

# Groups of Activities

## How to read this section

Under the Local Government Act 2002 (LGA), the Council is required to aggregate and report its financial and performance information in groups of activities for ease of understanding. We have aggregated the range of activities we do into 5 groups of activities.

These are:

1. Regional Leadership
2. Infrastructure and Resilience
3. Natural Environment
4. Policy and Regulation
5. Commercial Activities

Each Group of Activities describes:

### What we do and why

A summary of the activities that make up the group of activities and a description of the legislative, strategic and/or other rationale for the delivery of the group of activities. This section also includes the community outcomes to which the group of activities primarily contributes.

Community outcomes are the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental and cultural well-being of its district or region in the present and for the future.

<b>Economic</b>	A thriving, resilient and innovative economy is supported, which creates opportunities for growth, wealth generation and employment
<b>Environmental</b>	The high quality and distinctive character of our environment is retained
<b>Social</b>	A region that continues to be a safe place to live, with a strong community spirit and cohesion
<b>Cultural</b>	Recognising and providing for the culture and traditions of Poutini Ngāi Tahu and their relationship with their ancestral lands, water, sites of wahi tapu and other taonga

### Changes to Levels of Service

A summary of the change in the level of service of the Group of Activities from the previous Long-term Plan

### Key projects

The Council's key projects over the next three years of the plan.

### Significant negative effects

Outlines any significant negative effects that any activity within the group of activities may have on the social, economic, environmental or cultural well-being of the local community.

### Levels of service

Describes the intended levels of service for major aspects of the group of activities to which Council aims to deliver and how it measures progress towards targets.

Note that funding sources and the reason it was selected, is covered in detail in the Revenue and Financing Policy.

## Summary of changes

The Groups of Activities have been redesigned to better reflect the work areas of Council. As part of this process, Council has reviewed the levels of services, performance measures and targets. These represent a more modern and contemporary set of measures for the Council in the current context and better serve to measure Council's service to the community.

## Regional Leadership Group of Activities

There are two primary activities within the Regional Leadership Group of Activities:

- Governance
- Working with Poutini Ngāi Tahu

### Contribution to Community Outcomes

#### **Economic**

#### **Environmental**

#### **Social**

#### **Cultural**

*This Group of activities contributes to all four community outcomes by maintaining effective and open community representation as an important part of the democratic process; enabling Poutini Ngāi Tahu to take a leadership role in the management of resources for the region; supporting opportunities for communities to be involved in planning for the future through Long-term Plan and Annual Plan processes; and providing information to enable business and communities to make their own decisions and take action.*

### Overall direction

The Regional Leadership Group of Activities provides effective, transparent governance on behalf of the community while ensuring that Council operates within statutory requirements. It combines a wide range of activities that allows the organisation to take a strategic outlook, coordinate actions with other partners in the region and continue to build a meaningful relationship with communities and Poutini Ngāi Tahu.

This Group of Activities also encompasses the essential corporate and support functions required to support staff in delivering on the levels of service committed to as well as ensuring Council is operating in an efficient, accountable and legislatively compliant manner. These systems need to be future-proofed to support the work carried out on behalf of the environment, economy and community.

Communication and engagement functions assist with connecting Council with the community. Connecting the community in a timely and accessible way to decision-making, and the work of Council is critical. This also includes ensuring Council has the various platforms available for the provision of public information such as aerial photography, property data and natural hazards.

### Changes to levels of service

Levels of service remain mostly the same for the *Regional Leadership* Activity Group. The major changes are outlined below:

The rebuild of Council's corporate services and back-office functions is critically important for the organisation to deliver on its levels of service across all functions. This requires considerable investment in purchasing, onboarding and training for new financial modelling tools and financial systems. It also requires recruitment of suitably qualified staff.

The volume of policy change in the past several years has resulted in Council submitting on numerous documents. An increase in the regional sector voice has taken over much of this work, and a change in government will likely result in a reduction in this work. However, Council will ensure that where there is a differing opinion, or outcome sought, from that of the regional sector, feedback will still be provided to support the best interests of the West Coast community.

Each year Council's Annual Report is audited, as well as the Long-term Plan every three years, and Annual Plans where significant change has taken place. Advice has been received that the Auditor General will no longer be subsidising these audits with costs anticipated to double. While the level of

service is not changing, the cost to undertake the same amount of work will be increasing substantially.

### **Significant negative effects**

There is likely to be tension between the ability for communities to pay and the levels of service they want to be delivered. Council will continue to balance these competing demands, seeking input from the community on service levels. No other significant negative effects have been identified as a result of undertaking these activities, however, not investing in the organisation to rebuild the corporate services and back-office functions will result in Council being unable to deliver on all levels of service.

## **Governance**

### **What Council does and why**

This activity aims to support elected members in their governance roles to make robust and transparent decisions. This includes ensuring that Council meetings are supported and provide opportunities to enable community participation. It also maintains the integrity of Council processes by providing timely and appropriate responses to official information requests and Ombudsman's office enquiries. In addition to setting and monitoring policy, the Council keeps abreast of relevant matters so that emerging issues for the region can be investigated and planned for.

To meet the current and future needs of regional communities, it is necessary to plan Council's activities with an eye to the future. Every three years Council will draft, consult on and complete a Long-term Plan (this document), looking ten years into the future. In the years between the Long-term Plan, Council will complete and consult, when required, on annual plans that make necessary adjustments to ensure delivery on levels of service, or emerging issues can be addressed. At the end of each year, Council will report back to the community on how it went against its plans. Ensuring value for money for the community relies on Council making sound financial decisions and the community having input into what activities should be undertaken and how they should be funded. This programme of work enables this to happen.

