 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 must retain accreditation as a Building Consent Authority and will be preparing for a routine assessment by International Accreditation New Zealand (IANZ) in 2025. Other priorities include the completion of our responsibilities for the assessment of potentially earthquake prone buildings, three-yearly inspections of swimming pool fences, and inspections of high-risk buildings (for example, boarding houses) that have specified systems and Building Warrants of Fitness.

Ratonga Wakaature Regulatory Services

Planning

What we do

The Planning activity is responsible for processing resource consent applications for activities not permitted under the South Taranaki District Plan. Monitoring the compliance of resource consent conditions is also part of this function.

Looking Ahead

The number of applications for resource consents is not expected to increase significantly over the next ten years. This function is heavily impacted by legislation, and we will respond to any further changes to the Resource Management Act 1991.

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 and investigating complaints about consumed food, dumping of rubbish and other health risks.

The activity also protects 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. We are required to operate a District Licensing Committee to determine all new and renewal applications for licences and certificates.

Under this activity we control and manage the number of Class 4 gaming machine venues in our District. We also develop and administer gambling policies for Class 4 Venues and TAB Venues.

Looking Ahead

This function will continue to provide these regulatory functions to keep our communities safe and healthy.

Ratonga Wakaature Regulatory Services

Animal Services and Nuisance Control

What we do

This 24 hour, seven days a week service includes:

- **Animal Services** – 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; and educating owners to be more aware of their responsibilities so their dogs do not cause a nuisance or injury to people, stock, domestic animals or protected wildlife. It also involves responding to and investigating complaints of wandering stock, and we own and operate a pound in Hāwera.
- **Nuisance Control** – responding to and investigating noise complaints, issuing Excessive Noise Direction Notices, Abatement Notices and Infringements, and the seizure of the noise generating equipment when excessive noise is detected. We deal with abandoned vehicles, and we have noticed a recent increase in the need for this service. This results in increased costs to our ratepayers, as any cost recovery tends to be much less than the costs of removing and disposing of abandoned vehicles.

Looking Ahead

We have decided to bring the after-hours animal control service in-house. Noise complaints are proposed to be undertaken by a contracted service provider.

Parking Control

What we do

This involves patrolling the central business district of Hāwera and surrounding townships that have parking restrictions, 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 redevelopment of the Hāwera Town Centre. This will contribute to the economic development of our businesses.

Ratonga Wakaature Regulatory Services

Significant Negative Effects

If not managed properly, the regulatory group of activities has the potential to have significant negative effects on the cultural, social, economic, or environmental well-being of the local community. These potential effects could be:

Activity	Well-being	Significant Effect	Mitigation
Poor management of regulatory functions	Mana Tangata/ Social well-being	Our residents may not feel connected, healthy, informed or safe if these functions are not managed appropriately, it can cause harm to the lives and health of our communities.	Comply with statutory requirements and undertake check ins with the local community through the annual Residents' Satisfaction Survey.
	Mana Oranga/ Economic well-being	If these functions are not managed appropriately, it will not allow for a diverse economy with innovative people and resilient infrastructure.	Comply with statutory requirements and undertake check ins with the local community through the annual Residents' Satisfaction Survey.
	Mana Taiao/ Environmental well-being	The inappropriate use or management of these functions could generate adverse effects on the environment and act against our priority to be a sustainable district preserving the environment for future generations.	Comply with statutory requirements and monitor any non-compliances.

Key Projects

Description	Year	Total (\$)
Signage – Licensing and Animal Control	Years 1 and 8	\$88k
Hāwera Pound Upgrades	Years 1 to 7	\$154k
Animal Services – Fencing	Years 1 and 6	\$70k

Ratonga Wakaature Regulatory Services

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Animal Services and Nuisance Control						
Residents are satisfied with the Animal Control service.	(C) % of residents satisfied with the Animal Control service.	Not achieved. 73%	≥ 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.	Not achieved. 85%	≥ 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.	Not achieved. 84%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Building and Planning Control						
Building consents are processed efficiently.	(T) % of building consent applications are processed within the statutory timeframe of 20 working days.	Not achieved. 81.7%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Customers receive industry recognised quality service.	(T) % of building inspections are carried out within 2 working days of request.	Achieved. 99.5%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Consents for subdivision and development are processed in a timely manner.	(T) % of resource consent applications processed within statutory timeframes.	Not achieved. 97.8%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Consent compliance is monitored by the Council.	(T) Consents are monitored by their due date.	Achieved. 100%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Tiaki Taiao

Environmental Management

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

To protect the environment and the people that live in it. This activity leads a District wide approach to climate change (carbon zero, waste minimisation and sustainability), and maintaining the District Plan.

