

ATTACHMENTS

Ordinary Council Meeting

28 February 2023

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**TAUPŌ DISTRICT COUNCIL
MINUTES OF THE ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, 107 TE HEUHEU STREET, TAUPŌ
ON TUESDAY, 7 FEBRUARY 2023 AT 1.00PM**

PRESENT: Mayor David Trewavas (in the Chair), Cr Duncan Campbell, Cr Karam Fletcher, Cr Sandra Greenslade, Cr Kylie Leonard (via MS Teams), Cr Danny Loughlin (via MS Teams), Cr Anna Park, Cr Christine Rankin, Cr Rachel Shepherd, Cr Kevin Taylor, Cr Yvonne Westerman, Cr John Williamson

IN ATTENDANCE: Chief Executive, Deputy Chief Executive, General Manager Operations and Delivery, General Manager People and Customer, General Manager Finance and Environment, Legal Risk and Governance Manager, Environmental Services Manager, Infrastructure Manager, Project Management Office Manager, Communications Manager, Policy Manager, Three Waters Manager, Finance Manager, District Customer Relations Manager, Programme Manager, Policy Advisor, Policy Advisor, Water Reforms - Asset Manager Water and Wastewater, Governance Quality Manager, Senior Committee Advisor

MEDIA AND PUBLIC: Nil

Notes: (i) Deputy Mayor Cr Kevin Taylor opened and closed the meeting with a karakia.
(ii) Crs Danny Loughlin and Kylie Leonard joined the meeting via Microsoft (MS) Teams

1 KARAKIA

2 WHAKAPĀHA | APOLOGIES

Nil

3 NGĀ WHAKAPĀNGA TUKITUKI | CONFLICTS OF INTEREST

Nil

4 WHAKAMANATANGA O NGĀ MENETI | CONFIRMATION OF MINUTES

4.1 ORDINARY COUNCIL MEETING - 13 DECEMBER 2022

TDC202302/01 RESOLUTION

Moved: Cr Yvonne Westerman

Seconded: Cr Anna Park

That the minutes of the Council meeting held on Tuesday 13 December 2022 be confirmed as a true and correct record.

CARRIED

5 NGĀ KAUPAPA HERE ME NGĀ WHAKATAUNGA | POLICY AND DECISION MAKING

5.1 MEMBERS' PORTFOLIO UPDATES

Elected Members shared the following updates in addition to those provided in the report:

Ordinary Council Meeting Minutes

7 February 2023

Cr Karam Fletcher

- Was working with Cr Shepherd to help whānau affected by youth suicide and looking to provide holistic outputs for rangatahi.

Cr Kirsty Trueman

- The Oji Fibre Solutions Forum meeting had been cancelled due to the weather.

Cr John Williamson

- An update from the Taupō Sculpture Trust was likely to come before Council in March 2023.

Cr Kevin Taylor

- Met regularly with local police.

Cr Anna Park

- Was working with Council's Community Engagement and Development team to arrange in person meetings and engagement with ethnic minority groups in the Taupō district.

Cr Yvonne Westerman

- Good progress was being made on Waiora House.

Cr Kylie Leonard

- All were welcome to attend Matt Chisholm's Time Out Tour event in Taupō on 1 March. Mr Chisholm was the ambassador for the Rural Support Trust and advocated for mental health, a concern in the rural sector.
- Was concerned about the levels of the Waikato River and Lake Taupō, and the impacts of this on the community.

Mayor David Trewavas

- Café Montevideo had opened in Taupō on the corner of Te Heuheu and Tītiraupenga Streets.
- The Taupō Summer Tour and Fat Boy Slim concerts over the weekend had been well received.
- Attended the blessing of the new Taupō airport terminal and noted that the first commercial flight was due to arrive on 7 February.
- Hosted 40 visitors from Hawke's Bay Friday 3 February including Henare O'Keefe.
- Had met with Sam Chapman in Tūrangi to see how he was helping at the Tongariro prison.
- The pōwhiri and welcome by Waipahihi Marae to ZZ Top and the other Taupō Summer Tour bands had been well received.

TDC202302/02 RESOLUTION

Moved: Cr Rachel Shepherd

Seconded: Cr Christine Rankin

That Council receives the portfolio updates from members.

CARRIED

5.2 WATER SERVICES ENTITIES ACT 2022 - OVERSIGHT POWERS OF DEPARTMENT OF INTERNAL AFFAIRS

The Programme Manager summarised the report and highlighted that two Three Waters decisions could be impacted by these oversight powers.

Members made the following comments:

- Council should expect delays in response times from the Department of Internal Affairs (DIA) to grant their approval on significant decisions and noted that it would impact negatively on Council's

Page 2

operations.

- DIA were imposing their will on Local Government across the country and subsequently removing the ability for elected members to make decisions for their communities.
- The land proposed to be acquired by the entities and their subsidiaries would not be managed or owned by the local Council which would limit Council's ability to influence.
- There had been no provision made for addressing urgent issues without gaining prior DIA approval.

TDC202302/03 RESOLUTION

Moved: Cr Danny Loughlin

Seconded: Cr Kevin Taylor

That Council receives the report Water Services Entities Act 2022 - Oversight Powers of Department of Internal Affairs.

CARRIED

Note: Cr Kylie Leonard requested her dissent to resolution TDC202302/03 above be recorded.

5.3 THREE WATERS LAND TRANSFER TO ENTITY B

The Programme Manager and Water Reforms - Asset Manager Water and Wastewater summarised the report and in particular the three categories that land parcels had been identified as being part of.

Members thanked Council staff for their work on this while expressing their frustration that Council land and assets would not remain under Council management. The Programme Manager confirmed that the report highlighted Council's negotiation position with DIA but that the final decision remained with the Minister of Local Government.

TDC202302/04 RESOLUTION

Moved: Cr John Williamson

Seconded: Cr Danny Loughlin

That Council:

1. Accepts the specific land parcels presented in Attachment 1 of the report attached to the agenda as needing to transfer to Entity B and notes that this information will be used when responding to the Legal Transfer Request for Information.
2. Uses the specific land parcels presented in Attachment 2 of the report attached to the agenda when responding to the Legal Transfer Request for Information and subsequent negotiations with Entity B.
3. Endorses the actions recommended in Attachment 3 of the report attached to the agenda (and also Table 1 of this report) to be used when responding to the Legal Transfer Request for Information and subsequent negotiations with Entity B.

CARRIED

Note: Crs Duncan Campbell, Kylie Leonard, Anna Park, Christine Rankin and Rachel Shepherd requested their dissent to resolution TDC202302/04 above be recorded.

5.4 TAUPŌ AIRPORT REDEVELOPMENT PROJECT: PROJECT BUDGET INCREASE

The Project Management Office Manager noted that the soft launch of the new terminal was due to begin at 4pm that day with new passengers arriving and being greeted by a band. The new carpark would go live the following week, and the official launch of the redeveloped Taupō Airport would take place on 9 March 2023.

She thanked members for their ongoing support of the project and highlighted that approving this

unbudgeted expenditure would allow the project to be completed.

In answer to questions, the Project Management Office Manager and General Manager Operations and Delivery clarified the following:

- The redeveloped airport was significantly different to the old one which was why some necessary items were not budgeted for initially.
- The budget increase requested would cover the demolition of the old terminal.
- The Ministry of Transport were not likely to provide any further funding but Council would request it.

TDC202302/05 RESOLUTION

Moved: Cr Danny Loughlin

Seconded: Cr Kevin Taylor

That Council approves unbudgeted expenditure of \$480,000 (+GST) to cover the increase in cost to deliver the Taupō Airport Redevelopment Project [new Airport Terminal and new carpark] to be funded as an equity injection from funds in the Strategic Property Reserve.

CARRIED

5.5 OCEANIA CUP TRIATHLON - TEMPORARY ROAD CLOSURES WHAREWAKA

The Infrastructure Manager explained the reason for the late notice of the road closure and the process for informing residents of the area affected.

He confirmed that he would make the organisers aware to check the lake beach stability following the recent earthquake activity and that residents would be able to travel in and out of their homes while the race was not in progress. It would be similar to events that ran before COVID-19 and the event organisers would check the course safety and sweep the roads.

Requests for road closures were assessed on a case by case basis and Council staff would meet the following week to provide training and accurate advice to ensure all staff were giving out the correct information.

TDC202302/06 RESOLUTION

Moved: Cr John Williamson

Seconded: Cr Karam Fletcher

That Council temporarily closes the roads identified in the schedule attached to the report included on the agenda for the purpose of holding the 2023 Taupō Oceania Continental Cup Triathlon.

CARRIED

5.6 MOTUTERE RECREATION RESERVE MANAGEMENT PLAN REVIEW

The Policy Advisor introduced herself to the elected members and summarised the report. She advised that the first action by Council staff was consultation which would include QR codes being placed around the Motutere campground, notifications on social media, and updates to websites.

TDC202302/07 RESOLUTION

Moved: Cr Anna Park

Seconded: Cr Kirsty Trueman

That Council approves, in accordance with section 41(5) of the Reserves Act 1977, that public notice of Council's intention to develop a reserve management plan for the Motutere Recreation Reserve be issued.

CARRIED

5.7 2022-25 TRIENNIAL AGREEMENTS WITH REGIONAL COUNCILS

The Policy Advisor summarised how triennial agreements worked and the differences identified since the last triennium. In answer to a question, he clarified that the Mayoral forum would decide how regularly meetings would take place for the Bay of Plenty Regional Council.

TDC202302/08 RESOLUTION

Moved: Cr Yvonne Westerman
Seconded: Cr Sandra Greenslade

That Council adopts the Triennial Agreements for the 2022-25 Triennium for:

1. the Bay of Plenty Region as a primary signatory
2. the Horizons Region as a non-primary signatory

CARRIED

5.8 EXEMPTION OF DESTINATION LAKE TAUPŌ LIMITED AND DATA CAPTURE SYSTEMS LIMITED FROM BEING COUNCIL CONTROLLED ORGANISATIONS

The Finance Manager explained that this was a procedural item that occurred every triennium.

TDC202302/09 RESOLUTION

Moved: Cr Kevin Taylor
Seconded: Cr John Williamson

That Council, as provided for by Section 7(3) of the Local Government Act 2002, determines that Destination Lake Taupō Limited and Data Capture Systems Limited be exempted from being Council-Controlled Organisations.

CARRIED

5.9 CHANGE OF DIRECTOR FOR DESTINATION LAKE TAUPŌ LIMITED & DATA CAPTURE SYSTEMS LIMITED**TDC202302/10 RESOLUTION**

Moved: Cr Anna Park
Seconded: Cr Christine Rankin

That Council:

1. removes Andrew Mark Peckham as a director of Destination Lake Taupō Limited and appoints Sarah Jane Matthews (General Manager – Finance & Environment) as the new Director.
2. removes Andrew Mark Peckham as a director of Data Capture Systems Limited and appoints Sarah Jane Matthews (General Manager – Finance & Environment) as the new Director.

CARRIED

5.10 PROPOSED AMENDMENT TO THE KINLOCH REPRESENTATIVE GROUP TERMS OF REFERENCE

The Governance Quality Manager advised that this item enabled the Kinloch Representative Group membership to increase and that if amended, they could appoint the additional community representative in the public excluded part of the meeting.

TDC202302/11 RESOLUTION

Moved: Cr Christine Rankin
Seconded: Cr Rachel Shepherd

That Council amends the Terms of Reference for the Kinloch Representative Group (A3266050) to increase the membership by including one additional community representative for the 2022-25 Triennium.

CARRIED

5.11 AMENDMENT TO COMMITTEE DELEGATIONS - TRAFFIC CONTROL DEVICE REGISTER UPDATES

TDC202302/12 RESOLUTION

Moved: Cr Duncan Campbell
Seconded: Cr Rachel Shepherd

That Council amends its Terms of Reference and Delegations from Council to Committees 2022-2025 (A3213675) by inserting the following clause into delegations to the Tongariro Representative Group; the Mangakino-Pouakani Representative Group; and the Taupō Reserves and Rounding Committee:

"Making changes to Council's traffic control device register relating to roads and public spaces in [the area / the Mangakino Ward / the Taupō and Taupō East Rural wards] (e.g. no stopping, parking signs and times, road markings etc) in accordance with bylaws made under the Land Transport Act 1998."

CARRIED

5.12 ESTABLISHMENT OF TAUPŌ DISTRICT COUNCIL CHIEF EXECUTIVE RECRUITMENT COMMITTEE

The Chief Executive advised that following his resignation, Council would need to appoint a new Chief Executive. Advice from the recruitment agency was that Council set up a committee to shortlist candidates, and that these shortlisted candidates would be interviewed by full Council. All of the elected members would have access to CVs and information about the candidates.

His Worship the Mayor, David Trewavas suggested the members that should be appointed to this committee.

TDC202302/13 RESOLUTION

Moved: Cr Karam Fletcher
Seconded: Cr Anna Park

1. That Council notes the establishment of the Taupō District Council Chief Executive Recruitment Committee by His Worship the Mayor, David Trewavas pursuant to s 41A(3) of the Local Government Act 2022, to be chaired by His Worship the Mayor.
2. That in addition to Chairperson His Worship the Mayor, Council appoints Councillors Sandra Greenslade, Danny Loughlin, Christine Rankin and Kevin Taylor to the Committee.
3. That Council approves the terms of reference and delegations to the Committee in accordance with Attachment 1 to the report attached to the agenda (A3275403).

CARRIED

6 NGĀ KŌRERO TŪMATAITI | CONFIDENTIAL BUSINESS**TDC202302/14 RESOLUTION**

Moved: Cr Anna Park

Seconded: Cr Sandra Greenslade

RESOLUTION TO EXCLUDE THE PUBLIC

I move that the public be excluded from the following parts of the proceedings of this meeting.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
Agenda Item No: 6.1 Confirmation of Confidential Portion of Ordinary Council Minutes - 13 December 2022	Section 7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	Section 48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7
Agenda Item No: 6.2 Appointment of External Representatives to Council Committees	Section 7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	Section 48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7
Agenda Item No: 6.3 Appointment of Acting Chief Executive	Section 7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	Section 48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7

CARRIED

Ordinary Council Meeting Minutes

7 February 2023

Note: The following resolution was made with the public excluded but was released after the meeting so can therefore appear in the public part of the minutes:

TDC202302/C15 RESOLUTION

Moved: Mayor David Trewavas

Seconded: Cr Anna Park

1. That Council appoints Bruce Robertson as the Chair and Anthony Byett, independent external representatives to the Risk and Assurance Committee for the 2022-25 triennium.
2. That Council appoints Chris Johnston and Chris Grace, business representatives to the Taupō Airport Authority Committee for the 2022-25 triennium.
3. That Council appoints Te Moananui Rameka, Māori representative to the Taupō Reserves & Roding Committee for the 2022-25 triennium.
4. That Council appoints Amanda Martin community representative to the Tūrangi Co-Governance Committee for the 2022-25 triennium.
5. That Council appoints Mr Tim Brittain to the Kinloch Representative Group for the 2022-2025 Triennium.
6. That resolutions 1 to 5 be released from confidence once all applicants have been advised of the outcome.

CARRIED

The meeting closed at 2.50pm with a karakia from Cr Kevin Taylor.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 28 February 2023.

.....
CHAIRPERSON

**TAUPŌ DISTRICT COUNCIL
MINUTES OF THE ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, 107 TE HEUHEU STREET, TAUPŌ
ON FRIDAY, 17 FEBRUARY 2023 AT 1.00PM**

PRESENT: Mayor David Trewavas (in the Chair), Cr Kylie Leonard (via MS Teams), Cr Danny Loughlin, Cr Anna Park, Cr Christine Rankin, Cr Rachel Shepherd, Cr Kevin Taylor, Cr Kirsty Trueman, Cr Yvonne Westerman

IN ATTENDANCE: Deputy Chief Executive, General Manager Operations and Delivery, General Manager People and Customer, General Manager Finance and Environment, Executive Manager Housing and Property Investment, Communications Manager, Project Management Office Manager, Programme Manager, Senior Policy Advisor, Senior Solicitor, Governance Quality Manager, Senior Committee Advisor

MEDIA AND PUBLIC: Nil

Notes: (i) Cr Anna Park opened and closed the meeting with a karakia.
(ii) Cr Kylie Leonard joined the meeting via Microsoft (MS) Teams
(iii) Mayor David Trewavas advised that this meeting was not being live-streamed but a recording would be made available on Council's website.

1 KARAKIA

2 WHAKAPĀHA | APOLOGIES

TDC202302/15 RESOLUTION

Moved: Cr Kevin Taylor
Seconded: Cr Danny Loughlin

That the apologies received from Crs Duncan Campbell, Karam Fletcher, Sandra Greenslade, and John Williamson be accepted.

CARRIED

3 NGĀ WHAKAPĀNGA TUKITUKI | CONFLICTS OF INTEREST

Nil

4 WHAKAMANATANGA O NGĀ MENETI | CONFIRMATION OF MINUTES

Nil

5 NGĀ KAUPAPA HERE ME NGĀ WHAKATAUNGA | POLICY AND DECISION MAKING

5.1 APPROVAL OF SUBMISSIONS ON THE WATER SERVICES LEGISLATION BILL AND THE WATER SERVICES ECONOMIC EFFICIENCY AND CONSUMER PROTECTION BILL

The Programme Manager explained that the two draft submissions had incorporated feedback from elected members following a number of workshops.

Members thanked her and the team for their work on these draft submissions and for incorporating the robust tone they wanted to convey.

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The Programme Manager had not been advised when the oral submissions would occur but would request that Taupō District Council could make their submissions orally.

Members agreed that Mayor David Trewavas and Deputy Mayor Kevin Taylor should continue to represent the district by speaking to these submissions.

TDC202302/16 RESOLUTION

Moved: Cr Yvonne Westerman

Seconded: Cr Rachel Shepherd

That Council:

1. Endorses the Water Services Legislation Bill submission (Attachment 1) and authorises staff to lodge this submission on Council's behalf.
2. Endorses the Water Services Economic Efficiency and Consumer Protection Bill submission (Attachment 2) and authorises staff to lodge this submission on Council's behalf.
3. Approves His Worship the Mayor David Trewavas and Deputy Mayor Cr Kevin Taylor to speak to both submissions as part of the Select Committee process.

CARRIED**5.2 GRANT OF EASEMENT TO UNISON NETWORKS LIMITED OVER RECREATION RESERVE (STAGES 2 & 3A KOKOMEA VILLAGE)**

The Senior Solicitor outlined the request for Council to give their consent and advised that staff had not identified any issues with granting this consent.

TDC202302/17 RESOLUTION

Moved: Cr Danny Loughlin

Seconded: Cr Anna Park

That Council gives ministerial consent to the grant of easements in gross in favour of Unison for rights to convey electricity and to convey telecommunications over Lot 101 DP 581466 (Recreation Reserve) pursuant to section 48(1) of the Reserves Act 1977, and authorise the Chief Executive and Mayor to sign the requisite consent certificate on behalf of Council.

CARRIED**6 NGĀ KŌRERO TŪMATAITI | CONFIDENTIAL BUSINESS**

Nil

The meeting closed with a karakia by Cr Anna Park at 1.10pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 28 February 2023.

.....
CHAIRPERSON

15



Review of the Lake Taupō Protection Project

**Waikato Regional Council (on behalf of
the Lake Taupō Protection Joint
Committee)**

25 November 2022

kpmg.com/nz





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TĪTOKONA TŌ TĀTOU TŌNUITANGA MŌ AOTEAROA, MŌ TĀTOU

E whakapono marika ana mātou ko ngā
hua ka puta i ā mātou mahi taunaki
apataki, ko ngā hua e kaha tautoko, e
kaha whakatairanga ana i ngā hiahia o ā
mātou apataki, mō te āpōpōtanga o ō
tātou hāpori, o Aotearoa whānui, te take.

FUELLING PROSPERITY

At KPMG we passionately believe that the
flow-on effect from focusing on helping
fuel the prosperity of our clients
significantly contributes to ensuring that
our communities, and ultimately our
country and all New Zealanders, will
enjoy a more prosperous future.

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KPMG Centre
18 Viaduct Harbour Avenue
PO Box 1584
Auckland 1140
New Zealand
T: +64 9 367 5800

Mali Ahipene
Pou Tūhono
Waikato Regional Council
160 Ward Street, Hamilton Central
Hamilton, 3204

25 November 2022

Tēnā koe Mali,

Thank you for the opportunity to undertake an independent review of the Lake Taupō Protection Project (LTPP). We understand the vital importance of this work to the Councils, the Settlers, and the Governance groups supporting the protection of the Taupō catchment.

We understand that the Protecting Lake Taupō Project is one of New Zealand's largest environmental projects of significant importance both to the Taupō region and nationally. We have approached our review with this in mind and have aimed to position our findings such that they are direct and honest, but also meet the requirements of a s17A service delivery review.

Also thank you for providing us with your comments on the draft report. We have gone through this feedback and made amendments to the report as appropriate. Please find attached our report summarising our approach and findings. If you have any questions please let me know.

Ngā mihi,

Mair Brooks
Partner

Local Government Leader

REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

18

Executive summary

Summary

Founded in 2007, the Lake Taupō Protection Trust (LTPT) has administered a fund of \$80 million, entering into 999-year contracts (nitrogen discharge reduction agreements (NDRAs)) with rural landowners, which it continues to monitor. KPMG have been engaged on behalf of the Lake Taupō Protection Project Joint Committee (LTPPJC) to undertake a Section 17A Local Government Act review of the LTPT and its operations.

It was originally agreed that the LTPP would be disestablished on 30 June 2019. However, a variation to the Deed extended the term of the project to 30 June 2021 in order to determine the future governance, management and ongoing funding arrangements for the LTPP. A clear decision on the future of the Project was not reached in 2021, since which the LTPT has been operating on residual funds. The residual funding is expected to provide the bare minimum for the project to operate until June 2023 where a decision on the future of the project needs to be made.

Consistent with the guidance regarding a s17A review, KPMG have analysed the current financial information, contracts, governance arrangements and have compared the current service delivery arrangements with alternative service delivery options by assessing them against key financial and non-financial criteria. As part of the analysis, KPMG also consulted with various stakeholder groups to the LTPP which supported the assessment, a list of which can be found in Appendix B. As part of the analysis, KPMG has assessed the nature of the following service delivery options:

- 1) Status quo (Joint Committee(JC) / Council Controlled Organisation(CCO))
- 2) In-house delivery of LTPP functions by Waikato Regional Council (WRC)
- 3) In-house delivery of LTPP functions by Taupō District Council (TDC)
- 4) A shared service delivery agreement between Waikato Regional Council and Taupō District Council

The conclusion from the KPMG independent analysis and key recommendation is for any future service delivery arrangements to be delivered in-house by the TDC.

Based on our criteria of financial and non-financial benefits, a shift to in-house delivery by TDC was the highest scoring service delivery option. The TDC delivery option scored first equal against cost-effectiveness and second best under non-financial criteria. Some key reasoning for this recommendation relates to TDC's current involvement in and understanding of the LTPP, the reduction in annual operating costs, and TDC's presence within the Lake Taupō catchment area. Through the interview process the TDC indicated that they supported the continuation of the LTPT rather than delivery through TDC therefore this recommendation will require further discussion to reach a workable outcome.

There are wider questions regarding the future of the LTPT and the LTPP, however, in accordance with the scope of this review, KPMG has not considered or explored any expanded LTPT delivery options outside of the established project agreements & deeds.

Service Delivery options	Remain as current	Alternative service delivery		
	Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Financial benefits score (out of 5)	1	5	5	3
Non-financial benefits score (out of 5)	4.14	2.71	3.57	2.71
Total score (out of 10)	5.14	7.71	8.57	5.71
Ranking:	4	2	1	3



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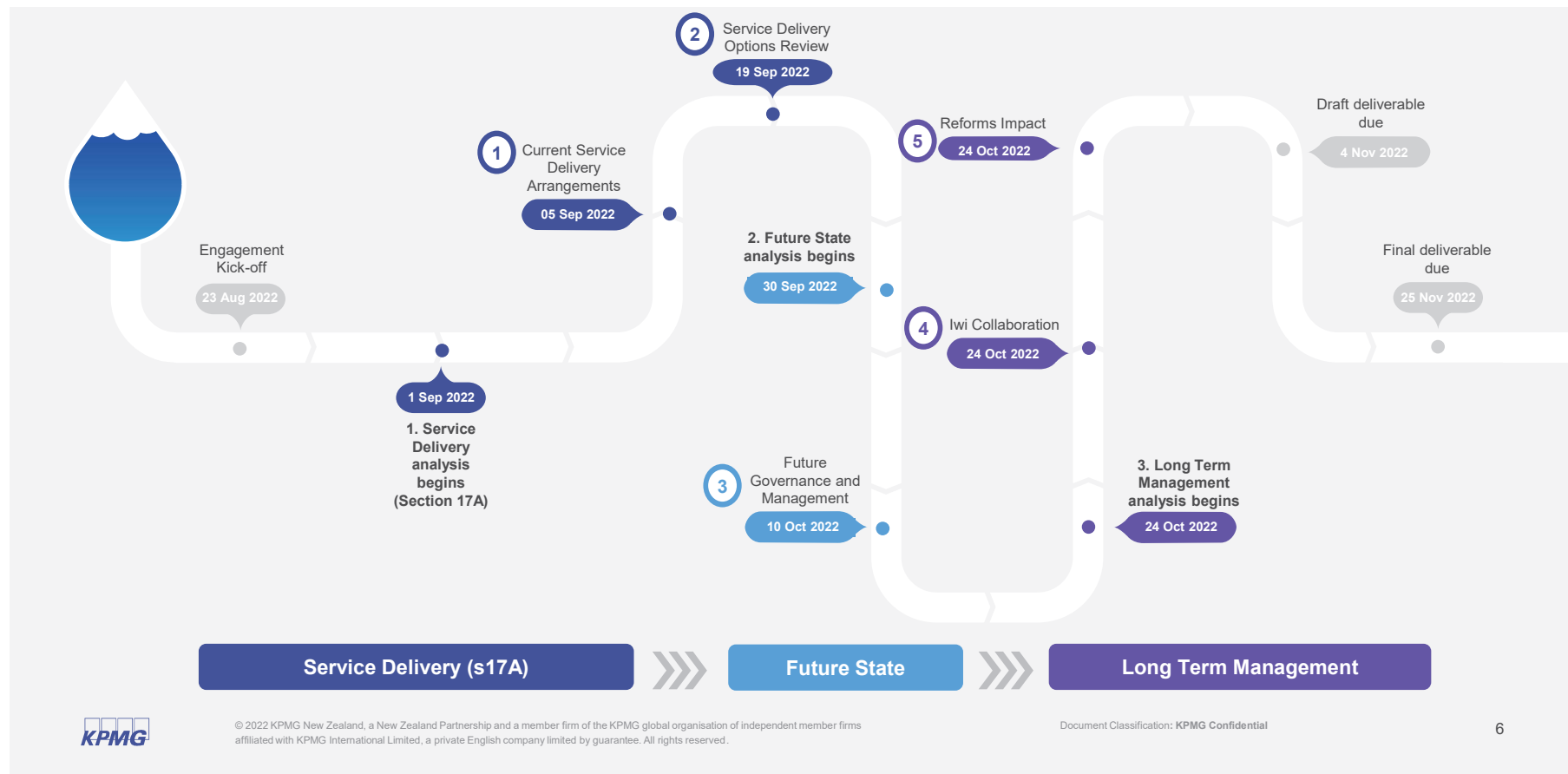
REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Engagement timeline

KPMG's s17A review analysis was based around a document review process and stakeholder interviews. We formulated our hypotheses as we progressed and iteratively tested these with the KPMG team, including with our sector and industry specialists, so that we could iterate our findings and build on them in later interviews, questioning and document reviews.