Council's governance functions also include the support services which underpin all activities. Without these functions Council is unable to deliver services to communities. The support services include:

- Finance
- Customer services
- Information technology
- Human resources
- Communications.

Underinvestment in the past has meant that there is now a need to invest to bring back-office support services up to a level that they can provide the functions required by staff to meet community expectations. This will require significant investment over the course of this Long-term Plan.

### **Key projects for years 1 to 3**

Council will deliver on the following key projects over years 1 – 3:

- Rebuild of corporate services and back-office functions including:
  - The purchasing, onboarding and training of new financial modelling tools and financial systems.
  - Recruitment of suitably qualified staff.

Level of service: Council maintains effective, open and transparent democratic processes					
Measure	Baseline	Targets			
		2024-25	2025-26	2026-27	2027-34
Percentage of Council meetings elected members attend	New measure	At least 80%	At least 80%	At least 80%	At least 80%
Response to official information requests within statutory timeframes	New measure	100%	100%	100%	100%
Council's Long-term Plan (LTP), Annual Plan and Annual Reports meet audit requirements		Unqualified audit opinion achieved for LTP and Annual Report	Unqualified audit opinion achieved for Annual Report.	Unqualified audit opinion achieved for Annual Report.	Unqualified audit opinion achieved for LTP and Annual Report

## Working with Poutini Ngāi Tahu

### What we do and why

Central to the relationship between Council and Poutini Ngāi Tahu is the Paetae Kotahitanga ki Te Tai Poutini – Partnership Protocol and the Mana Whakahono ā Rohe – Iwi Participation Arrangement (collectively referred to as the Arrangement).

Iwi participation agreements/arrangements are tools under the Resource Management Act, designed to assist tangata whenua to discuss, agree and record how they will work together, including how tangata whenua will be involved in resource management decisions. Signed in 2020, a review of the Arrangement is now required to assess the working relationship between the parties and identify where further improvements can be made for the future.

Delivering on the principles of the Arrangement is an 'all of Council' responsibility. However, often the most effective space for Poutini Ngāi Tahu to be engaged is at the governance and strategy level, hence their positions on the Resource Management Committee. There is considerable value in having manawhenua at the Council table as equal partners. Other areas where Council has identified close working relationships are beneficial are included under the section "*Partnering with Poutini Ngāi Tahu*".

This Group of Activities provides for these opportunities.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Undertake review of the Paetae Kotahitanga ki Te Tai Poutini – Partnership Protocol and the Mana Whakahono ā Rohe – Iwi Participation Arrangement in year 1.
- Implement the outcomes of the review from year 2.

Level of service: Work in partnership with Poutini Ngāi Tahu toward outcomes that are in the iwi, hapu and regional interest					
Measure	Baseline	Targets			
		2024/25	2025/26	2026/27	2027-2034
Council and Poutini Ngāi Tahu work together to review and implement the Paetae Kotahitanga ki Te Tai Poutini (Partnership Protocol) and Mana Whakahono ā Rohe (RMA Iwi Participation Arrangement))	<b>New measure</b> Review the Partnership Protocol and Participation Arrangement every three years	Review of Arrangement	Implementation of outcomes	Implementation of outcomes	Reviews to be undertaken in 2027, 2030 and 2033

## Infrastructure and Resilience

This Group includes the following Council activities:

- Infrastructure – flood and erosion protection
- Emergency Management
- Flood Warning

## Contribution to Community Outcomes

### **Economic**

### Environmental

### **Social**

### Cultural

*The Infrastructure and Resilience Group of Activities contributes primarily to the achievement of the economic and social outcomes, contributing to a thriving and resilient community, and a region that continues to be a safe place to live by providing communities protection from flooding and erosion hazards; working with communities to become resilient in the face of natural hazards and climate change; providing up to date flood warning information.*

## Overall direction

The choices made in the past on where communities become established and do business have made them susceptible to the impacts of natural hazards. The short and long-term impacts from natural hazards and climate change have on people's homes, businesses and well-being can be devastating. There is a need to adapt, or defend as required, to build resilience and work together with communities to be better understand and be prepared (and recover faster from) future events and emergencies. This remains a key focus of this Long-term Plan.

Council's priority for the next ten years is in supporting communities with the management and administration of their rating districts, building the resilience of the region through emergency management functions, lifting the robustness of the hydrology network to provide greater flood warning information and building awareness of the natural hazards communities live within.

This Long-term Plan contains an Infrastructure Strategy which identifies the four most significant issues for the flood and erosion protection schemes on the West Coast and how Council intends to manage these.

The West Coast is exposed to a wide variety of natural hazards that impact on people, property, infrastructure and the environment. The Resource Management Act requires that natural hazard risk and climate change are addressed as part of the planning across the region. While this work is funded under this Group of Activities, the outcomes contribute to work programmes across Council.

Natural hazard information is available on Council's website.

## Changes to levels of service

Council will be undertaking the collection of data from regular river surveys, condition assessments and structural inspections. This data, and how it is managed and analysed, is critical to inform work programmes and associated activities. This also enables Council to identify and ensure appropriate management of the region's most critical assets. The systems and processes required to manage such information require significant investment.

Investment to enhance the hydrology / flood network system will be undertaken for modelling, expanding the network and improving its reliability. This includes the installation of new sites.

## Significant negative effects

Flood and erosion protection works play a vital role in protecting communities, property and infrastructure from flood and erosion hazards but have the potential to impact natural ecosystems and natural character as well as people's enjoyment of these areas. This is also a concern for Poutini Ngāi Tahu who have strong ties with their ancestral rivers. Any negative effects are carefully managed both within the Resource Management Act framework and by maintaining engagement with Poutini Ngāi Tahu, as well as other stakeholders and communities across the region, throughout the design and construction stages of protection projects.