Environment and Sustainability

What we do

We manage the implementation of the Environment and Sustainability Strategy and the projects identified in this Strategy are mainly funded through a mix of the Plan and funding from central government agencies.

Looking Ahead

The focus is on finishing projects that are either in the planning or early implementation phases. These include our reforestation project, the Taranaki Organic Materials Processing Facility project, the implementation of the Waste Management and Minimisation Plan, and assisting the development of a roadmap to climate change adaptation and emissions reduction.

Initially, the reforestation project will concentrate on offsetting three waters emissions once decarbonisation adaptation and mitigation systems have been put in place. Rather than just targeting the number of hectares planted, the aim will be improvements in biodiversity and restoration work.

Key Projects

Description	Year	Total (\$)
Biodiversity restoration – Council parks and reserves	Years 1 to 10	\$337k

Tiaki Taiao

Environmental Management

Environmental Policy

What we do

Environmental Policy involves promoting sustainable management of the environment through maintaining the District Plan.

Looking Ahead

We are undertaking a series of small District Plan changes that aim to update the zoning in specific areas. These will be a precursor to the start of a comprehensive review of the District Plan, which is scheduled to commence in 2025.

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Lack of policy direction	Mana Tangata/ Social Well-being	Lack of environmental policy around natural hazards or climate change can lead to development in high-risk areas. These developments can cause harm to people's homes, livelihoods and lives if not managed appropriately.	Environmental policy is developed to align with legislative requirements and consideration of the unique landscapes of South Taranaki are integrated into these documents.
Inclusion of decision making	Mana Mauri/ Cultural well-being	Ensuring that statutory requirements and shared decision making in these processes are managed appropriately and culturally significant sites are protected is important because it can have negative cultural impacts.	Use the platforms in place to discuss projects, concerns with Iwi Partners and hapū and have the conversations early.

Haumarū Ohotata Emergency Management

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

This activity ensures that the Council and our residents are prepared to respond to, and recover from, a major natural hazard or emergency event. An informed and prepared community is more able to adapt to significant unforeseen change and ensure the overall health and wellbeing of people are maintained.

What we do

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.

The Taranaki Emergency Management Office (TEMO) is a shared service across the four councils in the Taranaki Region. Although TEMO is administered by New Plymouth District Council on behalf of the Region, it is funded by all four councils. To ensure we are ready to effectively respond to emergencies, our staff are trained by TEMO on how to manage and participate in an emergency response.

Looking Ahead

There are increasing risks from climate change for South Taranaki, particularly around severe weather events and increasing temperatures. We will work to help the community understand and plan for the impacts by identifying places, assets and communities likely to be threatened by these impacts. Another high risk for our District is the potential eruption of Mount Taranaki, which has been identified as one of the Taranaki Region's three hazards. Emergency events can occur at any time and in many circumstances, without any warning. Readiness and preparedness are critical to the local and regional emergency response in order to keep our communities safe.

Pandemic response and recovery is no longer a primary focus. Instead, keeping the District ready to respond to other types of civil defence emergencies is a top priority. However, the COVID-19 pandemic reinforced the need to be prepared to cope with global health impacts, as we cannot assume our relative isolation will protect us.

We are having conversations with local iwi and hapū on what an emergency response looks like for our Council and iwi partnership and how we can assist each other to better support our local communities. Emergency response plans are being created with high priority for our vulnerable communities to ensure emergency preparedness is achieved.

Haumaru Ohotata Emergency Management

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Emergency response	Mana Tangata/ Social Well-being	An event could cause significant damage to the environment, people's homes, health and/or livelihoods.	We contribute funding towards the operation of TEMO who are experienced and trained to coordinate a regional emergency response. We offer emergency response training for our staff, as well as creating emergency response plans for our communities in low lying or vulnerable areas.
	Mana Oranga/ Economic Well-being	Some emergency events can cause damage to our infrastructure. This can cause isolation, contamination to water and/or interruptions to water supply. Certain events could damage or impact the ability for primary industries to operate and this could harm the economic wellbeing of our District.	We plan and design our infrastructure and services to be resilient to extreme weather events and other emergency situations. Where resilient infrastructure cannot be achieved, we prepare responses to ensure the safety of our communities through our Emergency Response staff. We work with the Ministry of Primary Industries (MPI) during any emergency response events to ensure that the industry is being advocated for and managed appropriately.

