



### Environmental Services and Protection

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*The purpose of this activity group is to promote the sustainable management of the physical and natural resources of the district as well as contribute to the wellbeing of its people and the built environment.*

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# 2021 – 2031 LTP Activity Summary

## Table of Contents

<b>Environmental Services and Protection</b> .....	1
<b>Building Consents</b> .....	4
What we do .....	4
Why we do it .....	4
This activity contributes to the following community outcomes.....	4
Plans for the next 10 years .....	4
Levels of Service .....	5
Performance measures .....	5
Significant negative effects of delivering this activity .....	5
<b>Enforcement and Compliance</b> .....	6
What we do .....	6
Why we do it .....	6
This activity contributes to the following community outcomes.....	6
Plans for the next 10 years .....	7
Levels of service .....	7
Performance measures .....	8
Levels of service .....	8
Performance measures .....	8
Levels of service .....	8
Performance measures .....	8
Levels of service .....	8
This is new to the LTP, here's why .....	9
We have made further investment into Council's capacity to monitor, respond and enforce the maritime rules and bylaws.....	9
Performance measures .....	9
Significant negative effects of delivering this activity .....	9
<b>Resource consents</b> .....	9
What we do .....	9
Why we do it .....	9
This activity contributes to the following community outcomes.....	9
Plans for the next 10 years .....	10
Levels of Service .....	10
We've modified this Level of Service from 2018, here's why .....	11

## 2021 – 2031 LTP Activity Summary

We want to ensure application and accountability through our Customer Service Promise in addition to the regulatory and best practice requirements. ....	11
Performance measures .....	11
Significant negative effects of delivering this activity .....	11

# 2021 – 2031 LTP Activity Summary

## Building Consents

### What we do

Council's building related activities are governed by the Building Act 2004, Building Regulations and the Local Government Official Information and Meetings Act (LGOIMA), and the LGA Local Government Act 2002 (LGA).

Our work in this area includes/provides:

- Building consents, code compliance certificates (CCCs) and land information memoranda (LIMs).
- Researching and issuing Search of Council Records as part of the National Environmental Standard (NES) for Assessing and Managing Contaminants in Soil to Protect Human Health.
- Accurate and timely information on building consent processes.
- Monitors compliance of building warrants of fitness for commercial buildings.
- Responding to requests for services.
- Assessments and follow-ups for the strengthening and repair of dangerous, insanitary and earthquake prone buildings.
- Swimming pool inspections to ensure pools are safely fenced.

### Why we do it

Our building consents work is about ensuring buildings are safe and durable for people to live and work in, now and in the future. We also ensure that people wanting to build or buy a property have access to the information they need.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A vibrant city and townships	By encouraging alternative uses of commercial buildings in the CBD to help reinvigorate the town centre and to stimulate ideas for the future that will contribute to the economic health of the community. This includes development of upper floors into apartments.	Full use of CBD buildings to ensure ongoing use and prevent excessive dispersal of business to suburban centres.
Connected and safe communities	By providing safe and resilient commercial buildings.	Commercial buildings are earthquake resilient and all the required safety and warning systems operate as required by the Building Warrant of Fitness.

### Plans for the next 10 years

#### 1-3 YEARS

- Review the request for service (RFS) complaint system for stormwater on private properties and link this review into the DrainWise process.
- Obtain a drone to remove the risk of at height building inspections.
- Review the internal process for LIMs to improve efficiency.

## 2021 – 2031 LTP Activity Summary

### 4 – 10 YEARS

- Maintain accreditation as a Building Consent Authority and continue to provide high standards of service.
- Continue to look for improvements and operational efficiencies to ensure that building consents and inspections are, done in the most cost-effective manner.
- Invest in extensive training across the wide-ranging parts of building consents process to ensure comprehensive knowledge of building regulations and all relevant legislation, such as the Building Act 2004, LGOIMA, the Resource Management Act and the LGA.

### Levels of Service

***We deliver customer-focused building consents and compliance monitoring services that meet statutory requirements.***

### Performance measures

Performance measures	Result	Targets	
The percentage of building consents issued within 20 business days.	(2019/20)	Years 1-3	Years 4-10
	92%	95%	95%

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
Earthquake strengthening legal requirements may lead to some older buildings being demolished to ensure a safer central business district (CBD). This could impact the heritage values of the CBD.	Demolition of heritage buildings listed in the District Plan requires a resource consent. Any application would need to be heard by a panel of commissioners with expertise in structural strengthening, heritage values and Building Act and Resource Management Act legislation. A balanced decision between removing the danger by demolition and preserving the building will require this level of decision making.

## 2021 – 2031 LTP Activity Summary

### Enforcement and Compliance

#### What we do

This activity consists of the overall monitoring and compliance of district and regional resource consents, animal control, parking and city watch, food and health and liquor bylaws, harbour-related activities and environmental health services.

We maintain a consistent approach to ensuring compliance with a variety of acts, regulations, bylaws and the Tairāwhiti Resource Management Plan. We do this by using a range of enforcement options which are determined by a guideline toolkit and include examples of best practice. These guidelines are also intended to help the community and any other interested parties understand how enforcement and compliance is carried out. This activity monitors compliance and enforces the Resource Management Act, District Plan, Dog Control Act, Impounding Act, Land Transport Act, Land Transport (Road User) Rule 2004 and local bylaws.

#### Why we do it

- Council's Enforcement and Compliance services are intended to promote the sustainable management of natural and physical resources.
- We manage the way people use land and how those uses can affect the environment e.g. noise, new subdivisions, historic building protection, native bush etc.
- We help create an environment for our economy to develop and thrive, supporting ideas and opportunities, while providing supportive community infrastructure.
- We support and educate people and businesses in Tairāwhiti to meet and comply with the law and Council policies and consent conditions.
- Council also ensures maritime safety in the region, including marine oil spill response capability to meet our statutory obligations in those areas and protect our environment, safeguarding our community wellbeing.
- We promote traffic safety, help traffic to flow for businesses and retailers, and maintain a presence in the central business district by assisting Police and retailers. We engage in and support education for dog owners, maintain compliance with central government legislation and local bylaws on the control of dogs, and investigate and enforce non-compliance of the relevant Act and bylaws.
- We keep our community and environment healthy and safe by managing food premises, alcohol licensed premises and health licensed premises. We do this through processing applications, education, administration, monitoring and enforcement and inspection and verification of these premises, ensuring high quality of life for the current and future residents and visitors of Tairāwhiti.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Connected and safe communities	By providing animal control services that protect the community's safety.	Our team continues to patrol the central business district contributing to a safe community. Building and maintaining relationships with the community.

## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
A vibrant city and townships	Our food and beverage establishments are safe, healthy and diverse.	Full use of CBD buildings to ensure ongoing use and prevent excessive dispersal of business to suburban centres.

### Plans for the next 10 years

#### 1-3 YEARS

- Document a comprehensive Enforcement Management Policy to help guide Council staff on all enforcement matters.
- Update the parking meters in the central business district.
- Review of the Dog Control bylaw.
- Review and update the Parking Policy and Freedom Camping Bylaw.
- Implement education programmes to relevant and any interested stakeholders.
- Review the Health and Safety Plan every three years and ensure all health and safety requirements are in place.
- Hand over the responsibility of Stock Control on the state highways to NZTA at their request.
- Implement a stormwater monitoring programme.
- Continue to explore opportunities to use technology to make work more efficient, including continuance of the online dog registrations trial.
- Development of a risk assessment tool for landfill.
- Hazardous Activities and Industries List (HAIL) project around identifying former sheep dips and helping landowners access Ministry for the Environment funding.
- Support owners in Awapuni Road who have contaminated land.
- Create and undertake a survey on background noise.
- Capture requirements and identify a supplier for a water data business support tool (and recruiting capability) that accurately supports real time compliance monitoring and analysis of data as recommended in the Freshwater Reform package.

#### 4 – 10 YEARS

- Continue to provide a high quality animal control service for animals, their owners and the wider community with clearly communicated guidelines and procedures for such things as the control of dogs in public places and responsible dog ownership.
- Expansion of education programme for schools and early childhood education providers with specifically developed programmes for schools & early childhood centres.
- Continue to develop our education programme by offering seminars and training courses for dog owners.
- Continue to work collaboratively with the science group to improve water quality for human health and will continue to make monitoring information available to the public. Ensure a sustainable approach to land use and development.

### Levels of service

***We provide animal control services that protect our community from threats to their safety by monitoring and enforcing compliance with legislation and through dog registration.***

## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
Percentage of residents satisfied with Councils efforts in controlling dogs as found in the Resident Satisfaction Survey.	(2019/20)	Years 1-3	Years 4-10
	55%	55%	55%
The percentage of routine requests for dog or stock control issues responded to within two days.	87%	85%	85%
The percentage of urgent requests for dog or stock control, responded to within 30 minutes.	92%	92%	92%

### Levels of service

*We monitor, respond and enforce reports of non-compliance with respect to legislation intended to protect the environment.*

### Performance measures

Performance measures	Result	Targets	
Respond to Request for Services (Excluding Noise) within 30 minutes.	(2019/20)	Years 1-3	Years 4-10
	85%	85%	85%
Noise control response within 1 hour.	73%	70%	70%

### Levels of service

*We regulate commercial operations and respond to environmental health issues in the interest of protecting public and environmental health.*

### Performance measures

Performance measures	Result	Targets	
Number of applications for liquor licences and food certificates processed within target time frames (Food and Alcohol Act).	(2019/20)	Years 1-3	Years 4-10
	64%	65%	65%
Number of registered and licensed premises that undergo an environmental health compliance inspection annually.	52%	65%	65%

### Levels of service

*We maintain the Port and Harbour Safety Code Safety Management System (SMS) and respond to maritime emergencies.*



## 2021 – 2031 LTP Activity Summary

### This is new to the LTP, here's why

We have made further investment into Council's capacity to monitor, respond and enforce the maritime rules and bylaws.

### Performance measures

Performance measures	Result	Targets	
Our Port and Harbour Safety Code (SMS) has been self-assessed with the port within the last 12 months.	(2019/20)	Years 1-3	Years 4-10
	New measure	Compliant	Compliant
We initiated our response to all maritime emergencies within 30 minutes of notification.	New measure	≥30 mins	≥30 mins

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.

### Resource consents

#### What we do

Council provides regulatory rigor and undertakes respective legislative duties as per the Resource Management Act 1991 (RMA), Building Act 2004 and the Local Government Official Information and Meeting Act 1987. Duties under the RMA, specific to the team, include: land use; subdivision; discharges to air, land and water; forestry, both harvesting and afforestation; water takes, land disturbance, coastal permits and other national planning instruments such as any relevant National Policy Statements and National Environmental Standards.

#### Why we do it

- Council's Resource Consents services are intended to protect and enhance the quality of our district's natural and physical environment, now and into the future.
- We support development and economic growth through land use, subdivision and forestry related activities.
- We support the connection of iwi and Māori to their values and relationships with sites of significance and taonga.
- We also provide regulatory certainty for economic development and community wellbeing. Another key function is to ensure our legislative responsibilities are, met for the built and natural environment, and the community.
- We ensure the integrity and safety of the built form, now and into the future and protect our district's heritage resource.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	Our planning approach can be facilitative and proactive, applying a common sense solutions based focus to growth and development so that	Reduce barriers and time spent in decision making.

## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
	processing of consents occurs within statutory timeframes.	

### Plans for the next 10 years

#### 1-3 YEARS

- Continue to process resource consents and to meet and deliver statutory requirements for Council.
- Put in place simple and easy-to-use tools and processes to ensure a collaborative approach with our community can be supported.
- Deliver Council's legislative requirements consistently and to a high standard, both in terms of the quality of processing responses to applications received, as well as decisions released under the statutory and regulatory framework.
- Implement real-time charging in order to recoup our operational costs to ensure alignment of outputs (time) and inputs (income).
- Document and promote the pre-lodgement process to ensure the best understanding of the proposal prior to its submission, a no-surprises approach.
- Implement a process for the management of water take renewals for the years when these numbers are particularly high.
- Develop and disseminate communication and information material around the Tairāwhiti Resource Management Plan and resource consent requirements.
- Provide input into the review of the Tairāwhiti Resource Management Plan process.

#### 4 – 10 YEARS

- Continue to create an experienced and multidisciplinary team across district and regional consenting.
- Continue to increase internal resource capacity in order to use fewer external consultancy services.
- Strengthen working relationships with both internal and external stakeholders to enhance our outputs in providing fair and reasonable decisions.
- Apply a risk-based planning approach to the resource consents in order to assist planners in readily defining levels of risk.
- Foster a supportive work environment where job performance and emotional, physical and mental well-being are valued.
- Keep up to date with changes to legislation and create the necessary internal procedures to document and implement those changes, or recommendations.
- Continue to actively engage- with our community and other interested parties ensuring all forms of communication used are clear and concise.

### Levels of Service

***We meet regulatory timeframes and apply best practice when processing your applications.***

## 2021 – 2031 LTP Activity Summary

### We've modified this Level of Service from 2018, here's why

We want to ensure application and accountability through our Customer Service Promise in addition to the regulatory and best practice requirements.

