

Committee Members

Cr Maurice Rodway (Chair)
Cr Alastair Gibson
Cr Lyndal Ludlow (Deputy)

Cr Jeremy McPhail
Cr Phil Morrison
Chairman Nicol Horrell (*ex officio*)



Finance and Performance Committee Komiti pūtea, ngā mahinga hoki

Environment Southland Council Chambers
and via Zoom digital link

10.00 am

24 May 2023

AGENDA Rarangi Take

1. Welcome | Haere mai
2. Apologies | Ngā pa pouri
3. Declarations of Interest
4. Public Forum, Petitions and Deputations | He Huinga tuku korero
5. Confirmation of Minutes | Whakau korero – 22 February 2023
6. Notification of Extraordinary and Urgent Business | He Panui Autaia hei Totoia Pakihi
 - 6.1 Supplementary Reports
 - 6.2 Other
7. Questions | Patai
8. Chairman and Councillors' Reports | Ngā Purongo-a-Tumuaki me ngā Kaunihera
9. General Manager, Business Services Report – 23/F&P/36
 - Item 1 – Deloitte - Audit Management Letter10
 - Item 2 – Annual Vehicle Report for 2023/2431
 - Item 3 - Financial Report to 31 March 202335
 - Item 4 - Long-term Plan Quarterly Progress Report to 31 March 202353
 - Item 5 - Investment Report to 31 March 2023101



- Item 6 - Information Management, Systems, Technology and Data Update105
- Item 7 - Annual Activity Plan.....112

10. Extraordinary and Urgent Business | Panui Autaia hei Totoia Pakihi

11. Public Excluded Business | He hui Pakihi e hara mo te iwi

General Manager, Business Services Report – 23/F&P/36

- Item 8 – Bad Debts to be Written Off116
- Item 9 – Climate Resilience Projects118

D Rikiti
General Manager, Business Services

RECOMMENDATIONS IN COUNCIL REPORTS ARE NOT TO BE CONSTRUED
AS COUNCIL POLICY UNTIL ADOPTED BY COUNCIL



Terms of Reference Finance and Performance Committee

Council assigns to the Committee responsibilities from time-to-time, and the Committee provides advice and reports to Council on development of the organisation's strategic plans including the financial strategy, policies, budgets, together with financial and performance reporting relating to statutory obligations.

The Committee will review the effectiveness of the financial and performance reporting by:

1. governance input into the development of strategic plans and budgets together with associated financial and related policies that support the delivery of the strategic plans (especially Long-term Plans and Annual Plans).
2. governance oversight of performance reporting to Council, incorporating:
 - financial and non-financial performance;
 - adherence to statutory obligations;
 - monitoring overall financial wellbeing against budget;
 - strategic asset allocation, asset management planning and performance review (including investments);
 - procurement;
 - delegations of authority;
 - Council-controlled Organisation oversight and performance.



Confirmation of Minutes

- **Finance and Performance Committee – 22 February 2023**

**Minutes of the Finance & Performance Committee,
Komiti pūtea, ngā mahinga hoki, meeting of the
Southland Regional Council, held in
Regional House, corner North Road and Price Street,
Invercargill, on 22 February 2023, at 10.00 am.**



Present:	Cr M Rodway	(Chair)
	Cr L Ludlow	joined at 11.18 am
	Cr J McPhail	
	Cr P Morrison	
	Cr A Gibson	
	Chairman N Horrell	(ex-officio)
In Attendance:	Ms W Falconer	(Chief Executive)
	Mr D Rikiti	(General Manager, Business Services)
	Ms A Kubrycht	(General Manager, People & Customer) by zoom
	Mr P Hulse	(General Manager, Integrated Catchment Management) - by zoom
	Ms R Millar	(General Manager, Strategy, Science & Engagement)
	Mrs L Hicks	(General Manager, Policy & Government Reform) - by zoom
	Mrs T Hawkins	(Chief Financial Officer)
	Mrs P Toomey	(Information & Support Manager)
	Mrs J Carroll	(Information Systems Manager)
	Mrs G Jefferies	(Communications Manager)
	Mr D Dudfield	(Communications Contractor)
	Ms N Carter	(Project Manager - Strategic Programmes, Strategy & Partnership)
	Mrs J Brown	(Team Leader Corporate Communications)
	Mrs M Weston	(PA)
	Ms M Geldenhuys	(PA)

1 Welcome | Haere mai

The Chair welcomed everyone to the Finance & Performance Committee meeting including those attending the live stream.

2 Apologies | Nga Pa Pouri

Resolved:

Moved Cr McPhail, seconded Cr Morrison that an apology for lateness be recorded on behalf of Cr Ludlow.

Carried

3 Declarations of Interest

There were no declarations of interest raised at the meeting.

4 Public Forum, Petitions and Deputations | He Huinga Tuku Korero

There were no public forum, petitions or deputations presented at the meeting.

5 Confirmation of Minutes | Whakau Korero – 14 December 2022

Resolved:

Moved Cr McPhail, seconded Cr Morrison, that the minutes of the Organisational Performance and Audit Committee meeting held on 14 December 2022 be confirmed as a true and correct record.

Carried

6 Adoption of South Port Sub-committee Resolutions – 9 February 2023

Resolved:

Moved Cr McPhail, seconded Cr Gibson, that the minutes of the South Port sub-committee meeting held on 9 February 2023 be confirmed as a true and correct record.

Carried

7 Notification of Extraordinary and Urgent Business | He Panui Autaia hei Totoia Pakihi

7.1 Supplementary Reports

There were no supplementary reports tabled for inclusion in the agenda.

7.2 Other

No other items were raised for discussion.

8 Questions | Patai

No questions were asked at this time.

9 Chairman and Councillors' Reports | Nga Purongo-a-Tumuaki me nga Kaunihera

There were no reports received from the Chair or Councillors.

10 General Manager - Corporate Report – 23/F&P/10

Due to the availability of JB Were Representatives, who were invited to present at this meeting, the committee decided to deal with Item 3 – Investment Report to 31 December 2022 first.

⇒ Item 3 – Investment Report to 31 December 2022

This item updated Councillors on the Investment Report to 31 December 2022. As at 31 December 2022, total of Council's managed funds investments was \$26,798,525. The overall result for the 12 months period to 31 December was -8.35%.

The Chair welcomed both Messrs Phillips and Robertson to this meeting and invited them to speak to their presentation, a copy which was kept on file and circulated to Councillors.

The performance of the portfolio, the asset allocation, investing and an economic and strategic outlook was discussed. JB Were reiterated their confidence in Environment Southland's portfolio and believed it was the right mix.

Items also discussed included:

- the re-opening of China;
- ongoing war in Ukraine;
- the rise in global inflation.