Key Projects

Description	Year	Total (\$)
Water resilience capability	Years 4, 5	\$66k
Generator plug in each LibraryPlus	Years 1, 2, 3	\$33k

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
The Council is ready to respond to a Civil Defence Emergency and is able to an appropriate response.	(T) More than 50% of staff have attended appropriate training and regular meetings with function leads and alternates to ensure capacity.	Achieved. 50%	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained

Para Totoka Solid Waste

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

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

Currently we operate a weekly kerbside collection service (wheelie bins and crate) to collect waste and recyclables from approximately 8,752 households in the District's towns and along the main collection routes. As of 1 October 2024, this service will be run fortnightly, along with a weekly food scrap collection. We also provide a fortnightly voluntary organic waste (greenwaste and food waste combined) collection service on a user-pays basis to approximately 2,700 households. This greenwaste 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 have adopted a Waste Management and Minimisation Plan 2023–2029 that identifies our vision to have 'Zero waste to Landfill 2050' and the action plan to accompany this goal. This Plan has been created with the community, the environment, Te Ao Māori (Māori world view) and our future in mind.

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 quantity of waste from the South Taranaki District has increased from 11,718 tonnes in 2020/21, to 13,096 tonnes in 2021/22 and 12,898 tonnes in 2022/23. This 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

Para Totoka Solid Waste

initiatives. It is assumed that the voluntary greenwaste kerbside collection service will attract about 3,000 users for the life of this Plan.

The Government charges a levy on all waste disposed of through landfills across the country. The Ministry for the Environment (MfE) has rates for the different classes of waste and the prices have been increased over the 2023 and 2024 period. The purpose of the waste disposal levy is to raise revenue for the promotion and achievement of waste minimisation as well as to recognise the effects that waste has on the environment, society and the economy. The Council is also affected by the cost increases, but we will continue to promote initiatives to lower the amount of solid waste or more environmentally friendly ways to treat waste within our District.

During this LTP, we want to open a Reuse Shop at the Hāwera Transfer Station with the goal of reducing the amount of waste that goes into the landfill. This activity will align with the Environment and Sustainability Strategy 2021–2031 and the Waste Management and Minimisation Plan 2023–2029. Not only will it reduce the amount of waste going to landfill, but it will also create a more circular economy by selling second hand items at affordable prices.

We are undertaking a feasibility assessment to determine how best to manage the erosion of the Waiaua River adjacent to the Ōpunakē Transfer Station on Aytoun Street and the Ōpunakē Lake. Once the pre-

ferred approach has been determined, the action plan is likely to occur during this LTP period. The effects of climate change are being felt in this area and to continue running this service for the Ōpunakē community, we need prevent the river from further eroding into this area.

The three district council's across the Taranaki Region are working together to create an organic waste processing facility. Where and how this is going to be managed is still to be determined, but it will reduce the emissions across the District dramatically because organic waste will be transported and managed within the Taranaki rohe. Enabling the separation of greenwaste and general waste will reduce the amount of waste going to the landfill, as organic waste can be managed and disposed of in a more environmentally friendly way.

tions with local iwi and hapū on what an emergency response looks like for our Council and Iwi partnership and how we can assist each other to better support our local communities. Emergency response plans are being created with high priority for our vulnerable communities to ensure emergency preparedness is achieved.

Key Projects

Description	Year	Total (\$)
Hāwera Transfer Station Renewals	Year 2	\$841k
Transfer Station ReUse Shop	Years 1 and 2	\$208k
Taranaki Organic Materials Processing Facility	Year 1 to 2	\$2.7m

Significant Negative Effects

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

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

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
A reliable kerbside recycling and rubbish collection service is provided.	(C) % of customers satisfied with the Solid Waste collection service.	Not achieved. 89%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
Increasing number of tonnes per annum of recyclable material diverted from landfill.	(T) Number of tonnes of recyclable waste diverted from landfill per year.	Not achieved. Result 2,173 tonnes	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year
Waste Minimisation - new measure						
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 year.	Not achieved. 398kg	< 320kg per household	< 310kg per household	< 300kg per household	< 290kg per household

Ngā Momo Hanga ki Tai

Coastal Structures

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

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. We also need to comply with the Taranaki Regional Council's Regional Coastal Plan.