As part of the completion of work in this first phase of works (current state analysis) for the LTPP, KPMG interviewed a range of stakeholder groups and reviewed various pieces of documentation. The timeline below provides a visual of the timings and key milestones for the phase one current state deliverable.

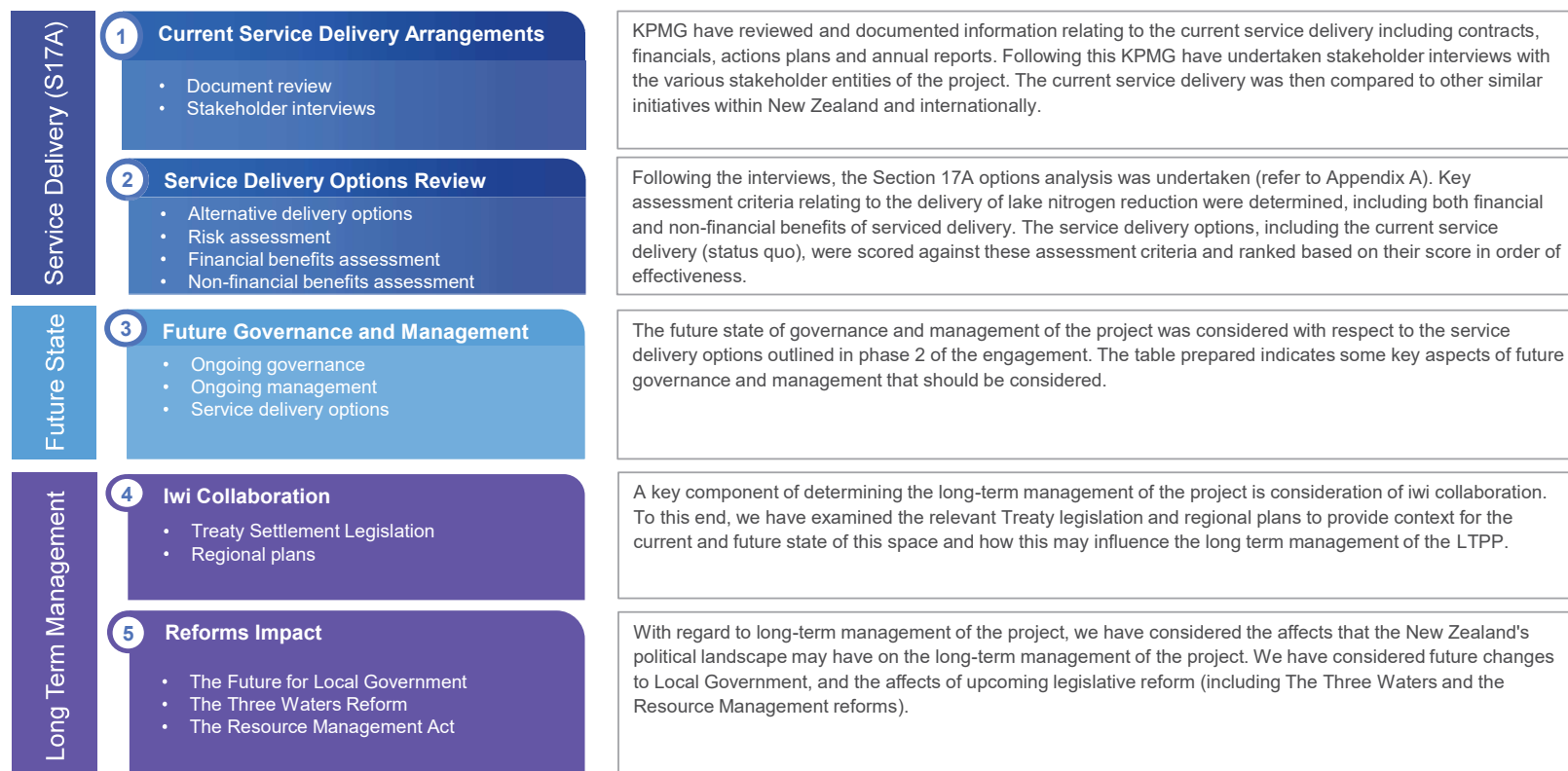


REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Section 17A review - Methodology

Section 17A of the Local Government Act states: "A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services and performance of regulatory functions." KPMG has developed the process below for undertaking this review.



REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Introduction and background

Introduction

In February 2007 the Crown, WRC and TDC co-signed an agreement to contribute to a joint public fund to be used to undertake strategies and actions to reduce the amount of nitrogen from entering in to the Lake Taupō catchment. This saw the establishment of the LTPP.

The agreement covers details regarding the functions and funding of the LTPP, governance of the LTPP through a joint committee, and the establishment of a council-controlled organisation (CCO) - the Lake Taupō Protection Trust - to apply the public fund.

A key activity undertaken by the LTPT is entering into contractual agreements with landowners (nitrogen discharge reduction agreements - NDRAs). These NDRAs have a term of 999 years and require ongoing monitoring and contractual oversight to ensure that the terms and conditions of the contracts are adhered to, and the investment made by the funding partners of the project is protected.

Objectives, scope and approach

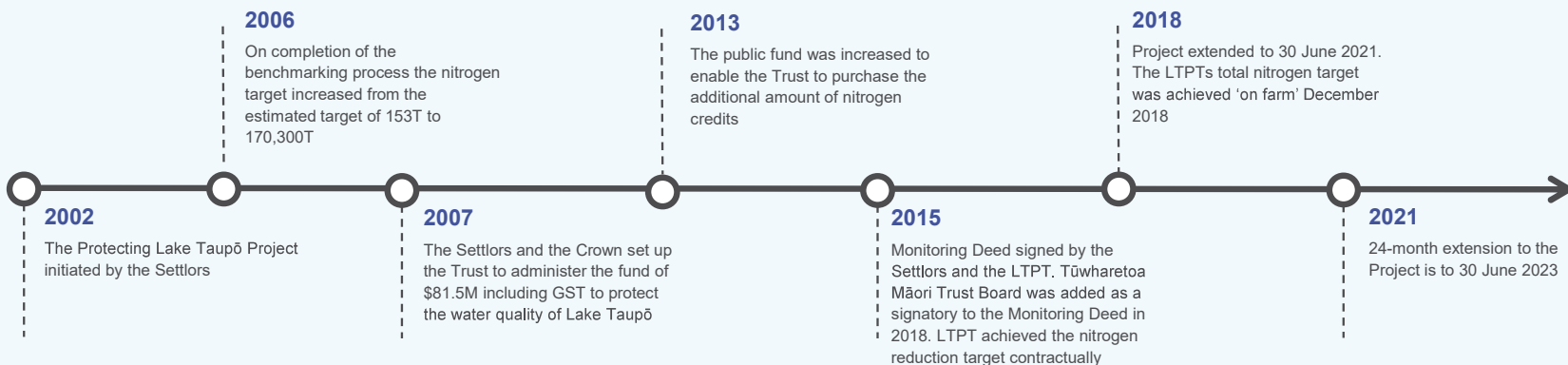
The purpose of this engagement of work is to assess the current state of the LTPP and provide recommendations regarding the future state of the project.

As part of analysis, and consistent with the requirements of s17A, KPMG will engage the various stakeholder groups of the LTPP to gain insight and understanding of current project tensions and considerations for the future of the LTPP.

The review will be considered against the following s17A requirements:

- Governance
- Funding
- Delivery of infrastructure
- Delivery of services
- Regulatory functions

There are wider questions regarding the future of the LTPT, however, in accordance with the scope of this review, KPMG has not considered or explored the option of continued delivery of the LTPP functions by the LTPT.



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REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Project delivery arrangements

The Lake Taupō catchment area extends some 3,487 km². The Lake itself is New Zealand's largest lake spanning 30km in width and 40km in length.

Ensuring the water quality of Lake Taupō is at the heart of the LTPT with its ultimate objective being to reduce the amount of nitrogen being discharged into the lake.

In the early years of the 2000s, much of the land area surrounding the lake saw steady intensification of land use (in particular farming). This led to an increase in public concern regarding the water quality of Lake Taupō as the land use activities were considered as key contributors to the increase in the nitrogen levels of Lake Taupō. A number of studies were conducted showing the increasing levels of nitrogen present in the lake, and the nature of the decline in the water quality of Lake Taupō. Studies also showed that the decline would be difficult to reverse.

The LTPT was tasked with overseeing one of New Zealand's biggest environmental projects aimed at preventing further decline in Lake Taupō's water quality by reducing nitrogen output from land use, and preventing further land intensification in the catchment area.

Maintaining Lake Taupō's water quality meant that a 20% reduction in the catchment areas nitrogen load was needed.



This was to be achieved by:

- 1) Introducing new policies and rules for land use and sewage treatment; and
- 2) Removing of 170 tonnes of nitrogen in the catchment

Entering into contracts (nitrogen discharge reduction agreements or NDRAs) with Lake Taupō catchment landowners was a key function undertaken by the LTPT. It was a mechanism that would ensure landowners were compliant with policies and regulations regarding land use activities and the subsequent discharge of nitrogen.

The NDRAs have a term of 999 years and require ongoing monitoring and contractual oversight to ensure that the terms and conditions of the contracts are adhered to, and the investment made by the funding partners in the project is protected. It is important to note that due to nature of the different land uses around the catchment area, no two contracts entered into are the same.

The LTPT has entered in to a total of 27 NDRA's with landowners, with the latest NDRA entered into in 2015. Due to the success of the LTPT, the LTPT's objective of achieving a 20% reduction in nitrogen being discharged into the lake was achieved in 2018.

Since achieving the 20% reduction target in 2018, the key function of the LTPT has shifted from a contracting function to a project monitoring and administration function.

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Similar service delivery projects

Rotorua Te Arawa Lakes Programme (RTLTP)

The Rotorua Te Arawa Lakes Strategy Group oversees the delivery of the RTLTP. Similar to the LTPP, the RTLTP is responsible for restoring the water quality in 12 of Rotorua Te Arawa's lakes, with a key focus on the reduction of nitrogen discharge into four priority lakes.

The RTLTP is comprised of 3 key stakeholders who work in partnership to deliver on the strategy of the programme – Te Arawa Lakes Trust, Rotorua Lakes Council, and Bay of Plenty Regional Council. The Ministry for the Environment is also a partner in the RTLTP.

The Ministry for the Environment has committed \$72.1 million to the RTLTP, with the Rotorua Lakes Council and the Bay of Plenty Regional Council matching this funding for a total programme cost of \$144.2 million.

Similarly to the LTPP, the overarching function of the RTLTP is to monitor the activities conducted on the lands surrounding the respective lakes. Indicative is the fact, however, that each lake is unique, has different characteristics, and different recreational use patterns. As such, the mechanisms undertaken by the RTLTP to maintain water quality differs from the LTPP, in that contracting with landowners does not occur. Rather, there is a focus on:

- 1) Ensuring there is adequate public access to the Rotorua Lakes; and
- 2) Providing adequate communication regarding permitted activities through signage and education.

Project River Recovery – Waitaki Basin

Project River Recovery is a Department of Conservation (DoC) programme that aims to maintain and enhance river and wetland habitat, ecological communities and populations of indigenous animals located in the upper Waitaki Basin on the east coast of New Zealand's south island.

The project is managed and delivered by DoC and is funded by Meridian Energy and Genesis Energy. The funding derives from a compensatory agreement that recognises the adverse effects of hydroelectric power development on the water quality of the Waitaki River. Funding for Project River Recovery is reviewed by DoC, Meridian Energy, and Genesis Energy every 7 years.

Project River Recovery's agreed role is to undertake ecological management and research programmes focused on maintaining, restoring and enhancing habitat and ecological communities in the river and wetland ecosystems of the upper Waitaki basin, with further direction and objectives for work set out in seven-year strategic plans.

In delivering Project River Recovery, DoC oversees a large majority of the functions, but also partners with a number of different organisations to assist and support with delivery of certain projects. These entities include:

- Land Information New Zealand
- Environment Canterbury; and
- Mackenzie District Council

The Pine Lake Restoration Project – Canada

Pine Lake is a small intermittently, eutrophic freshwater lake located in the south east region of Alberta, Canada. Around 50km of the land area surrounding the lake has been cleared for recreational uses and agriculture, primarily mixed farming.

Chemical discharges as a result of the agricultural uses on the land surrounding Pine Lake have seen the presence of toxic blue-green algae become a cause for public concern.

1995 saw the emergence of the Pine Lake Restoration Society (PLRS) who would take a lead role in setting up and managing the Pine Lake Restoration Project. The project was funded and supported by the Alberta government and received \$75,000 in its first year of operations in 1995.

Delivery of the project's key functions were done so by the PLRS, and over the 4-year life cycle of the project, saw a significant decrease in the phosphorus levels present in Pine Lake.



Undertaking this assessment deepened KPMG's knowledge/understanding of the subject matter and allowed our team to benchmark these projects as comparators when undertaking our analysis.



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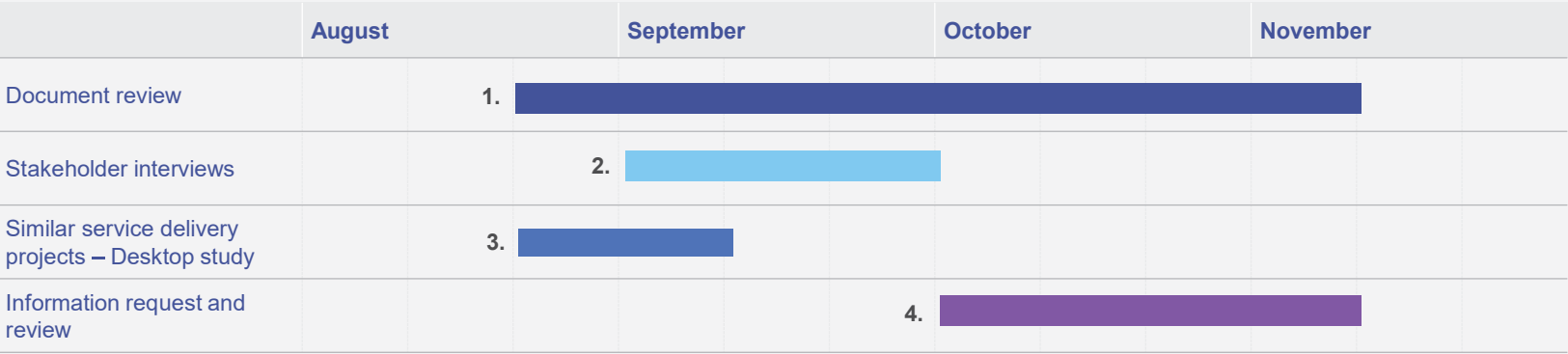
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Phase 1 - Document review and stakeholder interviews

As part of understanding the current day context of the LTPP, KPMG conducted a desktop research of relevant LTPP documentation. The desktop research was coupled with a number of interviews with key stakeholders of entities associated to the LTPP. The key purpose of conducting stakeholder interviews was to assist in providing KPMG with an overall view of the LTPP’s context and to develop our understanding of the LTPPs context.

We were able to obtain a strong level of understanding regarding the LTPPs history, and the roles played by the many entities involved in the LTPP, all of which provided us with assurance regarding our understanding of the current service delivery arrangements.



- 1. We commenced our document review in the early stages of this engagement, and continued to review documentation as information became available to us. The document review continued for the duration of the engagement.
- 2. The stakeholder interviews took place over the month of September where we spoke with stakeholders from the following entities: The Crown (Ministry for Environment), Waikato Regional Council, Te Kotahitanga o Ngāti Tūwharetoa, Taupō District Council, Lake Taupō Protection Trust, Tūwharetoa Māori Trust Board.
- 3. We conducted a desktop study of similar delivery projects to provide us with context and understanding of the difference, similarities, and nuances in project delivery both in a New Zealand context, and a international context.
- 4. In the later stages of the engagement, and based off of the document review and stakeholder interviews, we requested key information from the LTPT focused on the day-to-day delivery of the LTPP.

We note that consideration was given to hold and facilitate workshops with the various stakeholder entities, however after discussion between KPMG and the client, the decision was made to not pursue workshops.



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Phase 2 - Current state - Service delivery

At the inception of the LTPP, the LTPT was charged with a range of service delivery functions based heavily around the NDRA's with landowners. These services included (but weren't limited to) land owner contracting, research, the provision of nitrogen related advice, and the purchase of nitrogen. The delivery of these services were the underpinnings for the successes of the LTPP and the overall achievement of reducing nitrogen discharge into Lake Taupō. The current state services that are being delivered by the LTPT/LTPP are as follows:

Service	Delivery method	KPMG commentary
Ensure all nitrogen reduction agreements are being complied with to achieve the overall Nitrogen reduction target of 170,300 kgs	<ul style="list-style-type: none"> NDRA compliance check (27 NDRA's) <ul style="list-style-type: none"> Land activity review Provision of work with/for breaching parties NDRA variations (land sales, land use changes) 	We requested evidence of this service being undertaken and was provided with a written summary. We were therefore unable to obtain evidence of this service directly being performed, we have however obtained a copy of a <i>Quarterly update – Compliance with NDRA's</i> letter from the LTPT to the JC confirming that all contracted parties with the LTPT are compliant.
Incoming correspondence relating to the nitrogen reduction agreements is processed in a timely manner	<ol style="list-style-type: none"> Correspondence is received by the LTPT Correspondence is reviewed Correspondence is forwarded to relevant parties 	We requested evidence of this service being undertaken and was provided with a written summary. We were therefore unable to obtain clear evidence of this service being undertaken however, through our interview process we understand this service is delivered by the LTPT.
Track that annual compliance monitoring letters are received from WRC for farms that the LTPT has an interest in	<ul style="list-style-type: none"> Trust requests and receives compliance letters from WRC Trust undertakes assessments to confirm compliance 	We requested evidence of this service being undertaken and was provided with a written summary. We were therefore unable to obtain clear evidence of this service being undertaken however through our interview process we understand this service is delivered by the LTPT.
Liaise with WRC staff regarding their use of OverseerFM and the regional plan, to ensure there are no impacts that may affect the Nitrogen reduction agreements	<ul style="list-style-type: none"> Workload is dependent on changes to the external environment (workload demand varies) 	<p>This is a periodic requirement part of regional planning.</p> <p>We have evidenced a report from the WRC Farm Consents team to the LTPT demonstrating discussion about this service. The report is titled: <i>Update on Waikato Regional Council's progress with implementation Plan Change 2: Taupo Overseer Version.</i></p>
Interface with WRC on Taupo Catchment Compliance Monitoring Plan and provide support in the operation of the plan with other joint parties	<ul style="list-style-type: none"> Workload is dependent on changes to the external environment (workload demand varies) 	<p>This is a periodic requirement due to local government planning.</p> <p>Through our review of the JC meeting minutes, we were able to understand that some work was being undertaken in this space however we were unable to obtain clear evidence.</p>

Note: We note that due to engagement timelines and accessibility, KPMG was unable to meet in-person with the LTPT to understand the nature of the service delivery functions mentioned above.



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Phase 2 - Service delivery options

Consistent with the approach of exploring potential options to deliver on the service functions of the LTPP in the future, we have provided a high-level summary below outlining the current service delivery arrangements (status quo) and alternative options. The alternative options are the result of an analysis of the financial and non-financial benefits of the LTPP. The outputs of this analysis can be found in Appendix A.

Current Service Delivery	Alternative Service Delivery Options		
Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Retain existing LTPP arrangement	WRC to take over the contract monitoring/management roles and responsibility	TDC to take over the contract monitoring/management roles and responsibility	WRC & TDC to take over the contract monitoring/management roles and responsibility
The LTPP has achieved its original contractual obligations and is currently in a contract monitoring phase. The role of ongoing contract management and responses to external queries exists whilst the NDRA contracts are in place.	There is an opportunity for the existing LTPP and LTPT to be disestablished and WRC to take over the contract monitoring/management roles and responsibility for the LTPP going forward	There is an opportunity for the existing LTPP and LTPT to be disestablished and TDC to take over the contract monitoring/management roles and responsibility for the LTPP going forward	There is an opportunity for the existing LTPP and LTPT to be disestablished and for WRC & TDC to take over the contract monitoring/management roles and responsibility for the LTPP going forward. Due to the small scale of the ongoing contract monitoring/management roles, this option has not been considered further

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Phase 2 - Risk assessment

Risk Register/Matrix

The following risk approach summarises the top 3 risks that have been identified through KPMG's service delivery review. Each risk has been categorised against the Risk Rating Matrix shown to the right hand side. Each risk has been assessed against the 'likelihood' of the risk eventuating, 'consequence' if the risk were to eventuate and overall 'rating' of the risk.

The risk assessment undertaken is at a high level capturing high value risks only and is not a comprehensive risk assessment covering controls/mitigation measures.

The following risk themes/thresholds were considered when undertaking this assessment:

- Objectives of the project
- People and project IP
- Financial
- Reputation of involved parties

Risk Rating Matrix						
LIKELIHOOD	Almost Certain	Medium	Medium	High	Critical	Critical
	Likely	Medium	Medium	High	High	Critical
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	High	High
	Rare	Low	Low	Low	Medium	Medium
		Insignificant	Minor	Moderate	Major	Severe
CONSEQUENCE						

Risk No.	Description	Likelihood	Consequence	Rating
1	NDRAs contractual arrangements are not honoured by land owners	Likely	Major	High
2	Loss of project knowledge, artifacts and IP when transitioning service delivery	Likely	Minor	Medium
3	Loss of skillset that has achieved nitrogen reduction outcomes to date	Possible	Moderate	Medium



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Phase 2 - Risk rating by Service delivery option

Scenario Based Risk Assessment

The following risk assessment has been undertaken building off the Risk Register comparing each risk again the service delivery options that have been considered in this report.

Risk No.	Description	Service Delivery Options			
		Status Quo	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
1	NDRA's not honored by land owners	Low	High	Medium	Low
2	Loss of project knowledge, artifacts and intellectual property	Low	Medium	Medium	Medium
3	Loss of skillset that has achieved nitrogen reduction outcomes to date	Low	High	Medium	Medium

Risk Summary

Based on our high level risk analysis the *Status Quo* option remains as the risk adverse option due key factors such as retention of staff/knowledge as well as a known reputation by land owners affected by NDRA's. The *WRC in-house delivery* option posed a higher risk of NDRA's not being honoured primarily due to locality and trust/relationship with NDRA landowners. The *TDC in-house delivery* option also poses a higher risk due to the regulator role and potentially having to 'double-hat' on decision making.



Service Delivery (S17A) Summary

Service Delivery (S17A)

1 Financial benefits assessment

WRC and TDC scored most favourably through the financial benefits assessment. Further information can be found within Appendix A.

The information used here has been extracted from The Lake Taupo Protection Trust Income Statement for the Year Ended 30th June 2023 which has been obtained by the LTPT. For the purposes of this assessment, financial information from previous financial years (2020,2021,2022) has also been used.

A detailed cost estimate was not included as part of the KPMG scope therefore a high level qualitative assessment has been undertaken to differentiate between the cost of service delivery by the proposed options. An internal KPMG working session was facilitated to review and endorse the financial scoring by KPMG local government SMEs.

3 Assessment summary

The conclusion from the KPMG independent analysis and key recommendation is for any future service delivery arrangements to be delivered in-house by the TDC. Further information can be found within Appendix A.

Based on our criteria of financial and non-financial benefits, a shift to in-house delivery by TDC was the highest scoring service delivery option. The TDC delivery option scored first equal against cost-effectiveness and second best under non-financial criteria. Some key reasoning for this recommendation relates to TDC's current involvement in and understanding of the LTPP, the reduction in annual operating costs, and TDC's presence within the Lake Taupō catchment area. Through the interview process the TDC indicated that they supported the continuation of the LTPT rather than delivery through TDC therefore this recommendation will require further discussion to reach a workable outcome. The WRC delivery option scored overall second, scoring tied strongest against cost-effectiveness, differentiated by non-financial benefits such as locality to the Taupō District and separation from acting as the regulator.

There are wider questions regarding the future of the LTPT and the LTPP, however, in accordance with the scope of this review, KPMG has not considered or explored any expanded LTPT delivery options outside of the established project agreements & deeds.