There are no other significant negative effects identified for this Group of Activities.

## Infrastructure

### What Council does and why

Council designs, builds, manages and maintains river management and coastal erosion protection schemes on behalf of 23 rating districts across the region to ensure they work as expected during severe weather events. These schemes allow the productive potential of a significant part of the region to be fully realised, protecting people and infrastructure from flooding.

Council also undertakes the development of asset management plans. These are required to be prepared at three-yearly intervals, and our infrastructural assets (which currently have a depreciated asset replacement value of \$181.842 million) must undergo regular revaluations to ensure these values are accurate. As part of the Long-term Plan development, the Asset Management Plans for the 23 schemes that have assets which are required to be inspected and maintained have been reviewed and updated. Council intends for these updated plans to be effective from 1 July 2024.

The schemes, associated infrastructure assets and more specific detail such as the issues and management approach are provided in the respective rating district asset management plans (available at [www.wcrc.govt.nz](http://www.wcrc.govt.nz)) and the Infrastructure Strategy.

Construction of the Westport Flood Protection project, as well as further work on the outcomes of the River Management Strategy for the Waiho River, will be completed during this Long-term Plan.

Council responds to many enquiries about flood risk, drainage related issues and coastal erosion. Depending on the issue, staff are able to assist with the provision of advice. River cross-section investigations and LiDAR of riverbeds and coastal areas provide valuable information on changing patterns in river and coastal systems and is critical in the delivery of asset management.

With changes to weather patterns and ongoing coastal erosion issues, it is likely that further requests for protection infrastructure, or upgrades to existing assets, will be made. Council will continue to advocate for central government support for the building of new capital projects, upgrades to existing projects and ongoing maintenance costs on behalf of the region's rating districts.

### Significant assets

Council manages assets across 23 rating districts. Information on these assets is available in the respective asset management plans available at [www.wcrc.govt.nz](http://www.wcrc.govt.nz)

### Key work for years 1 to 3

Council will deliver the following key projects:

- Implementation of the Asset Management System to enhance the collection and storage of inspection data for each rating district in year 1.

- Construction of the Westport Flood Protection project in years 1 to 3.
- Our current funding mechanisms are overly complex and cumbersome to administer. A review of the quantum of rating districts, including the rating model, for each scheme will be undertaken to inform the development of the 2027-2037 Long-term Plan. This review will be undertaken in year 2.

Level of service: Life and property are protected by the building, monitoring and maintenance of flood, drainage and erosion infrastructure					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
Rating District assets are maintained, repaired and renewed to the levels of service defined in the respective Asset Management Plans	Complete and record all inspections of rating district assets	100%	100%	100%	100%
	Hold meetings with all rating districts annually, or as agreed with the spokesperson of the Rating District committee	100%	100%	100%	100%
	Perform all capital and maintenance works as agreed in the annual work programme	100%	100%	100%	100%
Rating District Asset Management Plan review timeframes are met	Review Rating District Asset Management Plans every third year, or earlier where information indicates a significant change from what is stated in the Asset Management Plan	NA	NA	100%	Every third year with future reviews to be undertaken in 2029/30

## Emergency management

### What Council does and why

This activity is responsible for the coordination of hazard reduction, readiness, response and recovery for emergency events. Emergency management, is provided in partnership with the district councils, emergency response organisations and other stakeholders of the West Coast region. There are two key work areas under Emergency Management:

- West Coast Civil Defence Emergency Management (CDEM) Group
- West Coast Regional Council Emergency Management

### West Coast CDEM Group

Under the CDEM Act 2002 (the Act), the region's local authorities must form a CDEM Group which is governed by a combined Joint Committee (the region's Mayors and Chairs, and for the West Coast Poutini Ngāi Tahu) and a Coordinating Executive Group (Council/District Health Board Chief Executive Officers, Police District Commander and Fire Area Manager). Under the Act, the West Coast CDEM Group is required to maintain an operative CDEM Group Plan that outlines a strategy to coordinate CDEM activities across the region.

The Group operates as a shared service across the region's councils delivering emergency management outcomes for risk reduction, readiness, response and recovery with the Regional Council acting as the Administering Authority for the Group. This improves the capability for the region to respond to and recover from disaster.



## West Coast Regional Council Emergency Management

Council maintains an emergency response capability to support the West Coast’s CDEM Group, and to staff the Emergency Coordination Centre during an event. It does this by ensuring that staff are trained to help coordinate a response, including management of the Council’s assets and ensuring essential business continues despite any disaster. Council also operates a 24-hour CDEM duty management service to respond to alerts issued and emergencies as they arise.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Extension to the emergency services resource register to include community and business assets in year 1; and exercised to ascertain access and utility of register in year 2.
- Regional fuel storage capacity review to be undertaken in year 2.
- All Community Groups have developed or are developing Community Response Planning Arrangements in year 2.

<b>Level of service: Emergency Management West Coast will increase risk awareness and readiness, and ensure a coordinated and appropriate response and recovery from a civil defence emergency to reduce the impact on people and property</b>					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
An operative Group Plan under the CDEM Act is in place at all times and reviewed within statutory timeframes by the Joint Committee	The Group Plan is operative. Rolling reviews have commenced.	Operative Group Plan	Operative Group Plan	Operative Group Plan	Operative Group Plan
A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6-monthly by the Coordinating Executive Group	<b>New measure</b>	Group work programme reviewed 6-monthly	Group work programme reviewed 6-monthly	Group work programme reviewed 6-monthly	Group work programme reviewed 6-monthly
Comply with the West Coast Civil Defence Emergency Management Partnership Agreement	<b>New measure</b> Ensure full compliance with the Partnership Agreement	100%	100%	100%	100%
Maintain a suitably trained team to staff the Emergency Coordination Centre	Maintain at least 30 trained staff. 33 as at 30 June 2023	> 30 trained staff	> 30 trained staff	> 30 trained staff	> 30 trained staff

## Flood warning

### What Council does and why

Flooding is a significant hazard for West Coast communities, with extreme weather events predicted to occur with greater severity, more frequently.