#### Performance measures

Performance measures	Result	Targets	
The percentage of resource consents processed within 20 business days.	(2019/20)	Years 1-3	Years 4-10
	59%	70%	70%
		(Regional District & Total)	

#### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
When resource consents are not delivered, this can have a negative effect on economic development and growth.	Council incentivises timely resource consent processing through a continual refund of fees when timeframes are exceeded.
Decisions are issued, which do not meet best practice.	Identify inaccuracies early and make amendments to templates accordingly.



### Community Lifelines

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*Community Lifelines is responsible for the effective management of Council's capital and infrastructure assets and the provision of all associated services. They provide the strategic direction for the future needs of our community through these essential lifelines. They provide professional and integrated activity planning to ensure our capital works and maintenance programmes meet the infrastructural and service level needs of the community as determined by Council.*

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# 2021 – 2031 LTP Activity Summary

## Table of Contents

<b>Community Lifelines</b> .....	1
<b>Land, rivers and coastal</b> .....	4
What we do .....	4
Why we do it .....	4
This activity contributes to the following community outcomes.....	5
Plans for the next 10 years .....	6
Levels of service .....	7
Performance measures .....	7
Significant negative effects of delivering this activity .....	7
<b>Roads and footpaths</b> .....	8
What we do .....	8
Why we do it .....	8
This activity contributes to the following community outcomes.....	8
Plans for the next 10 years .....	9
Levels of service .....	9
Performance measures .....	9
Levels of service .....	10
<i>We operate and maintain a reliable roading network that is up to date, in good condition and fit for purpose.</i> .....	10
Performance measures .....	10
Levels of service .....	10
<i>We provide and maintain affordable and accessible transportation services that balance the needs of all users.</i> .....	10
Performance measures .....	10
Significant negative effects of delivering this activity .....	11
<b>Solid Waste</b> .....	12
What we do .....	12
Why we do it .....	12
This activity contributes to the following community outcomes.....	12
Plans for the next 10 years .....	13
Levels of service .....	13
<i>Solid waste facilities are adequate and accessible to the community, including regular kerbside collection services and transfer stations.</i> .....	13
Performance measures .....	14
Levels of service .....	14

## 2021 – 2031 LTP Activity Summary

<i>Public information and programmes promote waste minimisation.....</i>	14
Performance measures .....	14
Levels of service .....	14
Performance measures .....	14
Levels of service .....	14
<i>No adverse effects on the environment or human health from the Paokahu and Waiapu landfills.....</i>	14
Performance measures .....	14
Significant negative effects of delivering this activity .....	14
<b>Water Supply.....</b>	16
What we do .....	16
Why we do it .....	16
This activity contributes to the following community outcomes.....	16
Plans for the next 10 years .....	16
Levels of service .....	17
Performance measures .....	17
Significant negative effects of delivering this activity .....	18
<b>Wastewater .....</b>	20
This activity contributes to the following community outcomes.....	21
Levels of service .....	22
<i>We provide a well-managed wastewater reticulation and treatment system which protects public health and the physical environment. ....</i>	22
Performance measures .....	22
Significant negative effects of delivering this activity .....	22
<b>Urban Stormwater .....</b>	24
What we do .....	24
Why we do it .....	24
This activity contributes to the following community outcomes.....	24
Plans for the next 10 years .....	25
Levels of service .....	26
Performance measures .....	26
Significant negative effects of delivering this activity .....	27

# 2021 – 2031 LTP Activity Summary

## Land, rivers and coastal

### What we do

Council manages:

- The Waipāoa and Te Karaka flood control schemes, including 68km of stopbanks.
- 277km of land drains that support agricultural activity.
- 303km of rivers and streams, including bank protection and channel clearance.
- \$0.8m of coastal assets in the Wainui Beach Coastal Scheme.

Our work in this area also involves rivers asset management, flood control schemes, land drainage schemes, river channel maintenance and Wainui Beach foredune protection. The total network replacement value is around \$65m.

### Rivers asset management

We are responsible for monitoring changes to the coast and river/stream channels that could affect our community for specified rivers. We also advise stakeholders on preventative maintenance for rivers and streams, on issues such as flood control, coastal and land erosion protection, land drainage and foredune protection. River monitoring also provides timely flood warnings to the community for specified rivers.

### Flood control schemes

To protect land, buildings, and infrastructure from flooding, Council administers and maintains two flood control schemes, one river improvement scheme and one river erosion protection scheme within our district:

- Waipaoa Flood Control Scheme
- Te Karaka Flood Control Scheme
- Tūranganui-Taruhēru Rivers Scheme
- Waipū Erosion Protection Scheme

Together these schemes include 47km of river channel, 68 km of stopbanks, and 740 hectares of floodway land.

### Land drainage schemes

Council constructs, administers and maintains a network of open drains across private farmland to provide land drainage that allows the effective subsurface drainage of the Poverty Bay flats within specific areas (generally land drainage schemes). A total network of 277km of drains are maintained spanning 17 drainage districts. Council undertakes this work in response to landowner requests via legislation as required.

### River channel maintenance (including pump stations)

Council provides essential river channel maintenance and infrastructure works for 303km of identified rivers and streams to protect land, properties and roads from erosion. Council also undertakes this work in response to landowner requests via legislation as required.

### Coastal property protection scheme

We maintain the existing foredune protection infrastructure in a defined area along Wainui Beach, in alignment with the Wainui Beach Erosion Management Strategy (adopted in 2014).

Council owns and maintains about 2,067m of erosion protection structures including rock and timber revetments, gabions, concrete walls and groynes.

### Why we do it

Council's flood protection schemes are intended to keep people and properties safe from flooding, river erosion and coastal erosion in identified areas.

## 2021 – 2031 LTP Activity Summary

River monitoring also provides flood warnings to the community for specified rivers in a timely and effective manner.

We provide advice on preventative maintenance for river and stream channel integrity.

Council also maintains the design standards and levels of service for our district's land drainage, rivers, streams and coastal protection assets, using the most cost effective long-term asset management options.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Resilient communities	We take into account the forecasted impacts of climate change, and changing community demands as they relate to access to key services.	We use a risk-based approach to manage natural hazards and climate change adaptation.
A vibrant city centre and townships	We plan and deliver an upgraded flood protection scheme along the Waipaoa River. This supports: <ul style="list-style-type: none"> <li>quality urban infill development</li> <li>protection of homes, property and livelihoods.</li> </ul>	Our city and our rural townships are supported by sustainable infrastructure.
Connected and safe communities	Explore and strengthen pathway connections between local reserves to enhance their use as well as the liveability of our communities.	Development and delivery of cycle trails to provide connections between schools, townships and community spaces following the Waipaoa stopbanks and/or on flood control owned land.
We take sustainability seriously	Increasing the resilience of land, rivers and coastal to both short- and long-term risks and events, particularly climate change and natural hazards.	Adopt sustainable land use practices that contribute to ecological diversity, health waterways and marine environments, and the health and well-being of local communities.
We celebrate our heritage	In partnership with Iwi we will continue to deliver our suite of collaborative projects.	Support mana whenua in the exercise of kaitiaki responsibilities over the environment.
A diverse economy	We utilise and support local contractors and engineering professionals where possible.	We have the required skills for our local industries to succeed.
Delivering for and with Māori	Our interactions with Māori collectives are evolving constantly and we aim to move away from transactions into more	The mana of the whenua and mauri of the waterways is restored in Te Tairāwhiti.



## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
	relationship-based partnering with Māori.	

### Plans for the next 10 years

#### 1-3 YEARS

- Continue to provide a flood protection warning service for some rivers.
- Continue with bulk earthworks construction to upgrade the Waipaoa River Flood Control Scheme protection level to a 1:100-year event taking into consideration the effects of climate change out to 2090. Construction priority will focus on upgrading the eastern side stopbanks to protect Gisborne City first.
- Review the management of 'informal' spoil fill stopbanks in the Tūranganui-Taruhēru Rivers Scheme. Consider formal adoption and formalisation of these informal stopbanks.
- Undertake flood mapping to make more informed decisions.
- Respond to Council's Requests for Service (RfS) system to manage and track all service requests that the public make.
- Capture private assets in drains (survey and input into Council's Data Management System) and review ownership/management policy.
- Review Te Karaka Level of Service taking into account the effects of climate change - depending on findings and community consultation on these findings, potentially additional budget may be sought in the 2024 LTP to undertake remedial works.
- Review of Waipaoa river rock/groyne protection.
- Integrate with cycle trails project(s), following the stopbanks.
- Review, amend and consider adopting best practice operational manuals for the Waipaoa Flood Control Scheme.
- Reconstruct and replace aging Taruhēru River and Tūranganui River wooden revetments.
- Removal of Council coastal infrastructure/assets once they become a health and safety risk and making areas safe, to protect the community and coastal users.
- Review how we do things compared to other similar teams across New Zealand.
- Complete the review of Wainui Beach Erosion Management Strategy.
- Continue to improve management of assets.
- Beach erosion monitoring.
- Improve fish passage.
- Establish a willow nursery.

#### 4 – 10 YEARS

- Continue to provide a flood protection warning service for some rivers.
- Continue with physical works to complete the Waipaoa River Flood Control Scheme upgrade. Construction focus will shift to the western side stopbanks to upgrade that side in years 4– 10, in order to fully complete the scheme upgrade by 2031.
- Assess and understand risks associated with the two Taruhēru bridges.
- Drainage Network 'V-notch' weirs – flow gauging of key land drainage schemes to gather data to develop and calibrate a hydraulic model to improve decision making.
- Reconstruct Taruhēru River and Tūranganui River revetments.
- Due to erosion issues on the northern side of the Whakaahu Stream, realignment works to relocate the waterway into the centre of the floodway away from the stopbank is proposed.

## 2021 – 2031 LTP Activity Summary

- Undertake improvements to drainage pump stations based on recommendations of asset condition assessment investigations.
- Carry out surveys to capture coastal elevation data and to understand trends.
- Continue with beach erosion monitoring.
- Continue to respond to Council's Request for Services.

### Levels of service

***Ensuring the community is safe and prepared, we'll actively monitor and manage the drainage of rivers and streams to minimise flood risk and coastal erosion.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
System and adequacy (Mandatory measure - DIA) Flood control stopbank length is inspected annually and maintained to a 1 in 100-year protection standard. (Total stopbank length 77km)	85%	25%	25%
Percentage of Requests for Service resolved within target time frames.	84%	80%	80%

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are design limits and at some point they will be exceeded. An over-reliance on structural engineering solutions can lead to a shift from regular flood events, to rare and catastrophic disasters. Increased development and intensification within protected areas by flood control schemes mean that when a scheme eventually fails, the consequences can be severe.	<ul style="list-style-type: none"> <li>• Increasing design limits e.g. designing for climate change.</li> <li>• Reduce the amount of development and intensification in the area protected by a stopbank.</li> <li>• Change land use to reduce peak catchment runoff rates e.g. from pastoral to forestry.</li> <li>• The management of unsustainable hill country to reduce sediment loads and bed/berm aggradation.</li> </ul>
The maintenance and installation of hard coastal erosion protection assets to protect coastal property can have the negative effects of locking up sand resources and lowering general beach level reducing the amenity value and usability of the area.	Taking a different approach from hard structures to soft structures e.g. sand pushups and dune planting. Alternatively adopting a managed retreat approach e.g. requiring relocatable housing, planning provisions, and allowing natural erosion processes over hard structures.

## 2021 – 2031 LTP Activity Summary

### Roads and footpaths

#### What we do

This activity is responsible for the extensive land transport network in our region, all operational elements of road maintenance and renewals, capital projects, walkways and cycle ways. Council also manages the two public bus services and nine school bus services as well as road safety education initiatives such as campaigns for drink-driving, speeding and seat belts.

The local road network forms 85% (1,893km) of Tairāwhiti region's roads, 13% of the network is urban while 87% is rural. Other assets include 412 bridges (a quarter are on forest routes and not capable to carry high productivity motor vehicles), culverts and drains, 236km of footpaths, footbridges, 3,447 street lights (50% upgraded to LEDs), street signs, railings, retaining walls, traffic systems, bus shelters and some non-assisted assets such as carparks and wharves.

The Land Transport Management Act 2003 requires Council, as a regional authority, to have a Regional Land Transport Plan and a Regional Public Transport Plan. These plans are reviewed every three years.

#### Why we do it

Transport is a key tool through which Council delivers on wellbeing outcomes for the community. The roading activity provides critical infrastructure and is a key enabler of community connectivity. It also connects sparsely populated and isolated communities as well as key regional producers with market destinations. These linkages are crucial for the region's economic activity and employment, with the primary sector accounting for 20% of local jobs.

The walking and cycling network, consisting of a mixture of footpaths, shared paths, footbridges, bike lanes, boardwalks and cycle ways, is expected to grow in order to meet the community's wellbeing outcomes.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Resilient communities	Future planning will look to opportunities of changing climate and how it can be used to advance understanding of and planning for resilient infrastructure.	Our region's infrastructure will not be compromised by climate change and will provide the service expected by the community.
Connected and safe communities	Transport infrastructure investment is targeted to improve access to safe and efficient transport options.	Our roads and pathways are safe to use by the community to access jobs, services, education and leisure.
We take sustainability seriously	Encourage and support businesses and communities to explore more efficient sustainable practices through innovative solutions like the re-use of waste for fuel.	Businesses and communities are supported to explore the potential for developing a circular economy.
A diverse economy	Infrastructure supports innovative growth	Our regional economy has depth and variety and we

## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
	opportunities so Tairāwhiti can keep and grow local talent within the region.	have the required skills to support it.