2 Non-financial benefits assessment

The status quo option (retain as current) scored most favourably through the non-financial benefits assessment. Further information can be found within Appendix A.

A non-financial benefits criteria sheet was created as the baseline metric for scoring to achieve consistency across each option. The criteria was developed through KPMGs knowledge obtained from stakeholders involved in the interview process, document review process and the outcomes sought in the original project agreement. The criteria has been developed in such a way that was fair and appropriate to assess each option against S17A requirements.

Service Delivery options	Remain as current	Alternative service delivery		
	Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Financial benefits score	1	5	5	3
Non-financial benefits score	4.14	2.71	3.57	2.71
Total score	5.14	7.71	8.57	5.71
Ranking:	4	2	1	3





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Governance and management

The following information has been obtained through the document review process to build a base understanding of current undertakings of the Governance and Management groups of the LTTP. The table details the legal status, reporting lines, constitutional/structural arrangements and the scope of the status quo, a CCO with independent administration.

Current State (Status Quo)		
Considerations	Governance	Management
Legal Status	Joint committee established in accordance with Local Government Act (LGA) 2002, Sch 7 cl 30A.	Charitable Trust Council Controlled Organisation (CCO) under the LGA 2002
Reporting to	TDC and WRC	LTTPJC
Constitution/structural arrangements	Two (2) representatives each from: <ul style="list-style-type: none"> His Majesty's Government (the Crown) Waikato Regional Council Taupō District Council Tūwharetoa Māori Trust Board (TMTB) 	Four (4) trustees appointed on behalf of the settlors by the LTTPJC <ul style="list-style-type: none"> Stand-alone operation Executive officer engaged to administer day-to-day activities Specialist services contracted as required
Scope	<ol style="list-style-type: none"> 1. Appoint trustees to the LTPT 2. Set broad direction, objectives and priorities for the LTPT and its expenditure of funds. 3. Monitor/review the LTTP activities 4. Review the LTTP at regular intervals 5. Report and make recommendations to the Member Authorities. 	Single purpose trust to oversee the nitrogen discharge reduction agreements owned by the LTPT including: <ol style="list-style-type: none"> 1. Monitoring land owner implementation and compliance with the NDRAs 2. Taking appropriate action in relation to non-compliance 3. Processing any contractual changes whilst retaining the nitrogen tonnage purchased by the LTPT 4. Reporting to the LTTPJC as required.

Future Governance and Management

The project delivery structure i.e, governance, management, reporting and other constitution/structural arrangements have been formed around the 'delivery phases' of the LTPT. We understand that the project has now moved into an 'monitoring/enforcement' role and would recommend a project refresh prior to selecting the future service delivery option.

The project refresh should consider the future stakeholders, funders and scope of work with an emphasis on preservation on the investment to date.



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Governance – Future considerations

KPMG have undertaken a high level scan of the current state governance arrangement and provided commentary around future items for considerations shown below.

	Current State (Status Quo)	Future Considerations
Legal Status	Joint committee established in accordance with Local Government Act (LGA) 2002, Sch 7 cl 30A.	Joint Committees are appointed where two or more Local Authorities are involved in the discharge of a function. There should be consideration to the future need of having multiple Local Authorities and whether this can be streamlined through a project refresh for the future phase.
Reporting to	TDC & WRC	There should be consideration to having a second line-of-visibility through reporting. Reporting would allow a mechanism for escalation if the project objectives were not being met. TDC and WRC should meet and mutually agree on reporting requirements going forward.
Constitution/structural arrangements	Two (2) representatives each from: <ul style="list-style-type: none"> His Majesty's Government (the Crown) Waikato Regional Council Taupō District Council Tūwharetoa Māori Trust Board (TMTB) 	The original project objectives have been met and the constitution/structural arrangements have served their original purpose. The constitution/structural arrangements should be reconsidered for the future phase.
Scope	<ol style="list-style-type: none"> 1. Appoint trustees to the LTPT 2. Set broad direction, objectives and priorities for the LTPT and its expenditure of funds. 3. Monitor/review the LTPP activities 4. Review the LTPP at regular intervals 5. Report and make recommendations to the Member Authorities. 	<p>The scope of the governance group should be revisited and refreshed to accommodate the future phase of the project. Key areas to consider are:</p> <ol style="list-style-type: none"> 1. NDRAs Oversight 2. Project Monitoring and Reporting 3. Review and Recommendations

Summary

Governance of the LTPP is currently administered by the LTPPJ. Consideration should be made to a refresh and reset of the governance scope and functions to align with the future service delivery option. A similar scope may be adopted for each of the service delivery options, however, the chosen option should not preclude the need for governance and management functions to remain independent of each other.



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Management – Future considerations

KPMG have undertaken a high level scan of the current state management arrangement and provided commentary around future items for considerations shown below.

Current State (Status Quo)		Future Considerations
Legal Status	Charitable Trust CCO under the LGA 2002	The Charitable Trust status of the LTPT should be considered prior to making the potential decision to disband the LTPT. The analysis should consider whether there are any opportunities to leverage off the existing charitable arrangement and whether the benefits outweigh the ongoing costs.
Reporting to	LTPPJ	Reporting should continue to the proposed governance group for the future phase.
Constitution/structural arrangements	Four (4) trustees appointed on behalf of the settlors by the LTPPJ <ul style="list-style-type: none"> • Stand-alone operation • Executive officer engaged to administer day-to-day activities • Specialist services contracted as required 	There should be consideration made to the overall number of management staff to satisfy the minimum project requirements. There is also the chance of the workload increasing due to changes in the regulatory environment or other external factors, this peak workload should be accounted for.
Scope	Single purpose trust to oversee the nitrogen discharge reduction agreements owned by the LTPT including: <ol style="list-style-type: none"> 1. Monitoring land owner implementation and compliance with the NDRAs 2. Taking appropriate action in relation to non-compliance 3. Processing any contractual changes whilst retaining the nitrogen tonnage purchased by the LTPT 4. Reporting to the LTPPJ as required. 	The scope is expected to largely remain as shown in the current state column.

Summary

The current scope of work has now reduced to oversight and monitoring of NDRAs. The trustee model has been proven to work and has shared the management responsibility to date. It is important to emphasise projection of intellectual property (IP) and also appreciate that it will be difficult to reinstate if the existing arrangement is disestablished. There should be a clear handover plan if the service delivery option changes from the status quo.





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Iwi collaboration

KPMG have considered the role of iwi in the future of the protection of Lake Taupō, including a consideration of Treaty Settlement legislation and future regional plans.

Treaty Settlement Legislation

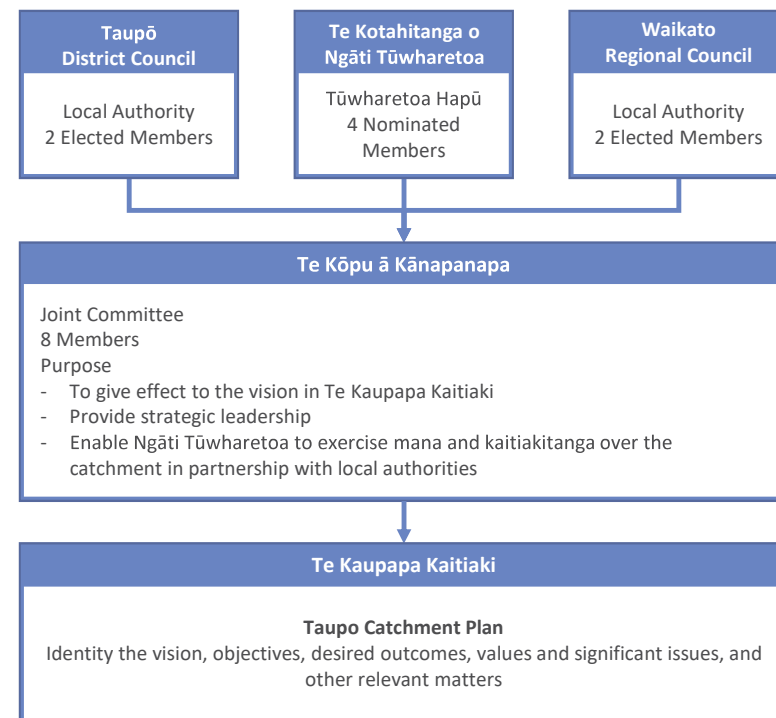
- The Ngāti Tūwharetoa Claims Settlement Act 2018 (the Act) outlines the financial, commercial, and cultural redress afforded to Ngāti Tūwharetoa under the Treaty Settlements process. An important component of this legislation is in regard to the confirmation of ownership of the Lake Taupō waters vesting with Ngāti Tūwharetoa (in particular the Tūwharetoa Māori Trust Board). The Act also discusses the establishment of Te Kōpu ā Kānapanapa as being a key vehicle for achieving the vision of an enhanced environmental, cultural, and spiritual state of well-being for the Taupō Catchment.

Future regional plans – Te Kōpu ā Kānapanapa and Te Kaupapa Kaitiaki

- Te Kaupapa Kaitiaki is the 5 year Taupō Catchment Plan. The plan includes particular reference to promoting the sustainable and integrated management of the Taupō Catchment (which includes Lake Taupō). Although still in draft form, the plan outlines objectives and functions of how Te Kaupapa Kaitiaki will be delivered.
- To this end, delivery of Te Kaupapa Kaitiaki will be administered by Te Kōpu ā Kānapanapa and entities who have been provided the delegated authority to act consistent with Te Kaupapa Kaitiaki – Taupō District Council, Te Kotahitanga o Ngāti Tūwharetoa, and Waikato Regional Council.

Impact on the LTPP

- Te Kaupapa Kaitiaki refers to 'maintaining the gains made by the LTPP', however, does not make specific mention to the way in which this will be achieved (i.e. makes no specific mention to the LTPT).
- Despite the inclusion of Te Kotahitanga o Ngāti Tūwharetoa in Te Kōpu ā Kānapanapa, as ownership of the Lake Taupō bed vests with the TMTB, it is likely that there will be continued involvement by the TMTB as part of Te Kaupapa Kaitiaki and the overall protection functions of Lake Taupō.



The Tūwharetoa Māori Trust Board currently owns the Lake Taupō bed and has been involved with project from its outset. Te Kotahitanga o Ngāti Tūwharetoa is the mandated post-settlement representative of Ngāti Tūwharetoa and has been included in the Lake Taupō 5-year regional plan. In respect of future iwi collaboration, both entities will need to be collaborated with in the future of the protection functions of Lake Taupō.

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Local government considerations

The Future for Local Government

In April 2021, the Government announced an independent review of local government. The Review will identify how our system of local democracy and governance needs to evolve over the next 30 years to improve the wellbeing of New Zealand communities, the environment, and actively embody Te Tiriti o Waitangi.

The Future for Local Government Panel was formed to lead the review and is preparing a report for Local Government Minister Nanaia Mahuta. The Panel has a broad mandate to consider:

- The functions, roles, and structures of local government
- Relationships between local government, central government, iwi Māori, businesses, communities and other organisations
- Necessary changes for local government to most effectively reflect and respond to their communities
- The embodiment of Te Tiriti o Waitangi
- Funding arrangements for local government

The impact of this workstream on the LTPP is uncertain due to the timing of the final report being delivered in April 2023, followed by implementation of recommendations which is likely to be after the date where a decision on the LTPP needs to be made.



The report is currently in draft status undergoing further discussion and inviting submissions to shape the final report and recommendations.

KPMGs high level review of the October 2022 draft report does not raise concerns that would affect the LTPP as current. The Future for Local Government impact would likely be more significant if the scope of the LTPP was to increase beyond the current state.

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Reforms impact

The Three Waters Reform

The Three Waters Reform looks to transfer the management of New Zealand's water from the current 67 councils to 4 newly formed Water Service Entities (WSEs). The new WSEs will provide water supply, wastewater, and stormwater services in four service areas across New Zealand.

The plan is designed to give the new water entities the financial flexibility to make important decisions, the management and oversight of water infrastructure projects, and more affordable for everyone.

The Resource Management Act (RMA)

The proposed National and Built Environments Act is intended to replace the RMA. It will be supported by the Strategic Planning Act which will set the framework for strategic planning the region. The NBA will provide a set of mandatory national policies and standards (National Planning Framework). All Regional Spatial Strategies will be required to comply with the new framework.

The National Planning Framework will set the policies and standards for resource allocation and land use development and set national environmental limits relating to water, air, soil, and biodiversity.

Reform	Service delivery	Structure and Reporting
Three Waters Reform	<ul style="list-style-type: none"> As the new WSE will provide water, wastewater and stormwater services, there is unlikely to be any impact on delivery functions 	<ul style="list-style-type: none"> Structure: Little to no impact on the current entity structure of the LTPP Reporting: Reporting lines may be subject to change. It is likely that a form of reporting will be required to the WSEs.
Resource Management Act Reform	<ul style="list-style-type: none"> Little to no overall impact on delivery functions in the short to medium term. There may be new water quality standards and requirements that could impact landowners in the future. 	<ul style="list-style-type: none"> Structure: Little to no impact on the current entity structure of the LTPP Reporting: Current reporting obligations (pursuant to RMA) are still required under reform

- Service delivery** is regarding to the current delivery functions of the LTPP (NDRA monitoring and enforcement)
- Structure and reporting** is regarding the current structure of the LTPP (including entity make-up), and the reporting function from the LTPT to the JC.



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Analysis – Financial benefits

Assessment Criteria/Key:	
5	Significant benefit
3	Medium benefit
1	Minor benefit

Service Delivery options	Remain as current	Alternative service delivery		
	Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Description of option:	Retain existing LTPP arrangement	WRC to take over the contract monitoring/management roles and responsibility	TDC to take over the contract monitoring/management roles and responsibility	WRC & TDC to take over the contract monitoring/management roles and responsibility
Qualitative assessment:	The LTPP has achieved its original contractual obligations and is currently in a contract monitoring phase. The role of ongoing contract management and responses to external queries exists whilst the NDRA contracts are in place	There is an opportunity for the existing LTPP and LTPT to be disestablished and WRC to take over the contract monitoring/management roles and responsibility for the LTPP going forward	There is an opportunity for the existing LTPP and LTPT to be disestablished and TDC to take over the contract monitoring/management roles and responsibility for the LTPP going forward	There is an opportunity for the existing LTPP and LTPT to be disestablished and for WRC & TDC to take over the contract monitoring/management roles and responsibility for the LTPP going forward. Due to the small scale of the ongoing contract monitoring/management roles, this option has not been considered further
Quantitative assessment required? (Y/N)	Yes	Yes	Yes	Yes
Annual expenditure (date range assessed 2021-2023)	\$ 250,376 - 325,680	Less than status quo	Less than status quo	Less than or equal to status quo
Trustee Expenses	\$ 65,320.00	Equal	Equal	Equal
Employee Expenses	\$ 89,758.00	Equal	Equal	Equal
Office Expenses	\$ 13,000.00	Less than status quo	Less than status quo	Less than status quo
General (Professional services, other)	\$ 157,602.00	Less than status quo	Less than status quo	Less than status quo
Total Expenses	\$ 250,376 - 325,680	Less than status quo	Less than status quo	Less than or equal to status quo
Overall cost savings	N/A	5.00	5.00	3.00
Financial benefits (out of 5):	1.00	5.00	5.00	3.00



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Analysis – Non-financial benefits criteria

The following assessment criteria have been applied when scoring and ranking the option in the Service Delivery Options Review template.

Level of benefit		Low level of benefit	Medium level of benefit	High level of benefit
Score		1	3	5
Assessment criteria	Rationale for including this criteria			
Direct focus on project outcomes	<i>A direct focus on project outcomes was a key driver for the past success of the LTPT. It is important that the outcomes achieved to date are not undone.</i>	Large organisation managing many programmes of work with risk with the risk of losing focus	NA	Project/entity established to primarily achieve one outcome
Ability to monitor and action external factors that may impact the Nitrogen reduction agreements (i.e OverseerFM)	<i>We understand that the external environment is changing and the NDRAs are subject to external factors influencing how they are managed. The entity managing the LTPT going forward needs to be able to respond to external change.</i>	Changes to external environment will likely require external support	NA	Strong ability to pivot and react to external changes
Separation of local government change in leadership due to election cycles	<i>Separation from local government election cycles has allowed for the LTPT to act independently to date. Long-term commitment to the project is still important for the future phases.</i>	Change in leadership due to election cycles	N/A	Long-term resource commitment to the project
Long enduring relationships, reputation and trust with Taupo District locals	<i>This is important due to the nature of the NDRAs linked to Taupo District Locals. Long enduring relationships/reputation will streamline administrative processes and support the NDRAs being adhered to.</i>	Negative public sentiment through most recent public engagement	Neutral or slightly positive public sentiment through most recent public engagement	Positive public sentiment through most recent public engagement
Independence of a body managing the contracts	<i>Many contracts managed by an organisation creates the potential for conflict of interest or lack of direct focus on outcomes. The future of the LTPT will need to take this into consideration.</i>	Many contracts managed by an organisation with potential for conflict of interest	N/A	Organisation with a focus on management of contracts
Operating independently of the regulator	<i>Operating independently of the regulator is important due to conflicting functions between NDRA management and regulatory functions. The future of the LTPT will need to take this into consideration.</i>	Organisation undertakes a regulator function that may cause a conflict of interest	N/A	Organisation can operation free from any conflict of interest
Access to science-based expertise in Land and Soil / Water Quality	<i>There is a likelihood that access to subject matter expertise will be required to respond to change. The future of the LTPT will need to take this into consideration.</i>	No capability, will need to outsource	Some capability to undertake work in this area	Well established in-house team undertaking work in this area



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REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Analysis – Non-financial benefits

Assessment Criteria/Key:	
5	Significant benefit
3	Medium benefit
1	Minor benefit

Service Delivery options	Remain as current	Alternative service delivery		
	Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Quantitative assessment comments:	The LTPT has provided financial statements to benchmark the minimum cost requirement for operating of the LTPT/LTTP. Noting that there are many unknown cost elements that may arise due to change in the regulator environment.	WRC in-house delivery will provide cost savings by eliminating the need for the annual Trust costs and largely undertaking any ongoing tasks in-house. It should still be noting that there may be additional resourcing requirements at WRC to successfully maintain the original LTPT intent	TDC in-house delivery will provide cost savings by eliminating the need for the annual Trust costs and largely undertaking any ongoing tasks in-house. It should still be noting that there may be additional resourcing requirements at TDC to successfully maintain the original LTPT intent	Shared WRC & TDC in-house delivery will provide cost savings by eliminating the need for the annual Trust costs and largely undertaking any ongoing tasks in-house. It should still be noting that there may be additional resourcing requirements at both WRC & TDC to successfully maintain the original LTPT intent
Direct focus on project outcomes	5	3	3	3
Ability to monitor and action external factors that may impact the Nitrogen reduction agreements (i.e OverseerFM)	3	5	3	5
Seperation of local government change in leadership due to election cycles	5	1	1	1
Long enduring relationships, reputation and trust with Taupo District locals	5	3	5	3
Independence of a body managing the contracts	5	1	5	1
Operating independently of the regulator	5	1	5	1
Access to science-based expertise in Land and Soil / Water Quality	1	5	3	5
Non-financial benefits (out of 5):	4.14	2.71	3.57	2.71



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Options review – Analysis output

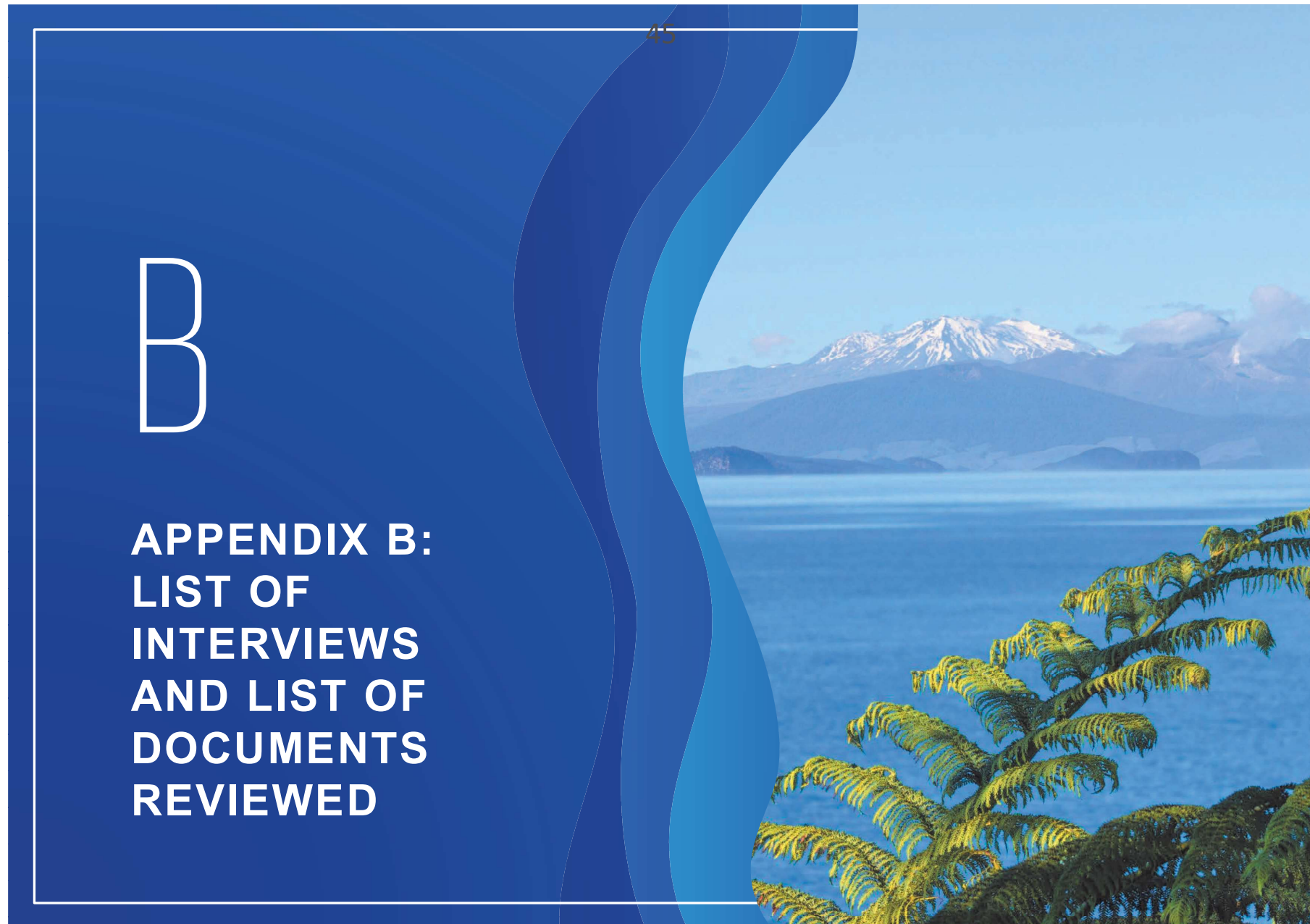
Service Delivery options	Remain as current	Alternative service delivery		
	Status quo (JC/CCO)	WRC in-house delivery	TDC in-house delivery	Shared service agreement between WRC & TDC
Financial benefits (out of 5):	1.00	5.00	5.00	3.00
Non-financial benefits (out of 5):	4.14	2.71	3.57	2.71
Total score (financial plus non-financial benefits, out of 10):	5.14	7.71	8.57	5.71
Ranking:	4	2	1	3



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Appendix B: List of interviews

Entity	Name	Role	Interview date
Crown	Lorena Stephenson	Director of Investment	12 September 2022
Te Kotahitanga o Ngāti Tūwharetoa	Te Ngaehe Wanikau	Trustee	14 September 2022
	George Asher	Trustee	
Waikato Regional Council	Neville Williams Hodge	Director	16 September 2022
	Kathy White	Deputy Co-Chair	
	Mali Ahipene	Pou Tūhono	
Lake Taupō Protection Trust	Clayton Stent	Trustee & Chair	19 September 2022
	Sue Rickman	Trustee & Deputy Chair	
	Jerry Rickman	Trustee	
	Gerald Fitzgerald	Trustee	
	Marion Peck	Trust Manager	
Taupō District Council	Andrew Peckham	General Manager – Operations and Delivery	20 September 2022
	Kylie Leonard	Taupō East Ward Co-Ordinator	
	John Williams	Councillor	
Ngāti Tūwhareoa Māori Trust Board	Peter Shepherd	Natural Resources Manager	23 September 2022
	Tangonui Kingi	Trust Board Member	



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Appendix B: List of documents provided

Lake Taupō Protection Project Document Name	Source	Date received/accessed
Lake Taupo Protection Project 2021-2031 Proposal Summary	Provided by client	2 August 2022
Lake Taupō Protection Project Trust - Trust Deed 2007	Provided by client	30 August 2022
Lake Taupō Protection Project Trust - Trust Deed Variation 2013	Provided by client	30 August 2022
Lake Taupō Protection Project - Project Agreement 2007	Provided by client	30 August 2022
Lake Taupō Protection Project - Project Agreement - Variation 2016	Provided by client	30 August 2022
Lake Taupō Protection Project - Project Agreement - Variation 2018	Provided by client	30 August 2022
Lake Taupō Protection Project - Funding Deed 2007 -	Provided by client	30 August 2022
Lake Taupō Protection Project - Monitoring Deed 2014	Provided by client	30 August 2022
Lake Taupō Protection Project - Monitoring Deed Variation 2018	Provided by client	30 August 2022
Lake Taupō Protection Joint Committee - Monitoring Report 2020-2021	Provided by client	30 August 2022
Lake Taupō Protection Project Trust - Trust Deed 2007	Provided by client	30 August 2022
Lake Taupō Protection Project Trust - Trust Deed Variation 2013	Provided by client	30 August 2022
Lake Taupō Protection Project - Project Agreement 2007	Provided by client	30 August 2022
Lake Taupō Protection Joint Committee - August 2022 Meeting Minutes (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - August 2022 Meeting Agenda (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - April 2022 Meeting Agenda (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - March 2022 Meeting Agenda (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - September 2021 Meeting Agenda (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - May 2022 Meeting Minutes (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - November 2021 Meeting Minutes (PEX and Open)	Provided by client	1 September 2022
Lake Taupō Protection Joint Committee - Addendum Pack October 2021	Provided by client	1 September 2022
Lake Taupō Water Quality Reports (3x most recent copies)	Provided by client	1 September 2022
Lake Taupō Protection Project - Most recent Lake Taupō Management Plan (Environmental Protection)	Provided by client	1 September 2022
2020 Lake Taupō Protection Trust Chairman's Report	Provided by client	1 September 2022