Messrs Phillips and Robertson were thanked for their attendance and the informative presentation.

Resolved:

Moved Chairman Horrell, seconded Cr McPhail that Council note the investment report to 31 December 2022.

Carried

⇒ Item 1 – Financial Report to 31 December 2022

Councillors were to note the Financial Report to 31 December 2022. The operating result for the six months to December 2022 was a surplus of \$1.1 million versus a budgeted deficit of \$2.0 million. As a result, the operating deficit for the year ended 30 June 2023 has been re-forecasted from a \$7.7 million deficit to a \$4.6 million deficit.

Mrs Hawkins spoke to this report included material variances to the operating budget which included:

- other income (e.g. cruise ships)
- people
- contractors and consultants and operation expenditure
- investment income
- government funded projects

Mrs Hawkins further added that staff continue to work with rate payers and advised of an increase in the number of debtors taking the direct debit option for payment.

Resolved:

Moved Cr McPhail, seconded Cr Gibson that Council note the financial report to 31 December 2022.

Carried**⇒ Item 2 – Long-term Plan Progress Report**

This item updated Councillors on Long-term Plan three monthly progress report. Mrs Millar commented that not much had changed with this report and of the 56 performance targets, there was a high level of confidence that 48 of these would be achieved by year end.

Resolved:

Moved Cr McPhail, seconded Chairman Horrell that Council note the Long-term Plan three monthly progress report.

Carried**⇒ Item 4 – Information Management Update**

This item updated Councillors on the activity to progress information management and information systems activity within the organisation. Mrs Toomey and Mrs Carroll spoke to this item and highlighted the following:

- digitisation project commences in March 2023;

- the installation of a pilot camera at the Lumsden cableway with a further four rivers being considered for this pilot project.

After the recent events which occurred in the North Island, staff were asked to check if these cameras had infrared capabilities.

Resolved:

Moved Chairman Horrell, seconded Cr Morrison that Council note the activity and progress in delivering information management, systems, and technology within Council.

Carried

⇒ **Item 5 –Annual Activity Plan**

This item updated Councillors with the annual activity plan of items to be delivered on by the Committee and to obtain ongoing input on the proposed plan.

The Committee were advised that the date change from 11 May 2023 to 24 May 2023 was to allow staff sufficient time to prepare the reports taking into consideration the Easter holidays.

Changes to the annual activity plan under the Forward Planning / to be developed heading includes:

- Policy review – to reflect in both 2023 and 2024;
- Quarterly climate resilience financial reporting is to be added.

Resolved:

Moved Chairman Horrell, seconded Cr McPhail that Council note the annual activity plan and the amendments.

Carried

10 Extraordinary and Urgent Business | Panui Autaia hei Totoia Pakihi

There were no items of extraordinary or urgent business considered by the meeting.

11 Public Excluded Business

There was no public excluded business considered by the meeting.

Termination

There being no further business, the meeting closed at 11.56 am.



Approvals Required Whakaengia

Item 1 Deloitte – Audit Management Letter

MORF ID: A908927	Strategic Direction:
Report by: Dom Rikiti, General Manager, Business Services	Approved by: Wilma Falconer, Chief Executive
Executive Approval: Wilma Falconer, Chief Executive	

Purpose

For Council to endorse the signing of the Deloitte Audit Engagement and Audit Proposal letters by Chairman Horrell.

Summary

The Audit of Council is carried out under Section 15 of the Public Audit Act 2001, which states that the Auditor-General must from time-to-time audit the financial statements, accounts, and other information that a public entity is required to have audited.

The current Audit Proposal with Deloitte expired at the end of the 2021/22 financial year audit and consequently Council has received an updated Audit Engagement letter and Audit Proposal for the forthcoming three financial years. The content of both these letters are standard across the sector where Deloitte is the audit partner with the exception of the proposed fee, which is determined by the complexity of the individual council.

Management have reviewed both letters and can confirm that all commitments of Council to support the audit can be met. A change to the previous Audit Proposal to note is that only the fees for year 1 are detailed in the proposal, with the fees for years 2 and 3 to be determined subsequent to the 30 June 2023 audit. Management have discussed this approach with Deloitte and are comfortable with the rationale along with the proposed fee of \$147,571 (excl GST) for year 1.

Recommendation

It is recommended that Council resolve to:

1. endorse the signing of the Audit Engagement letter by Chairman Horrell;
2. endorse the signing of the Audit Proposal letter by Chairman Horrell.



Report

Below is fee proposal for the 2022/23 financial year audit:

Structure of audit fees	2022 budget fees	2022 actual fees charged	2023
	\$	\$	\$
Net audit fee (excluding OAG Audit Standards and Quality Support charge and disbursements)	105,000	105,000	123,300
OAG Audit Standards and Quality Support charge	7,500	7,500	10,271
Total audit fee (excluding disbursements)	112,500	112,500	133,571
Estimated Disbursements	14,000	7,733	14,000
Total billable audit fees and charges	126,500	120,233	147,571
GST	18,975	18,035	22,136
Total (including GST)	145,475	138,268	169,707

The expenditure required is programmed into budgets on an annual basis and the proposed fee amount of \$147,571 for the 2022/23 financial year is within the existing budget.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.

Considerations

Financial implications

Current budget

As noted in the report above, these costs have been included in the proposed budget for the 2023/24 financial year.

Future implications

As noted in the report above, these costs will be included in the budgets yet to be prepared, for the further financial years, via the Long-term Plan process.

Legal implications

There are no legal implications associated with the provision of this report.



Attachments

1. Audit Engagement Letter
2. Audit Proposal Letter

10 May 2023

The Chairperson
Environment Southland
Private Bag 90116
Invercargill, 9840

Dear Chairperson

AUDIT ENGAGEMENT LETTER

This audit engagement letter is sent to you on behalf of the Auditor-General who is the auditor of all “public entities”, including Environment Southland, under section 14 of the Public Audit Act 2001 (the Act). The Auditor-General has appointed me, Anthony Smith, using the staff and resources of Deloitte Limited, under section 32 and 33 of the Act, to carry out the annual audits of Environment Southland’s financial statements and performance information. We will be carrying out these annual audits on the Auditor-General’s behalf, for the years ending 30 June 2023 to 30 June 2025.

This letter outlines:

- the terms of the audit engagement and the nature, and limitations, of the annual audit; and
- the respective responsibilities of the Council and me, as the Appointed Auditor, for the financial statements and performance information.

The objectives of the annual audit are:

- to provide an independent opinion on the Council’s financial statements and performance information; and
- to report on other matters that come to our attention as part of the annual audit. Typically those matters will relate to issues of financial management and accountability.