Operating a comprehensive network of rainfall and river level recorders across the region supports community led flood warning and response, and feeds into sophisticated computer modelling to provide a predictive flood warning and forecasting system. Modelling rainfall runoff relationships is becoming increasingly important to prepare communities in advance of flood events, and provide reliable data for flood mitigation infrastructure, planning and design.

Hydrometric data collected is also used for State of Environment reporting to inform policy on water allocation limits and environmental base flows. The capability to analyse this information, as well as to undertake flood modelling and forecasting, in-house, is a priority.

All river and rainfall (hydrometric) data collected is publicly available via Council’s website which presents live feeds of rainfall and river level/flow information.

A network expansion and upgrade programme has been developed which will see the:

- Installation of additional flow and rainfall sites to improve the spatial distribution of sites, and increase the resolution of the network;
- Improvement in the redundancy of data collection and telemetry at key flood warning sites;
- Improvement in the resilience of sites to ensure data is collected at peak flow events; and
- Resolution of responsiveness and access issues associated with gauging flood events via the development of remote monitoring of rivers (cameras).

The upgrade programme also requires new rivers to be added to the regional flood warning network, and Council’s ability to meet such demand depends on the resources available balanced against the river’s proximity to a major population centre and the risk profile. In some cases, historic flow monitoring sites, decommissioned by NIWA, can be re-instated at a fraction of the cost of new sites. Any decision to invest in new assets will take into account factors such as need (risk), cost, accessibility, and the reliability of communication pathways (i.e. radio, cell or satellite).

In addition to strengthening our hydrometric network, Council is partnering with schools located in parts of the network where rainfall data is currently unavailable and installing new sites whereby the data collected is also used for educational purposes. This feeds into wider educational STEM programs and community engagement events to help promote the value of the work undertaken.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Commence and complete the replacement of all data loggers for 4G compatibility in year 1.
- Complete safety improvements to river gauging access points in years 1 and 2.
- Expand Council’s rainfall network to Kumara and Moana Schools along with data sharing agreements and an annual STEM outreach programme for hydrology and water science in year 1.
- Develop and install a network of continuous groundwater level monitoring in the Grey, Westport and Hokitika catchments from year 1 (a ten-year programme).
- Develop and install a network of remote cameras with active feeds for community use, flood gauging, and Emergency Management use.

Level of service: Provide timely and high-quality information for the region’s telemetered rivers*					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2024-2034
Real-time river level and rainfall information is made available to the community	New measure	Flood warning network operational 100% of the time during flood events**	Flood warning network operational 100% of the time during flood events**	Flood warning network operational 100% of the time during flood events**	Flood warning network operational 100% of the time during flood events**

\*Karamea River, Mokihinui River, Buller River, Grey River, Hokitika River, Waiho River

\*\*Excluding scheduled maintenance, external system outages and as a result of damage caused by flooding or earthquake

## Natural Environment

This Group of Activities includes the following Council Activities:

- Monitoring
  - Water
  - Air
- Biodiversity and Biosecurity

## Contribution to Community Outcomes

### Economic

### Environmental

### Social

### Cultural

*The Natural Environment Group of Activities contributes to all four community outcomes. Monitoring our environment informs where policy is required to protect the environment, to provide for social and cultural expectations as well as identifying health issues for our communities for drinking water, swimming or air quality; economic outcomes are supported through our biosecurity activity with the control of pests that may have an adverse effect on agriculture and other primary industries, and impact the regional economy as a whole; our targeted biodiversity work at Te Kinga also contributes to each of the four well-beings .*

## Overall direction

The West Coast natural environment is generally in good shape, particularly when compared to other parts of New Zealand. However, some of our land, water, air and ecosystem resources are under pressure. Council is constantly collecting information on the quality of natural resources across the region to gain a better understanding of issues and emerging trends.

Council's environmental science monitoring programme involves the interpretation of data and reporting on the state, conditions and use of land, air, water, coast and marine resources within the region and reporting against relevant standards and guidelines. Science investigations into causes and effects are undertaken as well as new and existing initiatives to improve environmental outcomes. Regional resource management plan changes are supported with science, so that plan changes are informed with rigorous evidence.

Council has a statutory responsibility for monitoring the State of Environment locally. This is reported on formally every three years. Along with more frequent updates, this provides information on any risks of resource use as well as informing policy review and development. It also enables Council to respond in a timely manner to any adverse effects from resource use from an operational perspective. Water quantity information is gathered through the hydrology work undertaken by Council under Flood Warning and the *Infrastructure and Resilience* Group of Activities.

Part of protecting and enhancing the biodiversity and natural environment of the West Coast is through the work undertaken in biosecurity. Pest management is a core function of Council and is implemented through the Regional Pest Management Plan as well as monitoring, and if required, enforcing. Council's role in biodiversity is limited, with work focused on the Predator Free Te Kinga project, recognising the significant amount of land administered by the Department of Conservation across the region.

## Changes to levels of service

The level of service for monitoring the natural environment will increase in line with the need to support council activities and respond to legislative requirements. This includes expanding monitoring programmes and creating systems to manage the increasing amount of data processed and produced.