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APPENDIX C: GLOSSARY OF TERMS



REVIEW OF THE LAKE TAUPŌ PROTECTION PROJECT

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Appendix C: Glossary of terms

Acronym/Term	Description
CCO	Council Controlled Organisation
CCTO	Council Controlled Trading Organisation
IP	Intellectual Property
JC	Joint Committee
LGA	Local Government Act 2002
LTP	Long Term Plan
LTPP	Lake Taupō Protection Project
LTPPJJC	Lake Taupō Protection Project Joint Committee
LTPT	Lake Taupō Protection Trust
NDRAs	Nitrogen discharge reduction agreements
OWP	Officials Working Party
RMA	Resource Management Act 1991
Sol	Statement of Intent
TDC	Taupō District Council
TMTB	Tūwharetoa Māori Trust Board
WRC	Waikato Regional Council
WSE	Water Service Entity



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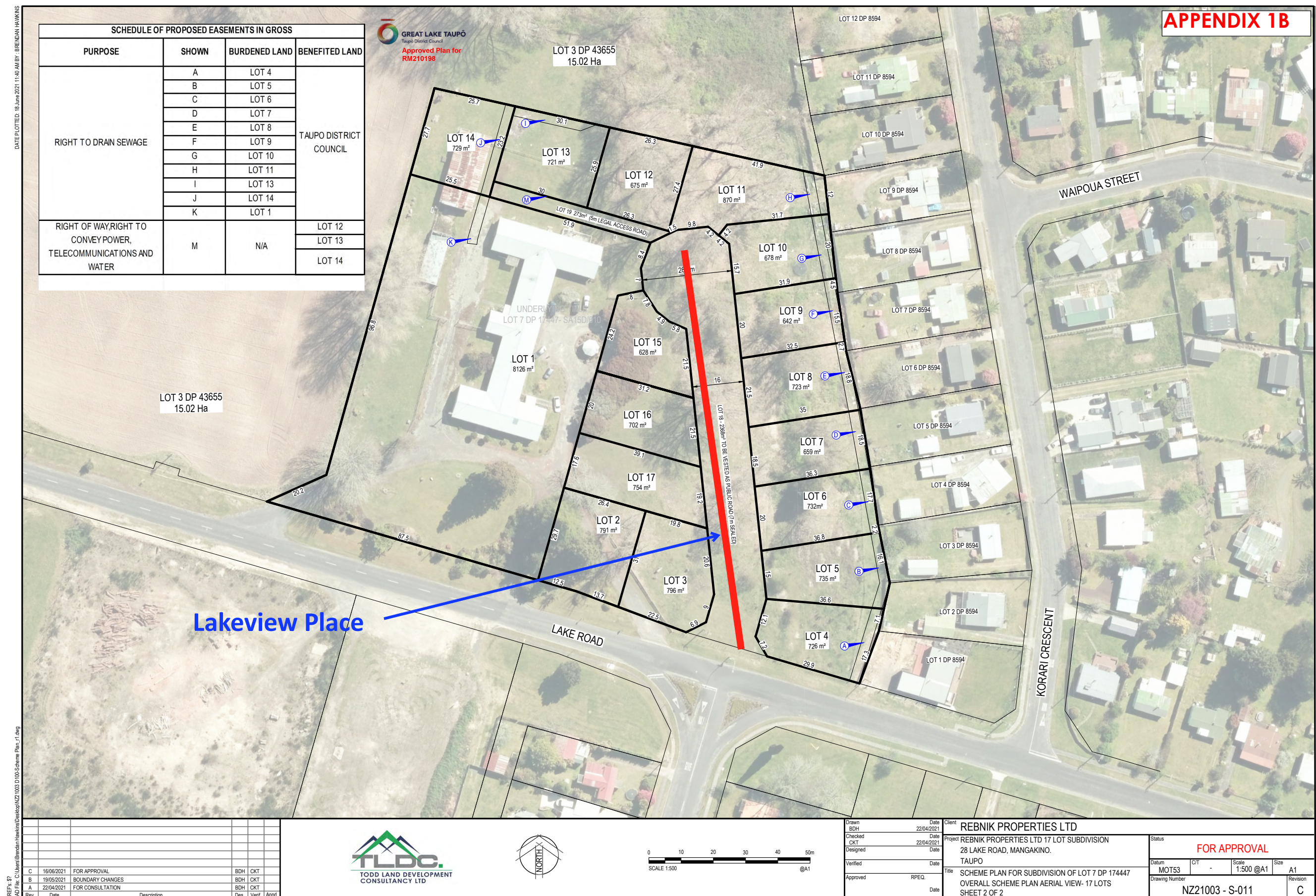
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No.	Comment/Feedback	Received from	Completed?	KPMG Response
	Page 13 KPMG commentary signals that KPMG was unable to obtain evidence of services. It would be useful to add commentary to understand why.	WRC		We have added additional information to support the "evidence of services" statement where possible.
1			Yes	
	Page 23: A correction to the text box at the bottom of the page. Tuwharetoa Maori Trust Board have been involved in the project as a member to the LTPJC from the outset (in 2018 a change to the agreement was made to allow TMFB to appoint rather than nominate its members).	WRC		Actioned
2	Appendix A: Add commentary to explain why each of the assessment criteria is considered relevant/important.	WRC	Yes	Actioned
3	Page 12: Correction "Waikato District Regional Council".	WRC	Yes	Actioned
4			Yes	
	Financial benefits The general expenses identified for the trust have always fluctuated as they will in the future. Recent material professional fees have been incurred in enforcement and plan change issues.	LTPJ		This has been noted.
6	There is therefore an element of uncertainty as to the level of these items going forward but it is certain that they will be incurred by any successor entity if the integrity of the public investment and the project as a whole is to be preserved.	LTPJ	Yes	This has been noted.
7	KPMG has not provided any details of its analysis of the counterfactuals and so it is very difficult to comment.	LTPJ	Yes	A detailed cost estimate was not included as part of the KPMG scope therefore a high level qualitative assessment has been undertaken to differentiate between the cost of service delivery by the proposed Trust and the cost of service delivery by the proposed WRC.
8	However, we would be surprised if a successor to the Trust could achieve meaningful savings within this category, and at the same time properly fulfil the roles of management, monitoring and enforcing the Nitrogen Reduction Agreements.	LTPJ	Yes	This has been noted.
9	Further, we are a little confused by KPMG's scoring methodology. Attributing a score of '1' to the Trust, but a score of '5' to each of WRC and TDC seems to suggest that the financial costs of the Trust is 5x that of those counterfactuals?	LTPJ	Yes	The scoring has been undertaken around "benefits", i.e. a '1' having least benefit and '5' having the greatest benefit. They are not multipliers of financial cost.
10	Given the conclusion of equality for some substantial line items (trustee and employee expenses), and our assessment of the likely cost of general expenses likely to be incurred by any entity, this seems surprising.	LTPJ	Yes	This has been noted.
11	Without the viability of KPMG's analysis of these matters we are therefore unable to comment in any substantive way about KPMG's scoring of financial benefits on page 30.	LTPJ	Yes	A detailed cost estimate was not included as part of the KPMG scope therefore a high level qualitative assessment has been undertaken to differentiate between the cost of service delivery by the proposed Trust and the cost of service delivery by the proposed WRC.
12			Yes	
13	Non-financial benefits We disagree with KPMG's relative scoring of WRC's ability to monitor and action external factors that may impact the Nitrogen Reduction Agreements.	LTPJ		This has been noted.
14	An independent entity with a more focussed set of objectives will generally better discharge their function than an entity with a broad range of competing responsibilities and people with other competing functions.	LTPJ	Yes	We agree with this statement, this has been noted.
15	Out practical experience supports this view.	LTPJ	Yes	This has been noted.
16	We are surprised that KPMG considers 'access to science-based expertise in land and soil/water quality' is relevant as section 17A governance matter both as a matter of law and a matter of practical relevance to the future operations identified by KPMG.	LTPJ	Yes	This has been noted. Our analysis has determined that this is an important factor in effectively establishing and monitoring the NDRAs.
17	Assuming that this is a relevant consideration if the purpose of a section 17A review it seems to us questionable whether 'access to science' should be given the same weighting as the other factors which are clearly governance matters directly relevant to the preservation of the integrity of the project.	LTPJ	Yes	This has been noted. We have taken this into consideration and undertaken sensitivity testing in response to this comment. The overall ranking remains the same when altering the weighting.
18	Finally, we note that KPMG has rated the Trust '1' for access to science-based expertise. We are unsure why they have done so (although we have noted the assessment framework at page 28). We could have assumed that any ongoing role of the Trust would continue to have access to the science resources of WRC to a similar extent as TDC, with a similar consequential score.	LTPJ	Yes	This has been noted. We have taken this into consideration and undertaken sensitivity testing in response to this comment. The overall ranking remains the same when altering the weighting.
19			Yes	





TAUPŌ DISTRICT COUNCIL

PERFORMANCE REPORT

January 2023

JANUARY 2023

CEO'S COMMENTARY

Kia Ora Koutou

Welcome back everyone into a brand-new year, I hope you all managed to have a break over the Christmas period and spent plenty of quality time with loved ones and enjoyed the few days of sun. I would also further like to give a big shoutout to those that worked through the holiday period to keep our district moving, your hard work and dedication is outstanding.

A new year brings new opportunities and as many of you know, I announced my resignation at the end of 2022 due to accepting the role of Chief Executive Officer at the New Plymouth Council which I begin on the 27th of March. This was an incredibly difficult decision for my family and I, given that the Taupo District is (and always will be) our home. For me to be able to lead an organisation in the sector I am passionate about in my own community has been an amazing experience, and one that I will always be grateful for, and proud of. However, the time has come for my career to expand my horizons, and in this respect, I am looking forward to continuing our journey with challenges and new beginnings.

If you stayed around the district over the holiday season you might have noticed our facilities were very busy, in fact we even had our busiest day for a few years at the AC Baths with more than 1600 visitors on January 6th. It was great to see the community buzzing with people, enjoying all that we have to offer and utilizing it with respect, we work hard to provide these resources for the community which is why it is a rewarding feeling seeing the amount of use they have received.

Speaking of hard work, our projects have been full steam ahead again after the well-deserved break. The Town Centre Transformation is onto its final stage with some landscaping and roadworks being carried out to get those final touches in place, the most exciting part is the mana whenua features going in and remaining covered until the blessing and unveiling on the day of the grand opening, these will make this space very unique to Taupō.

Another project coming to its completion date is the new Airport Terminal. With new furniture and discussions of blessings in place, it is exciting to see this coming together where we will be able to share with the community very soon. On the 7th of February transition of functionality will take place with a morning flight departing from the old terminal and the afternoon flight landing in the new terminal.

Like Council's around the country, we're busy responding to the Government's reform programme, this includes Three Waters Reform, the replacement of the Resource Management Act and the Future for Local Government review. The level of reform is unprecedented and happening faster than we would like. We are taking every opportunity to provide feedback and input to influence the development of legislation that best meets the needs of our communities. We will continue to keep you updated with the actions Council has taken and feedback it has provided.

As mentioned above, this will be my last report as the Chief Executive of the Taupo District Council. In that respect, I would like to publicly acknowledge the amazing team of staff (past and current) that make this organisation tick. Very little of what I have had the privilege to be involved in over the last almost eighteen years could not have been

JANUARY 2023

achieved without the hard work and dedication of many individuals, right throughout the organisation.

In these post COVID times, communities seem to be quick to blame public servants (and others) for things occurring that they are not comfortable with. I would like to note for the record that almost without exception, the people that I have been fortunate to work with over the years at Taupo District Council have been dedicated to outcome, striving to do their best, and willing to sacrifice to get an outcome for the place that they love. Our people are our biggest asset, and they deserve all of our respect.

Likewise, I would like to acknowledge and thank the Governance team of our district, past and present. Not only did you give “a boy from Tūrangi” a chance to lead this place, but you have also supported the team, myself, and my family through good and bad times. Being a student of local government, I observe Council’s all around the country, and I know that Taupo has been extremely well served over the years by the standard and dedication of our elected members.

On top of that, the way that the Governance and Management teams work together to achieve cool things, while respecting the boundaries of roles, is unique, and sets us apart. Thank you to you all for that support and openness to approach things this way.

Lastly, I can reflect on a lot of projects that I am incredibly proud of being a small part of over the years. Notable examples include the work around the Commercial and Industrial Structure Plan (which resulted in planning provisions protecting our CBD, as well as physical upgrade programmes etc), the advancement of our relationships with Tāngata Whenua (including things such as the Mana Whakahono agreement for Tūrangi, but demonstrated by the feedback around trust by our iwi partners during the recent CouncilMark review), and the planned and controlled developments of our District that are continuing to make this place great.

We have worked through some significant challenges such as large wastewater spills, global pandemics, and adverse weather events. I have always been proud of how we have all rolled up our sleeves to get the work done, and how this has been recognised in subsequent reviews.

In my time we have built some great things that have changed the community, including assets such as Riverside Park, the Great Lake Pathway, the ETA, the Town centre Transformation, an airport terminal, many water and wastewater plants, playgrounds and skateparks. We have also continued to provide (and make improvements to) our amazing levels of service, consistently exceeding the national benchmarks around things like regulatory consents, operations of our three waters networks as well as our parks and garden networks. ‘

There are however three things that I am most disappointed that I will not see to fruition. Firstly, the IRONMAN 70.3 World Championships, which is set down for 2024. As a sport I am passionate about (and has changed my life), I felt very privileged to have been able to work on this bid all those years ago, and then get so close to delivering it in 2020 before COVID delayed it. I will certainly be returning as a spectator for what will be an amazing few weeks for the Taupo District and New Zealand.

Secondly, I am saddened that I will not be able to see the opportunities for one of my “home-towns” – Tūrangi as a result of the Mana Whakahono agreement. Tūrangi has so many opportunities in the future, and I think that what we have set up here has the real potential to make a significant difference to that community, in a uniquely Tūrangi way.

Lastly, not being able to see the completion of our Civic Administration Building is disappointing. It has been an incredibly difficult time for the organisation being spread over so many different venues and not having a “heart”, being able to build and maintain

JANUARY 2023

culture under these circumstances has been challenging. The lack of a home base is the most common feedback as a negative element for working here from staff leaving the organisation, and during staff surveys. I understand that spending ratepayers' money on offices is never going to be a popular topic, and that people will struggle to understand the link between a physical spend on a building, and efficiencies gained as a result, however it is fundamental for the future of this organisation.

There is no other thing that will have a bigger positive impact on how we deliver for our community. For this building to be the partnership that it is going to be with our partners, makes it even more significant. I look forward to returning for a coffee in the new buildings café and being able to reflect on those days before we had a home.

With all that said, thank you again, it has been a blast.

Nga mihi nui



Gareth Green

CEO Taupo District Council



JANUARY 2023

2. STRATEGIC PRIORITIES

CAPITAL INVESTMENT PLAN

Deliver our Capital Investment plan as identified in year one of the LTP (including shovel ready monies). Progress in January:

- Significant work is underway to review all Annual Plan 23/24 candidate projects with the business and apply a prioritisation criterion to develop a plan that is realistic, deliverable and meets the needs of our District and its stakeholders. A workshop is planned with Council on 7th March.

HOUSING

Develop a housing strategy for the district. Key housing areas include social housing, housing for the elderly, papakāinga, and affordable housing. Progress in January:

- Work is being finalised on our Housing Strategy. The strategy will articulate the desired housing outcomes for Taupō.
- The strategy looks at all tools (regulatory and non-regulatory) available to council, supported by an implementation plan that lists actions Council will take.
- An East Urban Lands (EUL) release plan has been drafted. This plan looks at ways we can maximise social and economic outcomes for our community as the land is developed.
- In December we have put out an ROI seeking a single developer or development consortium to assist with delivery of housing on a super lot in the EUL. A portion of this development will include affordable housing. The ROI closes at the end of February.

RECREATION AND ARTS

Complete a recreation, arts and culture strategy to a standard enabling future investment decisions and lease decisions to be made. Progress in January:

Sport and Recreation:

- A discussion was held with elected members on 31 January during which a draft strategy document was provided for feedback.
- Strategy principles and priority projects were extracted from the draft to form a consultation document.
- Consultation with the community will take place between 22/02/23 and 22/03/23 where we will collect community feedback and hold engagement opportunities (Taupo, Mangakino and Tūrangi) for the community to speak with council staff and Elected Members
- A Hearing is scheduled for 4 April.

Art and Culture:

- A draft will be provided to council for discussion in March 2023.

REFORM

Prepare for reform/change of local government - specifically three waters, RMA and Future for Local Government. Progress in January:

Local Government Reform

- Officers are in the process of creating a submission on behalf of council after the initial workshop.

JANUARY 2023

- Submission to be discussed with Councillors on 16 February 2023 for feedback.
- Final draft submission to go before Council for adoption 28 February 2023.

RMA Reform

- Bills released early December
- Draft submission formulated and discussed with Councillors on 2 February
- Final submission to be lodged on 17th February 2023

Three Waters Reform

Better Off Funding

- Better Off Funding application approved, first funding instalment received, Owen Delany Park Improvements project commenced.

Three Waters Reform Transition:

Programme Management:

- Ongoing Programme Management, including establishment of full risk register.
- Council briefing on new obligations to receive DIA approval for Significant three waters decisions.
- Review of three waters reform bill #2 (Water Services Legislation) & bill #3 (Economic Efficiency & Consumer Protection).

Strategic & Corporate:

- Commenced review of TDC Policies, Objectives and District Plan in light of three waters reform.
- Completed work to investigate which land assets upon which three waters infrastructure sits should be transferred to Entity B and which should be retained by TDC.
- Commenced Legal Transfer RFI identifying which TDC assets are three waters related. This will inform the 'allocation schedule'.

People & Workforce

- All TDC staff are set up on the NTU human resources portal ('The Staff Room').
- Responded to HR RFIs - 'Terms & Conditions of Employment' and 'Staff Function Review'.
- Ongoing staff communications, e.g., briefings to Water and Wastewater operation teams.

Communication & Stakeholder Engagement:

- Limited to regular updates to TDC webpage and Facebook page.
- Ongoing engagement with DIA regarding finance policies & positions, including 'Debt Validation Approach', 'Accounting Considerations', & 'Transfer Principles'.

Finance:

- Responded to RFI on operation costs.

Data & Digital:

- Commenced planning for data migration to Entity B.

Iwi & Māori Engagement

- Communication of TDC's understanding of which land will transfer and also our draft submissions on Bill #2 and Bill #3.

WAYS OF WORKING

Provision of and preparation for our new work environment - both physically and the way we work. Progress in January:

- Design Reference Group team currently in place to review the design of the new civic administration building
- Once complete, this will feed into the ways of working project, which is scheduled to relaunch later this year.

JANUARY 2023

DIGITAL TRANSFORMATION

Completion and uptake of Project Quantum to realise the investment made and opportunities it presents to be more efficient, customer focused, digitally enabled and outwardly focused. Progress in January:

- Remediation of CiAnywhere HR, Finance and Cemeteries function underway.
- 4 new staff have joined the Digital Solutions Team – covering IT support, Information Management and Project Management (Digital) functions. Recruitment proving to be difficult in the current market for Business Analysts and Solution Analysts to cover CiAnywhere, 3 waters and business projects. Recruitment of IT professionals is challenging in the current environment.
- Public Wi-Fi in TDC venues nearing completion with GLC, TEC, Airport, Taupo and Tūrangi service centres complete and OD Park underway.
- Follow me printing project in planning phase with the goal to print from any office securely (using your existing swipe tag) and to understand and reduce our printing requirements ahead of the new building.

CLIMATE CHANGE

Develop a strategy for how the organisation and the district responds to our climate change challenges in the short, medium, and long term. Give effect to the short term “quick wins”. Progress in January:

- Council adopted Emissions Reduction Targets and a Directive in August. Press release published and material is online. www.taupodc.govt.nz/climatechange
- Implementation plan being developed to meet agreed direction, including providing Business Case tools and supporting organizational awareness. This work will be completed by June 2023.
- Project plan being developed to look at Adaptation – the risks to Council and Taupō District from the effects of climate change, and any recommended actions. This work will be completed by June 2023.

WORLD-CLASS TEAM

Creating an empowered, engaged, and efficient workforce to be able to meet the organisational priorities. Progress in January:

- Employee Value Proposition work continues with Careers page refresh, an update to our Seek and Trade Me pages and a launch onto Linked In.
- Performance and Development process continues, Managers currently in the mid-year review phase.
- Engagement survey completed, with an uptick in the overall engagement score. Managers now conducting State of the Team conversations.

CONNECTIVITY

Play a lead role in drawing together national and regional agencies to support the work across the district, for better overall community outcomes. Progress in January:

- Membership and participation on a number of LGNZ, Taituara, and DIA working groups including Three Waters and Future of Local Government.
- Membership and attendance at the Taupō Collective Governance Group – a partnership with Tūwharetoa and a range of Government agencies working in the social sector.
- We also continue to work closely with DIA (Te Tari Taiwhenua), MBIE (Hīkina Whakatutuki) and MOT (Te Manatū Waka) to provide monthly updates (focusing on budget, employment, and social procurement outcomes) for our Tranche 1 Three Waters Projects and Shovel Ready portfolio, and as a partner in our airport. Our monthly MBIE reporting updates continue for Taupō Town Centre Transformation (TTCT).

JANUARY 2023

LOCALISM

Providing opportunities to give smaller communities and interest groups a voice in what we do. Progress in January:

- Undertaking the development and execution of a suite of initiatives designed to build relationships with communities across the rohe and educate communities on how they can participate in the democratic decision-making process.
- Work continues to refine and prioritise how we support community groups to achieve aspirations and meet demand for this support. One priority area is building capability and capacity to improve future proofing of groups we have partnership agreements with, particularly as we near the last year of these agreements.
- Early-stage conversations are being had internally and with some community groups around desire for community plans to be developed with Council playing a facilitation role. A starting point has been the collation of information from each community on previous submission feedback, that can be fed into the early process of LTP development
- Our recent community response to Cyclone Gabrielle also strongly reflected our localism approach and support for communities

SERVICE

Lift our service standards through the organisation, benchmarked against non-local Govt peers. Progress in January:

- Despite the temperamental weather, all three Customer and Visitor Centres across the rohe have seen an increase in foot traffic in January. The Taupō and Tūrangi Customer and Visitor Centres have had an impressive 21.5% increase and 36% increase respectively. Taupō reached over 350 customers a day, a number not seen since before the pandemic. A big drive behind these increases is the influx of tourists coming to experience our district and all it has to offer. The Tongariro Alpine Crossing has been a top enquiry for both the Taupō and Tūrangi Customer Services teams, along with the successful recycling campaign with enquiries for recycling bins reaching new levels. Mangakino is definitely a hot spot for Timber Trail enquiries and the library section a favourite for visiting whanau in the wet weather.
- Contact Centre was rocking it out this January. Lots of visitor queries were coming through especially regarding what can be done on rainy days!! Also, lots of thanks and praise to our hard-working rubbish and recycling team. The contact centre have enjoyed listening to the community this month and especially how they are getting on board with the recycling plan by separating the glass and plastic. Positive feedback around the fireworks and how appreciative it was since fireworks didn't happen in November. It's nice to have a change of positivity coming through the calls especially how busy the team has become in the past few months.
- At The Events Centre and AC Baths, the summer period has kicked off with the hydro-slides, rock wall, gym, and pools in full swing and as always, a favourite to locals and visitors alike. For the first time since early 2020 we are almost hitting our high numbers each day. As we were anticipating the influx over the festive/summer season, unfortunately our business was also hit with recruitment issues which was evidenced across similar service providers in Aotearoa. The team came together and filled in vacant shifts to keep our community happy. At times we had to close the pools due maximum capacity being reached and monitor a one-in-one-out approach to keep things open and safe for the public. There were some stressed customers as expected, but overall, there were more kinder ones than stressed which was awesome to see and kept the staff's morale high during this busy period.
- Operationally, we appreciate the tremendous growth this busy period has brought after the gloomy Covid season, and we look forward to getting back our numbers to how it was pre-Covid and be one of the safest aquatic playgrounds for all whanau in Taupo.

JANUARY 2023

INTEGRATED CO-GOVERNANCE AND MANAGEMENT

Through everything that we do. Progress in January:

- Ongoing comms and engagement with the whānau lead for Kohineheke in light of whānau aspirations for when the land interests of the Ancillary Claims Deed is vested free of reserve status in the original owners.
- Te Kopu ā Kanapanapa/Te Kaupapa Kaitiaki. A project initiation document has been drafted for the Iwi & Co-Governance Team to provide support individually or collectively to hapū than hapū being solely reliant on statutory bodies to transfer and unpack often complicated information to voluntary hapū representatives.
- TMTB JMA negotiations – we expect this will commence shortly. Awaiting confirmation from TMTB.
- Wastewater management for Taupō North – working committee meeting held with hapū reps
- Continuing to work in partnership with Pukawa Marae / Ngāti Manunui to plan and deliver district wide - Waitangi ki Pukawa Festival 2023
- Ongoing mahi with Ngāti Turangitukua Mana Whakahono – preparation for establishment of co-governance committee and associated action points
- Follow up meetings with Ngāti Te Rangiita reps regarding planning and process for a new Motutere Recreation Reserves Management Plan

Te Reo Māori Guidelines

- Drafting content

Māori Engagement Framework

- Drafting content

Co Governance and Iwi Partnerships Strategy

- Working on project plan
- Collating background information

Iwi Partnerships

- Working on setting up catch up with Raukawa and WRC
- Catch up with WRC Taupo staff working with Iwi Partners

Advocacy

- Natural and built environment act and Spatial planning act – summary points from a Te Ao Māori perspective for Policy team to consider in council's submission.