We will carry out the audit in accordance with the Auditor-General’s Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board (collectively the Auditing Standards). The Auditing Standards require that we comply with ethical requirements, and plan and perform the annual audit to obtain reasonable assurance about whether the Environment Southland’s financial statements and performance information are free from material misstatement. The Auditing Standards also require that we remain alert to issues of concern to the Auditor-General. Such issues tend to relate to matters of financial management and accountability.

Your responsibilities

Our audit will be carried out on the basis that the Council acknowledges that it has responsibility for:

- preparing the financial statements and performance information in accordance with any applicable legal requirements and financial reporting standards;
- having such internal control as determined necessary to enable the preparation of financial statements and performance information that are free from material misstatement, whether due to fraud or error; and

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- providing us with:
 - access to all information relevant to preparing the financial statements and performance information such as records, documentation, and other information;
 - all other information, in addition to the financial statements and performance information, to be included in the annual report;
 - additional information that we may request from Environment Southland for the purpose of the audit;
 - unrestricted access to Council members and employees that we consider necessary; and
 - written confirmation concerning representations made to us in connection with the audit.

The Council's responsibilities extend to all resources, activities, and entities under its control. We expect that the Council will ensure:

- the resources, activities, and entities under its control have been operating effectively and efficiently;
- it has complied with its statutory obligations including laws, regulations, and contractual requirements;
- it has carried out its decisions and actions with due regard to minimising waste;
- it has met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector in that it has carried out its decisions and actions with due regard to probity; and
- its decisions and actions have been taken with due regard to financial prudence.

We expect the Council and/or the individuals within Environment Southland with delegated authority, to immediately inform us of any suspected fraud, where there is a reasonable basis that suspected fraud has occurred - regardless of the amount involved. Suspected fraud also includes instances of bribery and/or corruption.

The Council has certain responsibilities relating to the preparation of the financial statements and performance information and in respect of financial management and accountability matters. These specific responsibilities are set out in Annex 1. Annex 2 contains some additional responsibilities relating to the health and safety of audit staff. We expect members of the Council to be familiar with those responsibilities and, where necessary, have obtained advice about them.

The Council should have documented policies and procedures to support its responsibilities. It should also regularly monitor performance against its objectives.

Our responsibilities

Carrying out the audit

We are responsible for forming an independent opinion on whether the financial statements of Environment Southland:

- present fairly, in all material respects:
 - its financial position as at 30 June 2023; and
 - its financial performance and cash flows for the year then ended;
- comply with generally accepted accounting practice in New Zealand in accordance with [the applicable financial reporting framework].

We are also responsible for forming an independent opinion on whether the performance information of Environment Southland:

- presents fairly, in all material respects, the performance for the year ended 30 June 2023, including:
 - *its performance achievements as compared with forecasts included in the statement of performance expectations for the financial year; and*
 - *its actual revenue and expenses as compared with the forecasts included in the statement of performance expectations for the financial year.*
- *complies with generally accepted accounting practice in New Zealand.*

An audit involves obtaining evidence about the amounts and disclosures in the financial statements and performance information. How we obtain this information depends on our judgement, including our assessment of the risks of material misstatement of the financial statements and performance information, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements and performance information.

We do not examine every transaction, nor do we guarantee complete accuracy of the financial statements and performance information. Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with the Auditing Standards.

During the audit, we obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal controls. However, we will communicate to you in writing about any significant deficiencies in internal control relevant to the audit of the financial statements and performance information that we identify during the audit.

During the audit, the audit team will:

- be alert for issues of effectiveness and efficiency – in particular, how the Council and Environment Southland have carried out their activities;
- consider laws and regulations relevant to the audit;
- be alert for issues of waste – in particular, whether the Council obtained and applied the resources of the Council in an economical manner, and whether any resources are being wasted;
- be alert for issues of a lack of probity – in particular, whether the Council and the Council have met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector; and
- be alert for issues of a lack of financial prudence.

Our independence

It is essential that the audit team and Deloitte Limited remain both economically and attitudinally independent of (the Council); including being independent of management personnel and members of the Council). This involves being, and appearing to be, free of any interest that might be regarded, whatever its actual effect, as being incompatible with the objectivity of the audit team and the Deloitte Limited.

To protect our independence, specific limitations are placed on us in accepting engagements with the Council other than the annual audit. We may accept certain types of other engagements, subject to the requirements of the Auditing Standards. Any other engagements must be the subject of a separate written arrangement between the Council and myself or Deloitte Limited.

Reporting

We will issue an independent audit report that will be attached to the financial statements and performance information. This report contains our opinion on the fair presentation of the financial statements and performance information and whether they comply with the applicable reporting requirements. The audit report may also include comment on other financial management and accountability matters that we consider may be of interest to the addressee of the audit report.

We will also issue a management letter that will be sent to the Council. This letter communicates any matters that come to our attention during the audit that, in our opinion, are relevant to the Council. Typically those matters will relate to issues of financial management and accountability. We may also provide other management letters to Environment Southland from time to time. We will inform the Council of any other management letters we have issued.

Please note that the Auditor-General may publicly report matters that are identified in the annual audit, in keeping with section 21 of the Public Audit Act 2001.

Next steps

Please acknowledge receipt of this letter and the terms of the audit engagement by signing the enclosed copy of the letter in the space provided and returning it to me. The terms will remain effective until a new Audit Engagement Letter is issued.

If you have any questions about the audit generally, or have any concerns about the quality of the audit, you should contact me as soon as possible. If after contacting me you still have concerns, you should contact the Director of Auditor Appointments at the Office of the Auditor-General on (04) 917 1500.

If you require any further information, or wish to discuss the terms of the audit engagement further before replying, please do not hesitate to contact me.

Yours sincerely



Anthony Smith
Partner for Deloitte Limited
On behalf of the Auditor-General



I acknowledge the terms of this engagement and that I have the required authority on behalf of the Council.

