

ATTACHMENTS

Risk & Assurance Committee Meeting

2 March 2023

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TAUPŌ DISTRICT COUNCIL

PERFORMANCE REPORT

January 2023

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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 Taupo.

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

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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 TOrangi" 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 Tangata Whenua (including things such as the Mana Whakahono agreement for TOrangi, 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 ET A, 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" - TOrangi as a result of the Mana Whakahono agreement. TOrangi 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 TOrangi 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

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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 cafe 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



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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 criterium 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.

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- 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 Band 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 & Maori 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.

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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 Tōrangī 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 Taupo 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 Taupo Collective Governance Group - a partnership with Tōwhāretoa and a range of Government agencies working in the social sector.
- We also continue to work closely with DIA (Te Tari Taiwhenua), MBIE (HTkina Whakatutuki) and MOT (Te Manatō 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 Taupo Town Centre Transformation (TTCT).

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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 Taup6 and T0rangI Customer and Visitor Centres have had an impressive 21.5% increase and 36% increase respectively. Taup6 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 Taup6 and T0rangI 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.

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INTEGRATED CO-GOVERNANCE AND MANAGEMENT

Through everything that we do. Progress in January:

- Ongoing comms and engagement with the whanau lead for Kohineheke in light of whanau aspirations for when the land interests of the Ancillary Claims Deed is vested free of reserve status in the original owners.
- -Te Kopu a Kanapanapa/Te Kaupapa Kaitiaki. A project initiation document has been drafted for the Iwi & Co-Governance Team to provide support individually or collectively to hap0 than hap0 being solely reliant on statutory bodies to transfer and unpack often complicated information to voluntary hap0 representatives.
- TMTB JMA negotiations - we expect this will commence shortly. Awaiting confirmation from TMTB.
- Wastewater management for Taup6 North - working committee meeting held with hap0 reps
- Continuing to work in partnership with Pukawa Marae / Ngati Manunui to plan and deliver district wide - Waitangi ki Pukawa Festival 2023
- Ongoing mahi with Ngati Turangitukua Mana Whakahono - preparation for establishment of co-governance committee and associated action points
- Follow up meetings with Ngati Te Rangiita reps regarding planning and process for a new Motutere Recreation Reserves Management Plan

Te Rea Maori Guidelines

- Drafting content

Maori 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 Maori perspective for Policy team to consider in council's submission.