### Plans for the next 10 years

#### 1-3 YEARS

##### **Reduce the number of fatal and serious crashes occurring in the district by**

- A focused road safety education programme.
- The development of a speed management plan and implementation.
- Safety engineering projects near schools and urban intersections.
- Hazardous tree removal to improve visibility improvements on rural roads.

##### **Maintain the reliability and resilience of the roading network**

- Continue with bridge strengthening programme to address freight access constraints.
- Continue to implement the local roads route security business case.
- Ensure Councils on going emergency works programme is delivered.

##### **Improved access for communities with a choice of transport mode**

- Progress the Taruheru River Walking and Cycling project to achieve the goals set in the Tairāwhiti 2050 (Spatial Plan).
- Complete a strategic network review of our public transport services to ensure it is meeting the requirements of our community.
- Complete Council's footpath renewals and maintenance programme.

##### **COVID-19 impact and recovery**

- Support regional economic development through the Integrated Transport Priority Plan and Tairāwhiti Economic Action Plan/Te Huarahi Hei Whai Oranga.

##### **Implement capital programme to support local community, the project includes:**

- Township upgrades.
- LED street-light upgrades.
- East Cape Road – route security projects.
- Sealed network – reseal and reconstruction projects.

#### 4 – 10 YEARS

- Redirect Council's roading programme to align with the goals set in the Tairāwhiti 2050 (Spatial Plan).

### Levels of service

***We ensure the roading network is designed and managed for safe use with low crash and injury rates.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Road safety (Mandatory measure - DIA)	2 fatal 17 serious	Decrease	Decrease

## 2021 – 2031 LTP Activity Summary

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.			

### Levels of service

**We operate and maintain a reliable roading network that is up to date, in good condition and fit for purpose.**

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Response to service requests (Mandatory measure - DIA) The percentage of customer service requests relating to roads and footpaths to which Council responds within the time frame specified.	81%	80%	80%
Road condition (Mandatory measure - DIA) The average quality of ride on a sealed local road network, measured by smooth travel exposure.	90.3%	80% of the sealed road network	80% of the sealed road network
Road maintenance (Mandatory measure - DIA) The percentage of the sealed local road network that is resurfaced.	4.6%	5%	5%
Footpaths (Mandatory measure - DIA) The percentage of footpaths that fall within the service standard for the condition of footpaths that is set out in the Engineering Code of Practice.	Not measured	90%	90%

### Levels of service

**We provide and maintain affordable and accessible transportation services that balance the needs of all users.**

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of residents using the walking and cycling network as found in the Resident Satisfaction Survey.	64%	Increase	Increase
Percentage of customers who rate the passenger transport system as excellent/good.	Not measured	80%	80%
The number of bus passengers per annum.	100,054	145,000	>145,000

## 2021 – 2031 LTP Activity Summary

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
A significant negative effect of the land transport function is road maintenance and construction – high greenhouse gas emissions.	Ensuring efficient maintenance schedule and promoting mode shift.

## 2021 – 2031 LTP Activity Summary

### Solid Waste

#### What we do

Council is responsible for managing the regions solid waste and promoting waste minimisation initiatives. We do this through:

- Rural and urban kerbside collections
- Rural transfer operations
- Recycling initiatives
- Cleaning of public places
- Landfill operations and aftercare

#### Why we do it

Council has a statutory duty to not only ensure waste is managed effectively and efficiently, but also to minimise it. We also have a responsibility to promote the reduction, reuse and recycling of waste to reduce the potential harmful effects of waste on people and the environment.

The provision of solid waste activities is a requirement for every district or city within New Zealand under the Local Government Activity and Public Health Act 1956. We're using our adopted 2018-2024 Waste Management and Minimisation Plan to guide us in making sure we manage our waste as best we can for the benefit of our community's health, our local economy and our environment.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	It is our vision that the community becomes part of and shares with the Council the responsibility for the service provision.	The community becomes part of and shares with the Council the responsibility for the service provision.
A vibrant city centre and townships	Maintaining clean public places and amenities enhances the community's and our visitors' enjoyment of our city and townships. We'll work to ensure that our activities are of the standard that community expects and in the locations required.	Solid waste activities are of the standard that the community expects and in the locations required by the community.
We take sustainability seriously	We work with community groups to promote and advocate for increased waste minimisation and diversion from landfill.	Community groups and businesses promote sustainability by repairing or re-purposing. Waste minimisation efforts within the region are maximised and through a collective community effort, greater waste diversion from landfill is achieved.

# 2021 – 2031 LTP Activity Summary

## Plans for the next 10 years

### 1-3 YEARS

- Review of our curbside rubbish and recycling collection contract.
- Review the implemented Council bylaws to comply with statutory requirement.
- Continued support of Enviroschools.
- To actively engage the community and provide information, education and resources to support community actions and community initiatives for waste minimisation.
- Continue implementing the 2018-2024 Waste Management and Minimisation Plan.
- Increase funding to businesses and community groups to empower and educate environmental awareness and waste minimisation.
- Continue to roll out new litterbins for the city and regional townships as part of asset management practices. Look into options of big belly smart bins and recycling bins.
- Continue to work with Ministry for the Environment on projects such as the 'Resource Recovery Transfer Station' and work towards implementation as per the results of the feasibility study.
- Engage professional services to undertake a region-wide public engagement process to gauge the appetite for change to the day-to-day operation of solid waste (e.g. a change to wheelie bins or kitchen waste bins).
- Risk assessment of current and historic landfill sites to determine the urgency of remediation and subsequent remediation.
- Continue remediation of the Paokahu closed landfill and Awapuni lagoon waterways.
- Continue management and development of the community caretakers' system.
- Increase cooperation alongside other Council teams to maximise community opportunities.
- Undertake works at our closed landfills to improve consent compliance.
- Continue to work with the Ruatoria community in regard to the future of the Waiapu landfill to determine the preferred solution and apply for any consents needed (consent expires 2025).
- Apply to renew consent for Te Araroa transfer station (consent expires 2023).

### 4 – 10 YEARS

- Continue with maintenance and ongoing remedial work to maintain consent at the closed Paokahu landfill site.
- Develop and implement new 2025-2031 Waste Management and Minimisation Plan.
- Increase infrastructure capacity within region in order to best deal with waste and promote healthy competition at tender time.
- Improve customer satisfaction by increasing street cleaning.
- Initiate remedial works because of the investigative works undertaken in years 1-3.
- Ensure operations at the Waiapu landfill comply with resource consent conditions.
- Potential works to remediate land at the Waiapu landfill pending decisions on the long-term viability of the site.

## Levels of service

***Solid waste facilities are adequate and accessible to the community, including regular kerbside collection services and transfer stations.***



## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Resident satisfaction with kerbside collection as found in the Resident Satisfaction Survey.	90%	90%	90%
Total waste received as illegal dumping.	43.82 †	Decrease on prior year result	Decrease on prior year result

### Levels of service

*Public information and programmes promote waste minimisation.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Support information and education programmes or workshops that raise awareness and promote waste minimisation.	New Measure	A minimum of 5 per year	A minimum of 5 per year

### Levels of service

*Waste is diverted from landfill via waste minimisation method.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Total solid waste to landfill in kg per head of population.	318 kg	285 kg	275 kg
Ratio of recycling to landfill waste (tonne).	26:74	30:70	30:70

### Levels of service

*No adverse effects on the environment or human health from the Paokahu and Waiapu landfills.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Number of resource consent breaches for Paokahu and Waiapu landfills.	10	Less than 5 active at year end	Less than 5 active at year end

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
Resident satisfaction with kerbside rubbish bag and recycling collections.	Reducing satisfaction (90% target to 77%).

## 2021 – 2031 LTP Activity Summary

Significant negative effects	Mitigation
Large increase in total waste received as illegal dumping.	Large increase in illegal dumping (267 % increase this year).
Reduction in solid waste to landfill, but still not achieving targets of total kg of solid waste to landfill per head of population (318 kg/hd, target 285 kg/hd).	Reduction in solid waste to landfill but still not achieving targets (318 kg/hd, target 285 kg/hd).

## 2021 – 2031 LTP Activity Summary

### Water Supply

#### What we do

Council effectively manage and protect the water supply's servicing Gisborne City, Te Karaka, Whatatutu, Makaraka and Manutuke. We also manage the Mangapoike dams which is the main water supply source, along with water treatment plants located at Waingake, Bushmere (on the Waipaoa River), Te Karaka and Whatatutu.

Our public water supply provides:

- Safe water for domestic, commercial and industrial purposes
- Water for fire-fighting services for Gisborne city
- Water for emergency management in the event of natural or system emergencies
- Water to public service providers and community facilities such as schools, hospitals, public pools, sporting facilities and grounds
- A tanker-filling point for carted water

All other areas in Tairāwhiti not mentioned, use non-reticulated private water supply systems that are not administered by Council.

#### Why we do it

Council provides a continuous, sustainable and safe supply of water to residents and businesses, along with supplementary water supply to Te Karaka and Whatatutu townships. We also need to provide an assured water supply for fire-fighting purposes for Gisborne city.

A safe public water supply system contributes to community health and disease prevention, ensuring residents have access to clean water is essential for basic health and hygiene. A reliable water supply is also essential for business and industrial users.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
We take sustainability seriously	Increasing the resilience of three waters service provision to both short- and long-term risks and events, particularly climate change and natural hazards.	Tairāwhiti has a secure and sustainable supply of water for drinking, industry, primary production and other uses.
Resilient communities	Ensuring continuity and delivery of our drinking water.	To increase the resilience of our infrastructure, economy and our communities.
A driven and enabled Tairāwhiti	Maintaining the urban drinking water network in line with Council's Tairāwhiti 2050 (Spatial Plan).	Work together (within Council business activities) to achieve Council's collective aspirations for Tairāwhiti.

#### Plans for the next 10 years

##### 1-3 YEARS

- Continue replacing high criticality water pipes which have reached their useful life and/or in poor condition.
- Continue refurbishment of the raw and treated water pipeline and bridges.
- Continue the installation of backflow manifolds at residential connections to reduce the

## 2021 – 2031 LTP Activity Summary

backflow contamination risk.

- Continue renewal of critical components at the water treatment and distribution facilities such as pumps, motors, automation systems, power supplies and instrumentation.
- Replace compromised road culverts to maintain access to the water supply dams and pipeline.
- Review our Water Safety Plans (WSP), Water Demand Management Strategy, and operational procedures to meet new regulatory requirements, mitigate risks and facilitate budget planning.
- Progress cross-council adaptation and resilience planning for drinking water assets/service provision.
- Renew the Te Karaka reticulation network,
- Prepare a water take consent application for the Waingake (Te Arai) River water source.

### 4 – 10 YEARS

- Adapt the operational model to the water reform changes and challenges.
- Undertake remedial work to the Sang Dam wall
- Renew the ageing Whatatutu water supply reticulation network.
- Installation of new booster station and water supply main in Gisborne City.
- Continue replacing high criticality water pipes past their useful life and/or in poor condition.
- Continue renewal of critical components at the water treatment and distribution facilities such as pumps, motors, automation systems, power supplies and instrumentation.
- Complete the installation of backflow manifolds at residential connections to reduce the contamination risk.
- Implement demand management through water metering of all connections and initiate 'user pays' based water charging.

### Levels of service

***We provide water supply infrastructure that meets the needs of our community now and into the future by delivering safe, clean water in a sustainable manner.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
The percentage of residents satisfied with the water supply system as found in the Resident Satisfaction Survey.	88%	70%	70%
Customer satisfaction (Mandatory measure - DIA) The total number of complaints received about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply, and f) Council's response to any of these issues (expressed per 1000 connections to the local authority's networked reticulation system).	4.34	Less than 10	Less than 10
Demand management (Mandatory measure - DIA)	217 Litres	≤ 308 Litres	≤ 308 Litres

## 2021 – 2031 LTP Activity Summary

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
The average consumption of drinking water per day per resident within the district.			
<p>Fault response times (Mandatory measure - DIA)</p> <p>Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</p> <p>a) attendance for urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site, and</p> <p>a) resolution of urgent call-outs: from the time that Council receives notification to the that service personnel confirm resolution of the fault or interruption</p> <p>b) attendance for non-urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site</p> <p>c) resolution of non-urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption</p>	<p>a) 0.42 hr</p> <p>b) 1.28 hr</p> <p>c) 2.87 hr</p> <p>d) 21.29 hrs</p>	<p>a) 4 hr</p> <p>b) 4 hr</p> <p>c) 4 hr</p> <p>d) 48 hrs</p>	<p>a) 4 hr</p> <p>b) 4 hr</p> <p>c) 4 hr</p> <p>d) 48 hrs</p>
<p>Maintenance of the reticulation network (Mandatory measure - DIA)</p> <p>The percentage of real water loss from Council's networked reticulation system.</p>	Not measured	Less than 15%	Less than 15%
<p>Safety of drinking water (Mandatory measure - DIA)</p> <p>The extent to which the drinking water supply complies with:</p> <p>a) part 4 of the drinking-water standards (bacteria compliance criteria)</p> <ul style="list-style-type: none"> <li>Gisborne</li> <li>Rural</li> <li>Te Karaka</li> <li>Whatatutu</li> </ul> <p>b) part 5 of the drinking-water standards (protozoal compliance criteria)</p> <ul style="list-style-type: none"> <li>Gisborne</li> <li>Rural</li> <li>Te Karaka</li> <li>Whatatutu</li> </ul>	<p>a)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>b)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>a)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>b)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>a)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>b)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
<p>Environmental</p> <ul style="list-style-type: none"> <li>Effects on the Waingake (Te Arai) River ecosystem during low summer river flows.</li> </ul> <p>Social</p>	<p>Council mitigates these potential negative effects through asset operations, management, maintenance and planning including:</p>