Signature:

Name:

Title: Date:

Annex 1 – Respective specific responsibilities of the Council and the Appointed Auditor

Responsibilities for the financial statements and performance information	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are required by legislation to prepare financial statements and performance information in accordance with legal requirements and financial reporting standards.</p> <p>You must also ensure that any accompanying information in the annual report is consistent with that reported in the audited financial statements and performance information.</p> <p>You are required by legislation to prepare the financial statements and performance information and provide that information to us before the statutory reporting deadline. It is normal practice for you to set your own timetable to comply with statutory reporting deadlines. To meet the reporting deadlines, we are dependent on receiving the financial statements and performance information ready for audit and in enough time to enable the audit to be completed. "Ready for audit" means that the financial statements and performance information have been prepared in accordance with legal requirements and financial reporting standards, and are supported by proper accounting records and complete evidential documentation.</p>	<p>We are responsible for carrying out an annual audit, on behalf of the Auditor-General. We are responsible for forming an independent opinion on whether the financial statements:</p> <ul style="list-style-type: none"> - present fairly, in all material respects: <ul style="list-style-type: none"> - the financial position as at 30 June 2023; and - the financial performance and cash flows for the year then ended; - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards. <p>We are also responsible for forming an independent opinion on whether the performance information:</p> <ul style="list-style-type: none"> - presents fairly, in all material respects, the performance for the year ended 30 June 2023, including: <ul style="list-style-type: none"> - <i>the performance achievements as compared with forecasts included in the statement of performance expectations for the financial year; and</i> - <i>the actual revenue and expenses as compared with the forecasts included in the statement of performance expectations for the financial year.</i> - <i>complies with generally accepted accounting practice in New Zealand</i> <p>We will also read the other information accompanying the financial statements and performance information and consider whether there are material inconsistencies with the audited financial statements and performance information.</p> <p>Materiality is one of the main factors affecting our judgement on the areas to be tested and on the timing, nature, and extent of the tests and procedures performed during the audit. In planning and performing the annual audit, we aim to obtain reasonable assurance that the financial statements and performance information do not have material misstatements caused by either fraud or error. Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence the audit</p>

report addressee's overall understanding of the financial statements and performance information.

If we find material misstatements that are not corrected, they will be referred to in the audit opinion. The Auditor-General's preference is for you to correct any material misstatements and avoid the need for them to be referred to in the audit opinion.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by those charged with governance;
- the appropriateness of the content and measures in any performance information;
- the adequacy of the disclosures in the financial statements and performance information; and
- the overall presentation of the financial statements and performance information.

We will ask you for written confirmation of representations made about the financial statements and performance information. In particular, we will seek confirmation that:

- the adoption of the going concern basis of accounting is appropriate;
- all material transactions have been recorded and are reflected in the financial statements and performance information;
- all instances of non-compliance or suspected non-compliance with laws and regulations have been disclosed to us; and
- uncorrected misstatements noted during the audit are immaterial to the financial statements and performance information.

Any representation made does not in any way reduce our responsibility to perform appropriate audit procedures and enquiries.

We will ensure that the annual audit is completed by the reporting deadline or, if that is not practicable because of the non-receipt or condition of the financial statements and performance information, or for some other reason beyond our control, as soon as possible after that.

The work papers that we produce in carrying out the audit are the property of the Auditor-General. Work papers are confidential to the Auditor-General and subject to the disclosure provisions in section 30 of the Public Audit Act 2001.

Responsibilities for the accounting records	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for maintaining accounting and other records that:</p> <ul style="list-style-type: none"> - correctly record and explain the transactions of the public entity; - enable you to monitor the resources, activities, and entities under your control; - enable the public entity's financial position to be determined with reasonable accuracy at any time; - enable you to prepare financial statements and performance information that comply with legislation (and that allow the financial statements and performance information to be readily and properly audited); and - are in keeping with the requirements of the Commissioner of Inland Revenue. 	<p>We will perform sufficient tests to obtain reasonable assurance as to whether the underlying records are reliable and adequate as a basis for preparing the financial statements and performance information.</p> <p>If, in our opinion, the records are not reliable or accurate enough to enable the preparation of the financial statements and performance information and the necessary evidence cannot be obtained by other means, we will need to consider the effect on the audit opinion.</p>

Responsibilities for accounting and internal control systems	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for establishing and maintaining accounting and internal control systems (appropriate to the size of the public entity), supported by written policies and procedures, designed to provide reasonable assurance as to the integrity and reliability of financial and - where applicable - performance information reporting.</p>	<p>The annual audit is not designed to identify all significant weaknesses in your accounting and internal control systems. We will review the accounting and internal control systems only to the extent required to express an opinion on the financial statements and performance information.</p> <p>We will report to you separately, on any significant weaknesses in the accounting and internal control systems that come to our notice and that we consider may be relevant to you. Any such report will provide constructive recommendations to assist you to address those weaknesses.</p>

Responsibilities for preventing and detecting fraud and error	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>The responsibility for the prevention and detection of fraud and error rests with you, through the implementation and continued operation of adequate internal control systems (appropriate to the size of the public entity) supported by written policies and procedures.</p> <p>We expect you to formally address the matter of fraud, and formulate an appropriate policy on how to minimise it and (if it occurs) how it will be dealt with. Fraud also includes bribery and corruption.</p> <p>We expect you to consider reporting all instances of actual, suspected, or alleged fraud to the appropriate law enforcement agency, which will decide whether proceedings for a criminal offence should be instituted. We expect you to immediately inform us of any suspected fraud where you, and/or any individuals within the Environment Southland with delegated</p>	<p>We design our audit to obtain reasonable, but not absolute, assurance of detecting fraud or error that would have a material effect on the financial statements and performance information. We will review the accounting and internal control systems only to the extent required for them to express an opinion on the financial statements and performance information, but we will:</p> <ul style="list-style-type: none"> - obtain an understanding of internal control and assess its ability for preventing and detecting material fraud and error; and - report to you any significant weaknesses in internal control that come to our notice. <p>We are required to immediately advise the Office of the Auditor-General of all instances of actual, suspected, or alleged fraud.</p>

<p>authority have a reasonable basis that suspected fraud has occurred - regardless of the amount involved.</p>	<p>As part of the audit, you will be asked for written confirmation that you have disclosed all known instances of actual, suspected, or alleged fraud to us.</p> <p>If we become aware of the possible existence of fraud, whether through applying audit procedures, advice from you, or management, or by any other means, we will communicate this to you with the expectation that you will consider whether it is appropriate to report the fraud to the appropriate law enforcement agency. In the event that you do not report the fraud to the appropriate law enforcement agency, the Auditor-General will consider doing so, if it is appropriate for the purposes of protecting the interests of the public.</p>
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Responsibilities for compliance with laws and regulations	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for ensuring that the public entity has systems, policies, and procedures (appropriate to the size of the public entity) to ensure that all applicable legislative, regulatory, and contractual requirements that apply to the activities and functions of the public entity are complied with. Such systems, policies, and procedures should be documented.</p>	<p>We will obtain an understanding of the systems, policies, and procedures put in place for the purpose of ensuring compliance with those legislative and regulatory requirements that are relevant to the audit. Our consideration of specific laws and regulations will depend on a number of factors, including:</p> <ul style="list-style-type: none"> - the relevance of the law or regulation to the audit; - our assessment of the risk of non-compliance; - the impact of non-compliance for the addressee of the audit report <p>The way in which we will report instances of non-compliance that come to our attention will depend on considerations of materiality or significance. We will report to you and to the Auditor-General all material and significant instances of non-compliance.</p> <p>We will also report to you any significant weaknesses that we observe in internal control systems, policies, and procedures for monitoring compliance with laws and regulations.</p>