JANUARY 2023

3. FINANCIAL SUMMARY

3.1 REVENUE & EXPENDITURE PERFORMANCE

Figure 1 below sets out the Revenue & Expenses for the financial year to January 2023.

Revenue is ahead of budget across most key revenue lines. In particular, our subsidies and grants revenue is higher than budget because of revenue from central Government in relation to the Taupo Town Centre Transformation Project (\$4.15m), Kerb & Channel funding (\$1m) and Better-off funding of (\$0.493m). Other grant revenue is ahead of plan by \$645,000, but Waka Kotahi subsidy funding is behind plan (due to the timing of maintenance and capital work) by \$83,000

Development Contributions are ahead of plan (\$2.7m) mainly due to timing of when we estimated the contributions would fall due.

Revenue from fees and charges are also tracking higher than budget, driven by more property development and construction activity across the district. Specifically, building and resource consent fees are up on budget by \$480,000 year to date. Solid waste revenue is up by \$629,000 year to date, dog registration revenue is \$69,000 ahead of plan and revenue from our venues is also ahead of plan by \$448,000 due to high usage of pools & GLC over the holiday period.

Finance revenue is ahead of plan by \$603,000 due to gradually increasing returns on term investments as well as more cash than budgeted available to be invested.

\$000	YTD Actual	YTD Budget	YTD Variance
REVENUE			
Rates	48,551	48,453	98
Subsidies and Grants	8,883	2,673	6,210
Development Contributions	7,430	4,717	2,713
Fees and Charges	8,220	6,369	1,851
Finance Revenue	2,787	2,184	603
Other Revenue	701	768	(67)
TOTAL REVENUE	76,572	65,164	11,408
OPERATING EXPENDITURE			
Personnel Costs	16,384	15,647	(737)
Depreciation	14,520	14,501	(19)
Finance Costs	5,651	5,480	(171)
Other Expenses	25,835	25,869	34
TOTAL OPERATING EXPENDITURE	62,390	61,497	(893)
NET SURPLUS / DEFICIT	14,182	3,667	10,515

Figure 1: Statement of Revenue & Expenses at 31 January 2023

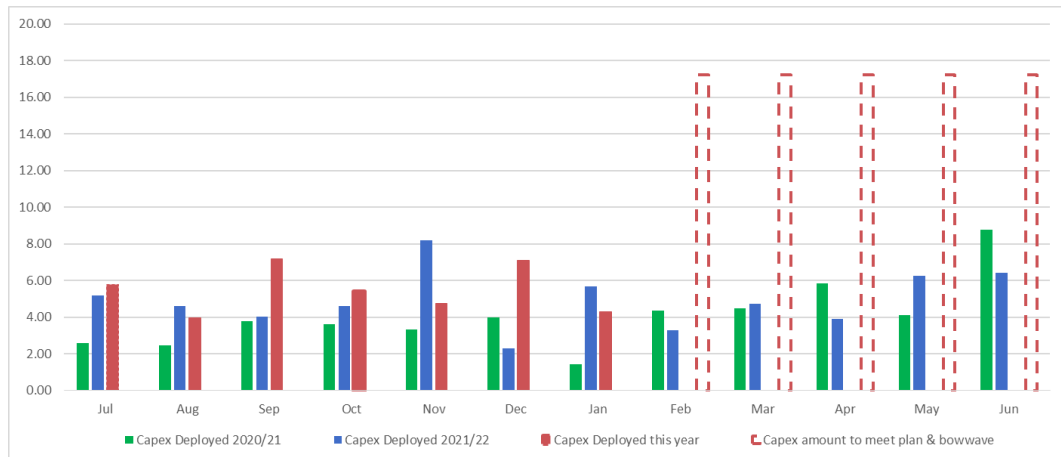
Total operating expenditure is more than budget year to date by \$893,000. This is due to:

- Personnel costs being higher than planned by \$737,000 this includes salaries funded by 3 waters transition funding, timing variances and other increases. We will provide a breakdown for the next Council meeting.
- Finance costs are higher than planned by \$171,000 as we see increased interest rates having an impact. The expected overrun in finance costs will be forecasted and a budget change resolution will be brought to the next Council meeting.

JANUARY 2023

3.2 CAPITAL INVESTMENT PERFORMANCE

We have deployed \$38.5m of capital expenditure in the July to January period. This is below the amount we need to achieve to meet the Annual Plan of \$74m plus the bow wave¹ from 2021/22 of \$50m. For the same period last year we had deployed \$34.6m.



¹ Bow wave is the portion of unspent capital & renewals budget carried forward from last financial year

JANUARY 2023

4. TREASURY REPORT

4.1 TREASURY COMPLIANCE

The table below sets details our compliance with the Treasury Management Policy as at 31 January 2023.

DEBT MANAGEMENT		
Measure	Compliance Status	Required by
Interest Rate Risk	✓	TMP
Funding Maturity	✓	TMP
Carbon unit coverage/ hedging	✓	TMP
Liquidity	✓	LGFA
Net Debt	✓	LGFA
Debt/ Revenue	✓	LGFA
Interest Cost/ Rates Revenue	✓	LGFA
Interest Cost/ Total Revenue	✓	LGFA
Debt affordability	Measured at the end of the financial year only	LGA
Balanced budget benchmark		LGA
Debt servicing benchmark		LGA
INVESTMENT MANAGEMENT		
Investment Maturity	✓	TMP
Counterparty Credit Limit	✓	TMP
Strategic Asset Allocation	✓	TMP

Note: Carbon Units have been purchased to ensure our obligations for the 2023 and 2024 financial years are covered. The cost of these units aligns to the total cost of carbon set out in the 2023 Annual Plan.

JANUARY 2023

4.2 CEO DELEGATIONS REPORTING

CEO approval of budgeted expenditure over \$500,000:

07/02/2023 CN447 Tirohanga Road Widening – Inframax Construction
\$812024.75











08/02/2023 CN255 Extension of the Street Litter & Recycling Bin Collection
Contract 1.3.2023-28.2.2024 – Total Industrial Solutions \$219047.00

20/02/2023 CN473 Mangakino Water Pipelines 2023 – Nolan Drainage
\$1,027,387.02









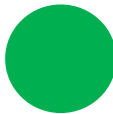



CEO approval of unbudgeted expenditure over \$50,000: Nil to report
this month

JANUARY 2023









5. SIGNIFICANT PROJECTS

PROJECT	ON TIME	ON BUDGET	COMMENTS
WATER			
Kinloch Drinking Water Standards NZ Upgrade			<p>Construction underway, delays due to finalizing detailed design (contractor to submit EOT).</p> <p>Expecting additional costs due to Geotech design changes and cost fluctuation estimates.</p> <p>The watermain package is progressing well with completion on target for the end of June 2023.</p> <p>35% complete</p>
Omori Water Plant Upgrade			<p>Detailed design underway, timeline has slipped due to delays with Kinloch - contractor to submit EOT</p> <p>5% complete</p>
Tauhara Ridge Reservoir & Airport Connection			<p>Delays with consultants for modelling, however nearing completion. Reservoir design RFT with consultants to price.</p> <p>5% complete</p>
TRANSPORT			
Shared Paths and Access Pathways – ETA Shared Path			<p>Project completion anticipated within the coming month, formal opening day planned for March 2023.</p> <p>95%</p>
Tūrangi Street Revitalisation			<p>With the last street in Package 3 getting kerb and channel installed it will see the Contractor move into package 4 with Puataata Road being the first.</p> <p>Package 2 tree planting program was a success with all trees ordered for package 3 and scheduled to be installed end of April '23.</p> <p>Due to the concrete Ash plant closing down the contractor is trucking concrete from Taupo or Taumarunui, weather delays, contractor's overhead increases, concrete increase and other project costs increasing, it has placed strain on the budget making it difficult to complete all streets in all 5 packages. Currently working with contractor and MBIE on a resolution.</p> <p>70% complete</p>











JANUARY 2023

PROJECT	ON TIME	ON BUDGET	COMMENTS
COMMUNITY FACILITIES			
Te Kapua Park Playground Upgrade			Playground equipment provider has been procured and work under way to complete detailed design. Order equipment and secure main contractor by the end of the year. 40% complete
Tūrangitukua Park Community Sports Facility			Some delays encountered due to design and material procurement, the final impact on overall programme and completion date is end of March 2023. This is being actively monitored. 90%
Tūrangi Recreation & Activities Centre (TRAC)			Project team undertaking a period of due diligence following completion of discovery and scoping phase. Aim is to present back findings and recommendations to new (mana Whakahono) co-governance group and elected members in the New Year. 14% complete
Mangakino Lakefront Upgrade Project			We have a signed contract with toilet supplier, Construction start date mid May 2023. Boat ramp renewal on hold until community consultation has been completed. Parks & Reserves advised they would complete a temporary repair before Christmas. 10% complete
WASTEWATER			
View Road Stage 2 LDS Expansion			Detailed design 95% complete, expecting site establishment in early March. Risk that the Cyclone may impact the supply of the pivots due to the supplier being located in Hawkes Bay and significantly impacted 6% complete
Kinloch WWTP Upgrade			Complete - Project to be closed out this month 99.9% complete

JANUARY 2023

PROJECT	ON TIME	ON BUDGET	COMMENTS
Taupo Wastewater Southern Trunk Main Upgrade - Stage 1 (multi-year project)			Detailed design nearing completion, aiming to be out for tender in April. Risk around iwi regarding consenting requirements and their concerns around the design/alignment 15% complete
SCADA Upgrade			Upfront engineering of standard FTView code blocks continuing apace. Test facility set up at Taupo WWTP. Test sites are Whakamaru WTP for processor managed plant and Mangakino WTP for RTU managed plant. Operators starting to review screens in test site for functionality. Timeline will be extended from the original 30-06-2023 end date due to requirement to replace discontinued equipment before converting to FTView. May need to bring in additional resources to address Taupo WWTP upgrade and conversion 10% complete
DEMOCRACY AND PLANNING			
District Plan			Submissions have closed. 119 submissions were received, and over 1300 submission points. These will be notified for further submissions in March. We are anticipating a hearing mid-2023, but this is subject to Commissioner availability 70% complete
SIGNIFICANT PROJECTS			
Taupo Town Centre Transformation			We're in our final push to the finish line to make ready for openings on 9th and 11th March. There will still be works to complete after the opening. Costs are currently forecast to be approximately \$300K over budget however we won't know exactly for a few months as there are still a couple big ticket items we need to progress to get better cost certainty. 95% complete

JANUARY 2023

PROJECT	ON TIME	ON BUDGET	COMMENTS
3 Waters Reform Activities			<p>Bills #2 & #3 have been issued (draft submissions prepared) and increased DIA preparations for asset transfer, through issue of various documents and requests for information on all assets to transfer to Entity B.</p> <p>2023/24 will be financially challenging as Tranche 2 of DIA funding will not be directly accessible by Councils, however there are increasing demands on staff time to participate in transition activities.</p> <p>50% complete</p>
Taupō Airport Upgrade			<p>Airport Terminal is now live. Carpark software to go live week commencing 20th February.</p> <p>99.9% complete</p>
Waiora House			<p>Excellent progress in recent weeks with installation of exterior joinery and glazing and external cladding.</p> <p>Some delays encountered with cyclone Gabrielle the final impact on overall programme and completion date still being worked through.</p> <p>80% complete</p>
204 Crown Road - subdivision earthworks & Civil			<p>Seeking \$3.5m unbudgeted as part of annual plan.</p> <p>Options analysis underway in preparation for Exec discussion.</p> <p>5% complete</p>
EUL Stage 1 Lot 20 - Earthworks & Civil			<p>Seeking \$12.5m unbudgeted as part of annual plan.</p> <p>Further information being collated for Exec discussion.</p> <p>5% complete</p>



ON TRACK



ON TRACK
(MAY NOT
MEET TARGET)



WILL NOT MEET
TARGET



ACHIEVED

Te Ihirangi

**THE TAUPŌ REGIONAL DESTINATION
MANAGEMENT PLAN**

**KO TE MAHERE WHAKAHAERE MŌ TE
TAUNGA O TE ROHE O TAUPŌ**

2022



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Front cover image: A New Dawn, Omori
Left: Orakei Korako

TE IHIRANGI

FOREWORD

KO TE ANGA WHAKAMUA



It is with great pride that we bring you Te Ihirangi, the region's first ever formal Destination Management Plan (DMP). This plan belongs to everyone who lives and works in our region, and it supports those who visit.

Ngā Pou E Toru has been embedded as the fundamental foundations for the DMP, to grow our region in a way that reflects Ngāti Tūwharetoa tikanga and creates a 'Destination of Excellence' for residents, visitors, the environment, and the economy.

We are grateful to the mana whenua of this region and their representatives who have joined us on this journey, bringing the values and priorities of Iwi and of mātāwaka to this work. Together, we work as partners for all in this region.

It is important to acknowledge the many people who have contributed to building this plan, community organisations, businesses, Iwi Māori, our rangatahi, and many others. All of you have given your time generously to help us create a plan for an inclusive and thriving region.

I would especially like to thank the members of the DMP Leadership Advisory Group, who not only brought a diverse range of perspectives, but also enabled a co-ordinated approach between key stakeholders.

Thank you to all who have contributed a voice to this mahi, it will be a foundation for the future of our region.



Tē tōia, tē haumatia

NOTHING CAN BE ACHIEVED WITHOUT A PLAN AND WAY OF DOING THINGS

David Wilks
Chairperson
Leadership Advisory Group

5 December 2022

Right: Tongariro River Trail



EXECUTIVE SUMMARY

KO TE WHAKARĀPOPOTANGA KAIHAUTŪ

Life flows from here

Te Ihirangi – the Taupo Regional Destination Management Plan represents a new dawn in tourism planning. It outlines a common vision and framework for a more holistic and regenerative approach to tourism across the destination. This approach ensures that tourism adds true value to the destination, its communities, environment, and culture.

Te Ihirangi is a collaboration with Iwi, the community, and the key stakeholders that make up the broader tourism eco-system. It has been developed to give clear direction to everyone within the destination that contributes in some way to the visitor experience. It takes a holistic, value-driven approach to charting a plan for the Taupō Region that ensures tourism benefits the region into the future. It is a strategic resource and action plan to support residents, businesses, industries, and Iwi in their tourism-related endeavours.

The destination faces environmental, cultural, and social challenges. Te Ihirangi provides an opportunity for tourism to positively address these challenges. The actions outlined within the plan are guided by our destination story and underpinned by the vision and values that are important to us as a community.

Te Ihirangi focusses on supporting long term regenerative change so that tourism enriches our people, communities, and manuhiri while strengthening the mauri of our lands and waters for generations to come. Through a collective approach Te Ihirangi will drive a prioritised programme of activities to ensure that our region is a destination of excellence founded on caring for our land and our people.



Above: Kayak fishing in the Western Bays

TE IHIRANGI



Vision

We will enrich our people, our communities and manuhiri who value the place as we do, strengthening the mauri of our lands and waters for generations to come



Values

TUKUTAONGA We are proud of our place	TAU RANGATIRATANGA We are leaders	MANAAKITANGA We value our visitors and our communities	
KOTAHITANGA We work collectively and collaboratively	KAITIAKITANGA We value our natural taonga	AWHI We embrace, support and care for our communities and visitors	PONO We are true to our place and our people



Strategic Directions

Sustaining a successful tourism industry into the future that thrives through its values	Supporting the growth of a thriving Māori and cultural tourism industry	Creating destination governance structures that reflect the place and people and its values	
Creating opportunities for tourism to support environmental protection and enhancement activities	A pathway to a regenerative destination	Infrastructure that supports an effective and functioning destination	A destination that is not afraid to try new things



Actions

➤ Destination Leadership ➤ Our Culture ➤ Te Taiao the Natural World

➤ Enterprise ➤ People and Workforce ➤ Infrastructure



THE TAUPŌ REGIONAL DESTINATION MANAGEMENT PLAN - PAGE 5 / 23

TE IHIRANGI

1 INTRODUCTION AND CONTEXT - KO TE WHAKATAKINGA ME TE HOROPAKI

Te Ihirangi heralds a shift in thinking from economy-driven tourism to regenerative tourism. It considers the impact of tourism on our communities, cultures, our infrastructure, and our natural environments. It has a particular focus on the wellbeing of our communities and the role of kaitiakitanga (guardianship) in protecting and enhancing our environment for future generations.

1.1 Rethinking Tourism

The Ministry for Business, Innovation and Employment (MBIE), as part of its Covid-19 response, directed every destination to create a Destination Management Plan. This approach recognises that we can no longer aspire to exponential and unregulated growth in visitor numbers, and that we now need to focus on providing quality, high value experiences that deliver regenerative benefits to our communities and to the environment. The definition of value within this context has expanded from solely the economic to also include social, environmental, and cultural value. In turn, as an industry, we want visitation to the region to be valued by the destination's communities.

Te Ihirangi - the Taupō Regional Destination Management Plan has been developed using a guiding philosophy that tourism should leave this place better than before. This means moving to a more regenerative model focused on creating and sustaining a visitor industry that, over time, will have more apparent and positive impacts on the Taupō regional destination, enhancing the values that make it special. This shift will not happen quickly but is instead a journey that will take time. It will rely on the buy-in of local and central government, Iwi, business,

the community, and our visitors. Te Ihirangi has been developed with this long-term shift in mind. It aims to establish the social infrastructure that will be vital to creating and sustaining positive change.

Within the context of this plan the Tourism Industry is not limited solely to tourism operators. It includes the broader eco-system that connects an entire visitors' experience with the destination, such as accommodation and hospitality, private and public services and infrastructure, our environment, and our resident community. Visitors are those who choose to come to our destination whether it is for a holiday, business, to visit friends of family or are just passing through.

1.2 What is Te Ihirangi?

Te Ihirangi - A New Dawn


Destination management is the coordinated management of all aspects of a destination that contribute to a visitor's experience and needs. This includes considering the perspectives, needs and expectations of residents, Iwi, the business and tourism eco-system, and visitors themselves.

Destination management planning brings together different communities and stakeholders from within the region to achieve the common goal of developing a well-managed, regenerative visitor destination. It is an ongoing process that requires destinations to plan for the future and consider the social, economic, cultural, and environmental risks and opportunities.

The Taupō region's destination management process arose out of an earlier collaborative kaupapa between Te Kotahitanga o Ngāti Tūwharetoa, MBIE, Destination Great Lake Taupō, Department of Conservation, Taupō and Ruapehu District Councils, and Visit Ruapehu with a focus on establishing a new dawn for tourism within the rohe.

KO TE MAHERE WHAKAHERE MŌ TE TAUNGA O TE ROHE O TAUPŌ - Page 6 // 23





The aim of Te Ihirangi is to weave two cultural perspectives together to outline a shared commitment and statement of intent for the future development, protection, and regeneration of our region. Te Ihirangi creates the foundations for a destination of excellence for visitors, residents, the environment, and the economy.

While the scope of the Destination Management Plan is wider than the Ngāti Tūwharetoa rohe, it is still underpinned by the foundational values of Ngā Pou e Toru, as expressed by manaaki tangata - creating better value for its residents and visitors alike, and manaaki whenua - protecting and enriching this place for future generations to come.

Te Ihirangi has been developed in partnership with mana whenua and the community over a two-year period. As well as looking at data and trends to understand what makes the destination tick, there has been significant partner, stakeholder and community engagement to identify and understand the views, aspirations and values of our destination's residents. This engagement tested the thinking at each step of the process and included over 1,200 conversations with Iwi, local community groups, cross-sector business entities, central and local government agencies, rangatahi(youth) from the local schools and

tourism operators. Many one-on-one sessions, a community survey, and stakeholder and community workshops were held across the region in Taupō, Tūrangi and Mangakino.


Te Ihirangi establishes a strong evidence base to support and guide the destination's future tourism direction, strategies, and actions.

It is aligned to a wide range of national, regional, and local strategies and is underpinned by substantive primary and secondary research provided by leading researchers and academics from across the country. The plan considers best practice examples of destination management from across New Zealand and other parts of the world and seeks to inject fresh thinking and a deeper connection with place into the future role of tourism in this destination.

The plan development process was overseen by a Leadership Advisory Group with representation from Iwi, Taupō and Ruapehu District Councils, Taupō and Ruapehu Regional Tourism Organisations, industry representatives, Amplify (the Taupō District economic development agency) and the Department of Conservation. This independently chaired group guided the development of the plan and provided valuable input and direction at key points of the process.

TAUPO

THE TAUPO REGIONAL DESTINATION MANAGEMENT PLAN - PAGE 7 / 23



TE IHIRANGI

1.2.1 A Regenerative Approach - Ko te Aronga Whakatupu Rua

Te Ihirangi charts a course for moving to a more regenerative approach to tourism within the destination. Regenerative tourism represents a sustainable way of travelling and discovering new places. It seeks to ensure visitors have a positive impact on their holiday destination, leaving it in better condition than it was found. Regenerative tourism is a concept that goes beyond sustaining or avoiding damage to the environment and aims to actively revitalise and enhance it. This results in a positive cycle of impacts on local communities and economies: sustainable regeneration. This approach is recognised through the key components of Te Ihirangi that look to enrich the destination's communities, culture and environment whilst providing experiences for visitors that will be remembered for a lifetime.

While this approach reflects emerging global best practice, it also reflects the Māori world view (te ao Māori) which acknowledges the interconnectedness and interrelationship between all living and non-living things. This holistic approach drives a need to consider and understand the total ecosystem of a destination, and not just parts of it.

Tourism in the Taupō District has previously been driven by the economic benefit it provides to the region. Planning for the future of tourism has largely focused on the development and marketing of tourism experiences, and the attraction of greater numbers of visitors who will stay longer and spend more.

However, it is in fact an industry that affects, and is in turn affected by the wellbeing of our communities, culture, environment, and economy. Considering these connections and taking a more holistic approach is integral to moving to a richer and more positive future for tourism and the destination. This regenerative approach requires a holistic view when we think about and plan out a positive future for our destination.

Moving to regenerative tourism is a long journey that will not happen overnight. It is reliant on a collaborative approach between those parties shown in Figure 1, at all levels. Delivery of regenerative tourism is the responsibility of governance, industry, community, and the visitor, with all parties reaping its benefits over time. This worthy and necessary goal requires a change of mindset; looking at the destination in an all-inclusive way and ensuring it is embedded in all destination governance and management decision making.

2 THE TAUPŌ REGIONAL DESTINATION - KO TE TAUNGA WHENUA O TE ROHE O TAUPŌ

2.1 The Destination

There are no hard boundaries to a visitor destination. A destination is effectively defined by visitor flows and communities that transcend statutory boundaries. The Taupō Regional Destination essentially encompasses Lake Taupō and its surrounding settlements and landscapes and extends north up the Waikato River to include the settlements of Reporoa, Whakamaru and Mangakino. Towards the east the destination extends to the headwaters of the Rangitaiki River, and to the south it includes Tūrangi and many smaller lakeside villages and extends to Tongariro National Park and the rohe of Ngāti Hikairo.

For the purposes of Te Ihirangi, the destination is loosely considered to be the Taupō District but the important linkages with the surrounding lands from a tourism, community and cultural perspective consider the wider context of the destination. Through Ngāti Hikairo ke Tongariro, the destination extends into the Ruapehu District to include Tongariro Maunga and Whakapapa.

For the purposes of the Destination Management Plan, this destination will be known as the Taupō Regional Destination.

Sunset at Mount Tauhara

The Taupō Regional Destination's central North Island location makes it one of the most accessible destinations in Aotearoa, particularly by road. The destination lies within 2-3 hours' drive of several main population centres including Auckland, Hamilton, Tauranga, Hawkes Bay, and Palmerston North.

2.2 Tourism

The region has long been regarded as one of the country's most important visitor destinations. It is very popular with both domestic and international visitors due to its stunning natural features and central location. The destination includes the globally iconic Tongariro National Park, Huka Falls and Lake Taupō. The destination has over 300,000 ha of publicly accessible lands and waters made up of national and forest parks, reserves, lakes, and rivers. It is home to over 170 tourism operators as well as many free attractions available on public land. There are 12,600 beds available for visitors in 1,750 commercial and short-term accommodation properties, excluding unlisted holiday homes. Pre-Covid, the destination was attracting 1.5 million domestic visitors and 500,000 international visitors per annum. This resulted in total bed nights to the value of \$3.6 million. There were 2 million key visitor experiences including 900,000 visits to Huka Falls and 140,000 people walking the Tongariro Alpine Crossing per annum, pre-Covid. The resulting financial benefit to the Taupō District from tourism was \$675 million YE Mar 2020, which accounted for 17% of the district's GDP.

From a workforce perspective, the industry accounted for 6,500 FTE's which is 39% of the district's workforce. It is estimated that tourism incomes within the destination were \$280 million per annum.

A 2021 survey of the destination's community indicated that 81% of the community engage in some way with visitors, whether it is through working within the industry or through casual engagement such as talking to visitors in the street. Thirteen percent of respondents said they have made friends with visitors

and keep in touch. The survey also indicated that there is community support for tourism, with over 90% of respondents in agreement that tourism is good for the Taupō region. The local community has a high degree of pride in the destination, with 92% of respondents indicating they were likely to recommend the Taupō destination as a place for people to visit.

Tourism is an important part of the fabric of the destination and provides significant financial benefits through visitor spend and employment. This is generally recognised by the community who welcome tourists and are proud of the destination in which they live.