## 2021 – 2031 LTP Activity Summary

Significant negative effects	Mitigation
<ul style="list-style-type: none"> <li>• Health and safety risks associated with the construction, maintenance or operation of the water supply infrastructure.</li> <li>• Property damage resulting from occasional water mains failures.</li> <li>• Potential damage to household hot water valves caused by corrosion by-products where galvanised iron components remain.</li> <li>• Short-term impacts on households and industry from water restrictions.</li> </ul> <p>Cultural</p> <ul style="list-style-type: none"> <li>• Loss of access to whenua for iwi in the Mangapoike catchment area.</li> <li>• Impact of water supply water take on Waingake (Te Arai) River flows and associated kaitiakitanga of iwi.</li> </ul>	<ul style="list-style-type: none"> <li>• asset condition assessments and renewals</li> <li>• appropriate project management practices</li> <li>• appropriate water source management</li> <li>• reliable maintenance arrangements</li> <li>• experienced staff for catchment management</li> <li>• appropriate water treatment processes</li> <li>• meeting resource consent requirements</li> <li>• demand management initiatives including public education and water conservation programmes</li> <li>• supporting opportunities for iwi within the Mangapoike water catchment</li> </ul>

# 2021 – 2031 LTP Activity Summary

## Wastewater

### What we do

Council collects, treats and disposes of wastewater (sewage) from residential and industrial properties. This includes Gisborne City, the western industrial area and Te Karaka. We own, operate and maintain a network of pipes and pump stations that carry wastewater for treatment to the treatment plants. We also own and administer the four septage disposal sites at Te Araroa, Tikitiki, Ruatoria (Waiapu) and Te Puia Springs.

The remaining communities in our district are served by non-Council administered private septic tank systems. The wastewater activity does not include the administration and monitoring of the on-site wastewater systems.

Within Gisborne City certain industries are served by a separate industrial wastewater network. This network discharges to the wastewater treatment plant where it's screened and then discharges to the marine outfall. The industrial wastewater does not go through the domestic treatment system.

Gisborne domestic sewage is collected at the wastewater treatment plant, screened, treated biologically and discharged to the marine outfall.

Council regulates trade waste discharges to the Gisborne City wastewater systems (domestic and industrial) by means of the Trade Waste Bylaw and the monitoring thereof.

Council is in the process of upgrading the existing Wastewater Treatment Plant to provide solids removal and UV disinfection. This will be fully operation by June 2022.

### Why we do it

Council consider wastewater infrastructure as a high priority. Providing a well-managed wastewater reticulation and treatment system is a critical and essential service which protects the health of the public as well as avoid contamination of the physical environment.

Depending on where you live In Tairāwhiti, wastewater is treated in one of these ways:

- Gisborne City: biologically treated wastewater which discharges via a marine outfall into Tūranganui-a-Kiwa/Poverty Bay.
- Council's large industrial users: have a dedicated industrial wastewater line which contain no human waste and their waste is managed and treated on their sites to comply with their Trade Waste consent, allowing a discharge directly to the marine outfall.
- Te Karaka township: wastewater is treated via an oxidation pond that discharges its treated wastewater to the Waipaoa River.
- Rural townships: onsite septic tanks with the septic tank cleanouts (septage) disposed of at purpose-built sites at Te Araroa, Ruatoria, Tikitiki (to be closed), Te Puia (to be closed), as well as the Gisborne Wastewater Treatment Plant.

Planning has commenced for a significant upgrade of the treatment process for the Gisborne wastewater treatment plant to include solids removal and disinfection using Ultra Violet (UV) light.

Planning is underway to provide a new septage disposal site near Tolaga Bay to replace Te Puia and Tikitiki sites.

## 2021 – 2031 LTP Activity Summary

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	Maintaining and increasing capacity in the urban wastewater network in line with Council's Tairāwhiti 2050 (Spatial Plan).	Work together (within Council business activities) to achieve (Council's) collective aspirations for Tairāwhiti.
Resilient communities	Maintain essential wastewater services during unforeseen and emergency situations.	We have taken the community with us on the journey to resilience and engaged in community-led adaptation planning.
We take sustainability seriously	Increasing the resilience of three waters service provision to both short and long-term risks and events, particularly climate change and natural hazards.	Use green infrastructure to deliver greater resilience, long-term cost savings and quality environmental outcomes.

### Plans for the next 10 years

#### 1-3 YEARS

- Construct and commission Stage 2 of the upgrade to the wastewater treatment plant.
- Ensure major industries comply with new trade waste consents required to achieve Council's discharge consent requirement by mid-2022.
- Continue to implement DrainWise Programme with specific emphasis on the Kaiti catchment to reduce wastewater overflows.
- Continue to renew critical, old and leaking sewer pipes.
- Renew ageing plant/equipment at the wastewater treatment plant.
- Apply for resource consent for emergency discharges to waterways under the Freshwater Plan.
- Complete improvements to septage sites subject to land acquisition, community consultation and resource consents.
- Improve asset management maturity through ongoing and improved condition and risk assessments.
- Review climate change projections and gain clarity on infrastructure implications and timing.

#### 4 – 10 YEARS

- Continue to implement the DrainWise Programme.
- Implement alternative use/disposal of treated wastewater from the wastewater treatment plant onto land.
- Upgrade remaining wastewater areas, potentially including Wainui.
- Implement emergency storage at remaining wastewater pump stations.
- Ensure the continuation of trade waste compliance.
- Investigate and implement discharge to land for treated effluent from the Te Karaka Oxidation Pond.
- Commission an additional pump station at Aerodrome Road to support growth in that area.
- Support new infrastructure in the Taruheru Block to allow for future growth.



## 2021 – 2031 LTP Activity Summary

### Levels of service

***We provide a well-managed wastewater reticulation and treatment system which protects public health and the physical environment.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
<b>System and adequacy</b> <i>(Mandatory measure - DIA)</i> The number of dry weather sewage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	0	1	0.6
<b>Discharge compliance</b> <i>(Mandatory measure - DIA)</i> Compliance with resource consents for discharge from the wastewater system: a) measured by the number of abatement notices; b) infringement notices; c) enforcement orders; and d) convictions.	0	0	0
<b>Fault response times</b> <i>(Mandatory measure - DIA)</i> Council responds to wastewater overflows resulting from a blockage or other fault in wastewater system: a) median attendance time: from the notification of the fault to the time that service personnel reach the site (hours). b) median resolution measured from the notification of the fault to the time that service personnel confirm resolution (hours)	0.43 hr	Less than 1 hr	Less than 30 min
	2.17hr	Less than 15 hrs	Less than 13 hrs
<b>Customer satisfaction</b> <i>(Mandatory measure - DIA)</i> Complaints about odour, system faults, blockages and Council's response to issues with its wastewater system: The total number of complaints per 1000 connections received.	6.92	≤15	≤15
<b>Discharge to rivers</b> The annual number of events where sewerage is discharged from Council's reticulation into rivers or streams (in a less than a 1 in 10-year rain event).	3	4 or less	4 or less

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
Health and safety issues and property damage from overflows from gully traps onto private property.	The DrainWise Implementation Programme.
Contamination from controlled emergency discharge of wastewater into waterways.	Wastewater Management Options project (further treatment).

## 2021 – 2031 LTP Activity Summary

Significant negative effects	Mitigation
Treated discharges of wastewater to the ocean continue to be culturally offensive to Māori.	Consult with iwi through the Wastewater Management Committee, KIWA Group and through other consultation channels.
Odours, visual effects and effects on groundwater from the septage disposal sites.	Closure of some septage sites and the development of a new site including the upgrading of other sites.

## 2021 – 2031 LTP Activity Summary

### Urban Stormwater

#### What we do

Stormwater is rain that runs off hard surfaces such as roofs, paved streets, driveways and roads. Council owns and operates the public stormwater systems for Gisborne City including Makaraka and Wainui/Okitu, and urban areas in 12 rural communities from Wharekahika/Hicks Bay to Matawai.

Stormwater networks are more often a mix of open drains and hard infrastructure (pipes). Much of the network is provided through the roading system and has strong links with land use.

Stormwater systems carry away surface water overflow from heavy rains, protecting properties from flooding and protecting the environment and public health by reducing pollutants discharged into natural waterways. Our stormwater system is made up of:

- The primary stormwater system comprising piped reticulation, open drains, swale drains, sumps and channels.
- The secondary stormwater system kicks in during significant heavy rain. This includes stormwater flow-paths through reserves, private properties and along road corridors.
- A range of measures that reduce the level of pollutants discharged into natural waterways, including swale drains, green infrastructure, sumps with sediment traps, gross pollutant traps.

The stormwater network includes 170km of stormwater pipes, most of which are reinforced concrete, around 32km of channels and swales, and assets across the city and townships. Most of the network was built 30-60 years ago and is in average condition based on the estimated remaining life of the pipes.

#### Why we do it

The aim of this activity is to protect people, dwellings, private property and public areas from flooding and to minimise health and safety risks. We do this by managing the collection, treatment and disposal of stormwater in such a way that it also protects the environment.

This leads to the improvement of the mauri and water quality of Tūranganui-a-Kiwa/Poverty Bay coastal marine area, in partnership with tangata whenua.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
We take sustainability seriously	A large part of the urban stormwater network is 'green infrastructure'. This means – rather than hard infrastructure like underground pipes, much of our urban stormwater is channelled into grassed swales. These are permeable, meaning the amount of stormwater entering the piped system is reduced. They also acts as filters for heavy contaminants from road	We recognise the intrinsic value of ecosystems and biodiversity – and the link between this and stormwater management. To this end we will lend support to projects that rehabilitate urban waterways through landscaping, planting of native plants and water quality improvement.

## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
	runoff.	
A vibrant city centre and townships	<p>We plan and deliver new and upgraded stormwater infrastructure that supports:</p> <ul style="list-style-type: none"> <li>• Quality urban infill development</li> <li>• Improved housing choices</li> <li>• The creation of healthier homes</li> <li>• Intensification and redevelopment of the city centre.</li> </ul>	Look to new technologies as well as new funding mechanisms to deliver the infrastructure necessary to support an urban intensification/compact city model of development in Tūranga.

### Plans for the next 10 years

#### 1-3 YEARS

- DrainWise will be a major focus. Rolling out the DrainWise Implementation Programme, comprising a combination of Council funded upgrades, private property enforcement, and a number of other initiatives, focussing on resolving inflow issues while commencing with processes to address infiltration issues.
- Implement priority renewals and upgrades in Gisborne City.
- Improve our stormwater asset information for Gisborne City and rural townships, integrating overland flow-paths into network considerations.
- Revise and improve our renewal strategy to one based more on performance, condition and risk (asset criticality and likelihood of failure) rather than just age.
- Develop the renewals and upgrades programme for year four to ten based on catchment studies, condition assessments, climate change, regional plan drivers, growth, inflow and infiltration factors, and opportunities for collaboration with other utility operators.
- Complete stormwater network models, catering also for the secondary stormwater network.
- Council will establish and commence a process for assisting homeowners with private property stormwater renewals and upgrades in a project management capacity - where private homeowners are responsible for the operation and capital infrastructure investment. We will seek to renew or upgrade the adjacent Council network where warranted.
- Complete investigations, designs and upgrade/network extension works to address known stormwater flooding issues on private property in the rest of Kaiti and Whataupoko.
- Complete upgrades in Graham/De Lautour Roads.
- Complete stormwater structure planning for the Taruheru Block.
- Develop strategy and policy to guide asset management in response to climate change and growth pressures, as informed by local and central government.
- Progress work on catchment planning, integrating WSUD, natural assets, and green infrastructure.
- Design and install stormwater infrastructure in Parkinson Street, Tolaga Bay (Stage 2).

#### 4 – 10 YEARS

- Implement priority renewals and upgrades in Gisborne City.
- Continue to improve our stormwater asset information for Gisborne City and rural

## 2021 – 2031 LTP Activity Summary

townships.

- We will continue to roll out the DrainWise Implementation Programme, but with significant effort also on managing compliance and enforcement processes.
- Council will continue with the process for assisting homeowners with private property stormwater renewals and upgrades in a project management capacity.
- Complete investigations, designs and upgrade/network extension works to address known stormwater flooding issues on private property in Mangapapa, city centre, Elgin and Te Hapara.
- Investigate and prepare integrated catchment management plans for 2025.
- Undertake growth related upgrades or land purchases in the Taruheru block.
- Continue to develop strategy and policy to guide asset management in response to climate change and growth pressures, as informed by local and central government.
- Progress work on catchment planning, with catchment plans completed in 2025.
- Develop the renewals and upgrades programme for subsequent years.