Responsibilities to establish and maintain appropriate standards of conduct and personal integrity	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You should at all times take all practicable steps to ensure that your members and employees maintain high standards of conduct and personal integrity. You should document your expected standards of conduct and personal integrity in a "Code of Conduct" and, where applicable, support the "Code of Conduct" with policies and procedures.</p> <p>The expected standards of conduct and personal integrity should be determined by reference to accepted "Codes of Conduct" that apply to the public sector.</p>	<p>We will have regard to whether you maintain high standards of conduct and personal integrity – particularly in matters relating to financial management and accountability. Specifically, we will be alert for significant instances where members and employees of the public entity may not have acted in accordance with the standards of conduct and personal integrity expected of them.</p> <p>The way in which we will report instances that come to our attention will depend on significance. We will report to you and to the Auditor-General all significant</p>

	<p>departures from expected standards of conduct and personal integrity that come to our attention during the audit.</p> <p>The Auditor-General, on receiving a report from us, may, at his discretion and with consideration of its significance, decide to conduct a performance audit of, or an inquiry into, the matters raised. The performance audit or inquiry will be subject to specific terms of reference, in consultation with you. Alternatively, the Auditor-General may decide to publicly report the matter without carrying out a performance audit or inquiry.</p>
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Responsibilities for conflicts of interest and related parties	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You should have policies and procedures to ensure that your members and employees carry out their duties free from bias.</p> <p>You should maintain a full and complete record of related parties and their interests. It is your responsibility to record and disclose related-party transactions in the financial statements and performance information in accordance with generally accepted accounting practice.</p>	<p>To help determine whether your members and employees have carried out their duties free from bias, we will review information provided by you that identifies related parties, and will be alert for other material related-party transactions. Depending on the circumstances, we may enquire whether you have complied with any statutory requirements for conflicts of interest and whether these transactions have been properly recorded and disclosed in the financial statements and performance information.</p>

Responsibilities for publishing the audited financial statements on a website	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for the electronic presentation of the financial statements and performance information on the public entity's website. This includes ensuring that there are enough security and controls over information on the website to maintain the integrity of the data presented.</p> <p>If the audit report is reproduced in any medium, you should present the complete financial statements, including notes, accounting policies, and any other accountability statements.</p>	<p>Examining the controls over the electronic presentation of audited financial statements and performance information, and the associated audit report, on your website is beyond the scope of the annual audit.</p>

Annex 2 – Health and safety of audit staff

The Auditor-General and Audit Service Providers take seriously their responsibility to provide a safe working environment for audit staff. Under the Health and Safety at Work Act 2015 we need to make arrangements with you to keep our audit staff safe while they are working at your premises. We expect you to provide a safe work environment for our audit staff. This includes providing adequate lighting and ventilation, suitable desks and chairs, and safety equipment, where required. We also expect you to provide them with all information or training necessary to protect them from any risks they may be exposed to at your premises. This includes advising them of emergency evacuation procedures and how to report any health and safety issues.

10 May 2023

Nicol Horrell
Chairman
Environment Southland
Private Bag 90116
Invercargill 9840

Copy: Director Auditor Appointments
Office of the Auditor-General
PO Box 3928
Wellington

Dear Nicol

Proposal to conduct the audit of Environment Southland and subsidiaries on behalf of the Auditor-General for the 2023, 2024 and 2025 financial years

1 Introduction

The Auditor-General proposes to appoint me to carry out the audit of your organisation for the next three years. As required by the Office of the Auditor-General (OAG), I set out below information relating to the audit for the financial year ending 30 June 2023. The purpose of this proposal is to provide information on:

- the statutory basis for the audit and how audit fees are set;
- the entities covered by this proposal;
- key members of the audit team;
- the hours we plan to spend on the audit and reasons for any change in hours;
- our proposed fees for the audit for the financial year ending 30 June 2023 and reasons for any change;
- proposed fees for subsequent years (financial years ending 30 June 2024 and 30 June 2025) will be determined subsequent to the 30 June 2023 audit;
- assumptions relating to the proposed audit fees, including what we expect of your organisation;
- what the OAG Audit Standards and Quality Support charge provides;
- certification required by the Auditor-General; and
- our commitment to conduct the audit in accordance with the Auditor-General's Auditing Standards.

2 Statutory basis for the audit and how audit fees are set

The audit of your organisation is carried out under Section 15 of the Public Audit Act 2001, which states that "the Auditor-General must from time to time audit the financial statements, accounts, and other information that a public entity is required to have audited".

Fees for audits of public entities are set by the Auditor-General under section 42 of the Public Audit Act 2001. However, your *[governing body]* and I have the opportunity to reach agreement first and recommend those fees for approval. The Auditor-General, with assistance from the OAG, will set audit fees directly only if we fail to reach agreement.

Our proposed audit fees are set out in this letter and include an estimate of the reasonable cost of disbursements (including travel and accommodation where necessary).

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organisation"), DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. In New Zealand, Deloitte means Deloitte Limited in its own capacity for assurance services, otherwise as trustee for the Deloitte Trading Trust.

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3 Entities covered by this proposal

This proposal covers the audits of the following entities:

- Environment Southland

Note subsidiary company (South Port New Zealand Limited) is audited by Deloitte and is subject to a separate arrangement.

4 Key members of the audit team

Appointed Auditor	Anthony Smith
Quality Control Reviewer	Mike Hoshek
Audit Manager	Nicole Langeveld

5 Estimated audit hours

We estimate that the following hours will be required to carry out the audits (compared to budgeted and actual data from the previous financial year):

Audit team member	2022 budget	2022 actual	2023
Appointed Auditor	45	45	55
Review Partner	15	10	15
Audit Manager	100	169	150
Other CA qualified staff	155	34	160
Non CA qualified staff	145	292	160
Total audit hours	460	550	540

Total actual hours in the years ended 30 June 2020 (558), 30 June 2021 (486), and 30 June 2022 (above) have significantly exceeded the budgeted hours included in the 2019 Audit Proposal Letter, resulting in an average of 531 hours across the past 3 years. The excess hours over budget is a continuous trend, and this excess of hours is relatively consistent each audit. The increase in audit hours is primarily as a result of additional work required that was not budgeted for due to increasing demands and expectations of auditors at detailed in table 5.1 below.