2.3 Destination Issues and Opportunities - Ko ngā Take me ngā Huarahi o te Taunga Whenua

Through the review of data and insights, community engagement and a comprehensive analysis of the destination, a series of issues were identified. These issues are currently limiting the destination's ability to function to its full potential in a more regenerative setting. In many cases, these issues also represent opportunities for the destination, and resolving these challenges will see considerable benefits to the destination from both a community and visitor perspective.

Nine destination issues were identified:

- 1. Housing** - There is a lack of affordable housing and rental stock within the destination. This is a barrier for those wanting to relocate to the destination for tourism purposes and is also impacting commercial accommodation availability as motels and backpacker hostels pick up semi- permanent or permanent workers. High volumes of short-term accommodation and holiday homes are contributing to this shortage.
- 2. Workforce** - There is a growing lack of staff required to run tourism and hospitality businesses. Several factors contribute to this shortfall including, a shift out of the sector during Covid-19, low industry wage rates, a lack of support for tourism and hospitality careers from local tertiary education providers, a lack of



awareness by rangatahi (youth) of the diverse range of career options available, and the resulting lack of value youth place on careers within the industry.

3. Cultural Visibility - The Taupō region has a strong and rich cultural history that does not have a clear visual presence within the destination, nor within the experiences on offer to visitors. This is an opportunity for mana whenua and the destination to celebrate our cultural heritage and stories through enriched visitor experiences. An opportunity exists to better integrate Iwi values and tikanga throughout the destination to enable positive advancement of our people and place. This includes recognising mana whenua within destination management and governance.

4. Destination Governance and Management - There are several entities managing aspects of the destination, often in a fragmented manner. These include Destination Great Lake Taupō (tourism marketing), Amplify (economic development), Taupō District Council, the Tūwharetoa Māori Trust Board, Te Kotahitanga o Ngāti Tūwharetoa Trust and the Department of Conservation etc. In some instances, this creates an overlapping of responsibilities, potential communication gaps and operational inefficiencies. Cross boundary issues can occur with the Ruapehu Destination. A lack of a dedicated Māori role within this structure is also hindering cultural capability and the development of new Māori tourism experiences.

5. Infrastructure - The destination faces specific infrastructure issues as it experiences visitor and population growth. Capacity issues at key locations such as the Tongariro Alpine Crossing and Huka Falls are creating pressure on the environment and affecting visitor experiences. In some cases, this pressure is also displacing locals. The destination has some tired and under-invested infrastructure, gaps in the experience and accommodation offering (especially for larger groups), and challenges with connectivity to the destination via road and air.

6. Seasonality - The region is seasonal in nature with quieter shoulder seasons between summer, school holiday periods, large events, and long weekends. Many retail, hospitality and other CBD businesses are not open in the evenings or for extended hours during peak periods, creating a perception that the Taupō

destination is not open for business as much as some destinations. Core services such as law enforcement and medical services are not resourced adequately to deal with the significant increase in visitor numbers during peak times.

7. Accommodation - The accommodation sector worldwide has seen a significant shift over the past few years with exponential growth in peer-to-peer and short – term accommodation (STA). The Taupō region is no exception with over 1,600 active properties listed on STA booking platforms such as Air BnB. Short-term accommodation is an important and much needed addition to the broader accommodation offering but the lack of regulation for STA does in some instances detract from the quality of a visitor's experience and can impact on the neighbourhoods where they are located. There are several gaps in the regions commercial accommodation offering including the need for a 4-5 star hotel that can accommodate large groups and business events.

8. Environmental Sustainability - While visitation has not yet drastically impacted the destination's environment, specific locations are suffering from the effects of tourism use. This has affected the community's appetite for continued and increased tourism. Freshwater quality, climate change and biodiversity are key environmental issues concerning the community. The community considers the environment is a key asset to the destination for both visitors and residents alike. To this end, there is a belief that the tourism sector is well placed to be more active in protecting and enhancing the environment.

9. Destination Definition - There is a perception that the destination's identity, regional branding, key values, and target markets lack clarity. This is affecting the destination's ability to market its diverse range of experiences. There is also a perception that this approach often leaves out the smaller settlements of Tūrangi, the southern Lake Taupō settlements, Mangakino and Whakamaru.



Right: Four Mile Bay, Lake Taupō



TE IHIRANGI

3

THE DESTINATION STORY - KO NGĀ KŌRERO MŌ TE TAUNGA WHENUA

Our Destination Story forms a key element of this plan. The key purpose of our Story is to identify the underlying essence of the region to guide all sectors, stakeholders, and communities in sharing a united narrative that can be applied across the marketing, planning, development, investment, and protection of our region. The story was developed through extensive engagement with the community as part of the development of Te Ihirangi.

Ka rere te oranga i konei.

He hononga hohonu rawa tō ia o tātou ki tēnei wāhi mīharo.

I konei, ka horoia tātou e te wairua o ō tātou maunga, tō tātou moana me ō tātou awa, ā, ka whāngaia ō tātou wairua ia te rā, ia te rā. Ka whakakahangia tātou e te manaakitanga o te iwi me te hapori. Ā, ka whakaata mai nei te mana o ēnei pakikōrero ko wai mātou, nō hea mātou, ā, kei te anga atu mātou ki hea.

Mā te mahitahi ka waihanga ake i tētahi ao anamata e whakamana ai, ā, e whakakaha ai i tō tātou iwi me te whakapakari i te kaitiakitanga i runga i ō tātou whenua hei ngā reanga e haere ake nei.

Nau mai, haere mai, e pōhiritia ana koutou ki konei kia rangona ai te aroha mō tēnei wāhi, ā, kia arohaina anōtia ia pērā i a mātou.

Life flows from here.

All of us, in our own way, have a deep connection to this remarkable place.

Here, the living spirit of our mountains, lake and rivers wash over us and nourish our souls every day.

The manaakitanga of our people and community guides us and gives us strength.

And the power of our stories reflects who we are, where we've been, and where we're going.

Together, we're building a future that'll both enrich and sustain our people and strengthen the kaitiakitanga of our landscapes for generations to come.

Nau mai haere mai, we welcome you to share our love of this place and treasure it as much as we do.

4

DESTINATION VISION - KO TE KITENGA TAUNGA WHENUA

Ka whakamana mātou i tō mātou iwi, ō mātou hapori, me ngā manuhiri e arohaina nei tēnei wāhi pērā i a mātou, e whakakahangia ana te mauri o ō tātou whenua me ōna wai mā ngā reanga e haere mai ai.

We will enrich our people, our communities, and manuhiri who value the place as we do, strengthening the mauri of our lands and waters for generations to come.

The destination vision was developed through engagement with the community and reflects those matters which are important to our place and people. It sets out the outcome of positive change that the community wants Te Ihirangi to achieve. The vision reflects key elements identified in Ngā Pou e Toru – the foundational values of Ngāti Tūwharetoa; *manaaki tangata* and *manaaki whenua* - strengthening and enriching land, water, and people. The vision identifies that, as a destination, we welcome visitors who share our values and respect and contribute to the place we all love.

This vision is the tohu (touchstone) of the plan that needs to direct its application by all. The values, strategic directions and actions that sit below this vision have been developed to collectively direct how the vision is to be achieved.

5 DESTINATION VALUES - KO NGĀ UARA TAUNGA WHENUA

The destination values express what is important to us as a community and place. They form the foundational parameters that will guide our decision making, funding and ongoing actions as we implement the plan. These values purposefully overlap and interrelate, which is significant. The overlap demonstrates that, for the values to be applied successfully, they need to be applied collectively and with a degree of balance - 'tau utu utu'.

Tukutaonga | We are proud of our place

We are proud of our place and those things that make our destination great. We will support those things and grow them for the betterment of everyone and everything. Our community will take pride in their destination and the experiences that manuhiri have when they visit. This sense of pride will, in turn, enhance the experience of visitors.

Tau rangatiratanga | We are leaders

We will be acknowledged as leaders in the creation of a regenerative destination that provides for its people and taiao. Our destination, its lands, its waters, and its people are important to us. Our destination will lead by example and set expectations for visitors and not the other way around.

Manaakitanga | We value our visitors and our communities

We will look after those who visit our place and spend time here in a way that reflects our values. We want people to leave as whanau with positive experiences that will stay with them for a lifetime.

Kotahitanga | We work collectively and collaboratively

A collaborative and collective approach is taken, both within the destination and outside of it. We share and communicate issues and ideas; we work together to address these challenges and we realise opportunities that will benefit everyone.

Kaitiakitanga | We value our natural taonga

It is what sustains us and the destination. We must look after our environment and be part of enhancing it now for the benefit of our communities, visitors, and future generations.

Awahi | We embrace, support and care for our communities and visitors

We support our people to be part of the destination so that the destination benefits our communities as well as our visitors. We cherish those values that are important to us, embrace new ideas and opportunities and support them to become a reality. We will support and nurture people and initiatives that reflect our values, whilst respecting peoples' differences.

Pono | We are true to our place and our people

The destination will be a true reflection of our values and what is important to our communities and our place. We will support those things that make our destination unique.



Ngātoroirangi Mine Bay Māori Rock Carvings

TE IHIRANGI

6 STRATEGIC DIRECTIONS - KO TE ARONGA RAUTAKI

The following strategic directions provide a framework for implementing the actions so that they reflect the visions and values of Te Ihirangi. They provide direction on key activation areas which are vital to ensuring tangible change occurs through the implementation of the plan.

DIRECTION	DESCRIPTION
1 Sustaining a successful tourism industry into the future that thrives through its values	There is a need for the tourism industry to be successful in the long term to add value to the community and the place.
2 Supporting the growth of a thriving Māori and cultural tourism industry	There is an identified gap in the destination in respect to Māori-led and cultural-based tourism experiences. Development of such experiences will benefit the visitor and local communities through sharing their culture and knowledge with visitors.
3 Creating destination governance structures that reflect the place, the people, and its values	There are opportunities to improve destination governance and management, so it is more effective and responsive to the needs of the destination while reflecting its values.
4 Creating opportunities for tourism to support environmental protection and enhancement activities	Te Taiao (the natural world) is central to the destination's communities and visitors. It is important that tourism plays its part in protecting and restoring the environment.
5 A pathway to a regenerative destination	Regenerative tourism offers more benefits for the destination by giving back to the place and the people and aligning with the destination values. The current destination is not there yet, and work is required for the destination to be truly regenerative.
6 Infrastructure that supports an effective and functioning destination	Ensuring that the infrastructure required to deliver a successful destination, in line with the destination vision and values, is in place and working to its optimal ability
7 A destination that is not afraid to try new things	This direction provides guidance to the nature of the actions. The destination should not shy away from trying new things and taking steps into the unknown to create great outcomes and experiences for its community, manuhiri, and the destination itself. This direction reinforces the need to aim high for what is truly valuable, to be persistent and not to let challenges stop progress towards reaching goals.

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei

7 ACTIONS - KO NGĀ MAHI

The following actions represent the combined insights of Māori, communities, the tourism industry, desktop research and stakeholders.

- | | | | |
|----------|-----------------------------------|----------|-----------------------------|
| 1 | <i>Destination Leadership</i> | 4 | <i>Enterprise</i> |
| 2 | <i>Our Culture</i> | 5 | <i>People and Workforce</i> |
| 3 | <i>Te Taiao the natural world</i> | 6 | <i>Infrastructure</i> |

Each focus area has specific action points that are set out in Section 7.

Priority actions that are integral in transforming the destination vision are contained in the light blue rows of the following tables. Lead agencies for each action are identified, however it is assumed that they will be delivered in partnership with others depending on the nature of the action.

Implementation

There has been consistent feedback from the community asking how Te Ihirangi is to be implemented. The following implementation strategic steps have been developed with input from the community to specifically set out how the process will occur.

IMPLEMENTATION	LEAD AGENCY	TIMEFRAMES
Establish a Destination Management Plan (DMP) governance group that is mandated to oversee the implementation of the plan. The group will consist of representatives of Taupō District Council, Destination Great Lake Taupō (DGLT), Amplify, Iwi, DOC, and tourism industry representation.	DMP Leadership Group	Start Immediately
Ensure that there is suitable resource available to enable the initial implementation of the DMP actions.	Destination Great Lake Taupō	Start Immediately
Explore methods for developing a range of sustainable funding streams to enable the implementation of the DMP. Innovation will be needed when considering funding for the set up and ongoing operation of a Destination Management Unit and the implementation of the actions	Destination Great Lake Taupō	Start Immediately to ongoing
Review Te Ihirangi every three years to ensure it remains relevant and reflective of the destination's priorities and values.	Destination Management Plan Leadership Group	Every three years



KO TE MAHERE WHAKAHERE MO TE TALANGA O TE ROHE O TAUPŌ - Page 16 // 23

	ACTIONS	LEAD AGENCY	TIMEFRAMES
1	Destination Leadership		
1.1	<p>Destination governance and management review– Initiate an independent review of the existing governance and management of the destination. This will look at identifying a more effective, efficient, and collaborative approach to ‘destination management’ considering all the entities involved in this process. The review will identify a pathway, governance model and the resources required to implement the DMP.</p> <p>This will include the following:</p> <ul style="list-style-type: none"> • Consideration of the development of a Destination Management Unit to effectively lead and coordinate the implementation of the actions listed in the DMP. • Consideration of the need for the unit to effectively engage with and connect the wider visitor industry, visitors, Iwi, local and central government, and the community. • Effectiveness in delivering positive Māori and cultural tourism and regenerative tourism outcomes. • Ensuring that tangata whenua are represented in all levels of destination governance to delivery. • Enabling and facilitating youth to have an active voice in destination management. • Creating and sustaining strong and positive connections with the Ruapehu Destination. • Investigating real opportunities for destination entities to work together more effectively. • Ensuring the whole destination is supported, including the southern and western parts of the destination. 	Taupō District Council	Start Immediately Duration 4-6 months
1.2	Awhi – Key agencies and stakeholders work in partnership with potential tourism developers and investors to ensure a co-ordinated and efficient approach to destination developments	Economic Development Agencies	Ongoing
1.3	Wananga – Hold an Iwi-led cultural tourism wananga to inform the development of a strategy for growing Māori-based tourism in the Taupō District.	Destination Great Lake Taupō	Every three years
1.4	Destination Identity – Review the regional destination brand to ensure it is reflective of the values, the place, and the people across the entire region. This will include specifically considering how southern and western parts of the destination are reflected in the brand.	Destination Great Lake Taupō	Within 24 months

ACTIONS		LEAD AGENCY	TIMEFRAMES
1.5	Our Southern destination – In partnership with local Iwi and communities, develop a strategic tourism plan for Tūrangi and the southern part of the destination. The strategy should look in more detail at the unique nature of those parts of the destination and the key opportunities and actions that could support and strengthen visitation to those areas in line with the destination values.	Destination Great Lake Taupō	Start within 12 months Development time six months
1.6	Look to the West – In partnership with local Iwi and communities, develop a strategic tourism plan for Mangakino, Whakamaru and the wider western part of the destination. The strategy should look in more detail at the unique nature of those parts of the destination and the key opportunities and actions that could support and strengthen visitation to those areas in line with the destination values.	Destination Great Lake Taupō	Start within 12 months Development time six months
1.7	Authentic experiences – Develop a system that recognises those operators and businesses who are delivering authentic cultural, environmental and or social outcomes. This includes prioritised marketing and partner benefits to accredited organisations	Destination Great Lake Taupō	Initiate 24 months Four months development time
2 Our Culture			
2.1	Māori tourism roopu – hold regular hui for Māori tourism operators to work collaboratively, network and upskill on good practice within the destination and wider motu.	Destination Great Lake Taupō	Every three months
2.2	Telling our stories – Seek opportunities to utilise and showcase Te Reo and the stories and values of tāngata whenua in public spaces to nurture and support the unique culture of the district	District Councils and Department of Conservation	Immediately
2.3	A visible culture and heritage – In partnership with Iwi, seek and support, storytelling projects stemming from new and existing cultural product and Hapu-lead nga toi initiatives to showcase our unique regional identity.	Destination Great Lake Taupō	Within six months
2.4	Gateways and identity – Advocate for the development of 'cultural gateways' at key locations throughout the destination that reflect the values and heritage of the place in which they are located.	Taupō District Council	Within 24-36 months



KO TE MAHERE WHAKAHERE MO TE TAINGA O TE ROHE O TAUPŌ - Page 18 // 23

ACTIONS		LEAD AGENCY	TIMEFRAMES
3 Te Taiao the natural world			
3.1	Tongariro Alpine Crossing – Support Iwi and DOC initiatives to manage user numbers and associated impacts on the Tongariro Alpine Crossing.	All	Immediately
3.2	Our Waterways – Support the implementation of Te Kopua Kanapanapa to restore, protect and enhance the environmental, cultural, and spiritual health and wellbeing of the Lake Taupō Catchment.	All	Immediately
3.3	Supporting a regenerative approach – Engage a regenerative tourism resource to support the tourism industry to develop regenerative tools and initiatives across the destination.	Destination Great Lake Taupō	Within twelve months
3.4	Climate Response – Develop a destination climate adaptation plan for the Tourism industry which includes: <ul style="list-style-type: none"> Measuring the impact of tourism on Climate Change including recording the carbon footprint of the region's tourism sector and identifying actions to reduce this footprint, and where this is not possible, offsetting it. Actions for the tourism industry to become more resilient in the face of climate change. Opportunities for the destination to become a destination of choice for the environmentally conscious traveller. 	Destination Great Lake Taupō	Within 24 months
3.5	Recognition of excellence – Work towards gaining Global Sustainable Tourism Council (GSTC) accreditation through Green Destinations.	Destination Great Lake Taupō	Within twelve months
3.6	Climate toolbox – Develop a climate action toolbox for tourism operators that identifies practical actions for the tourism industry to reduce its carbon footprint.	Taupō District Council	Within 24-36 months
3.7	Events for te taiao – Support and promote events that will actively contribute to positive environmental, community and cultural benefits and work with key event organisers to develop and trial carbon and waste reduction initiatives to aim for zero-carbon and zero-waste events.	Taupō District Council (Events team)	Ongoing
3.8	Carbon tool for events – Develop and trial a tool for event participants to offset carbon emissions related to event travel, where the offset funds go to local environmental restoration projects. If successful, expand to include wider environmental, social, and cultural initiatives.	Taupō District Council (Events team)	Within six months

ACTIONS		LEAD AGENCY	TIMEFRAMES
3.9	Regenerative events destination – Develop and adopt an events strategy that positions Taupō as the regenerative events capital of Aotearoa with a strong focus on Taupō as a leader in delivering sustainable and regenerative events. This strategy will cover all events including Corporate, cultural, and arts-based events.	Taupō District Council (Events team)	Within twelve months
3.10	Mangakino waste zero destination – Support Mangakino to become a zero-waste destination where visitors take their waste home with them.	Taupō District Council	Within 36 months
4 Enterprise			
4.1	Supporting Māori Initiatives – Engage a Māori Tourism resource to specifically work with Iwi, Hapū and Māori tourism operators to actively facilitate and support Māori and cultural tourism initiatives within the destination.	Destination Great Lake Taupō	Within six months
4.2	Supporting tāngata whenua – Support Iwi and Hapū-led cultural product development to strengthen cultural wellbeing, unique visitor experiences and employment pathways.	Destination Great Lake Taupō	Immediately
4.3	Invest in our values – Provide support for proposed tourism developments that are consistent with the values of the DMP and will have tangible environmental, social, or cultural benefits. This will include supporting permissions and funding applications to local and central government.	Regional Tourism Organisations	Ongoing
4.4	Supporting product development – Utilise the Destination Tourism Product Audit as a key resource to facilitate product development and inform investment and wider destination management decisions in the destination.	Amplify and Destination Great Lake Taupō	Ongoing
4.5	Game changers – Prioritise the development/advancement of 'Horizon', 'Catalyst' and 'Enabler' projects identified in the Destination Tourism Product Audit, for example bike trails, health and wellness, art and cultural experiences.	Amplify and Destination Great Lake Taupō	Ongoing
4.6	An inclusive destination – Support the development and promotion of Inclusive Tourism products and itineraries to ensure the destination welcomes all visitors.	Destination Great Lake Taupō	Ongoing
4.7	Te Huka – Support initiatives to upgrade visitor facilities at Huka Falls.	All	Ongoing
4.8	Ruapehu Maunga – Work collaboratively with Ruapehu District Council, DOC, and Iwi to support the continued use of Ruapehu Maunga for snow-based activities.	All	Ongoing



ACTIONS	LEAD AGENCY	TIMEFRAMES
4.9 Trails – Support the development of multiday cycling opportunities across the destination.	All	Ongoing
4.10 Developing conference capacity – Work with potential investors, landowners and developers to facilitate and support the development of a suitably sized conference centre that can cater for large business and corporate events.	All	Immediately
4.11 High impact events – Work with key event organisers to develop and trial carbon and waste reduction initiatives to aim for zero-carbon and zero-waste events.	Taupō District Council (Events team)	Ongoing
4.12 Audit Review – Review the Destination Tourism Product Audit.	Amplify and Destination Great Lake Taupō	Every two years
4.13 Tongariro Domain - Develop a feasibility assessment for the creation of a cultural precinct on the Tongariro Domain that will consider: <ul style="list-style-type: none"> the potential upgrade of the Great Lake Centre to better support conferences and events a collecting museum with storage facilities the development of a cultural, arts and heritage precinct suitable as a public and events space. 	Taupō District Council	Start in twelve months
5 People and Workforce		
5.1 Tourism careers – DGLT and tourism operators will have an active presence at career events and other workforce-related events throughout the destination, promoting the range of careers in tourism and associated industries.	Destination Great Lake Taupō*	Ongoing
5.2 Growing capability and capacity – Work with tourism operators, key partners, and education providers to develop a collective and coordinated strategy to strengthen and grow the capability and capacity of the destination's tourism workforce.	Amplify	Ongoing
5.3 Delivering exceptional experiences – Actively support tourism businesses and operators (including hospitality and accommodation sectors) to enhance their capability to deliver exceptional experiences consistent with the values of the destination.	Destination Great Lake Taupō	Ongoing
5.4 Housing our people – Support the development of quality papakāinga, social and affordable housing throughout the Taupō District and support the implementation of the Taupō Housing Strategy.	Taupō District Council	Ongoing

ACTIONS	LEAD AGENCY	TIMEFRAMES
5.5 Supporting permanent solutions – Work with government agencies to find a long term and positive solution to the use of motels for emergency housing.	Taupō District Council	Ongoing
5.6 Connecting with the community – As part of the development of the Long-Term Plan carry out a community survey every three years to determine the social license and perceived value of tourism within the community.	Destination Great Lake Taupō*	Every three years
5.7 Fostering tourism leaders – Foster the development of youth leadership initiatives to ensure rangatahi are actively involved and represented in tourism development, governance and management.	Taupō District Council	Within twelve months
5.8 Supporting rangatahi – Work with education providers and the wider tourism industry to develop a cadet programme to support local rangatahi (youth) starting a career in tourism within the destination.	Amplify	Within 24 months
6 Infrastructure		
6.1 Manage manuhiri flow – Support landowners and managers of locations that are adversely affected by over-visitation to develop regenerative solutions to the issue.	All	Ongoing
6.2 State Highway One – Support the relocation of SH1 away from the Taupō lake edge so that it minimises environmental risk and provides a more effective, efficient, and safer road connection between Taupō and Tūrangi.	All	Ongoing
6.3 Mobility – Support the implementation of the Taupō District Mobility Strategy and other opportunities to support an accessible and inclusive destination.	Taupō District Council	Ongoing
6.4 Place Making – Ensure that the Destinations public facilities and spaces are maintained and enhanced to ensure the destination delivers an inclusive and exceptional experience for all visitors.	District Councils and DOC	Ongoing
6.5 Accommodating our manuhiri – Actively support the development of 150+ bed 4 star plus hotel(s), in Taupō town.	Amplify and Destination Great Lake Taupō	Ongoing
6.6 Quality accommodation – Actively work with commercial accommodation providers to ensure their premises are providing visitor experiences that are consistent with the values of the destination.	Destination Great Lake Taupō	Ongoing



ACTIONS	LEAD AGENCY	TIMEFRAMES
6.7 Transportation Review – Undertake a transportation review to identify opportunities to develop greater inter and intra-regional connectivity and more efficient visitor flows to and within the destination.	Amplify	Within six months
6.8 Support services – Advocate for increased capacity in local police and ambulance services during peak visitation (including event) times. Review options for more local support for these services by the industry, event operators and the community.	Destination Great Lake Taupō	Immediately

8

KEY PERFORMANCE INDICATORS - KO NGĀ TOHU MAHI MATUA

It is important to know what success looks like in the destination. The chosen approach means that a successful Taupō Regional Destination is not based on the number of visitors or economic impacts. Success is defined by how well the vision and values are being met.

Measuring the success of a regenerative approach means the social, economic, environmental, and cultural wellbeings need to be considered. Some of these are difficult to quantify, however several key performance indicators have been identified to provide a signal to the community that the destination is on the right track. The indicators are not meant to provide a report on the state of the destination, but instead rather show a positive progression in key areas.