### Levels of service

***We protect people, dwellings, private property and public areas from flooding by managing the collection and disposal of stormwater in a way that protects the environment and public health.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
The percentage of residents satisfied with the district's urban stormwater services as found in the Resident Satisfaction Survey.	54%	50%	50%
Customer satisfaction (Mandatory measure - DIA) The number of complaints received by a territorial authority about the performance of its stormwater system (Expressed per 1000 properties connected to the territorial authority's stormwater system).	7.4	Less than 15	Less than 15
System and adequacy (Mandatory measure - DIA) a) The number of flooding events that occur in a territorial authority district. b) For each flooding event, the number of habitable floors affected (Expressed per 1000 properties connected to the territorial authority's stormwater system).	0	2 or less	2 or less
Discharge compliance (Mandatory measure - DIA)  Management of environmental impacts Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: a) abatement notices b) infringement notices	No abatement notices  No infringement notices  No enforcement notices	None received	None received

## 2021 – 2031 LTP Activity Summary

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
c) enforcement orders d) successful prosecutions received by the territorial authority in relation to those resource consents	No convictions		
Response time (Mandatory measure - DIA) The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	NA zero flooding events relating to residential or commercial	30 minutes	30 minutes

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
Gisborne City stormwater is significantly affected by high levels of private property flooding entering the wastewater system. This results in wastewater being discharged onto private property and into the river. Stormwater upgrade projects have been major Council commitments and are expected to continue along with enforcement and other components of the DrainWise Implementation Programme.	Implementation of the DrainWise Implementation Programme.
The secondary stormwater network is affected by a number of significant challenges, such as elevated roads, which prevent overland flow, causing flooding on private property during heavy rains.	We are mapping overland flow-paths and will be integrating them with the stormwater network models, with a view to identifying upgrade works and including a schedule of managed overland flow-paths in the regional plan.
Stormwater network capacity issues can be a deterrent to developers if resulting in unacceptable development costs.	We are identifying upgrade requirements to enable growth.
The amount of pollutants discharged into the environment from the stormwater system, such as bottles, plastics, rubbish, heavy metals, hydrocarbons and other products.	This will be addressed through the catchment management plans.



### Liveable Communities

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*The Liveable Communities group of activities contribute to the ongoing transformation of Council into a customer-focused organisation. We provide the strategic direction for our essential Liveable Community assets to meet the future needs of our community. We are responsible for a wide portfolio which incorporates a number of important community and environmental functions including biodiversity, reserves, catchments and sustainable open spaces and the effective management and provision of all associated services.*

*By providing professional and integrated activity planning, we ensure the effective delivery of our community facilities, while meeting the community's needs through managing safe, fun and engaging places and spaces.*

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# 2021 – 2031 LTP Activity Summary

## Table of Contents

<b>Liveable Communities</b> .....	1
<b>Catchments and Biodiversity</b> .....	4
What we do .....	4
Why we do it .....	4
This activity contributes to the following community outcomes.....	4
Plans for the next 10 years .....	5
Levels of service .....	6
Performance measures .....	6
Levels of service .....	6
Performance measures .....	6
Significant negative effects of delivering this activity .....	6
<b>Cultural activities</b> .....	7
What we do .....	7
Why we do it .....	7
This activity contributes to the following community outcomes.....	8
Plans for the next 10 years .....	8
Levels of service .....	9
Performance measures .....	9
Levels of service .....	9
Performance measures .....	9
Levels of service .....	10
Performance measures .....	10
Significant negative effects of delivering this activity .....	10
<b>Recreation and Amenity</b> .....	11
What we do .....	11
Why we do it .....	11
This activity contributes to the following community outcomes.....	12
Plans for the next 10 years .....	12
Levels of service .....	13
Performance measures .....	14
Levels of service .....	14
Performance measures .....	14



## 2021 – 2031 LTP Activity Summary

Levels of service .....	14
Performance measures .....	14
Levels of service .....	14
Performance measures .....	15
Significant negative effects of delivering this activity .....	15

## 2021 – 2031 LTP Activity Summary

### Catchments and Biodiversity

#### What we do

The Catchments and Biodiversity activity is responsible for leading the biosecurity, biodiversity, land management and associated education and advocacy in implementing Council's regional statutory functions around the Local Government Act 2002 (LGA), Biosecurity Act 1993 and Resource Management Act 1991 (RMA).

The team implements the Regional Pest Management Plan (RPMP), Tairāwhiti Resource Management Plan (TRMP) and other legislation and statutory plans through direct action, supports non-regulatory and regulatory projects, and provides advice and education. The team manages the soil conservation nursery, supports a range of farm environment plans, develops wetland and biodiversity plans and engages and advocates with private landowners and tangata whenua throughout the district.

Integrated catchments works with central government, research institutes, iwi and landowners to enhance the environmental footprint of permanent forests, agriculture, plantation forestry and horticulture. Advocacy services include providing environmental information and links to source expertise to landowners, iwi and the community.

Integrated catchments also assist landowners, iwi and community groups accessing funds for projects, and develops and presents relevant educational information.

#### Why we do it

Council manages the use, development and protection of our natural resources, now and into the future to support our community and environment to thrive. The Catchments and Biodiversity activity enables Council to give effect to statutory plans and responsibilities under the Biosecurity Act 1993, Resource Management Act 1991, Soil Conservation and Rivers Control Act 1941, Water and Soil Conservation Act 1967, National Environmental Standards (NES), e.g. NES-Plantation Forestry and requirements of National Policy Statements (NPS), e.g. NPS-Freshwater Management.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Resilient communities	Providing a diverse range of sustainable land uses with long term economic opportunities for landowners, iwi and our district.	New and innovative ways to improve environmental quality.
Sustainability	Our Soils are a finite resource therefore protecting our soils resource is paramount to long term sustainability of the district.	Matching land uses to achieve long term sustainability and protection of our land and water.

# 2021 – 2031 LTP Activity Summary

## Plans for the next 10 years

### 1-3 YEARS

- Partnership projects with Ngāti Porou and Ministry for Primary Industries to restore the Waiapu as part of a 100-year project. We provide technical support to the Whakaoratia te mana o te Waiapu and other initiatives. Involvement consists of:
  - Technical advice in constructing sediment debris dams, establishment of fast growing exotics and investigating establishment of long term indigenous species to provide long term stability. Investigate other live structural techniques in reducing soil erosion.
  - Technical support in establishing pole and indigenous nurseries for use in rehabilitation works throughout the Waiapu catchment. Technical assistance along with Council's Rivers and Drainage Section in establishing protective works within catchments in and adjoining the Waiapu.
- Administer Phase 1 of the Waiapu River restoration community grant planting of poplar and willow poles alongside the Waiapu River. Support further realistic funding applications to the Erosion Control Funding programme community grants and One Billion Trees initiatives, inclusive of indigenous plant establishment alongside the Waiapu River and its tributaries.
- Support iwi in funding applications, e.g. the Freshwater Improvement Fund and other funding initiatives.
- Forming further relationships such as the Whakaoratia te mana o te Waiapu project and Waingake restoration project, including exploring further land treatments with long-term benefits, establishment of indigenous species and improving water quality.
- Ongoing participation with Māori in environmental projects, such as the Whakaoratia te mana o te Waiapu initiative.
- Working with iwi to enhance mahinga kai opportunities.

### 4 – 10 YEARS

- Assist with developing scientific and technical input to the implementation of the restoring the Waiapu catchment project.
- Provide ongoing technical assistance to the Whakaoratia te mana o te Waiapu project. Extension to catchments outside the Waiapu will be a focus.
- Ongoing assistance with funding applications alongside and with iwi.
- Ongoing inclusive involvement of Māori in land use and water quality enhancement initiatives.
- Ongoing building of relationships, such as the Whakaoratia te mana o te Waiapu project and Waingake restoration project to explore further land treatments with long-term benefits, establishment of indigenous species and improving water quality.e.g identifying a range of plant species structural support options to establish permanent vegetation in sensitive riparians and slopes .
- Ongoing participation with Māori in environmental projects, with an expanded group of iwi.
- Ongoing mahinga kai initiatives.
- Ongoing education opportunities with regard to te ao Māori and indigenous vegetation opportunities.

## 2021 – 2031 LTP Activity Summary

### Levels of service

**Biosecurity - Pest animals and pest plants are controlled to minimise their adverse effects on biodiversity, production, amenity and cultural values.**

### Performance measures

Performance measures	Result	Targets	
Percentage of exclusion programme pests found established in the district for the first time visited and all pests controlled as defined in the RPMP.	(2019/20)	Years 1-3	Years 4-10
	100%	100%	100%

### Levels of service

**Land and soil - We will work with iwi, landowners and the community to reduce soil erosion risk and remediate severe erosion within the district.**

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Total overlay 3A severely erodible land covered by a draft or final overlay 3A work plan or an overlay 3A resource consent.	45,500 ha	45,500 ha	≥ 45,500 ha
Number of work plans monitored.	New measure	50 work plans	50 work plans
Number of farm properties where a farm environment plan has been prepared per year.	40 plans	40 plans	40 plans
Number of Protection Management Areas (PMAs) monitored to assess condition.	50 PMAs	50 PMAs	50 PMAs

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no negative effects from this activity.	Not applicable.

# 2021 – 2031 LTP Activity Summary

## Cultural activities

### What we do

Access to the arts and culture make a significant contribution to the social and economic life of our community. This is made possible through two Council-owned theatres, the Tairāwhiti Museum, HB Williams Memorial Library and the Navigate Tairāwhiti programme.

#### Theatres

The War Memorial Theatre and the Lawson Field Theatre provide facilities and services to support performing arts for the enjoyment of residents as well as visitors. These facilities are suited for productions, conferences, weddings and other community activities.

#### Museum and public art

Council owns and maintains some of the Tairāwhiti Museum buildings, and contracts services to the Gisborne Museum of Art and History Trust trading as the Tairāwhiti Museum. The museum is our public institution for collection and exhibition of arts, culture and heritage.

#### HB Williams Memorial Library

The HB Williams Memorial Library serves Gisborne's urban and rural communities and visitors. The library provides access to space and resources including relevant collections of materials and programmes for adults, teens, children other targeted special interest groups. Included are meeting rooms, digital learning programmes and e-library, local histories, free internet young people's literacy programmes aimed to inspire learning and public participation.

#### Navigate Tairāwhiti

Navigate Tairāwhiti is a programme of five projects delivered together with tangata whenua and partner organisations to ensure its full benefits - economic, tourism, place-making and community well-being. They are realised through well connected and integrated design, landscaping and stories to reflect the exceptional navigational feats of the first iwi who arrived around the thirteenth century. The five projects are:

- Restoration of Titirangi maunga (in partnership with Ngāti Oneone through the Whaia Titirangi planting and conservation programme).
- Redevelopment of the summit on Titirangi – Te Panuku Tū (subject to external funding).
- Upgrade of the inner harbour area (completed).
- Tupapa historical interpretations (completed).
- Installation of Hawaiki Turanga (yet to be completed).
- Redeveloped Puhi Kai Iti/Cook Landing site (completed)
- Te Maro sculpture (minor works to finalise project)).

### Why we do it

#### Theatres

Theatres provide a space for local, national and international events to enable residents to participate in a global arts and corporate environment. Venues provide a place to grow and celebrate our people's talents and achievements and expose audiences to a broad range of performing arts.

## 2021 – 2031 LTP Activity Summary

### Museum and public art

The Tairāwhiti Museum's facilities, services and public art projects create a sense of pride and local distinctiveness that reflect our region's cultural diversity. It also play an important part in providing a safe repository for our district's taonga.

### HB Williams Memorial Library

The library contributes to our community's lifelong learning, literacy and education, as well as meeting intellectual, recreational, economic and cultural needs.

### Navigate Tairāwhiti

This programme showcases our region to locals and visitors alike. It also delivers a range of benefits that add value to our community, economy and lifestyle from tourism, economic and environmental initiatives – along with an enhanced sense of place, pride and natural beauty.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Connected and safe communities	Our library and theatres are neutral civic spaces with indoor and outdoor spaces that provide places for people to meet and stories to be shared in a safe environment.	Theatres and Library are regarded as the 'third space' after home and work for residents and visitors.
A driven and enabling Council	We provide a library, theatres, museum services and public art which enables participation in democracy through access to digital tools, spaces and materials to inform, educate and assist residents and visitors alike.	To enable the community to become part of and share with Council the responsibility for service provision through a range of partnerships and funding models.
A vibrant city centre and townships	Library, theatres, museum and art works are both centralised and have flexibility to reach out with services in satellite townships.	To create community places focussed upon Cultural Activities that recognise and include Tangata whenua, that support social cohesion and are open to everyone.

### Plans for the next 10 years

#### 1-3 YEARS

- Consult with community and/or iwi before accepting gifted public art.
- Review leases and service contract with Gisborne Museum of Art and History Trust.
- Support the governance review of the Patutahi Reserve Board.
- Review the consultation, project management and handover protocols for public art works.
- Continue to grow relationships with mana whenua where facilities are located.
- Continue to further embed bicultural capacity in all areas of library services.
- Exponentially grow visitors to use digital library resources.
- Strengthen existing and develop new partnerships, inclusive of outreach services where communities need it most, support for users to upskill their digital toolkit, find jobs and make connections.

## 2021 – 2031 LTP Activity Summary

- Expand and strengthen library e-tools such as Radio Frequency Identification functionality (RFID), website and access to e- library to encourage independent user engagement.
- Develop and deliver operation plans for both library and theatre services.
- Ensure a range of activities in theatres that encourage audience development including non-users.
- Continue to support delivery of Navigate Tairāwhiti projects on Titirangi Maunga and Tuamotu Sponge Bay Island.
- Complete design and consent for the Titirangi maunga summit project Te Panuku Tū in association with Ngāti Oneone.
- Complete design and delivery of viewing platform to Te Maro in partnership with Ngāti Oneone.
- Prepare for demand expectations of an anticipated wave of domestic tourists in first three years, with regard to communication, IT and entertainment demand.