5.1 Reasons for changes in audit hours

The major reasons for the changes in hours for your organisation’s audit are:

Reasons for increased or decreased audit hours compared to previous period <u>budgeted</u> hours:	2023
<p>Over time the complexity of the audit of the Council has increased.</p> <p>Additional audit work has been required to be undertaken due to changes in auditing standards (such as ISA (NZ) 540 <i>Auditing Accounting Estimates</i>), regulatory requirements and changes in Council’s activities, systems and risks.</p> <p>These changes have not necessarily been reflected the historical budgeted hours have been under the requisite hours required to complete the audit.</p> <p>For FY23 there will be increased audit hours related to enhanced audit procedures required in relation to</p>	80

requirements of ISA (NZ) 315 Revised <i>Identifying and Assessing the Risks of Material Misstatement</i>	
Total increase (decrease) in audit hours	80

6 Proposed audit fees

Our proposed fees for the next three audits (compared to budgeted and actual data from the previous financial year) are:

Structure of audit fees	2022 budget fees	2022 actual fees charged	2023
	\$	\$	\$
Net audit fee (excluding OAG Audit Standards and Quality Support charge and disbursements)	105,000	105,000	123,300
OAG Audit Standards and Quality Support charge	7,500	7,500	10,271
Total audit fee (excluding disbursements)	112,500	112,500	133,571
Estimated Disbursements	14,000	7,733	14,000
Total billable audit fees and charges	126,500	120,233	147,571
GST	18,975	18,035	22,136
Total (including GST)	145,475	138,268	169,707

The audit fees allow for the audit team to carry out specific tasks identified in the OAG Sector Brief and for the OAG Audit Standards and Quality Support charge. We have also estimated the reasonable cost of disbursements (including travel and accommodation where necessary). Disbursement costs are indicative only and will be charged on an actual and reasonable basis.

6.1 Reasons for changes in audit fees

In table 5.1 we showed the factors that have resulted in a change of audit hours. The cost impacts of those changes are shown in the table below.

Reasons for increased or decreased audit fees compared to previous period <u>budgeted</u> fees.	2023
Predicted staff salary cost movements	8,400
Additional cost incurred to perform the audit which have not kept pace with historical rate adjustments applied over the past three years. Refer to table 5.1 for further details.	9,900
Total increase (decrease) in audit fees	18,300

7 Assumptions relating to our audit fee

You are responsible for the production of your financial statements and anything else that must be audited. Our proposed audit fees are based on the assumption that:

- You will provide to us, in accordance with the agreed timetable, the complete information required by us to conduct the audit.
- Your staff will provide us with an appropriate level of assistance.
- Your organisation's annual report and financial statements (including Statements of Service Performance) will be subject to appropriate levels of quality review by you before being submitted to us for audit.
- Your organisation's financial statements will include all relevant disclosures.
- We will review up to two sets of draft annual reports, one printer's proof copy of the annual report, and one copy of the electronic version of the annual report (for publication on your website).
- There are no significant changes to the structure and/or scale of operations of the entities covered by this proposal (other than as already advised to us).
- There are no significant changes to mandatory accounting standards or the financial reporting framework that require additional work (other than as specified in tables 5.1 and 6.1).
- There are no significant changes to mandatory auditing standards that require additional work other than items specifically identified in the tables above.
- There are no significant changes to the agreed audit arrangements (set out in an annual letter we will send you) that change the scope of, timing of, or disbursements related to, this audit.

This fee excludes any additional audit procedures required in relation to Climate Change.

If the scope and/or amount of work changes significantly, we will discuss the issues and any implications for our audit costs and your audit fees with you and the OAG at the time.

8 What the OAG Audit Standards and Quality Support charge provides

Parliament has indicated that it expects the full cost of annual audits under the Public Audit Act (including an OAG Audit Standards and Quality Support charge) to be funded by public entities.

The OAG Audit Standards and Quality Support charge partially funds a range of work that supports auditors and entities, including:

- development and maintenance of auditing standards;
- technical support for auditors on specific accounting and auditing issues;
- ongoing auditor training on specific public sector issues;
- preparation of sector briefs to ensure a consistent approach to annual audits;
- development and maintenance of strategic audit plans; and
- carrying out quality assurance reviews of all auditors, and their audits and staff on a regular (generally, three-year) cycle.

Appointed Auditors are required to return the OAG Audit Standards and Quality Support charge portion of the audit fee, to the OAG.

9 Certifications required by the Auditor-General

We certify that:

- the undertakings, methodology, and quality control procedures that we have declared to the OAG continue to apply;
- our professional indemnity insurance policy covers this engagement; and
- the audit will be conducted in accordance with the terms and conditions of engagement set out in the audit engagement agreement and schedules.

10 Conclusion

As the Appointed Auditor, I am committed to providing you and the Auditor-General with the highest level of professional service. I intend to work with you, the OAG, and the Auditor-General in a partnership environment to resolve any issues that may arise.

If you require any further information, please do not hesitate to contact me.

Please counter-sign this letter (below) to confirm that you, and the governing body of your organisation, agree with its contents. This letter will then form the basis for a recommendation to the Auditor-General on the audit fee that should be set. The schedules of audit hours and fees will also be incorporated into my audit engagement agreement with the Auditor-General to carry out the audit of your organisation as the agent of the Auditor-General.

Yours sincerely



Anthony Smith
Partner for Deloitte Limited
On behalf of the Auditor-General

I accept the audit fees for the audit of the 2023 financial year as stated above.

Full name: _____ Position: _____

Authorised signature: _____ Date: _____

Entity name: _____

Actions to take when agreement has been reached:

- 1 Make a copy of this signed proposal and keep it for your file.
- 2 Send the original to: Anthony Smith
Deloitte Limited



Item 2 Annual Vehicle Report for 2023/24

MORF ID: A905319	Strategic Direction: Council Policy
Report by: Paul le Roux, Health, Safety and Risk Manager	Approved by: Amy Kubrycht, General Manager, People & Customer
Executive Approval: Amy Kubrycht, General Manager, People & Customer	

Purpose

This report seeks Council approval for the Chief Executive to undertake a vehicle replacement programme, in accordance with Council’s Motor Vehicle Policy, and to replace up to 11 vehicles in the 2023/24 financial year.

Summary

Council approved the replacement of up to nine new fleet vehicles in the 2022/23 financial year. The Fleet Management Team developed a replacement plan, which was approved by Executive and resulted in the purchase of nine vehicles and the disposal of 10 vehicles, resulting in the reduction of the fleet by one vehicle.

This report seeks Council approval for the replacement of up to 11 vehicles in the 2023/24 financial year. The Fleet Management Team continues to right size the fleet and there is no intention to increase it.