There is an increase in the level of service for biodiversity and biosecurity activities.

### Significant negative effects

No significant negative effects on the economic, environmental, social or cultural wellbeing of the community have been identified as a result of undertaking these activities.

## Monitoring - Water

### What Council does and why

The National Policy Statement for Freshwater Management 2020 (NPSFM) requires Councils to work with communities to understand how they value waterways, and to set goals based on economic, social, cultural and environmental factors. The NPSFM recognises *Te Mana o te Wai* and sets out objectives and policies that direct local government to manage water in an integrated and sustainable way. A key requirement of the NPSFM is that the quality of the region's rivers, lakes and groundwater must be maintained or improved. Understanding the current, and ongoing, state of the resource is required to achieve this.

West Coast water bodies, and its coast are highly valued by the community, with water playing a significant role in Poutini Ngāi Tahu's spiritual beliefs and cultural traditions. Water is a key resource for domestic use, agriculture and other productive purposes, and supports a wide range of recreational activities.

Monitoring of rainfall, river flows and levels is captured as part of Flood Warning in the *Infrastructure and Resilience* Group of Activities. It provides additional context to the overall monitoring programme and is particularly important in assessing any pressures on water quantity and allocation.

Data gathered through Council's monitoring programme is used to inform plan policies and engagement with the community. Better data enables Council to make more informed decisions when setting policy for resource use. Where issues are identified, management programmes will be developed and implemented. Data collected is made available through Council's website and LAWA platform and is published in a three-yearly State of Environment Report.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Develop and implement a long-term surface water monitoring programme for South Westland in year 1.
- Grow knowledge of freshwater fish species distributions using electric fishing and eDNA monitoring in years 1 and 2.
- Build the West Coast lake health database using traditional physiochemical methods and plants surveys years 1 – 3.
- Complete Council's State of Environment Report in year 2.

Level of service: Water science, including quantity and quality, underpins Council policy and is freely available					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2038
The results from the West Coast environmental networks monitored for water quality, quantity and ecological values for legislative purposes are made available to the community via Council's	<b>New measure</b>	100%	100%	100%	100%

website, and Land Air Water Aotearoa					
Work programmes are established for areas found to breach legislative or regional planning requirements	<b>New measure</b>	100%	100%	100%	100%

## Monitoring – Air

### What Council does and why

Air pollution on the West Coast is primarily driven by emissions from home heating, and thus is seasonal and mostly observed in winter. The link between air quality and human health has been well established. The pollutant of most concern on the West Coast is particulate matter (PM). Particulate matter can result in a range of health effects. The most vulnerable are the very young, the elderly and people with pre-existing respiratory or cardiovascular disease.

Council has a role to protect communities from the risks of air pollution. Only Council has the power to control discharges of pollutants to air under the Resource Management Act and must implement the National Environmental Standards for Air Quality 2004 (NESAQ).

Reefton was classified as an Airshed (air quality management area) in 2005. Council has been gradually increasing its air quality monitoring programme with investigations undertaken in Westport during 2022 and 2023. Monitoring of the West Coast’s two other main towns, Greymouth and Hokitika, is planned for this Long-term Plan.

Where results are shown to breach the requirements of the NESAQ, Council is required to implement policy provisions through the Regional Air Plan to manage these.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Increase the monitoring programme (Reefton, Westport and Greymouth, Hokitika) to collect additional data for analysis from year 1. This includes shifting one of two continuous air quality monitoring devices in Reefton to the original monitoring site to allow for historic comparisons.
- Undertake policy changes and develop work programmes if required.

Level of service: Our air quality work programme is based on data and research					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2024-2034
Compliance with NESAQ requirements for airshed monitoring and reporting	New measure	Airshed monitoring and reporting is completed to the NESAQ requirements	Airshed monitoring and reporting is completed to the NESAQ requirements	Airshed monitoring and reporting is completed to the NESAQ requirements	Airshed monitoring and reporting is completed to the NESAQ requirements

## Biodiversity and Biosecurity

### What Council does and why

Biodiversity involves working collaboratively with organisations and landowners within catchments to actively manage high priority biodiversity sites to protect and restore native species and ecosystems. Council's work in this area is minimal given the predominance of land administered by the Department of Conservation throughout the region, however, there is a commitment to progress the Predator Free Te Kinga project and the eradication of possums from the mountain as part of a coordinated predator control program across the wider Lake Brunner basin while external funding remains available. External funding to deliver this project has been secured for years 1 and 2 of this Long-term Plan. Funding from year three onwards will require a contribution from the General Rate.

Furthermore, biodiversity work forecast over the next 10 years will include an increased investment to ensure Council fulfills its obligations to the National Policy Statement for Indigenous Biodiversity which includes the development and implementation of a Regional Biodiversity Strategy by 2026.

Council's biosecurity activity delivers pest plant management through the dissemination of information and advice, research, surveillance, monitoring and inspections, direct control and pathway management. Objectives, methods and rules are established through the Regional Pest Management Plan which is then implemented through the Annual Operating Plan. A review of the Regional Pest Management Plan will seek feedback from the community on the inclusion of pest animals in addition to pest plants.

Council also delivers a lake surveillance programme across the region annually. Higher risk lakes are inspected every year with a selection of other lakes included in the programme. This work is co-funded by the Department of Conservation and Manawa Energy and informs the LakeSPI project.

While delivery of this function sits under the Natural Environment Group of Activities, funding of the Regional Pest Management Plan and Biodiversity Strategy component comes from the *Policy and Regulation* Group of Activities.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- **Regional Pest Management Plan**
  - Review of the plan to be undertaken in year 2 to update existing provisions based on the latest information and legislation, as well as consideration of the inclusion of pest animals.
  - Proposed Plan to be notified in year 3.
  