ACTION	TOHU
Plan Implementation Section 7 of Te Ihirangi contains a set of actions to implement the plan. First and foremost, it should be ensured that these actions are being undertaken and implemented successfully.	T1 A record of the successful delivery of actions listed in Section 7 of Te Ihirangi.
Te Taiao / The Natural World These indicators demonstrate an increase in positive activities by those involved in the tourism industry. The state of our waters has also been identified as an indicator and while it is acknowledged that there are many factors that impact on water quality, the importance of clean lakes and rivers is a fundamental element of a thriving visitor destination.	T2 The number of tourism businesses actively involved in enhancing te taiao T3 Carbon footprint of tourism industry ³ T4 The number of trees planted by tourism businesses and events etc. T5 Water quality and ecological conditions ⁴ of the lakes and the state of the rivers in the destination T6 the swim ability of the lakes and waterways in the destination ⁵ T7 The health of our fishery
Cultural These indicators reflect a growth in Māori tourism and a greater cultural presence within the destination.	T8 The number of events annually that showcase and celebrate Māori culture within the destination T9 The number of Māori and or cultural tourism businesses in the Destination T10 New Māori art and sculpture installations within the public domain or at locations accessible by the public. T11 The number of authentic cultural visitor experiences as recognised under Action 5.6
Social These indicators pick up on key areas of social concern which are impacting on the destination. They also reflect the intent of the outcomes to create a more inclusive and accessible destination that is valued by the community.	T12 The % of the local community surveyed who feel that tourism is good for the destination T13 The number of rangatahi (youth) working in tourism T14 The number of Inclusive attractions and experiences within the destination T15 The number of people living in emergency housing in the destination T16 The general 'wellness' of the destination community
Economic These indicators look at the economic success of tourism within the destination. Tourism is a key part of the local economy, and its success is important to the wellbeing of the wider community.	T17 Economic contribution per person employed in tourism within the destination T18 The average wage of those employed locally in tourism

³ To be determined by Action 3.4

⁴ As reported by Land Air Water Aotearoa (LAWA) <https://www.lawa.org.nz>

⁵ As reported by Land Air Water Aotearoa (LAWA) <https://www.lawa.org.nz>

Submission on the Natural and Built Environment Bill and the Spatial Planning Bill

Submission to: **Committee Secretariat
Environment Committee
Parliament Buildings
Wellington**

Date of submission: 17 February 2023

1 This is a submission by Taupō District Council on the following:

1.1 Natural and Built Environment Bill and the Spatial Planning Bill (December 2022).

2 Taupō District Council wishes to make an oral submission to the Committee.**3 Scope of Taupō District Council's submission**

3.1 Taupō District Council has primarily focused on issues particularly relevant to the Taupō District. The purpose of the proposed Natural and Built Environment Act (NBA), the Spatial Planning Act (SPA), and the structure of the National Planning Framework have been addressed within the submissions by Taituara and Local Government New Zealand, which Taupō District Council supports.

4 Taupō District Council generally supports the objectives of the Bills, which include:

- An outcome-based planning approach where specific environmental outcomes are required under the NBA. This sets important priorities and expectations for decision-makers regarding what the future system should deliver
- Integration of spatial planning within the resource management framework
- Clear national direction through the National Planning Framework, and the formation of this national direction at the outset of the new system
- Protecting and where necessary restoring the natural environment, as well as providing for Te Oranga o Te Taiao
- More mana whenua representation through the regional planning committees, giving effect to the principles of Te Tiriti o Waitangi, and providing greater recognition of Te Ao Māori, including matauranga Māori
- Better regulations to mitigate risks from climate change and the contributing emissions.

5 Taupō District Council's position on the NBA and SPA

5.1 Current scale of change, achievability, and alignment with other reform

Taupō District Council is concerned that the sheer scale and pace of change being driven by central government raises questions around achievability and sequencing. Local government is currently responding to the Three Waters Reform, RMA reform and Local Government Reform. The timeframes involved have meant minimal engagement with our communities on these reforms, and therefore limited response from grassroots New Zealand.

There is insufficient time and space to properly consider these interrelated programmes of reform given the existing work delivering services and infrastructure for our communities. We need Government to give us the ability to discuss this wave of change and its implications with our communities. The current timeframes and scale of change runs the risk of poor legislation development resulting in undesirable outcomes for our communities.

We are also concerned that there are areas of poor alignment between these Bills and the Three Waters reform. Councils currently combine their roles as planning authorities and infrastructure providers to manage the tensions between providing for urban growth and funding infrastructure to service it. By splitting those functions between councils and the new water services entities, the Government will make it harder to effectively manage the tensions. We recommend the connection between the new resource management system and the delivery of water infrastructure should be a priority for the Government.

Although we also have broader issues with the Three Waters Reform, we see value in the water services entities having an active role in both regional planning committees and the supporting secretariat. They will essentially become the employers of most of the water infrastructure experts across the country, and we will need them to be actively involved in spatial planning. They will have an active part in future planning through the impact of their investment planning and ensuring the integration with the new resource management system is achieved.

Taupō District Council is still concerned that there is a disconnect between the new proposed planning model and existing institutions and governance arrangements. A more logical approach would have been to carry out the Local Government Reform prior to the RMA reform. This would ensure appropriate governance structures are in place prior to implementation.

Lastly, the transition to the new system will create a massive drain on the limited pool of practitioners across the country. There is already a shortage of experienced planners and transitioning to the new system will place huge pressure on the small pool of subject matter experts like ecologists, cultural advisors and geotechnical engineers. There would be

significant benefits from staggering the different planning processes, so we don't have everyone calling on that limited pool of experts at the same time.

Recommendations

- Slow down the RM reform (particularly the development of NBE plans) to allow integration with the Future for Local Government reform.
- Ensure the Water Services Entities can be active participants on both the regional planning committees and the secretariats.
- That the Ministry for the Environment (MfE) work with Taituara and the local government sector to develop a workforce stocktake to ensure there is sufficient capacity, capability, and training available to implement the system.
- Provide clear guidance on how to plan for council work programmes given the uncertainty around when aspects of the new system come into effect. This includes when and how we should stop existing RMA plan changes and plan review processes and prepare for the transition.

5.2 Complexity of the Taupō District and associated regions

The Taupō District is a particularly complex district in terms of local government associations:

- The district is split between four different regions (Waikato, Bay of Plenty, Hawkes Bay, and Manawatu-Wanganui)
- As a council, we associate with and have triennial agreements with all these regions
- There are eight Iwi Authorities and a large number of mana whenua.

Being in the centre of the North Island, the communities of interest go in various directions - culturally and recreationally to Ruapehu in the south, through water catchments to the Waikato, economically and for many government services through to the Bay of Plenty, and via agriculture in the Hawkes Bay. Most Taupō District residents would not associate with a particular "region", and if asked would more often than not answer that they are part of the Taupō region.

We appreciate that there are other councils who also span multiple regions and we consider that our following comments may well relate to their situations as well.

Our first concern is being forced to participate in the development of four regional spatial strategies and then four natural and built environment plans. This has the potential to be

incredibly draining on our council, and ratepayers, in terms of financial contributions and the time required from staff and elected members.

We are likely to focus our energy and resources on the Waikato and Bay of Plenty regions. We would like the legislation to make it clear that councils that span multiple regions can tailor their level of involvement (and contribution to) in the regional spatial strategies and natural and built environment plans. This would enable us to focus where we can make the most difference. We expect this will be guided by factors like the location of urban areas, transport connections, hazard management and ecological corridors.

Our second concern is around the planning for matters that cross regional boundaries. We are particularly concerned about the connections between the Waikato and Bay of Plenty. There are strong connections like transport to the port, flows of commuters and visitors, ecological corridors, management of geothermal areas, emergency management and government services.

We are worried that the proposed cross regional committees will be cumbersome and ineffective in managing these types of issues. Our suggestion is to strengthen the regional spatial planning process to make it explicit that these interregional issues need to be addressed without setting up more committees that will drain our limited resources.

Finally, we think the opportunity has been missed to recognise and strengthen the role of subregional planning. Local government has recognised the need to plan strategically to ensure the integration of land use, infrastructure, and funding. In the absence of legislation, we naturally found the most effective ways to do this using the flexibility of the Local Government Act 2002.

This led to the development of subregional and local spatial planning across much of the country. In our own regions we have seen this happen around Hamilton, in the Coromandel peninsula, around Tauranga, in the eastern Bay of Plenty, Rotorua and we have our own Taupō District 2050 strategy. There has been very significant investment and community buy in achieved through these planning exercises – we do not want to lose the value associated with that.

These spatial planning exercises have sought to manage the relevant issues at scales that were appropriate for the context. If we focus all our planning at a regional scale, we risk making some issues too complex to manage while over complicating others. For example, managing the effects of retail distribution at an urban area scale makes sense, whereas trying

to do that at a regional scale, with multiple urban environments, would create significant complexities.

We acknowledge that the legislative environment does not preclude local government from planning at a subregional scale. However, there is an opportunity being missed here to enable planning at the right scale. We think you should stop forcing planning to be done at a regional scale. Instead, we think there should be an option to develop a series of connected subregional plans rather than a single regional spatial strategy. Alternatively, significant statutory weight should be given to existing and new subregional spatial planning during the development of regional spatial strategies. Landowners and developers have made significant investment decisions around existing plans and the certainty they provide, and communities have grown with the expectation that development will be occur as set out within these documents.

We support the intention of Clause 2 of Schedule 1 of the Spatial Planning Bill which provides that a Regional Spatial Strategy *may* incorporate information from an “operative RMA planning document”, as this offers a pathway for incorporating pre-existing information from RMA planning documents. We think there is scope to broaden this to capture any other existing planning documents prepared and developed under other legislation, such as the subregional planning documents discussed above.

Recommendations

- Provide councils with the flexibility to tailor their level of involvement in, and contribution to, regional spatial planning and NBE planning processes when boundaries cross two or more regions.
- Allow for sub-regional spatial planning where this makes more sense than regional scale planning.
- It will be beneficial to have sub-regional spatial strategies included in Subpart 2 of the Spatial Planning Bill.
- If it is not possible to enable subregional spatial plans instead of regional spatial plans, then the legislation should at least require regional spatial planning to give effect to subregional spatial plans, both existing and new. This certainty is important to support existing and future investment decisions.

5.3 Loss of local voice

We don't think there will be sufficient local input if the Bills are not changed. The growing importance given to national directions and the regionalisation of plans needs to ensure

adequate input from local and regional communities. Currently, the Bills do not provide any indication on the level of community engagement.

The scale of planning documents must remain relevant to the communities they are part of. With the amalgamation of previous planning documents and additional content there is potential for NBE Plans to be unwieldy and complex. Communities do not tend to engage with high level documents and the degree of complexity and size of NBE plans will be prohibitive for many. The more removed the community is from planning decisions the greater the erosion of local democracy.

We note that Statements of Community Outcomes (SCO) will allow NBE Plans to recognise matters of significance to district communities. While we support this clause, there is potential for the NBE Plans to contain multiple approaches for many different communities, which is unlikely to meet the efficiency objective of the reform. In addition, it is difficult to know how the SCOs will be reflected in a regional spatial strategy. The regional planning committees must have "particular regard to" such statements when preparing a regional spatial strategy and an NBE Plan. We strongly suggest the SCO should be consistent with the National Planning Framework and then they should be "given effect to." This would better enable meaningful community engagement in the planning processes.

We seek some clarification on how the regional planning committee might manage the inconsistencies across statements from different councils. While the SCOs are potentially a useful mechanism for council and community input into the plan development process these will take time to prepare, particularly as they should include community engagement. It would be beneficial if guidance on their content and some consistency on their structure is provided by MfE within the six months after Royal Assent. If councils could progress those over the next two years, they would provide a valuable guide to the following planning processes. Requiring the regional planning committees to provide feedback on how the statements have been considered in the planning processes would help with transparency and accountability.

There also needs to be mechanisms for councils to input into the planning processes and these should be over and above those offered to others in the community. This reflects our critical role in coordinating the implementation of the plans. It also reflects the intellectual property that sits in councils and our unique position as advocates for the whole community.

Recommendations

- The SCOs need to be a genuine and clear process for local input. Regional planning committees should have to give effect to them.
- Require regional planning committees to provide the proposed planning documents to the councils for review prior notification. This would be similar to the current

obligation that councils have to provide plan changes to iwi authorities prior to notification.

- Provide appeal rights for councils in regard to the regional planning committee decision to adopt a regional spatial strategy.
- Ministry for the Environment (MfE) should provide guidance on the structure and content of SCOs within 6 months of Royal Assent.
- It is critical there is a substantive role for local authorities in place-based planning including in the preparation of regional spatial strategies and NBE plans, by:
 - Amending the NBE purpose and requirements to enable NBE plans to respond to local circumstances when giving effect to the NPF and being consistent with the relevant regional spatial strategy.
 - Requiring regional planning committees to "give effect" to SREOs and SCOs
 - Extending the scope of SCOs and SREOs so that in addition to providing high level views and issues, they can prescribe certain local matters to be included in plans unless contrary to a limit or rule in the NPF
 - Clarifying that existing plan content may, where relevant, be provided through the SCOs and the SREOs to be included in the NBE plans
- That the Bills clarify whether the Part 6 LGA decision-making requirements apply to the development of SCOs and SREOs, and if so to what extent

5.4 Regional Planning Committees & Regional Plans

Financing of regional spatial planning and NBE planning should be coordinated through regional councils. This is efficient and effective as they already have rating processes set up and the cost burden can be equitably spread across all the ratepayers of a region. Removing issues of funding from the picture may also help resolve concerns about representation between different councils, otherwise it may result in those councils contributing more expecting to have more representation.

We support the ability for all local authorities to be represented on regional planning committees, however this should include a provision that local authority representatives must be elected members. This is to ensure there is a level of democratic representation in the decision making. We also believe that adequate training and guidance will be required for any elected members who are on the committee, so that they understand how to apply a regional lens and can navigate any tensions that may arise from their dual roles. Regional planning committee representatives (iwi and local authority) also need the skills, knowledge, and experience necessary for plan-making, including, at a minimum, completion of the Making Good Decisions programme (or an equivalent).

Recommendations

- Require Regional councils to coordinate the financing of the regional planning committee, and the regional spatial strategy and NBE Plans.
- Insert a provision in the NBE Bill that local authority representatives must be elected members, to ensure stronger accountability back to communities.
- Provide clarity around the representation of mana whenua on the Planning Committees.
- Provide training and guidance for members who are elected members of territorial authorities to apply a regional lens and navigate any tensions that may arise from the dual roles.
- Requiring all representatives (iwi and local authority) to have the requisite skills, knowledge, and experience necessary for plan-making, including, at a minimum, completion of the Making Good Decisions programme (or an equivalent).

5.5 Consenting, Compliance, Monitoring, and Enforcement

We are supportive of the potential to require applicants to consult with Māori communities on applications, as well as the requirement for them to fund that consultation. We are also supportive of the continuation, albeit with changes, of the COVID-streamlined consenting processes for housing and infrastructure.

There are potentially difficulties in the overlapping timeframes of different planning documents and uncertainty for applicants about the status of consent applications during the transition stage. We would like to have further guidance about what happens to a consent application made under the RMA when an NBE Plan for the region becomes operative and the District Plan ceases to apply. We also want to know whether there is an extension of time provision (replacement of section 37).

We would also like to see further information and guidance on the requirement to monitor permitted activities and the ability to recover costs for this monitoring. The requirement in clause 783(1)(g) to monitor permitted activities could potentially impose a heavy burden on local authorities. As currently drafted, the provision does not qualify which permitted activities must be monitored or what adequate monitoring involves? It would be helpful for the Bill to acknowledge that local authorities have a discretion to carry out their monitoring obligations in a manner of their choosing.

We support reducing the number of activity categories to make things simpler. However, we need more effective processing times for these different activity categories. For example, it would be better to have longer timeframes for a discretionary activity and shorter timeframes for controlled activity. This would reflect the relative complexity of the different types of application and set expectations for applicants and councils.

Recommendations

- Provide direction and guidance about when the transition from the RMA to the NBA will occur, including more specificity about when parts of the NBA will come into force and when parts of the RMA will be repealed and how the different parts of both Acts will link together.
- Provide direction and guidance on how the transition from the RMA to the NBA will impact planning and consenting, including what framework, purposes and decision-making criteria are relevant.
- Provide clarity about when the NBA provisions will apply to consent applications. In particular, provide guidance about what happens to a consent application made under the RMA when the NBE plan for the region becomes operative and the District Plan ceases to apply
- Provide further guidance for compliance, monitoring, and enforcement strategies.
- Amend clause 783(1)(g) to outline which permitted activities must be monitored.
- Amend the Bill to give local authorities discretion to carry out their monitoring obligations in a manner of their choosing.
- Provide guidance on how to deal with a previously non-complying activities through the transition period if these activities are not enacted in legislation.
- Adjust consenting timeframes with longer timeframes for discretionary activities and shorter timeframes for controlled activities

5.6 Te Tiriti o Waitangi

We support the increasing importance of Treaty settlements being given effect to under the NBE Bill and the requirement to “give effect to” te Tiriti o Waitangi. However, we are concerned that the opportunity has not been taken to clarify what those Treaty principles are and how they will be given effect to through the new system. This ambiguity should be cleared up through the legislation.

We also note that there are uncertainties with the practical implementation of Treaty Settlement Agreements into the context of the new NBE plans. There is a lack of clarity in terms of how Iwi, Hapu, and Māori would engage in the process and what the estimated timeframe would be for that process to happen. More clarification and guidance needs to be provided.

The transition of Treaty settlement legislation, Mana Whakahono ā Rohe arrangements and Joint Management Agreements (JMA) does not provide for any local authority participation. The parties to a JMA or Mana Whakahono ā Rohe arrangement are local authorities and iwi/hapū rather than the Crown. In our context, many of the agreements Council has entered

have been extended to include matters broader than resource management. Further, while the Crown is the relevant participant for Treaty settlement legislation, there are statutory bodies established by Treaty settlement legislation which include local authorities (such as the Waikato River Authority and Te Kōpu a Kanapanapa). Local authorities should therefore have some input into the transition of such legislation and related agreements where it affects them. This would help ensure the joint aspirations co-developed between local authorities and iwi partners are still realised.

Recommendations

- Clarify in the legislation what the Treaty principles so as to guide their application in decision making.
- Provide guidance about the process of including Treaty Settlements Agreements into the NBE Plans.
- Allow for local authorities to have input into the transition of existing agreements with iwi and hapu. This is particularly important because many of the agreements have been extended to include matters broader than resource management.

5.7 Te Ao Māori

The NBE Bill includes Iwi or Hapu groups providing a Te Oranga o te Taiao statement to the relevant regional planning committee, but no corresponding requirement for the committee to consider such a statement. Further guidance is needed to show how this new statement is applied (potentially through non-statutory guidance), as well as clarification on how the committee would respond to these statements, and if equal weight is given to the Iwi and Hapu groups who have provided the statements.

Recommendations

- Provide further guidance on how Te Oranga o te Taiao statements will be applied as well as clarification on how the regional planning committee would respond to these statements.

5.8 Environmental outcomes to include Waste Matters

We support the shift to require and promote outcomes for the natural and built environments. However, in the proposed bill, waste management is not included in the system outcomes and the environmental limits and targets. We recommend the system outcomes in Clause 5 of the NBE Bill include ensuring resources are used efficiently and in the best way possible for current and future generations. We also recommend the proposed Spatial Planning Bill allows for waste and resource recovery infrastructure and circular economy activity.

Recommendations

- We recommend the system outcomes in Clause 5 of the NBE Bill include ensuring resources are used efficiently and in the best way possible for current and future generations.
- We also recommend the proposed Spatial Planning Bill allows for waste and resource recovery infrastructure and circular economy activity.

5 Conclusion

Taupō District Council supports some aspects of the new Acts. These include the outcome-based planning approach, the integration of spatial planning within the resource management framework and Te Oranga o Te Taiao (the health and well-being of the environment). We generally support more regulation to mitigate risks from climate change and the management of contributing emissions. We see benefits from more Māori representation and giving effect to the principles Te Titiriti o Waitangi, and providing greater recognition of Te Ao Māori, including matauranga Māori. The Statement of Community Outcomes (SCOs) are a positive addition, however the weight they are given requires strengthening.

The key aspects of the Bills that Taupō District Council would like to be given further consideration include:

1. Recognition and planning for the resourcing that will be required to transition into the new planning system.
2. Integration between the RMA, Three Waters and Local Government Reforms.
3. Ensuring the local voice is not lost. This can be improved through:
 - a. The inclusion of sub-regional spatial planning.
 - b. Increasing weight given to Statement of Community Outcomes.
4. Recognition that Regional Boundaries are complex and that there needs to be some flexibility for current and future local planning to be incorporated within the new planning system.
5. Explicit recognition that councils who are located in multiple regions can opt in and out of the different planning processes as a way to manage financial and resourcing impacts.

Taupō District Council wishes to appear at the select Committee and seeks ongoing engagement and collaboration with local government representatives throughout the development and transition of the planning framework, in particular, regarding the sequencing, resourcing, responsibilities of local government and ensuring appropriate local input.

Signed: _____

Mayor David J Trewavas

Taupō District Council

Key contact: Hilary Samuel, Senior Policy Advisor
hsamuel@taupo.govt.nz

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TAUPŌ DISTRICT COUNCIL SUBMISSION

THE REVIEW INTO THE FUTURE FOR LOCAL GOVERNMENT *REPORT*

Submission to: Department of Internal Affairs

INTRODUCTION

1. Taupō District Council is submitting on the key issues and opportunities contained in the Future for Local Government Panel draft report. We are supportive of the submissions provided by Taituarā and Local Government New Zealand to the Panel's interim report that represent the issues broadly impacting the local government sector.
2. We appreciate the considerable effort that the Panel has put into researching, debating, and engaging. The documentation has provided a useful starting point to drive further discussion. We have been limited in our ability to respond as we have been building the capacity of our new elected members, have had significant work pressures delivering the services of local government and engaging with Central Government on their host of major reforms. That has been very unfortunate from our perspective and is a missed opportunity.
3. Complex issues require significant discussion and time to build understanding with communities. While we wish to engage positively, and see potential opportunities within the reform process, the timeframes give a distinctly tokenistic feeling. For this reason, we will address the issues we see as being priority areas.

OUR KEY MESSAGES

We see opportunities for local government as the primary link with communities

4. We know and understand our local communities. We are imbedded in them in ways that other service delivery agencies are not. Those strong relationships are what enables things to get done and provides the resilience when things go wrong.
5. We see a real opportunity for councils to act as the first port of call for communities. When something isn't working, there is an opportunity for improvement or people simply want to understand they inevitably ask the local council. It doesn't seem to matter whether council actually has any responsibility for that matter. There is an opportunity to harness this and turn councils into the focal point for the community on all sorts of matters, even if the council is not directly involved in its delivery. This would increase local government's role as coordinators in our communities. It might make it easier for the community to interface with government services and help achieve better integration. To do this there would need to be better lines of communication with central government agencies, but this is a tangible way that local government can evolve in the future.
6. We also see an opportunity for local government to become a 'fence at the top of the cliff' for many of the issues at a community level. Empower us to build vibrant and engaged communities by properly resourcing us to focus on delivering wellbeing through our local relationships. We believe that engaged communities are key to resolving many of the fundamental issues we face in Aotearoa.
7. Physical health is a great example of this, councils are placed at the community level and understand what types of recreation their communities want to be involved in. If we want to improve the physical health of New Zealanders, it starts with providing accessible community level opportunities to get active. This acts as a prevention

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mechanism for our health sector, rather than people needing to use the healthcare system we can address one of the foundational problems of poor physical health.

The Government's reform programmes are not well aligned

8. We broadly agree with the five key shifts identified by the report. We can see that changes are needed to the way we exercise democracy and deliver services within our communities. As we noted above, we can see opportunities for local government to be a key part of that.
9. However, we think the Government has got it wrong by not undertaking the future for local government review before the decision to carry out three waters and resource management reforms. Both of those reform processes impact the effectiveness of existing council governance and management structures. We can see that questions will arise about the financial viability of smaller councils, and the role of councils as place makers for their communities will be eroded. These changes will necessarily place constraints on the future review of the role of local government.
10. The local government sector has a vital role to play in shaping our communities and delivering on wellbeing. Considering the three waters and resource management reforms, we support Local Government New Zealand's position on opening a broader dialogue about what central government functions could be devolved to local government. Devolution can help create effective responses to local issues. If functions were to be devolved to local government, then the key shifts identified by the Panel will be critical to ensuring a strong focus on community wellbeing.

Moving decision making to a regional level won't deliver better outcomes

11. The suite of Government's reform processes has a strong push to lift decision making from local councils up to bodies operating at regional level that are a step removed. Frankly, we think this is an affront to local democracy. It appears to us that there is a fixation on achieving scale to drive down costs and reduce political influence.
12. We also want to see sensible decisions and efficient delivery of services. However, removing the roles of local councils will make it harder for local communities to have a direct influence on those decisions. We also expect that the anticipated cost efficiencies won't materialise through larger bureaucracies. This approach, despite the Panel's focus on localism and democracy, risks taking the local out of local government.
13. A centralised approach to achieve scale risks embedding inefficiencies into the system on the basis that:
 - It removes decision makers from the coal face resulting in more wastage. Decision makers become less knowledgeable and less able to hold suppliers to account. Those suppliers, in turn, find it easier to locate and exploit such opportunities.
 - Economies of scale are only linear with scale when you are buying commodity product (e.g. diesel) but the inverse happens when you are buying bespoke items (e.g., custom built water infrastructure, or strategic planning advice). The more we buy of an easy-to-produce product the cheaper it gets because there are many suppliers who respond quickly. The more we buy of a bespoke product the more expensive it becomes because suppliers cannot adjust quickly. The reality is that much of what we pay for in local government is the tricky-to-produce, bespoke product.
 - Despite the best of intentions, Central Government is not guaranteed to achieve the best price simply because of scale. The compounding effect of the first two points, combined with the layers of decision making in Government, often leads to poor procurement outcomes.

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14. We acknowledge there is value in striving for those economies of scale where the service should be uniform across communities. We all want the same high levels of education and health care; we expect the Police to keep us safe and the roads we drive on should feel and operate the same wherever we go. In contrast, much of the placemaking that local government does needs to be tailored to meet the needs and wants of the local communities we serve. Effective, not just efficient, delivery of that localism is based on local relationships. It is not based on large scale procurement. In fact, an over reliance on scale drives the silencing of local people and is contrary to enhancing local democracy.
15. We also note the effectiveness of local responses to the recent cyclone. It is local government and local civil defence who are leading the charge on dealing with the impact of the storm. We heard that people across the country only knew to evacuate not because someone in Wellington told them to, but because people on the ground in communities went out and told them in person. This allowed for a fluid response to a major natural disaster. This could not happen effectively at a national or regional level, especially when lines of communication go down. This principle holds true across issues not just natural disasters. Local government is best equipped to respond quickly and effectively to local challenges.