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 also 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. We are required to have resource consents from the Regional Council for some of our structures, such as the Pātea Moles and boat ramp as well as other structures such as rock protection. We have 10 resource consents that we have to comply with in different areas of the coast.

Looking Ahead

The effects of climate change are being considered during the decision-making process for all activities. Due to the location and vulnerability of the coastal structures, repairs and full or partial replacement of structures are required. The repairing and maintaining of these structures ensure their continued use, as well as protecting vulnerable areas from further erosion or degradation. Coastal structures are assessed on a yearly basis.

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 current standard is a large and on-going financial commitment. As the moles are continually deteriorating, money is included in the Long-Term Plan every five years for the renewal of one mole in year four \$391,650, \$312,000 in year seven and \$438,200 in year nine.

Ngā Momo Hanga ki Tai

Coastal Structures



In the first year of this Plan options to replace the access ramp at Waverley Beach are being considered. The Waverley community approached the Council in 2023 regarding the condition of the access ramp and health and safety concerns for users. We have been working with the community on the replacement of the access ramp pending the collapse of the current structure.

With all of our coastal or river projects, effective consultation is undertaken with our Iwi partners. Māori have a spiritual and cultural connection to water and protecting the health and vitality of all bodies of water is a priority for us. Ensuring our coastal structures are maintained and that supporting activities do not have a negative impact on a coastal environment contributes to the achievement of our environmental and sustainability goals.

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.

Te Ōhanga-ā-Takiwā

District Economy

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

Supporting our District's 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.

Our mission is to support the regeneration of local townships and communities through the establishment, support and/or nurturing of enterprise hubs, business enterprises and social enterprises.

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

Te Ōhanga-ā-Takiwā District Economy

Economic Development

What we do

Providing support to local businesses and developers through our Business Development team ensures that we can assist our local economy to remain strong and grow. The team can help with connecting businesses to support services and training opportunities, and provide a link between business and the Council. We also have a partnership with Venture Taranaki Trust (VTT), which acts as a regional development agency with priorities to provide a strategic and focused approach to regional economic development.

We opened Te W'anake The Foundry in February 2023, a co-working space created to encourage collaboration across the District. The Foundry is a collaboration between the Council and Bizlink Hāwera to encourage and support business development. Meeting rooms are available for hire as well as individual desk spaces for people who want to work in a shared space in the centre of Hāwera.

To bring vibrancy into the centres of our small towns, town centre master plans were developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea to provide a basis for enhancement of these towns. We are working with co-design groups to develop the key projects and priorities for each plan.

Through the Mayor's Taskforce for Jobs (MTFJ) forum

we support and promote local employment opportunities and celebrate young people's workplace achievements. The Council manages the MTFJ Community Employment Programme in partnership with the Ministry of Social Development to place a contracted number of young people into employment.

Looking Ahead

Following a feasibility study in 2019, work began on the South Taranaki Business Park in the Waihi Road mixed use area in Hāwera. Installing and upgrading infrastructure in this area means we can provide existing and potential new businesses with the confidence they need when making decisions about where they might go and whether to expand. Our business park investment is a strategic initiative designed to enhance investment, resilience, jobs and economic growth in the District.

Town centre master plans have been developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea to provide a basis for future development and enhancement of these towns. The implementation and associated costs were included as part of the 2021-2032 LTP. These plans will continue to be delivered on throughout the 2024-2034 LTP. We are also committed to further implementation of the Hāwera Town Centre Strategy.

We will continue to adapt to the needs and wants of the economic development sector and work with businesses and organisations that want to work within our District. Currently, we have had a lot of interest in renewable energy generation through onshore and offshore wind farms, hydrogen and solar energy. Feasibility studies are being undertaken to determine whether Pātea is a suitable location for a base for offshore wind farms by external companies and this could provide benefits for Pātea and the surrounding townships.