- **Predator Free Te Kinga**
  - Complete the deployment of monitoring and trapping devices across the project area; undertake an aerial predator control operation on Mt Te Kinga to eliminate possums and suppress rats and mustelids; use remote sensing on trapping devices and undertake isolated predator control to mop up residual possum populations in the elimination area in year 1.
  - Maintenance of zero possums via Detect and Respond operations; community education, support and involvement; ongoing biodiversity monitoring to assess the ecological impacts of predator removal to be undertaken in year 2.

## Biosecurity/Biodiversity

**Level of service:** Appropriate regulatory tools are in place for species type and there is a consistent policy framework for managing identified species

Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2024-2034
Maintain and implement a Regional Pest Management Plan (RPMP); and prepare an Operating Plan and Annual Report in accordance with the Biosecurity Act	New measure	N/A  Operating plan prepared Annual Report completed	Review RPMP  Operating plan prepared Annual Report completed	Undertake public consultation on RPMP  Operating plan prepared Annual Report completed	Operating plan prepared Annual Report completed

## Policy and Regulation

This Group of Activities includes the following Council Activities:

- RMA Policy and Planning
- Consent activities
- Compliance Activities
- Transport Activities
- Navigation and Harbour Safety

## Contribution to Community Outcomes

### Economic

### Environmental

### Social

### Cultural

*This Group of Activities contributes to the Community Outcomes and well-beings by promoting the sustainable use, development and protection of the West Coast's natural and physical resources of land, water, air, coast and biodiversity in accordance with statutory duties, regional planning objectives and national policy and other standards in an enabling manner; processing consents within statutory timeframes making use of non-notified and limited notified processes to minimise delays; setting appropriate conditions on specific resource uses in accordance with the policies set by Council plans; compliance monitoring to ensure consent conditions are adhered to; pollution and incident response; facilitating growth, economic development and social connections through land transport planning and funding; and safety across our navigable waterways.*

## Overall direction

The natural resources of the West Coast are critical to the wellbeing of the region and its community. Council has a range of activities to manage our natural resources, which if done well, can benefit both the environment through the protection accorded, and regional communities by having pragmatic planning documents and effective consenting processes enabling ease of business and development.

Considerable work is required to ensure Council's regional planning documents are up to date. Reviews undertaken will be based on robust evidence gathered through the various monitoring programmes. Government reform will likely continue to influence much of Councils work over this Long-term Plan in the review of planning frameworks.

Regional plans are implemented through administering consents and undertaking compliance monitoring and enforcement. Council's work over many years is now paying dividends within the dairy sector which is enabling a shift in focus to the monitoring of other areas activities where compliance can be further enhanced. Given the extent of the region there is a reliance on the public alerting us to potential issues. Investigating environmental complaints is an important part of the work Council does to safeguard the environment.

This Group of Activities also includes Council's delegated authority to provide for marine oil spill planning and response.

## Changes to levels of service

There will be a change in focus for the Policy and Planning area with the Regional Policy Statement and other Regional Plans given priority to undertake the various plan reviews required.

A new workstream has been included in this Group of Activities to review Council's Navigation and Harbour Safety responsibilities.



### Significant negative effects on community wellbeing.

Environmental wellbeing is the foundation of our economic, social and cultural wellbeing. There will always be some level of tension between environmental and economic wellbeing, particularly in Council's regulatory work. Council will continue to carefully balance this tension to enable economic activity, where appropriate, while ensuring that the region's environment remains healthy for future generations.

There are significant costs associated with developing, implementing and reviewing plans, National Environmental Standards and other regulations.

There is a risk with reform of the Resource Management Act and other legislation affecting current resource consents and resource management arrangements/strategies.

### Policy and Planning

#### What Council does and why

This activity includes work that provides overarching strategic direction for resource management and advocacy. It provides Council with an important lever to effect change where needed. Much of the work under this activity is required by national legislation, and an Order in Council for Te Tai o Poutini Plan (the combined district plan for the West Coast).

The Regional Policy Statement (RPS) is a critical component of this activity that provides overarching direction for the various plans required under the Resource Management Act. These plans encompass land, water, coastal and air resources.

The West Coast Regional Council is now responsible for preparing, approving and reviewing a combined District Plan for the West Coast under the guidance of Te Tai o Poutini Plan Committee – a Joint Committee made up of representatives from the four Councils, Poutini Ngāi Tahu and an independent chair. Development of the Plan was fast-tracked during the previous Long-term Plan to avoid being caught up in the reform of the Resource Management Act.

Over the next 10 years, Council will work with Poutini Ngāi Tahu, communities, other councils and organisations to ensure regional plans, are up to date and give effect to national direction. This includes work on natural hazards, and Coastal and Air Quality Plan reviews. There is a significant amount of work ahead during this Long-term Plan across all of our regional planning documents. Changes to legislation by central government may result in further revision.

The focus during this Long-term Plan is on ensuring the current resource management plans are current and up to date.

#### Key projects for years 1 to 3

Council will deliver the following key projects:

- **Review of the Regional Policy Statement**
  - Plan change to update existing provisions based on the latest information and changes to legislation in regards to natural hazards, flooding provisions and any other matters. To be notified in year 1.
  - Plan change hearings undertaken in year 2.
  - Mediation on the Plan change to be undertaken in year 3.
  
- **Regional Land and Water Plan**
  - Plan change to be progressed in year 1 to review the non-freshwater provisions.
  - Plan change hearings undertaken in year 3.