This should be about all of government not just local government. We need a collective approach to who does what and how it is funded.

16. To achieve meaningful change, a full government review is required, not just a review of local government. This review needs to look at how we can strengthen the well-being of our communities through a more joined up public sector. The local government system should be integrated with national policies, such as those related to health, education, social justice, and economic development, as well as the environment, to ensure that local initiatives align with national goals
17. Without appropriate funding or support local government can't make meaningful impacts even with its local knowledge. Conversely, central government can often provide significant funding and support, but without a good understanding of the local context this funding and support can be spent with little real impact. We need to move to a new model where we look at the differing knowledge and skills sitting at central and local government levels and then allocate what needs to be done accordingly. There is no point only looking at half of the public sector system.
18. As a simple example, we understand the demands on our local schooling network, however our ability to influence the delivery of those services by the Ministry of Education is negligible. We need to see central government agencies and local government developing strong working relationships that are built on mutual trust and respect. These levels of cooperation would reduce the reliance on 'coalitions of the willing' and individual based leadership styles which create fragile strategic partnership arrangements that can vary in quality and impact.

There needs to be a sustainable funding model. We need to reduce the tension between keeping rates down and delivering quality services.

19. We don't want local government to be setup to fail. If we have a job to do it needs to be supported by a sustainable funding model that enables both compliance with regulatory issues and the continual enhancement of community wellbeing across New Zealand.
20. The start of a sustainable funding model begins with ending unfunded mandates. A first step could include regulatory impact statements that not only consider local government but are also required to outline how the impact will be funded.
21. People don't question the upgrading of roads because they see the benefit and a significant proportion of the cost is often covered by central government. The challenge for local authorities is talking to communities about reserves, playgrounds, sports

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centres, libraries, and other community spaces that focus on enhancing wellbeing. Everyone uses the road but not everyone uses the swimming pool. If central government is truly invested in community wellbeing there needs to be real support not just an expectation that local government can continue to leverage their communities to provide for a variety wellbeing needs.

22. If there is no guarantee of direct funding for each issue central government passes to councils, then local government will need to be supported through alternative means. Co-investment or revenue sharing is required to enable councils to enhance local wellbeing and meet these changing regulatory requirements. The Panel has made it clear that central government is not willing to share income tax revenue directly, but a new system for funding is needed. We don't necessarily know how this will look right now, but the Panel should be bold in suggesting that fresh systems be considered rather than just tinkering with the existing system.

There needs to be a coordinated approach to building the capacity and capability of Māori, iwi and hapū so they can be involved in the system.

23. We acknowledge that the Crown is the Treaty partner and that local government is there to help support the Government in meeting its obligations. We support a strong Tiriti-based partnership between Māori and local government. This is something we continue to build through a range of formal agreements developed since our council and Ngāti Tūwharetoa signed Aotearoa's first Joint Management Agreement (JMA) in 2009. While those agreements provide a safety net, the real changes come through working closer together through strengthening local relationships.
24. It is clear that the demands on a wide range of Māori entities are growing as they seek to be active participants in the system. That is only going to put more pressure on them as a result of the reform programmes. To deliver real outcomes for our local iwi/hapū we need to see their capability and capacity increased, and to do that we need to see Government following through with funding and support – it is central government's responsibility as the Crown. Just like local government doesn't want to be set up to fail, so we shouldn't be setting Maori, iwi and hapu entities up without the ability to participate.

OUR ADDITIONAL THOUGHTS

Revitalising citizen-led democracy

25. We acknowledge that more needs to be done to engage people with local democracy. We don't see moving decision making further away from local councils contributing to making the situation better. But we do agree with the development of a nationwide civics package for schools designed by students and teachers rather than for them with support and input from local and central government.
26. While a package like this has value in engaging with youth, we also see the need for more transparency and open discussion between government at all levels and communities. Poor civic participation is driven by apathy towards the system due in part to either lack of understanding of the impact participation has, or bad experiences with participation which make individuals believe that they have no real say on what goes on.

Replenishing and building on representative democracy

27. The current remuneration structure is a barrier to diversity on Council. The remuneration does not provide a liveable salary and therefore excludes potential candidates who rely on this income for meeting all of their living costs. The level of remuneration should recognise the increasing level of time required of elected members and the increasing complexity of the role. Increased remuneration may well delivery a higher calibre of potential candidates. But it will be important that they

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continue to be democratically elected rather than relying on appointed technical experts.

28. Our experience with mixed bodies of appointees and elected individuals has not been positive. We have observed the operation of Health Boards where the elected members appeared to be significantly more motivated to fight for the wellbeing of their communities
29. The current electoral system limits voters to choose between Māori and general electoral rolls. Being on the Māori roll limits the capacity to vote to allocated Māori seats and prevents voting for Māori candidates standing for general council elections. Changes to the Māori electoral roll are needed to make it easier for eligible voters to exercise different preferences for the Māori and general electoral rolls.

System stewardship and support

30. As we noted in our key messages, we need to be thinking of this as an overall review of the public sector rather than only looking at the local government side of the equation. Similarly, the stewardship of the system needs to be jointly considered.
31. Joint planning between central and local government will help ensure that system stewardship initiatives align with broader goals and objectives. Along with collaborative monitoring and evaluation processes that ensure initiatives are delivering the desired outcomes and are continuously improving.

CONCLUSION

32. We have six key messages that we think you need to focus on:

- There are undoubtedly opportunities for local government, particularly given the strong community connections that local councils have with their communities.
 - The Government's reform programmes are not well integrated and that is going to create issues for councils and communities.
 - Those reforms highlight a Government desire to lift decision making from councils to regional bodies, but we think that will undermine local democracy and deliver poorer outcomes for communities.
 - Stop just focusing on local government, this is a system issue and central government is the other half of the public sector. We need to look at both parts to deliver a better system.
 - The current funding models for local government are not working and need to be made sustainable regardless of what functions local government ultimately delivers. This requires us to be bold and innovative.
 - More is being demanded of the wide range of Maori entities. The Crown, as Treaty partner, needs to coordinate support to build their capability and capacity to be active in the system. Give Māori the tools to succeed.
33. It is good that work is being done to look at the future of local government, let's just broaden that, bring in central government and look at the whole of the system. We want to continue to be a part of the evolving conversation and to help test emerging ideas.

Hawke's Bay Region Triennial Agreement



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1. Parties

- 1.1 The parties to this Triennial Agreement (the Agreement) are:

Primary Parties (those local authorities whose boundaries are completely encompassed within the Hawke's Bay Region)

- Central Hawke's Bay District Council
- Hastings District Council
- Hawke's Bay Regional Council
- Napier City Council
- Wairoa District Council

Non-Primary Parties (those local authorities whose boundaries bisect the Hawke's Bay region and whose principal identification is with another region)

- Rangitikei District Council
- Taupo District Council

- 1.2 This Agreement applies to all local authorities in the Hawke's Bay region. However, it is recognised that for Non-Primary Parties the degree of involvement in various aspects of the Agreement will be in proportion to the degree to which these parties assess how they will benefit or be affected by decisions, issues, proposals or other matters.

2. Purpose

- 2.1 The Triennial Agreement provides the framework for local government in the Hawke's Bay region to:

- work collaboratively
- improve communication and coordination at all levels, and
- maximise effectiveness and efficiency

in order to meet the purposes of Local Government to:

- enable democratic local decision-making by and on behalf of communities
- promote the social, economic, environmental and cultural wellbeing of our communities in the present and for the future.

- 2.2 This agreement is deemed to duly constitute fulfilment of the requirements of section 15 of the Local Government Act 2002.

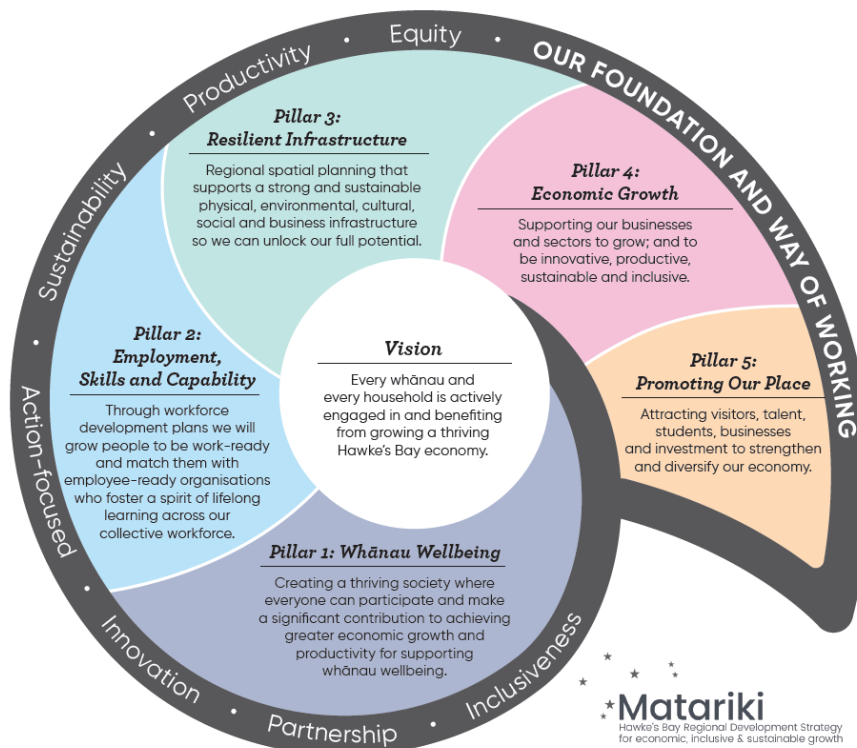
- 2.3 It should be noted that as well as the encouragement towards collaboration, the Local Government Act 2002 and other legislation recognises that regional councils and territorial authorities have different responsibilities. These differences provide an important context for collaboration between the councils. The requirements contained in legislation for collaboration between local authorities are contained in Appendix Two to this Agreement.

3. Principles

- 3.1 Parties to this Agreement agree to work together in good faith for the good governance of their local communities and the region; to develop our collective strategic capacity from available resources and achieve our strategies by working together, through co-design and partnership so every whānau and every household is actively engaged in growing a thriving Hawke's Bay economy to support inclusive and connected communities and sustainable and resilient environments.
- 3.2 In doing so, we:
- recognise that obligations to the Treaty of Waitangi – Te Tiriti, and to provide opportunities for Māori to contribute to local decision-making
 - acknowledge that the communities within the region are diverse and encompass a range of desired outcomes and objectives
 - support the establishment of processes for communication and collaboration at both governance and management levels in ways that will enhance the overall performance and reputation of local government in the region
 - recognise that collaboration and co-operation between local authorities of the region can bring efficiencies in terms of planning, administration costs and decision-making and consultation. There is also the potential to increase available resources and promote co-operative approaches in making strategic choices
 - will investigate further opportunities for collaboration, co-operation, regional funding and shared services between local authorities of the region in addition to those prescribed by statute or already being undertaken
 - agree that collaborative or shared services opportunities may occur between two or more parties to this Agreement, but not in every case between all parties to this Agreement. Although collaboration and co-operation are outcomes that should be strived for, each local authority has the legislative mandate to govern their own area as appropriate
 - will make every effort to accommodate, acknowledge, or at least fairly represent the dissenting view where some parties to this Agreement have a significant disagreement with the position of other parties to the Agreement
 - will show leadership to ensure the implementation of this Agreement makes a positive difference for Hawke's Bay.

4. Strategic Priorities

Hawke's Bay Regional Development Strategy Matariki Action Plan (MAP) Overview



- 4.1 Local Government priority areas for the 2022-25 triennium, remain aligned to the five pou of Matariki (above).
- 4.2 At the Hawke's Bay Councils' Regional Collaboration Day on 21 November 2022, elected members prioritised investment in the following areas (noting they are interrelated and the first two priority areas are necessary to support the achievement of the other three areas)
 - Regional Spatial Planning
 - Collaboration
 - Climate Change and Water
 - Transport
 - Housing
- 4.3 Priority areas where formal cooperative approaches exist or are proposed include:
 - Regional Spatial Planning
 - Future Development Planning Joint Committee
 - Collaboration
 - Matariki Governance Group

- Climate Change and Water
 - Climate Action Joint Committee (TBC)
 - Clifton to Tangoio Coastal Hazards Strategy Joint Committee
 - HB CDEM Joint Committee
 - Hb3waters.nz
 - Transport
 - Regional Transport Committee
- 4.4 Any new priorities or services of significance to more than one district will be communicated to the Chief Executives by the Hawke's Bay Leaders' Forum for further development in accordance with the protocols in section 5 following.

5. Protocols for communication and coordination

- 5.1 It is recognised that a significant level of formal and informal cooperation already exists between Hawke's Bay's local authorities. Further to this existing cooperation, parties to this Agreement will:
- Hold monthly meetings of the Mayors of the primary parties and the Regional Chair (aligned to the other Committee meetings as appropriate) to formally communicate and coordinate on matters of mutual interest, in accordance with arrangements detailed in Appendix Two.
 - Invite the Chief Executives of the primary parties to attend every Forum for a period of time.
 - At the first meeting following the local body elections, elect a Chair of the Forum from among the attendees. The Council whom the elected Chair represents will provide the administrative support for the Forum for that triennium.
 - Share resources where feasible for the purposes of preparing information on the various communities in the region. These resources may include information on demographics, survey data, scientific studies and the analysis of social, economic, environmental and cultural trends.
 - Develop joint approaches to the development of annual and long term plans and, where appropriate, to engagement with Central Government, iwi governance bodies and tribal entities, national agencies and community organisations.
 - Provide early notification of, and participation in decisions that may affect other local authorities in the region.
 - Make draft strategies, policies, and plans available to other local authorities in the region for discussion and development, where they may have regional implications or implications beyond the boundaries of the decision-making council.
 - Apply a "no surprises" policy whereby early notice will be given over disagreements between local authorities concerning policy or programmes before the matter is put out to the public.
 - Review the performance of the Triennial Agreement and benefits realised in the priority areas at least quarterly, as outlined in section 6 following.
 - Establish, as necessary, other forums including bi-lateral meetings, at both political and operational levels that will help enhance and achieve the purpose of this Agreement.
 - Provide a process for initiating reviews of regional forums that are not working optimally in the view of one or more parties.

6. Benefits Realisation

- 6.1 Achievements in each of the priority areas will be reported to the HB Leaders Forum quarterly, in a format to be agreed by the Forum.

7. Significant New Activities Proposed By Hawke's Bay Regional Council

- 7.1 If the Regional Council or a Regional Council controlled organisation proposes to undertake a significant new activity, and these activities are already undertaken or proposed to be undertaken by one or more territorial authorities within the region, Section 16 of the Local Government Act applies.
- 7.2 However, in the spirit of this Agreement, the parties agree to an expanded consultation and communication process which includes discussion of the issues involved at the first available monthly meeting (see 5.1 above), and to provide drafts of proposals to affected Councils for early comment in accordance with the requirements of sections 77-87 of the Local Government Act (decision-making and consultation).
- 7.3 The parties also agree that prior to implementing the formal provisions of section 16¹:
- the Regional Council will inform all territorial authorities within the region of
 - the nature of the activity proposed to be undertaken
 - the scope of the proposal (including size, districts covered, and why); and
 - the reasons for the proposal.
 - territorial authorities will be given a reasonable period of time, but no less than 40 working days, to respond to any such proposal. The Regional Council agrees to fully consider any submissions and representations on the proposal made by territorial authorities within the region.

8. Consultation in Relation to the Regional Policy Statement

- 8.1 The following consultation process will apply to any change, variation, or review of the Hawke's Bay Regional Policy Statement, and the preparation of any future Regional Policy Statement:
- The Regional Council will seek the input of territorial authorities into the review of the Regional Policy Statement
 - The Regional Council will make available to all local authorities, for discussion and development, draft copies of:
 - any change or variation of to the Regional Policy Statement
 - any proposed Regional Policy Statement.
 - Territorial authorities will be given a reasonable period of time, but no less than [20] working days, to respond to any such proposal. The Regional Council agrees to consider fully any submissions and representations on the proposal made by territorial authorities within the Region.
 - The parties to this agreement acknowledge their obligation to act in accordance with the principles of collaboration set out in the Local Government Act 2002.
- 8.2 Nothing in this Agreement shall interfere with the rights, functions or duties given by statute to any party.

¹ Appendix Three

9. Dispute Resolution

- 9.1 In the event of a disagreement between the Councils as to the interpretation or implementation of this Agreement the Councils commit to working in good faith to resolve the disagreement, if not then the matter in dispute will be referred to mediation.
- 9.2 If the Councils cannot agree on the appointment of a mediator, the President of the Hawke's Bay District Law Society will be requested to appoint the mediator. The costs of the mediation shall be borne by the Councils in equal shares.

10. Revision of the Agreement

- 10.1 The Agreement is effective from the date of signing until such time as the Agreement is either amended by the agreement of all parties or is renewed following the 2025 local authority elections (by 1 March 2026).
- 10.2 If a party to the Agreement requests a review of its terms within the triennium, such a review will begin within four weeks of the request being lodged. Otherwise the Agreement will be renewed following the local body elections as outlined in 10.1 above.
- 10.3 Hawke's Bay Regional Council will be the first Council responsible for servicing this Agreement.

11. Parties - Signatures

11.1 This Agreement is signed on this day DDth day of MM YYYY by the following on behalf of their respective authorities.

Primary Parties

Central Hawke's Bay District Council

Hastings District Council

.....

.....

Mayor Alex Walker

Mayor Sandra Hazlehurst

.....

.....

Chief Executive Doug Tate

Chief Executive Nigel Bickle

Hawke's Bay Regional Council

Napier City Council

.....

.....

Chair Hinewai Ormsby

Mayor Kirsten Wise

.....

.....

Chief Executive James Palmer

Chief Executive Richard Munneke

Wairoa District Council

.....

Mayor Craig Little

.....

Chief Executive Kitea Tipuna

Non-Primary Parties

Rangitikei District Council

Taupo District Council

.....

.....

Mayor Andy Watson

Mayor David Trewavas

.....

.....

Chief Executive Peter Beggs

Chief Executive Gareth Green

Appendix One: Meetings

Hawke's Bay Leaders' Forum

Meetings will be arranged and minutes kept by the appointed Chair - elected each three-year term - and minutes distributed to all parties to the Agreement. This does not preclude meetings being arranged, on request, by Councils other than that of the appointed Chair.

Given the importance accorded to this Agreement each Council will be represented by its Mayor/Chairperson and Chief Executive.

Where appropriate, and agreed, the Chief Executive of a Council Controlled Organisation (CCO) may attend on an item related to that CCO's activities.

Media and communications contact (including the provision of information to the public on request) in relation to matters covered in the Agreement shall be shared on a rotating basis.

All public communications from these meetings shall be approved by all participants prior to their release.

Where a significant decision or issue affects a particular Council, or its community, it should, in partnership with the other Councils of the region, have the lead role in formulating the collective response of the region's local authorities to this issue or decision.

Responsibility for servicing, and making media comment on behalf of, existing specific regional and sub-regional forums, will lie within those specific forums.

Appendix Two: Legislative Context**Local Government Act****Section 15 Triennial agreement**

- (1) Not later than 1 March after each triennial general election of members, all local authorities within each region must enter into an agreement under this section covering the period until the next triennial general election of members.
- (2) An agreement under this section must include—
 - (a) protocols for communication and co-ordination among the local authorities; and
 - (b) a statement of the process by which the local authorities will comply with section 16 in respect of proposals for new regional council activities; and
 - (c) processes and protocols through which all local authorities can participate in identifying, delivering, and funding facilities and services of significance to more than 1 district.
- (3) An agreement under this section may also include—
 - (a) commitments by local authorities within the region to establish or continue 1 or more joint committees or other joint governance arrangements to give better effect to 1 or more of the matters referred to in subsection (2); and
 - (b) the matters to be included in the terms of reference for any such committees or arrangements, including any delegations.
- (4) An agreement under this section may be varied by agreement between all the local authorities within the region.
- (5) An agreement under this section remains in force until it is replaced by another agreement.
- (6) If a decision of a local authority is significantly inconsistent with, or is expected to have consequences that will be significantly inconsistent with, the agreement under this section that is currently in force within the region, the local authority must, when making the decision, clearly identify—
 - (a) the inconsistency; and
 - (b) the reasons for the inconsistency; and
 - (c) any intention of the local authority to seek an amendment to the agreement under subsection (4).
- (7) As soon as practicable after making any decision to which subsection (6) applies, the local authority must give to each of the other local authorities within the region notice of the decision and of the matters specified in that subsection.

Section 14 Principles relating to local authorities

- (1) in performing its role, a local authority must act in accordance with the following principles:
 - (e) a local authority should actively seek to collaborate and cooperate with other local authorities and bodies to improve the effectiveness and efficiency with which it achieves its identified priorities and desired outcomes.

Resource Management Act 1991**Schedule 1 Preparation, change, and review of policy statements and plans****3A Consultation in relation to policy statements**

- (1) A triennial agreement entered into under section 15(1) of the Local Government Act 2002 must include an agreement on the consultation process to be used by the affected local authorities in the course of—
 - (a) preparing a proposed policy statement or a variation to a proposed policy statement; and
 - (b) preparing a change to a policy statement; and
 - (c) reviewing a policy statement.
- (2) If an agreement on the consultation process required by subclause (1) is not reached by the date prescribed in section 15(1) of the Local Government Act 2002,—
 - (a) subclause (1) ceases to apply to that triennial agreement; and
 - (b) 1 or more of the affected local authorities—
 - (i) must advise the Minister and every affected local authority as soon as is reasonably practicable after the date prescribed in section 15(1) of the Local Government Act 2002; and
 - (ii) may submit the matter to mediation.
- (3) If subclause (2) applies, the parts of the triennial agreement other than the part relating to the consultative process referred to in subclause (1) may be confirmed before—
 - (a) an agreement on the consultative process is reached under subclauses (4) and (5)(a); or
 - (b) the Minister makes a binding determination under subclause (5)(b).
- (4) Mediation must be by a mediator or a mediation process agreed to by the affected local authorities.
- (5) If the matter is not submitted to mediation or if mediation is unsuccessful, the Minister may either—
 - (a) make an appointment under section 25 the purpose of determining a consultation process to be used in the course of preparing a proposed policy statement or reviewing a policy statement; or
 - (b) make a binding determination as to the consultation process that must be used.
- (6) The consultative process must form part of the triennial agreement, whether or not the other parts of the triennial agreement have been confirmed, in the event that—
 - (a) an agreement is reached under subclause (4) or subclause (5)(a) as to a consultative process, as required by subclause (1); or
 - (b) the Minister makes a binding determination under subclause (5)(b).
- (7) In this clause, **affected local authorities** means—
 - (a) the regional council of a region; and
 - (b) every territorial authority whose district is wholly or partly in the region of the regional council.

Appendix Three: Significant new activities proposed by regional Council

LGA Section 16 Significant new activities proposed by regional council

- (1) This section applies if,—
 - (a) in the exercise of its powers under section 12(2), a regional council proposes to undertake a significant new activity; or
 - (b) a regional council-controlled organisation proposes to undertake a significant new activity; and
 - (c) in either case, 1 or more territorial authorities in the region of the regional council—
 - (i) are already undertaking the significant new activity; or
 - (ii) have notified their intention to do so in their long-term plans or their annual plans.
- (2) When this section applies, the regional council—
 - (a) must advise all the territorial authorities within its region and the Minister of the proposal and the reasons for it; and
 - (b) must include the proposal in the consultation document referred to in section 93A.
- (3) A proposal included in the consultation document referred to in section 93A must include—
 - (a) the reasons for the proposal; and
 - (b) the expected effects of the proposal on the activities of the territorial authorities within the region; and
 - (c) the objections raised by those territorial authorities, if any.
- (4) If, after complying with subsection (2), the regional council indicates that it intends to continue with the proposal, but agreement is not reached on the proposal among the regional council and all of the affected territorial authorities, either the regional council or 1 or more of the affected territorial authorities may submit the matter to mediation.
- (5) Mediation must be by a mediator or a mediation process—
 - (a) agreed to by the relevant local authorities; or
 - (b) in the absence of an agreement, as specified by the Minister.
- (6) If mediation is unsuccessful, either the regional council or 1 or more affected territorial authorities may ask the Minister to make a binding decision on the proposal.
- (7) Before making a binding decision, the Minister must—
 - (a) seek and consider the advice of the Commission; and
 - (b) consult with other Ministers whose responsibilities may be affected by the proposal.
- (8) This section does not apply to—
 - (a) a proposal by a regional council to establish, own, or operate a park for the benefit of its region; or
 - (b) a proposal to transfer responsibilities; or
 - (c) a proposal to transfer bylaw-making powers; or
 - (d) a reorganisation application under Schedule 3; or
 - (e) a proposal to undertake an activity or enter into an undertaking jointly with the Crown.
- (9) For the purposes of this section,—

affected territorial authority means a territorial authority—

 - (a) the district of which is wholly or partly in the region of a regional council; and
 - (b) that undertakes, or has notified in its long-term plan or annual plan its intention to undertake, the significant new activity

annual plan—

- (a) means a report adopted under section 223D of the Local Government Act 1974; and
- (b) includes such a report that section 281 applies to

new activity—

- (a) means an activity that, before the commencement of this section, a regional council was not authorised to undertake; but
- (b) does not include an activity authorised by or under an enactment

regional council-controlled organisation means a council-controlled organisation that is—

- (a) a company—
 - (i) in which equity securities carrying 50% or more of the voting rights at a meeting of the shareholders of the company are—
 - (A) held by 1 or more regional councils; or
 - (B) controlled, directly or indirectly, by 1 or more regional councils; or
 - (ii) in which 1 or more regional councils have the right, directly or indirectly, to appoint 50% or more of the directors of the company; or
- (b) an organisation in respect of which 1 or more regional councils have, whether or not jointly with other regional councils or persons,—
 - (i) control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the organisation; or
 - (ii) the right, directly or indirectly, to appoint 50% or more of the trustees, directors, or managers (however described) of the organisation.