Key Projects

Description	Year	Total (\$)
Waverley Town Centre Master Plan	Years 1 and 3	\$ 1.08m
Pātea Town Centre Master Plan	Years 1 to 3	\$ 1.96m
Eltham Town Centre Master Plan	Year 1 to 3	\$ 1.58m
Ōpunakē Town Centre Master Plan	Years 1 to 3	\$ 2.18m
Manaia Town Centre Master Plan	Years 1 to 3	\$ 0.55m

Te Ōhanga-ā-Takiwā

District Economy

Tourism and Events

What we do

The South Taranaki isite Visitor Centre promotes the District's attractions and facilities to visitors to the area and local residents. The Centre is a member of the isite New Zealand national network and holds and maintains Qualmark accreditation. The isite is also an Automobile Association agency for the District, providing services such as driver testing and licensing.

In conjunction with the other territorial authorities in Taranaki, we have a partnership with the Region's economic development and tourism agency, 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 projects and 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

The isite 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 in late 2024.

Ngā Mahinga Tōpūranga Corporate Services

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities
where people feel happy and
proud of where we live.

Why we do it

Corporate Services are the 'internal activities' that support the delivery of our projects, plans and programmes.

These activities focus on delivering effective and efficient services for the organisation and the community and help us to bring the community together by keeping people informed and connected.

What we do

Our **Communications** team writes and distributes information to the public through media releases, newsletters, website, social media, the Antenna app, radio, public presentations and SouthLink, a weekly news page in the Taranaki Star free community newspaper. We need to make sure you know what we are doing and how you can interact with us on key issues.

The **Finance** team ensures that we can appropriately fund our projects, programmes and services. It provides financial, rating and treasury advice and support to all Council teams, largely driven by the legislation that requires us to deliver Annual Reports, Annual Plans and Long Term Plans. Finance monitors and reports on our financial performance, prepares budgets, pays creditors, manages debtors, charges and collects rates, manages the payroll and answers rates queries. It looks after our Long Term Investment Fund and debt

management with assistance from professional fund managers and treasury advisors.

Corporate Property administers approximately 550 Council properties not directly used for public facilities, like the Hāwera Cinema. Around 100 properties are leased or licensed, and we ensure they are correctly valued and returning an appropriate rental. We also have around 50 leases or agreements with sporting groups and other not-for-profit organisations that own facilities on Council land. We work closely with our Environment and Sustainability Team to ensure we are working towards a sustainable portfolio.

Our **Customer Services** team is the first point of contact for all customer queries, bookings and payments. They manage bookings for halls, parks and sports grounds, as well as processing payments for dog registrations, rates and other fees and charges.

Information services delivered to internal and external customers include information technology, information management through records and archives, and geographic information systems. This team takes care of our data, information and knowledge assets to ensure they are 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.

The **People and Capability Team** is responsible for re-

Ngā Mahinga Tōpūranga

Corporate Services

recruitment, induction, employment relations, organisational development, performance management, health and safety, training and remuneration. A high level of legislative compliance ensures we meet our obligations regarding employment, payroll, human rights and health and safety.

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

Looking ahead

A review of the Council's property portfolio will be undertaken to identify surplus properties for disposal. Until the review has been completed, we are unable to identify which properties may be affected.

Our Digital Transformation Strategy provides a plan for us to continuously improve our services over the next three years. It will allow us to work faster and smarter by improving productivity and efficiency and the ways you can interact with us, with better online systems. The Digital Transformation Strategy will ensure we can operate from anywhere, so that, for example, if the

Council building is closed, we can still hear from you and process your requests.

A major project is the replacement of our Enterprise Resource Planning (ERP) System, our Council wide system for managing finances, customer details, requests and applications, which is long overdue for replacement. This project is already underway and will continue over the first three years of the LTP. We are also working on stage two of our website upgrade, which will build online services to make your interactions with us smoother and easier. Stage three will look at 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.

Key Projects

Description	Year	Total (\$)
Hāwera Administration Building Renewals	Years 1 to 10	\$107k
Earthquake-prone Building Remedial Projects	Years 1 and 2	\$654k
District Wide – Sundry Property Fencing	Years 1 to 10	\$209k
Digital Transformation ERP Replacement	Years 1 to 3	\$4.2m
Manaia Town Centre Master Plan	Years 1 to 3	\$ 0.55m