- Mediation on the Plan change to be undertaken in year 4.
- **Regional Coastal Plan**
  - Proposed Plan to be notified in year 2.
  - Hearings to be undertaken in year 3.
- **Review of the Regional Air Plan**
  - Undertake a full Plan review in year 1.
  - Notification of Proposed Air Plan in year 2.
  - Hearings to be undertaken in year 3.
- **Completion of Te Tai o Poutini Plan**
  - Plan hearings to be completed in year 1.
  - Mediation to be undertaken in year 2.
  - Te Tai o Poutini Plan to become operative in year 3.

Level of service: Good management of the West Coast's environment is supported by up-to-date legislative planning documents based on sound evidence and processes.						
Measure	Baseline		Target			
			2024/25	2025/26	2026/27	2027-2034
Ensure the Regional Policy Statement, Regional Plans and Strategies meet legislative requirements	<b>New measure</b> - Compliance with statutory requirements and internal timetables for the preparation review and implementation of policies, plans and strategies	Regional Policy Statement	Notify plan change	Hearings	Mediation	Continue planning review work as required
		Land & Water Plan	Review Plan	Notify Plan change	Hearings	
		Coastal Plan	Review Plan	Notify Plan change	Hearings	
		Air Plan	Review Plan	Notify Proposed Plan	Hearings	
Achieve and maintain an operative Te Tai o Poutini Plan	<b>New measure</b>		Hearings completed	Mediation	Operative	Rolling reviews

## Consent Activities

### What Council does and why

This activity implements the Council's Regional Resource Management Plans, National Environmental Standards and Resource Management Act Section 360 Regulations through the processing and issuing of resource consents.

Resource consents may be issued by the Council for taking, use, damming, diverting water, for discharges to land, water or air, for activities in the coastal environment and for a variety of land activities (including river and lakebeds) that are covered by rules in the plans, standards and regulations. Resource consents, when issued, give the holder significant rights to use a resource or have a defined and controlled impact on the environment.

Central government regulatory reform will likely influence future demand for consents. Changes to legislation and guiding documents have resulted in increased complexity for consent processing.

Managing consent and compliance information is a fundamental role of Council. The IRIS project will see a significant upgrade in the existing IRIS system that records information and timeframes

associated with Council’s consent and compliance activities. This is likely to be implemented in year 3 of this Long-term Plan and will require considerable resourcing for the project in commissioning and training.

In addition to processing consents, a part of this activity is to give advice on resource management matters.

Regional Councils have responsibility for the processing of building permits for dams. Council has transferred this function to Environment Canterbury to process dam applications under the Building Act. Council, however, retains the authority to process resource consents for damming water and waterways under the Resource Management Act.

### Key projects for years 1 to 3

Council will commence the following key project:

- IRIS new generation system upgrade likely to be undertaken in year 3.

Level of service: Processing and administration of resource consents is efficient and effective					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
Process all resource consent applications within statutory timeframes	100%	100%	100%	100%	100%

## Compliance Activities

### What Council does and why

This activity involves the monitoring of resource consents, investigating issues raised by the general public and checking activities comply with regional plan rules and national regulations and standards. Where there is non-compliance with a rule in a plan, resource consent or national regulation, Council will investigate and take appropriate action in accordance with enforcement procedures.

With a compliant consent record held by the majority of dairy farms there is no longer a requirement to continue with the current annual monitoring regime. A reduction in monitoring frequency will commence from 2024 for compliant dairy farms with this time being utilised for other monitoring activities. Council’s new approach will retain sufficient monitoring of these farms to ensure the good compliance standards do not slip unduly over time.

The reduction in dairy monitoring frequency will provide an opportunity to focus on other significant consented discharges such as those associated with district council infrastructure and river and coastal protection structures. Council will also continue with the mining inspection programme, particularly as it appears that this sector is growing across the region.

Council also provides a pollution response service, investigating environmental pollution incidents and breaches notified by the public.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Undertake a shift in compliance monitoring with the phasing out of annual dairy inspections and increasing inspections of other significant activities and discharges from year 2.

<b>Level of service:</b> Maintain the compliance functions of Council in a manner that promotes transparency and accountability to the West Coast community					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
The number of compliant or non-compliant point source discharges to water or discharges likely to enter water	All significant* consented discharges are monitored at least annually	90%	100%	100%	100%
Operate a 7.00am – 9.00pm pollution incident service	Respond to all urgent / high risk reported incidents within 24 hours	100%	100%	100%	100%
	Respond to non-urgent medium / high risk reported incidents within 10 working days, and non-urgent / low risk reported incidents desktop response only	100%	100%	100%	100%

\*Significant Consented Discharge includes: any consented discharge from a municipal sewage scheme or landfill, any consented discharge from a working mine site and any large-scale industrial discharge.

## Regional Transport

### What Council does and why

The region's transport system is an enabler of economic growth and social cohesion, connecting businesses, providing access to and between communities, and ensuring the West Coast can import and export goods.

Regional transport management is a responsibility of Council set by legislation. Council acts as the secretariat for the Regional Transport Committee which is responsible for the preparation, review and implementation of the Regional Land Transport Plan. The Plan shapes decisions and actions about the West Coast's land transport system and reflects central government's strategic direction.

A new Regional Land Transport Plan must be developed every 6 years and reviewed after 3 years of operation. A new plan must be prepared by 30 June 2027 for the period 2027 – 2033.

Council has historically had a limited role in the delivery of public transport services. This Long-term Plan has been prepared on the assumption that Council will continue to maintain responsibility for the administration of the 'Total Mobility' scheme over the next 10 years. Funded in partnership by local and central government, the Total Mobility scheme assists eligible people, with long term impairments to access appropriate transport to meet their daily needs and enhance their community participation. With an aging population, the ongoing provision of this service is integral to the wellbeing of many throughout the region's communities.