### 4 – 10 YEARS

- Continue to provide facilities and services, enabling a range of cultural activities through our theatres, museum and library.
- Deliver a renewals programme to ensure these facilities are maintained to a high standard.
- Review and adapt operations such as delivery mechanisms and use of spaces to accommodate anticipated increased population, changes in demand and/or societal change.
- Consider inclusion of public art pieces in delivery of township plans.
- Formalise decision-making process within Council to approve public art proposals.

### Levels of service

**Cultural activities are accessible to Tairāwhiti residents and visitors.**

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Number of visitors to HB Williams Memorial Library per annum a) online b) onsite	a) 18,000 b) 150,000	a) 100,000 b) 150,000	a) 100,000 b) 150,000
Number of visitors to Tairāwhiti Museum per annum	45,000	45,000	45,000

### Levels of service

**Regular and varied programmes, events and exhibitions to support community wellbeing are provided at cultural facilities.**

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Number of booking days per annum: a) Lawson Field Theatre.		a) 100 b) 100	a) 150 b) 100

## 2021 – 2031 LTP Activity Summary

b) War Memorial Theatre	a) not measured b) 85		
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### Levels of service

*Maintain cultural facilities at a fit for purpose, clean and safe standard.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of residents satisfied with the cultural facilities and services as found in the Resident Satisfaction Survey.	a) 90%	a) 90%	a) 90%
a) Lawson Field Theatre.	b) 90%	b) 90%	b) 90%
b) War Memorial Theatre.	c) 80%	c) 80%	c) 80%
c) Art in public places.	d) 90%	d) 90%	d) 90%
d) Tairāwhiti Museum	e) 90%	e) 90%	e) 90%
e) HB Williams Memorial Library.			

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.



# 2021 – 2031 LTP Activity Summary

## Recreation and Amenity

### What we do

The Recreation and Amenity activity includes open space and amenity (e.g. parks, reserves, gardens, playgrounds, sports fields), community property, cemeteries, public conveniences and aquatic facilities.

#### Open space and amenity

Council manages a variety of multi-use open spaces and facilities; these are maintained in partnership with external contractors including community based kaitiaki, while our internal Amenity and Horticulture team maintain Gisborne's amenity gardens and flowerbeds.

Our Open spaces and amenity activity includes parks, reserves, play grounds, sport grounds, walkways, coastal foreshore areas, amenity gardens and street trees as well as a range of assets such as picnic tables, water fountains, and other ancillary amenities.

About two thirds of these areas are in the Gisborne area, with the balance spread across Tairāwhiti roughly in proportion with our population distribution.

#### Community property

We manage lease and license agreements for our Recreation and Amenity assets and open spaces and provide facility management for community buildings (including public conveniences) and monuments.

#### Cemeteries

Council manages and maintains eleven cemeteries; one cemetery within the city, and the remainder are located across the Tairāwhiti. Our activity is responsible for burials and meeting regulations within these cemeteries. We also provide a record keeping service to fulfil Council's legislative requirements and in response to community interest.

#### Public conveniences

Council provides a number of public convenience facilities. These are distributed across the region and located in destination/visitor areas including sports parks, coastal/regional destination areas, suburban shopping precincts and townships.

#### Aquatic facilities

The redevelopment of Council's Olympic Pool complex is currently underway, and expected to be completed in 2023. The upgraded facility will include indoor and outdoor pools, play areas and whanau picnic zones. The pool will remain open during the construction phases to enable continued community use.

### Why we do it

#### Open space and amenity

Council maintains open space and amenity areas to provide for cultural, sporting and recreational activities to support community wellbeing, providing a sense of place, and responding to the impacts of climate change through further enhancement of natural buffers (including riparian and coastal margins and native restoration projects).

## 2021 – 2031 LTP Activity Summary

### Community property

Council maintains a community property network that ensures leases and licenses meet the requirements under relevant legislation, and that community buildings and associated services to meet community needs and aspirations for their areas of interest.

### Cemeteries

Our cemeteries provide a final resting place, and a place of remembrance. We maintain cemeteries out of respect to people who are buried there, and we provide accurate records so whanau and friends can locate our loved ones and tipuna/ancestors.

### Public conveniences

Public conveniences provide a critical level of service for our community and visitors. Providing public toilets also encourages the use of other facilities and open spaces across the district, such as sports parks. Safe and clean toilets helps promote a positive image of our district.

### Aquatic facilities

Council's Olympic Pool complex provides a safe aquatic destination for our community and whanau. The facility provides a fun family friendly space for sports, and recreation including gatherings and play.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	We engage community contractors directly to maintain levels of service across Tairāwhiti. We take a partnership approach with iwi, hapu and stakeholders to provide, maintain and care for our special places.	Work with iwi, hapu and stakeholders in partnership to promote and enable change in the region.
A vibrant city centre and townships	We work with our community to ensure our city and townships look vibrant, reflect our culture, have the amenities necessary for visitors, and are well cared for.	Our City and townships have vibrant centres and are destinations for business, employment and tourism. We know we are in Tairāwhiti – our spaces and places reflect our identity.
We take sustainability seriously	We support wide scale planting and natural habitat areas to enable greater resilience, long term cost savings through reduce maintenance (e.g. mowing of riparian and coastal margins) to achieve quality environmental outcomes.	Support wide scale planting and natural habitat areas to enable greater resilience, long term cost savings through reduce maintenance (e.g. mowing of riparian and coastal margins) to achieve quality environmental outcomes

### Plans for the next 10 years

#### 1-3 YEARS

- Complete the redevelopment of the Olympic Pool complex to meet the recreational, health and fitness needs of our community.

## 2021 – 2031 LTP Activity Summary

- Complete the redevelopment of Titirangi Summit in partnership with iwi, recognising our co-management relationship with Ngāti Oneone.
- Deliver support and provide access to Council open spaces/reserves for coast care/dune care and riparian restoration in partnership with others including iwi, community and Central Government agencies.
- Deliver renewal programme for park furniture and playgrounds, including new park furniture for Titirangi maunga and a new playground in the Nelson Park area.
- Investigate partnership opportunities to deliver mobile pop up play modules across Tairāwhiti.
- Support delivery of the Community Facilities Strategy Implementation Plan through providing reserves land where possible to align with business case and funder expectations.
- Improvements to the Botanical Gardens, including a tree succession plan. Investigate the development of a Rongoa garden in partnership with iwi, to further support the Native Bush area.
- Deliver the Street Tree Planting Programme including new tree planting and replacement planting.
- Deliver improvements at Waihirere Domain in partnership with marae/hapu, and consistent with expectations of a regional visitor area.
- Support the Whaia Titirangi programme and the restoration of Titirangi maunga in partnership with Ngāti Oneone.
- Reduce reserve turf management at key locations as part of a riparian and coastal margin reversion programme to support restoration of natural buffers and to enable stronger responses to the impact of climate change.
- Prepare a master plan for Taruheru Cemetery providing for future use and community expectations.
- Complete a review of public conveniences considering rationalisation of facilities to support service and cost efficiencies.
- Provide replacement public convenience facility at Tokomaru Bay wharf and consider new facility for Tolaga Bay Wharf to meet user needs and likely visitor number increases.
- Continue to support implementation of Regional Plan Pest Management Plan.

### 4 – 10 YEARS

- Implement regional destination area improvements at Rere reserves. Support Waingake restoration project, other key destination areas including Titirangi, Makorori headland, East Cape Lighthouse.
- Support development of riparian and coastal margin ecological corridors/natural buffers in response to climate change in partnership with the community.
- Develop new visitor centre at Taruheru Cemetery, including staff room/offices.
- Deliver landscaping improvements for Olympic Pool complex surrounds including pedestrian connections as part of wider Midway visitor hub
- Continue to support and deliver implementation of the Community Facilities Strategy.

### Levels of service

***Open space, recreation and amenity areas are accessible, valued and enjoyed by Tairāwhiti residents and visitors.***

## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of users satisfied with the quality of a) parks b) sports parks c) Council playgrounds d) Olympic Pool. as found in the Residents Satisfaction Survey.	a) 86% b) 79% c) 87% d) 75%	a) 85% b) 80% c) 85% d) 80%	a) 85% b) 85% c) 90% d) 90%

### Levels of service

***We provide and maintain cemeteries for whanau, friends and visitors.***

#### **This is new to the LTP, here's why**

Our cemeteries provide a final resting place for our community. We want to ensure we are providing a burial, interment and record keeping service that meets our communities' needs and expectations.

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of residents that have visited a Council cemetery in the last 12 months, as found in the Resident Satisfaction Survey.	New measure	50%	55%
Percentage of visitors satisfied with cemeteries, as found in the Resident Satisfaction Survey.	New measure	80%	85%

### Levels of service

***Our public conveniences are accessible and well maintained.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of users satisfied with cleanliness of the public facility, as found in the Residents Satisfaction Survey.	50%	50%	50%

### Levels of service

***Our aquatic facilities are well maintained, safe and meet community demand.***

## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Council aquatics facilities are safe and operate in accordance with PoolSafe NZS guidelines.	100%	100%	100%
Percentage of time Council aquatic facilities pool water quality meets NZS 5826:2010.	95%	95%	95%

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.



### **Regional Leadership and Support Services**

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*This group activity drives the positive culture of Council and contributes to the ongoing emphasis of a customer-focused organisation that supports its unique community. These teams focus on building individual and organisational capability and knowledge to meet current and strategic requirements and promoting a learning culture to embed high performance across the organisation.*

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# 2021 – 2031 LTP Activity Summary

## Table of Contents

<b>Regional Leadership and Support Services</b> .....	1
<b>Emergency Management</b> .....	4
What we do .....	4
Why we do it .....	4
This activity contributes to the following community outcomes.....	4
Plans for the next 10 years .....	4
Levels of service .....	5
Performance measures .....	5
Significant negative effects of delivering this activity .....	5
<b>Governance and Democracy</b> .....	6
What we do .....	6
Why we do it .....	6
This activity contributes to the following community outcomes.....	7
Plans for the next 10 years .....	7
Levels of service .....	8
Performance measures .....	8
Levels of service .....	8
Performance measures .....	8
Significant negative effects of delivering this activity .....	8
<b>Science</b> .....	9
What we do .....	9
Why we do it .....	9
This activity contributes to the following community outcomes.....	9
Plans for the next 10 years .....	9
Levels of service .....	10
Performance measures .....	10
Levels of service .....	10
This is new to the LTP, here's why .....	10
Performance measures .....	11
Significant negative effects from delivering this activity .....	11
<b>Strategic policy and planning</b> .....	12
What we do .....	12

## 2021 – 2031 LTP Activity Summary

Why we do it .....	12
This activity contributes to the following community outcomes.....	13
Plans for the next 10 years .....	14
Levels of service .....	14
Performance measures .....	15
Levels of service .....	15
Performance measures .....	15
Levels of service .....	15
Significant negative effects of delivering this activity .....	15
<b>Support services</b> .....	16
What we do .....	16
Why we do it .....	16
This activity contributes to the following community outcomes.....	17
Plans for the next 10 years .....	18
Levels of service .....	18
Performance measures .....	18
Levels of service .....	19
Significant negative effects of delivering this activity .....	19



## 2021 – 2031 LTP Activity Summary

### Emergency Management

#### What we do

Tairāwhiti's Civil Defence Emergency Management (CDEM) plays a key role in planning and preparing for emergencies and for the response and recovery in the event of an emergency. The team manages this through reduction of hazards, ensuring our readiness, and providing overall leadership for the response and recovery to all emergencies.

We're also responsible for protecting the marine environment, particularly sensitive cultural and environmental sites, from marine oil spills.

#### Why we do it

Council undertakes this activity to increase our community's awareness and understanding and to ensure the community are able to prepare for, manage and recover from emergencies.

The relevant statutory requirements guiding CDEM activities are the Civil Defence Emergency Management Act 2002 and the Maritime Transportation Act 1994.

#### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
Resilient communities	Preparing the community for the next emergency.	Plans are current, effective and follow best practice.

#### Plans for the next 10 years

##### 1-3 YEARS

- Review and refocus the CDEM Group Plan for 2021-2026 period.
- Review by the National Emergency Management Agency (NEMA) technical advisory group.
- Undertake a CDEM Group Review from the NEMA Technical Advisory Group.
- Develop a project plan to build a fit-for-purpose Emergency Coordination Centre (ECC).
- Build a fit-for-purpose ECC and purchase a drone to use in event of emergency to view remote and inaccessible locations.
- Undertake controller and key staff training as part of national training programmes and local training exercises.
- Undertake relevant comprehensive CDEM training for staff working in the Tairāwhiti Emergency Management Office (TEMO), ECC, Council staff, and community link volunteers.
- Establish partnerships that enable iwi/hapu to actively participate in the decision-making and execution of our CDEM Group Plan.
- Invite our iwi partners to our training exercises in the physical ECC.
- Take part in local and national marine oil spill exercises.
- Have the ability to send suitably qualified and experienced support to other regions for their emergency responses.
- Continue to maintain and build new partnerships with iwi and communities.
- Further develop a CDEM Communications Plan, including greater use of social media and

## 2021 – 2031 LTP Activity Summary

other modes of communication.