Recommendation

It is recommended that Council resolve to:

1. note the annual vehicle report;
2. note the outcome of the 2022/23 replacement programme;
3. approve the Chief Executive undertaking a vehicle replacement programme of up to 11 vehicles in the 2023/24 financial year.

Report

Background

Council’s 2022/23 Replacement Programme

At the August 2022 Organisational Performance and Audit Committee meeting, Council approved the purchase of up to nine new fleet vehicles for the 2022/23 financial year. Councillors acknowledged the work of staff at right sizing the fleet, which had seen a reduction in numbers over the past years.



The fleet was made up of 51 vehicles. The fleet composition being:

- (a) 34 Utilities;
- (b) 15 SUVs (including the three operating lease Rav4 hybrids);
- (c) 2 Passenger cars.

In addition, Council approved to purchase one new Executive vehicle to meet its employment obligations.

Council's Motor Vehicle Policy sets out the following as key objectives for the fleet:

- (a) ensure the safety of drivers, occupants and other road users;
- (b) reduce the environmental impact of the fleet;
- (c) provide a right sized fleet of vehicles that is effectively and efficiently utilised; and
- (d) provide whole-of-life value for money for Council's vehicles.

The agreed plan was to purchase nine fleet vehicles. This included the purchase of the three leased hybrid Rav4s, which were already included in the total fleet number of 51. The decisions to purchase the leased hybrid Rav4s was on the basis that these vehicles are well regarded within the fleet and were offered at a significant discount from their true market value.

This plan resulted in a fleet reduction of one vehicle, which would be offset by an additional Executive vehicle. The additional Executive vehicle was not purchased in 2022/23, therefore the fleet was reduced to 50 vehicles. One Ute (BT-50) was also replaced with a hybrid SUV.

Current Situation

Council's Proposed 2023/24 Replacement Programme

The Motor Vehicle Policy sets out the annual vehicle replacement process, which is:

- (a) *February* – the Fleet Manager will review the current fleet and identify vehicles eligible for replacement (as per this Policy);
- (b) *March* – Council will consider the current fleet, the vehicles eligible for replacement and Council's future needs, and approve the replacement of a maximum number of vehicles;
- (c) *April* – the Capex budget amount relative to the expected replacement cost, less the expected disposal cost will be included in the Annual Plan and Long-term Plan;
- (d) *May* – the Fleet Manager will prepare a recommended vehicle replacement list for Executive approval. The Fleet Manager will also consider swapping or transferring allocated vehicles at this time to improve the fleet utilisation;
- (e) *May* – the Executive approve the replacements;
- (f) *May* – the Fleet Manager places the orders (for July or later delivery);
- (g) *Post July* – the orders are fulfilled.

This report relates to point (b).



The Motor Vehicle Policy also sets out the criteria for vehicle replacement eligibility as being any, or all, of the following:

- (a) older than four years of age;
- (b) travelled more than 120,000 km for cars, station wagons and SUVs and travelled more than 150,000 km for utilities;
- (c) adherence to the fleet objective set out in this policy;
- (d) high cost of ownership and running;
- (e) meeting any lease agreement requirements.

Within the current fleet there are 26 vehicles that meet the Motor Vehicle Policy - eligible for replacement criteria.

Approval is sought to replace up to 11, of the eligible 26, vehicles in the 2023/24 financial year. To maintain the fleet's availability, a cyclic programme of replacement is being followed to replace all eligible vehicles. As vehicle stock availability is currently a challenge in New Zealand, up to 11 vehicles is considered a feasible number to replace in the 2023/24 financial year.

If approved by Council, the Fleet Management Team will recommend a replacement plan to the Executive for approval. The plan will meet the key policy objectives, being:

- (a) ensure the safety of drivers, occupants and other road users;
- (b) reduce the environmental impact of the fleet;
- (c) provide a right sized fleet of vehicles that is effectively and efficiently utilised; and
- (d) provide whole-of-life value for money for Council's vehicles.

Disposing of Vehicles

As per the Motor Vehicle Policy, the disposal approach will be at the discretion of the Fleet Manager and shall be by the means which is anticipated to give the best return to Council. The options to consider include:

- (a) trade-in;
- (b) auction;
- (c) tender to employees;
- (d) sale to employees (including to private use approved drivers who will have the first right to purchase the vehicle allocated to them).

The Fleet Management Team will evaluate its options and select the best approach.

Views of Affected Parties

There are no matters in this report which require consideration under this heading.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.



Financial and Resource Implications

Financial Implications - Replacements

The financial implications resulting from the replacement of Council vehicles will be included in Council's Annual Plan 2023/24.

Legal Implications

This report and the associated recommendations comply with the appropriate statutory requirements placed upon the Council.

Attachments

None



Matters for Information/Noting Kaupapa Whakamohiotanga/Tuhingia

Item 3 Financial Report to 31 March 2023

MORF ID: A905347	Strategic Direction: Council Policy
Report by: Jody Lloyd, Team Leader Corporate Reporting & Tracey Adendorff, Team Leader Finance Operations	Approved by: Tanea Hawkins, Chief Financial Officer
Executive Approval: Dom Rikiti, General Manager, Business Services	

Purpose

For Council to note the financial report to 31 March 2023.

Summary

The operating result for the nine months to March 2023 was a surplus of \$276,000 versus a budgeted deficit of \$5.5 million. As a result of this positive nine-month result, the operating deficit for the year ended 30 June 2023 has been re-forecasted from a \$7.7 million deficit to a \$3.7 million deficit.

This forecasted financial position informed the council decisions on the 2023/24 Annual plan including the proposed rate increase.

The schedule of reporting for the next six-month period is:

Date of Meeting	Committee	Financial Report End Date
13 September 2023	Finance & Performance Committee	Quarter 4 ended 30 June 2023
29 November 2023	Finance & Performance Committee	Quarter 1 ended 1 September 2023

Recommendation

It is recommended that Council resolve to note the financial report to 31 March 2023.

Report

Material variances to the operating budget include:

1. Other Income

The key variance relates to the return of cruise ships, which contributed \$2.1 million to Other Income against a budget of \$150,000.

Cruise ship income is forecast to be \$2.1 million for the full financial year (full year budget \$150,000). The return of cruise ship income will ensure that coastal marine work can continue to be funded and transfers back to the Marine Fee Reserve can commence this year.



2. **People**

Expenditure on People remains under budget, similar to the prior period. Vacancies are decreasing, as staff numbers return to more normal levels. The expectation is for a continuation of the favourable variance, with forecast people costs expected to be \$635,000 favourable to budget for the full year.