Technology is improving and becoming more accessible, Council has national goals to lower carbon emissions, and the cost of fuel increases. Options for different forms of public transport will need to be considered to support communities with potential alternative transport options throughout the region into the future.

### Key projects for years 1 to 3

Council will deliver the following key projects:

#### Regional Land Transport Plan

- Undertake an interim review of the Regional Land Transport Plan in year 3.

### Total Mobility

- Replace the current paper voucher system with permanent Total Mobility Scheme user ID cards in year 1.

### Regional Public Transport Plan

- Undertaken investigation as to the demand for public transport services, and form that these may take, in year 3.

Level of service: Land transport policies that deliver efficient and effective transport solutions, land transport infrastructure and services for the West Coast					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
All Regional Transport Plans for the West Coast are kept current in accordance with statutory requirements	An operative Regional Land Transport Plan and Regional Public Transport Plan	100%	100%	100%	100%

## Harbour Navigation and Safety

### What Council does and why

The New Zealand Port and Harbour Marine Safety Code, produced by Maritime New Zealand, provides measures for the safe management of ships in ports and harbours. It also includes measures to prevent serious harm to people and protect the marine environment. The Council has delegated responsibility from Maritime New Zealand for navigation safety and harbour management responsibilities for the region.

To date, Council has not undertaken activity in this area as this has been overseen by the District Councils of the region for their respective river ports and Jacksons Bay.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Review the navigation and harbour management responsibilities for the region in year 1.
- Implement outcomes of the navigation and harbour responsibilities review in year 2.

Level of service: Assist with maintaining safe and navigable waterways in the region					
Measure	Baseline	Target			
		2024/25	2025/26	2026/27	2027-2034
Review the navigation safety and harbour management responsibilities of the region and implement the outcomes of the review.	New measure	n/a	100%	100%	100%

## Commercial Activities

This Group of Activities includes the following Council activities:

- Investment portfolio
- Commercial operations

## Contribution to Community Outcomes

### **Economic**

### **Environmental**

### **Social**

### Cultural

*Providing economic and social outcomes by offsetting rates; maintaining access to funds in the event of an emergency; creating employment opportunities through Council's business unit with pest control programmes protecting the environment; enhancing the safety and well-being of communities through the provision of quality rock at a fair market rate.*

### Overall direction

Council has several investments and commercial operations. Surplus revenue generated by this Activity Group will be used to supplement the General Rate reducing the rating burden on ratepayers where possible.

Commercial activities include Council's quarries and Vector Control Services (VCS) business unit.

Growing these commercial activities to reduce the reliance on rate funding is central to the management of this Group of Activities.

### Change in level of service

There is no change in the level of service anticipated.

### Significant negative effects

Quarrying activities can result in adverse environmental effects. However, these are managed through the Resource Management Act consents process.

VCS uses 1080 poison in its delivery of pest management programmes. Some people prefer other methods of possum control, however the use of pesticides is currently the most effective tool for controlling the spread and proliferation of bovine TB amongst farmed cattle and deer herds and the benefits of the use of pesticides far outweigh any perceived adverse effects. Council acknowledges the level of community concern about aerial 1080 operations, however decisions need to be based on the benefits to the region as a whole.

## Investment Portfolio

### What Council does and why

In 2000, each of the four West Coast Councils received \$7m from the Government's \$120m compensation package following the end of indigenous timber logging in the region. The other \$92m went to Development West Coast.

Council invested the funds into an investment portfolio managed by JBWere, earning income which has been used to contribute to a number of Council projects including the acquisition and building project for the Paroa Office in 2002, seeding of the Catastrophe Fund in 2011 and purchase of a commercial property in Rolleston in 2013. Since 2004, interest earned from the Investment Portfolio has also been used to fund Council activities such as democracy, resource management, transport, hydrology, flood warning and emergency management. This assisted with reducing rate increases over a number of years.

At 30 June 2023, the JBWere Investment Fund Portfolio was worth \$12.8 million.

These investment activities require a degree of risk management. The approach is to manage the investments to optimise returns in the long term while balancing risk and return considerations. As a responsible public authority, any investments should be managed prudently. It also recognises that lower risk generally means lower returns. Investments are utilised to produce a revenue stream to reduce the reliance on general rate revenue.

Level of service: Effective management of Council investments					
Measure	Baseline	Targets			
		2024-25	2025-26	2026-27	2027-34
Endeavour to achieve the JBWere projected dividend forecast	New measure	Achieve projected dividend	Achieve projected dividend	Achieve projected dividend	Achieve projected dividend

## Commercial activities

### What Council does and why

Council manages several quarries throughout the region providing an economical rock source for flood and erosion protection schemes. A review of the quarries has been undertaken to identify future potential revenue generation opportunities as well as liabilities in their management.

Vector Control Services (VCS) currently competes on the open market to deliver ground-based and aerial predator control work in the delivery of TB management and biodiversity protection. Long-term it is expected that TB management will decline over the next 10 years. Council is therefore committed to investing in VCS to build capability across new work streams to ensure its ongoing viability.

Robust business plans and governance processes will be developed for both the quarries and VCS to lift their financial performance.

### Key projects for years 1 to 3

Council will deliver the following key projects:

- Business plans developed in year 1.

- Staff resourcing increases in year 1 to enable investment in Wild Animal Control which is forecast to increase across the West Coast over the next five years.

Level of service: Effective management of Council's commercial activities					
Measure	Baseline	Targets			
		2024-25	2025-26	2026-27	2027-34
Operate VCS and Quarry activities in line with their respective business plans.	New measure	N/A	100%	100%	100%