- Concentrate on building ECC capacity.
- Build resilience in the district.
- Rebuild the Welfare Group and establish a full-time Welfare Manager.

### 4 – 10 YEARS

- Strengthen emergency networks and build capacity of community responders for emergency events through regional training exercises.
- Monitor recommendations from the Technical Advisory Group review with NEMA.
- Continue engaging with the community to improve our readiness for emergencies.
- Ensure involvement in regional and national exercises.
- Continue to maintain and build partnerships with iwi and communities.

### Levels of service

***We help to build a more resilient district where communities understand and manage their hazards and risks.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Ministry of Civil Defence and Emergency Management assessment rating.	78% (2016/17)	70%	70%
Community's survivability (in days) in the event of a natural disaster as found in the Residents Satisfaction Survey.	New measure	7 days or more	7 days or more
At least six of public education activities occur annually.	New Measure	6	6
The community is made aware of Civil Defence Emergencies within 60 minutes of declaration.	New Measure	60 minutes	60 minutes

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.

# 2021 – 2031 LTP Activity Summary

## Governance and Democracy

### What we do

#### Governance

This activity provides for:

- democratic local decision making
- advocacy at a national level on policy, issues affecting our local community, wider participation and representation
- support membership of Local Government NZ and participation in its sector groups
- protection of Council assets including those invested in Council Controlled Organisations
- supporting the relationship with Trust Tairāwhiti and meeting Council's obligations under the Trust Deed
- meeting Council's obligations to be a good employer.

#### Democracy

This activity supports the elected members in their roles and ensures the purposes of the Local Government Act 2002 (LGA) are met and principles in the LGA are applied. As a Council we are required to ensure that:

- governance arrangements are effective, open and transparent
- decision making for regulatory and non-regulatory matters are kept separate
- the relationship between elected members and management is effective
- we provide a fair and active triennial election process for Council and Hauora Tairāwhiti that is compliant with the Local Electoral Act 2001 (LEA)
- we comply with the LEA, which also controls representation reviews
- resources are provided to the Office of the Mayor, including administrative support, expert advice and the delivery of civic functions and events
- obligations of the Mayor and councillors under the LGA are met
- elected members' remuneration, allowances and expenditure processes are in line with Remuneration Authority determinations
- Local Government Official Information and Meetings Act (LGOIMA) requirements and processes to service Council and its committees are complied with
- official information requests are responded to within legislative timeframes and conform to best practice and legislative requirements.

### Why we do it

#### Governance

- Provide democratically accountable community representation and decision-making.
- Provide stewardship of Council's assets and implement the laws that enable physical and natural resources to be allocated.
- Work across Council to enable meaningful partnerships with Māori.

#### Democracy

- Support elected members and staff to provide transparent local decision-making on behalf of the Tairāwhiti community.

## 2021 – 2031 LTP Activity Summary

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	Our meeting and reporting processes ensure our community is informed and enabled to participate in Council decision-making.	Our community is more engaged in Council's decision-making processes, enabling better representation of community views in Council's decisions.
Resilient communities	Our Council and committee reporting templates take into account climate change and the changing needs of our communities.	Council and committee decisions take into account climate change. Elected members are better informed as to the impacts of climate change and our organisation is more able to respond appropriately to its effects.
Delivering for and with Māori	Council and committee decisions are reflective of our hapū and iwi aspirations and include mātauranga Māori and a te ao Māori lens.	Council and committee decisions incorporate te ao Māori, mātauranga Māori and te reo Māori.

### Plans for the next 10 years

#### 1-3 YEARS

##### Governance

- Continue to grow our strategic relationships with partner organisations.
- Continue with the implementation of the Local Leadership Body.
- Build on the existing Joint Management Agreement work between Council and Te Rūnanganui o Ngāti Porou.
- Continue delivering and identifying opportunities for improving governance across the organisation.

##### Democracy

- The Local Government Election will be held in October 2022, we will manage and deliver a fair election process and increase voter participation including actively encouraging the young Māori demographic to vote.
- Support our elected members to become effective community leaders for the people of Tairāwhiti by including professional development to reflect te ao Māori.
- Work with other teams to ensure effective Māori participation in Council decision making.
- Continue to create a welcoming and accessible environment for the public so that it is easy for them to understand local government decision making.
- With the performance and planning team monitor and improve the quality of reports and their effect on good decision making.
- Improve and strengthen the LGOIMA request process.
- Conduct a representation review for the 2022 and 2025 Local Government elections including Māori Wards following Councils decision in 2020. There is also the opportunity explore rural township representation through communities of interest.

# 2021 – 2031 LTP Activity Summary

## 4 – 10 YEARS

### Governance

- Continue delivering and identifying opportunities for improving governance across the organisation.

### Democracy

- Manage and deliver a fair election process for 2025 and 2028 with increased voter participation.
- Actively participate in the development of online voting.
- Improve Council technology to allow offsite Council and Committee meetings to be livestreamed especially on Marae.
- Manage and deliver a Representation Review for the 2028 elections.

### Levels of service

*We provide for the representation of the community in an open and democratic way.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of the community who agree that decisions made by Council represent the best interests of the Community as found in the Resident Satisfaction Survey.	New Measure	60% and improve on prior year	Improve on prior year

### Levels of service

*We manage the LGOIMA requirements for meetings, agendas and official information requests and complaints to the Ombudsman.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Agendas for meetings (other than extraordinary meetings) of Council and committees are publicly available at least two working days before advertised meetings.	Achieve	100%	100%
Number of complaints upheld by the Ombudsman.	Achieved	Zero	Zero

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.

# 2021 – 2031 LTP Activity Summary

## Science

### What we do

This activity is made up of environmental science, monitoring and support services. The teams carry out regulatory, non-regulatory and science-based services that relate to our regional function to ensure that Council's statutory environmental requirements are met. They do this through monitoring Tairāwhiti's environment and identifying what action is needed to maintain and improve the health of our environments.

### Why we do it

We aim to sustainably manage our district's land, air, coastal and freshwater resources (using a range of regulatory and non-regulatory measures) in order to protect, and where possible, enhance the district's natural environment.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
We take sustainability seriously	Providing robust evidence and analysis for the update our resource management plans, allowing Council to regulate land use activities so we can maintain the health of our soils, air, fresh water, urban and coastal environments.	Land uses across the region are optimised to suit their physical and cultural setting and have adapted to changing climate patterns.

### Plans for the next 10 years

#### 1-3 YEARS

- Implement the projects, described in detail (and updated six-monthly) within the Science programme, to ensure delivery of Council's statutory environmental objectives.
- Undertake a comprehensive, strategic and cost effective environmental monitoring programme and ensure these results are communicated to Council and the community.
- Partner with iwi, the community, industry and other organisations to monitor and improve Tairāwhiti's environment.
- Work with iwi and hapu to monitor and evaluate the mātauranga Māori of our environment.
- Deliver the scientific evidence for the freshwater plans required by December 2024 as part of the National Policy Statement for Freshwater Management (NPS-FM).
- Work with iwi and hapū to ensure we understand and protect the value of Te mana o te Wai (under the NPS-FM).
- Partner with Council's Resource Consents team to provide robust technical advice for the assessment of resource consents and provide training to enable the resource consents teams to carry out assessment of 'low-risk' environmental resource consent applications.
- Provide strategic scientific advice to internal and external stakeholders i.e. during pre-application stage of resource consents and during internal projects' options appraisals.
- Provide annual performance updates to Council on health of region's land, air and fresh and coastal water quality.
- Implement communications plan to help communicate science to our community and enable improved engagement and collaboration.

## 2021 – 2031 LTP Activity Summary

- Provide a robust evidence base for the Tairāwhiti Resource Management Plan (TRMP) review.
- Ensure sufficient information on Tairāwhiti's groundwater is available for our statutory requirements. This will include the development of groundwater models and the renewal and potential drilling of groundwater monitoring bores.

### 4 – 10 YEARS

- Continue with implementation of the projects detailed within the Science Programme.
- Undertake a comprehensive, strategic and cost effective environmental monitoring programme and ensure these results are communicated to Council and the community.
- Continue partnering opportunities to provide robust technical advice for the assessment of resource consents.
- We will work with iwi and hapu to monitor and evaluate the mātauranga Māori of our environment.
- Continue to provide the required robust evidence base for the TRMP review. Work with internal and external partners to ensure delivery of the required actions included in the freshwater plans required through the NPS-FM.
- Continue providing strategic scientific advice to internal and external stakeholders.
- Continue providing annual performance updates to Council on health of region's water quality.
- Ensure sufficient information on Tairāwhiti's groundwater is available for our statutory requirements. This will include the development of groundwater models and the renewal and drilling of groundwater bores.
- Provide a robust evidence base for the TRMP review.

### Levels of service

***We will collect and manage environmental data to support good resource management decisions and enable a clear understanding of the state of our environment.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
The number of hits received on environmental data pages on the Council and Tairāwhiti section of LAWA Websites.	40,959	30,000	30,000
Undertake and report weekly monitoring of freshwater and coastal bathing water sites throughout the bathing water season.	New Measure	95%	95%

### Levels of service

***We will collect, analyse and report environmental information under the requirements of the RMA (1991).***

### This is new to the LTP, here's why

We have new performance measures that will enable us to better measure our regulatory obligations and provide the community with information about the health of our soil, coastal and fresh water resources.

## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
For highly productive land, undertake soil surveys for the five land use types in Tairāwhiti. To ensure the scientific evidence is robust, 30 surveys per land use type will be required (150 in total).	New Measure	Yr1 25 Yr2 50 Yr3 75	150 (by Yr6)
The percentage of freshwater attributes monitored as required by the National Policy Statement for Freshwater Management (2020) in locations determined by council and the community.	New Measure	Yr1 80% Yr2 90% Yr3 100%	100%
The percentage of attributes monitored as required by the New Zealand Coastal Policy Statement (2010).	New Measure	Yr1 10% Yr2 15% Yr3 20%	Yr4 50% Yr5 60% Yr10 100%

### Significant negative effects from delivering this activity

Significant negative effects	Mitigation
There is a risk that environmental monitoring data is not accurate and therefore provides the community with incorrect information (e.g. bathing water is reported as being good when the quality of the water is not good, which could be a health risk).	The environmental monitoring team carries out a range of quality assurance and quality control measures to ensure that environmental information is recorded and analysed accurately.



# 2021 – 2031 LTP Activity Summary

## Strategic policy and planning

### What we do

This activity develops and reviews strategies, policies, plans and bylaws. These documents provide:

- strategic direction across the organisation to ensure its activities are working together to achieve the long term aspirations of our communities
- the policy framework for managing the use, development and protection of our natural and physical resources, now and into the future
- a strategic approach to investment in infrastructure, facilities and services.

This activity is responsible for:

- ensuring that Council's strategies, policies and bylaws are prepared consistent with statutory obligations and underpinned by a robust evidence base and community, iwi/hapū and stakeholder engagement
- providing guidance and advice to the wider organisation on the implementation of strategies, policies, plans and bylaws.

A major focus for this LTP is the review of the Tairāwhiti Resource Management Plan (TRMP). The TRMP review (including our freshwater planning obligations) is a large programme of work that will take place over much of the next decade and will require significant investment of resources and time from Council, iwi, key stakeholders, and the community.

One of this team's roles will be to ensure the organisation anticipates and adapts to major shifts in government legislation. Changes to resource management law and new legislative requirements for the provision of water infrastructure will affect many activities across Council. Strategic Planning has a role in assessing the implications of these changes and working with other teams to adapt to them.

### Why we do it

Overall, everything we do links back to the purpose of local government which is to:

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

Our plans, policies and strategies ensure Council's decision-making, priorities and investments are transparent, evidence based and consistent with our vision, community outcomes, strategic priorities, the LGA and other relevant legislation. It provides a strategic approach to investment in infrastructure, facilities and services.

Council's strategic documents link Council's goals with its operations – they are the direction and guidance that make action possible and achieve the long-term aspirations of our communities.

Our resource management planning documents manage the use, development and protection of our natural and physical resources, now and into the future.

## 2021 – 2031 LTP Activity Summary

Our activity needs to respond to and anticipate significant legislation changes in the next 10 years due to reform programmes in a number of key policy areas for Council, such as resource management, three waters, and climate change.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
<b>A vibrant city centre and townships</b>	Plan for the management of community facilities and spaces to ensure they are fit-for-purpose, meet the region's changing age demographic and provide diversity across the region.	Tairāwhiti Resource Management Plan (TRMP), making the best use of available land including infill development, intensification and redevelopment of the city centre to support mixed use with open space and high-quality medium density residential housing.
<b>Connected and safe communities</b>	Transport planning that responds to our unique regional challenges and opportunities so we can invest wisely in keeping our communities connected, safe, sustainable and healthy.	Improve access and safety of cyclists and pedestrians, including use of dedicated pathways through the city centre, and a connected and effective public transport system.
<b>We take sustainability seriously</b>	Update our resource management plans to allow Council to regulate land use activities so we can maintain the health of our soils, air, fresh water, urban and coastal environments.	Land uses across the region are optimised to suit their physical and cultural setting, and have adapted to changing climate patterns.
<b>We celebrate our heritage</b>	Ensure our historic and natural heritage values are recognised and given adequate protection.	We research and understand heritage values of our region.
<b>A diverse economy</b>	Update our resource management plans to ensure development and recovery planning contributes to a thriving economy in a sustainable way.	Council supports the strategic development and investment by providing clearer direction and more certainty through the rules and guidance in the TRMP.
<b>Delivering for and with Māori</b>	Support and enable new and existing partnership forums with Māori, including the Joint Governance Group, Joint Management Agreement Forum, Local Leadership Body, project steering and advisory input opportunities, various co-management arrangements and co-governance forums.	Incorporate the values, culture and beliefs of Tairāwhiti Māori into Council and Government policy, including mātauranga Māori and te ao Māori.

# 2021 – 2031 LTP Activity Summary

## Plans for the next 10 years

### 1-3 YEARS

- **Resource management planning.** Commence and progress the review of the TRMP. This includes reviewing and updating the Regional Policy Statement, regional plans, and the District Plan.
- **Transport planning.** Prepare the 2024-2034 Regional Land Transport Plan as well as the 2024-2034 Regional Public Transport Plan, in consultation with Council's Roads and Footpaths team. Undertake supporting policy work, research and monitoring.
- **Long term planning.** Support the review of policy content for the next LTP cycle (2024-2034) including Infrastructure Strategy, Finance Strategy and Development Contributions Policy.
- **Climate change planning.** Continue to develop Council's response to climate change through adaptation and mitigation planning for the organisation and the region. This includes completion of a Council Climate Change Plan and support for the development of a regional climate change risk assessment.
- **Review existing strategies, policies and bylaws,** when required, to ensure compliance with statutory requirements.
- **Strategic leadership.** Support the organisation with leadership in strategic thinking on critical issues and opportunities for our region.

### 4 – 10 YEARS

- **Resource management planning.** Complete the review of Council's TRMP.
- **Transport planning.** Continue to plan for a sustainable and affordable land transport network.
- **Long term planning.** Continue to support review of policy content for future LTP cycles.
- **Climate change planning.** Continue to invest in our understanding of and regional response to climate change.
- **Planning for the future.** Undertake review of Tairāwhiti 2050 (Spatial Plan) in 2026. Consider and strategically contribute to wider planning for activities such as investment in infrastructure, planning for traffic, parking and heavy vehicles, and public transport and total mobility.
- **Plan, develop and review strategies, policies and bylaws,** when required, to ensure compliance with statutory requirements.
- **Strategic leadership.** Support the organisation with leadership in strategic thinking on critical issues and opportunities for our region.

## Levels of service

***Council has a clear, rigorous and current suite of strategies, plans and policies across the range of Council activities including resource management, infrastructure and social and economic development.***

## 2021 – 2031 LTP Activity Summary

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
All plans under development and review meet national directions and statutory timeframes for notification (where applicable).	New Measure	Achieved	Achieved

### Levels of service

*We support communities to engage in Council decision-making through appropriately planned, designed and delivered engagement processes.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of externally facing projects that have a communications and engagement plan in place (Commensurate to the significance of the project).	New Measure	100%	100%

### Levels of service

*Our decision-makers are provided with credible and robust advice on which to make decisions.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of Strategic Planning sample reports meet a threshold of good to high quality (e.g. marked between 7-10 out of 10) when independently assessed annually	100%	80% (80% or more of the sample score between 7-10)	80%

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.

# 2021 – 2031 LTP Activity Summary

## Support services

### What we do

#### **Customer Engagement, Communications and Māori Responsiveness**

Areas of responsibility include internal and external communications via mainstream and social media as well as Council's website. We undertake community engagement and provide associated collateral to support consultation and communication campaigns. The team coordinates the development and implementation of communication plans, township plans and assist the organisation with the development and implementation of our Māori responsiveness programme. We further provide customer services, manage events and facilitate Council's funding applications.

#### **Finance and Performance**

Areas of responsibility include financial services, revenue, internal audit, risk management, management accounting, and performance.

#### **Health and Safety**

This team works to create and support a positive health, safety and wellbeing culture at Council.

#### **Information Services**

The team is responsible for providing information technology services, ongoing support, advice and business solutions to Council developing, implementing and maintaining data, information, knowledge and business process initiatives in support of efficient and effective governance, policy development, and service delivery.

#### **Legal Services**

The team provides legal advice and support across Council in order to achieve Council goals and community outcomes.

#### **People and Capability**

Activities include providing organisational and culture development, change management, recruitment, induction, payroll, human resource policies and procedures, performance management, learning and development, industrial relations, employment relations, employee care, and wellbeing.

### Why we do it

#### **Customer Engagement, Communications and Māori Responsiveness**

We communicate and engage with our community in various ways to keep them informed of issues that may affect them. Through targeted communication and engagement we also increase the visibility and understanding of issues and empower residents to have their say and get involved in decisions that may impact them. The development of Māori responsiveness programmes and initiatives ensure the organisation is supported to meet its obligations under Te Tiriti o Waitangi and to progress iwi/hapū aspirations.

## 2021 – 2031 LTP Activity Summary

### Finance and Performance

Financial Services are required and mandated by statute including the LGA and LGA (Rating) Act 2002. Finance supports the effective and efficient running of day-to-day transactional accounting for Council operations, delivers monthly reporting of financial results, asset accounting, treasury management, rates and revenue, and debt collection and looks at how we can make financial business improvements across Council.

Our Internal Audit and Risk Management team provides independent assurance that Council's risk management, governance, and internal control processes are operating effectively.

The Performance team is responsible for the development and implementation of Council's organisational performance management and reporting framework. This is done to support the organisation to plan effectively and contribute to organisational accountability, from individual requests for services through to delivering on the commitments in our Long Term Plan.

### Health and Safety

This activity aims to provide a safe working environment for our staff, contractors and community while undertaking Council duties or while working on, or visiting, Council facilities and worksites. We help embed safe business-as-usual practices and simple constructive solution-based behaviours. Staff are empowered to actively manage their health, safety, and wellbeing risks while ensuring compliance under health and safety legislation.

### Information Services

Information Services work together as a group to use their expertise, understand customers' needs and enable all of Council to manage our information responsibly and effectively for current and future generations, as well as fulfil our legislative obligations to keep information.

### Legal Services

The Legal Services team aims to ensure Council maintains a high standard of statutory compliance and that our interests are protected. The legal advice informs prudent decision making throughout the organisation at all levels.

### People and Capability

People and Capability functions align to Council's strategic priorities by ensuring recruitment, retention and development of teams to make sure staff are equipped to connect with customers and deliver outcomes that make our people proud – Piritahi Tairāwhiti.

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
<b>A driven and enabled Tairāwhiti</b>	The ongoing emphasis of a customer-focused organisation that supports its unique community.	We focus on building individual and organisational capability and knowledge to meet current and strategic requirements and promotes a learning culture to embed high performance across the organisation.
<b>Delivering for and with Māori</b>	Manage and facilitate engagement with hapū	To build and deliver on a plan that will serve as a baseline for growing a partnership model that meets the aspirations of mana whenua

## 2021 – 2031 LTP Activity Summary

Community outcome	Contribution to community outcomes	Objectives
	and iwi on behalf of the organisation.	and tangata whenua now, and into the future. Improve the cultural capacity of the organisation through the development of tools and support initiatives.

### Plans for the next 10 years

#### 1 - 3 YEARS

- Ensure all support services continue to perform business-as-usual activities, and where possible, streamline business processes to improve practices, advice and services.
- Embed the Customer Services Promise through the organisation.
- Develop and implement our Māori Responsiveness plan.
- Develop and monitor an appropriate Level of Service and associated performance measure in collaboration with iwi/hapū stakeholders to ensure we are effectively engaging with Māori.
- Continue to develop a health and safety culture where engaged staff are accountable and are actively managing their own health and safety, while ensuring compliance under health and safety legislation.
- Take further advantage of technological advancements to enable us to deliver effective and efficient support services to our internal and external customers.
- Complete the replacement of the core Enterprise Resource Planning system.
- Review, assess and decide to obtain a credit rating assessment based on Council's external debt.

#### 4 - 10 YEARS

- Continue with business-as-usual activities across all support services.
- Continue to adapt to the changing workplace environment.
- Continuous digital transformation of services.
- Secure Council systems and provide accurate and appropriate information anywhere, anytime.
- Continue to provide innovative, affordable and fit-for-purpose solutions.

### Levels of service

***We support the organisation to provide good quality information to the public to enable communities to participate in the decision making process.***

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of residents satisfied with Council's provision of information on its website, social media pages, newsletters, brochures, and consultation documents, as found in the Resident Satisfaction Survey.	80%	80%	Improve on previous year

## 2021 – 2031 LTP Activity Summary

Percentage of residents satisfied with how Council engages the community in its decision making processes, as found in the Resident Satisfaction Survey.	New Measure	60%	Improve on previous year
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### Levels of service

*We support the organisation to deliver quality, cost effective services to our community and encourage the community to fearlessly provide feedback on our performance and direction.*

### Performance measures

Performance measures	Result	Targets	
	(2019/20)	Years 1-3	Years 4-10
Percentage of customers satisfied with the helpfulness of staff through Council staff surveys as found in the Resident Satisfaction Survey.	85%	85%	90%
Percentage of residents who are satisfied with Council customer service at first point of contact by: a) Email b) Phone c) In Person d) Online as found in the Resident Satisfaction Survey.	80%	85%	90%

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.





### Commercial Operations

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*Council's main investment vehicle is its Council Controlled Trading Organisation, Gisborne Holdings Limited (GHL). GHL is 100%-owned by Gisborne District Council (Council). GHL manages Council's commercial operations and distributions flow directly to Council to help provide for capital works and minimise demands on ratepayers.*

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#### What we do

Council's commercial operations are made up of commercial and semi-commercial investments. Some are run on a commercial basis for the benefit of Council's operations, while others supplement Council's income.

Council's semi-commercial operations include:

- community housing – 120 rental units within the Gisborne City and Te Karaka for tenants who are 55 years and over
- Gisborne airport
- small holdings of property.

GHL is made up of four business units and manages:

- Property Holdings, which manages a large and diverse portfolio of property including commercial, tenant-occupied rentals, and farm land. It also takes project management responsibility for GHL developments
- Gisborne Vehicle Testing, which is an independent testing station offering warrants of fitness, registrations, new plates, change of ownership, road user charges and also provides fleet management services. It also serves as Gisborne's AA agency
- Waikanae Beach TOP 10 Holiday Park, which is the region's largest accommodation provider, covering the spectrum from tent sites to 4.5\* Qualmark apartments.
- Tauwhareparae Farms Ltd, which runs the Puketawa, Tamatea, and Tauwhareparae stations as a single unit, covering 11,500 hectares of land, inland from Tolaga Bay.

#### Why we do it

The primary focus of commercial operations is for GHL to operate profitably and provide a non-rates income stream to Council. GHL dividends are an important income stream used to generate greater revenue to help reduce our dependence on ratepayer funds and allow further investment in infrastructure.

Council's investment strategy with GHL, as the main investment vehicle, has both shareholder-focused goals aimed at increasing the return from commercial operations assets, increasing the income stream to Council over the life of the Long Term Plan and increasing the economic value to the community.

Council's other semi-commercial assets are not primarily focused on profit. Council provides quality and affordable housing for those aged 55-years and over who have difficulty in providing it for themselves, with rent not to exceed 90% of the market rate. The focus for the Council airport asset is to aid economic value for our area and maintain a strategic asset. Forestry assets are primarily for the protection of water supply and erosion-prone land.

## 2021 – 2031 LTP Activity Summary

### This activity contributes to the following community outcomes

Community outcome	Contribution to community outcomes	Objectives
A driven and enabled Tairāwhiti	Promoting an open and collaborative relationship with Council and supporting them to enact positive change through the provision of information or resources.	To meet the requirements of Local Government Act 2002, section 59 and the Statement of Intent.
We take sustainability seriously	Continuing to incorporate energy-efficient practices into our developments, upgrades, and businesses where commercially viable.	
A diverse economy	Continuing to grow the business will enable GHL to: work towards being a living wage employer, create and promote new training opportunities, grow returns to Council.	

### Plans for the next 10 years

#### 1-3 YEARS

- Review Council's group investments and alignment for a best-for-region approach.
- Formulate climate change adaptation plans for Council's investment assets.
- Consult, evaluate and decide on future transfer of assets between Council and GHL.

#### 4 – 10 YEARS

- Operate activities efficiently, effectively and profitably across the investment base.
- Improve Council's capability and performance as a shareholder to deliver improved investment returns.

### Levels of service

***Operate commercial operations profitably, maintaining returns to Council and provide suitable and affordable housing to enable independent living for people aged 55 years and over who have difficulty providing it for themselves.***

### Performance measures

Performance measures	Result	Targets	
Improve the investment return level in order to grow the return from 2% of Council revenue to 4%.	(2019/20)	<b>Years 1-3</b>	<b>Years 4-10</b>
	2%	2% to 4%	2% to 4%
Percentage of customers satisfied with the standard of accommodation and services as found in our annual inspection survey.	96.5%	95%	95%
Rent as a percentage of market-rate (lower quartile) not to exceed 90%.	Achieved	Achieve	Achieve

### Significant negative effects of delivering this activity

Significant negative effects	Mitigation
There are no significant negative effects from this activity.	Not applicable.