3. **Contractors and consultants and Operational expenditure**

Expenditure to March was below budget by \$2.8 million. The below budget expenditure was across various operational areas of Council. IT/Transformation \$0.73 million, Consents \$0.4 million, Strategy & Partnership \$0.73 million and Science \$0.24 million featured as having expenditure under budget at the end of March 2023. Forecasts to the end of the year show overall expenditure of Council remaining favourable to budget by \$1.2 million.

4. **Investment Income**

Continued increases in interest rates have increased realised returns on both the investment portfolio and funds on deposit. Income from interest was \$477,000 ahead of budget at March and forecast to be \$500,000 favourable to budget at full year.

Volatility in the investment markets saw the total value of the portfolio increase by \$1.1 million during the quarter. Continued movements post March have extended the unrealised increase to date by a further \$0.4 million.

5. **Government Funded Projects**

Government funded projects are on track, with the climate resilience projects now well underway.

Revenue for the nine-month period was \$784,000 favourable to budget, with expenditure higher than budget as a result of some work programmes being ahead of schedule. The forecast for the full year is for an increase in government grants, resulting from the timing of projects to be completed this financial year. Forecast expenditure will be in line with budgets.

In summary, the forecast operating result for the full year is for an improvement of \$4 million above the original budget with positive variances relating to the return of cruise ship income (\$2.2 million) and a net underspend in expenses (\$1.8 million) being the key factors. Given these positive variances have been building throughout the year, the forecasted end-of-year position and impact on future year financial budgets were considered as part of the 2023/24 annual planning process.

Surplus funds are normally transferred to the General Reserve and, as such, build-up the financial resilience of Council. This year, with the Marine Fee Reserve having been reduced to only \$357,000, it is recommended that \$1 million of this year's marine fee income be transferred to the reserve to start the rebuilding process.

The Marine Fee Reserve policy states that Council will retain the equivalent of one year's income in the reserve. It will take some years to rebuild, however it is important that the process commences this year.

The digital transformation spend is forecast to be under budget by nearly \$800,000 this year, due to changing timelines for the major projects. The projects are expected to require the same amount of funding in the future. It is recommended that Council consider creating a technology reserve and transfer \$800,000 into that reserve this year.



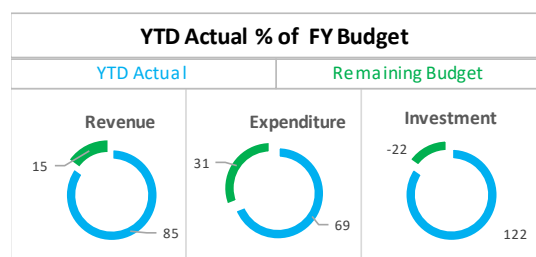
Putting aside the funds not spent this year will ensure funding is available for the future expenditure required.

After transferring \$1.8 million to reserves, the forecast surplus remaining of \$200,000 will be added to the General Reserves.

The final result forecasted for the year will see Council in an improved financial position compared to that originally budgeted. Not having to use debt to fund the operating deficit is the preferred position.



Environment Southland Revenue & Expense Statement for period ended 31 Mar 2023



	Year to Date			Full Year		
	Actual	Budget	Variance	Last Yr	Forecast	Budget
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Income						
Rates	18,001	18,003	2 U	17,036	24,004	24,004
Other income	11,038	8,708	2,330 F	8,422	12,261	10,046
Total Income	29,039	26,711	2,328 F	25,458	36,265	34,050
Expense						
People	14,281	14,915	634 F	11,635	18,320	18,955
Contractors and consultants	4,831	6,177	1,346 F	4,667	8,131	8,414
Operational	9,651	11,091	1,440 F	9,419	13,490	14,360
Total Expense	28,763	32,183	3,420 F	25,721	39,941	41,729
Operating Surplus/(Deficit)	276	(5,472)	5,748 F	(263)	(3,676)	(7,679)
Investment Income						
Dividends	4,709	4,709	-	4,709	4,709	4,709
Income from Investments - realised	898	421	477 F	556	1,064	564
Income from Investments - unrealised	825	-	825 F	(1,432)	-	-
Total Investment Income	6,432	5,130	1,302 F	3,833	5,773	5,273
Surplus/(Deficit) including Investment income	6,708	(342)	7,050 F	3,570	2,097	(2,406)
Government Funded Projects						
Revenue	9,400	8,616	784 F	6,535	12,157	10,727
Expenditure	3,906	3,272	634 U	3,844	5,062	4,932
Capital Surplus	5,494	5,344	150 F	2,691	7,095	5,795
Total Surplus / (Deficit)	12,202	5,002	7,200 F	6,261	9,192	3,389



**Statement of Financial Position
as at 31 Mar 2023**

	YTD Actual \$000's	Last Year YTD Actual \$000's	30 June 2022 Actual \$000's
Assets			
Current Assets			
Cash And Deposits	13,176	13,738	6,334
Trade And Other Receivables	7,651	4,485	5,989
Prepayments	345	300	482
Inventories	105	105	114
Managed Funds	27,945	27,867	26,668
Total Current Assets	49,222	46,495	39,587
Non Current Assets			
Shares In Subsidiary	8,721	8,721	8,721
Other Financial Assets	217	206	217
Property Plant & Equipment	50,994	43,617	44,641
Investment In Related Party	450	540	450
Total Non Current Assets	60,382	53,084	54,029
Total Assets	109,604	99,579	93,616
Liabilities			
Current Liabilities			
Trade And Other Payable	4,876	5,486	8,598
Rates in Advance	6,000	5,715	-
Total Current Liabilities	10,876	11,201	8,598
Non Current Liabilities			
Employee Entitlements	2,413	1,331	1,525
Total non current liabilities	2,413	1,331	1,525
Total Liabilities	13,289	12,532	10,123
Net Assets	96,315	87,047	83,493
Equity			
Retained Earnings	81,871	70,404	69,050
Special Reserves	14,444	15,880	14,444
Total Equity	96,315	87,047	83,493

Statement of Cashflow as at 31 Mar 2023

	YTD Actual \$000's	Last Year Actual YTD \$000's
Operating Activities		
Receipts from customers	33,721	33,978
Interest received	275	21
Dividends received	4,709	4,709
Payments to suppliers and employees	(25,351)	(28,413)
Finance costs	(3)	(2)
Net Operating Activities	13,351	10,293
Investing Activities		
Reduction of Term Investment	3	-
Purchase of property, plant and equipment	(6,512)	(1,949)
Proceeds from sale of property, plant and equipment	-	149
Acquisition/Disposal of shares / investments	-	-
Net Investing Activities	(6,509)	(1,800)
Financing Activities		
Net Financing Activities	-	-
Cash movement	6,842	8,493
Opening Balance 1st July	6,334	5,244
Closing Bank Balance	13,176	13,737



Monthly Cashflow Forecast to June 2024

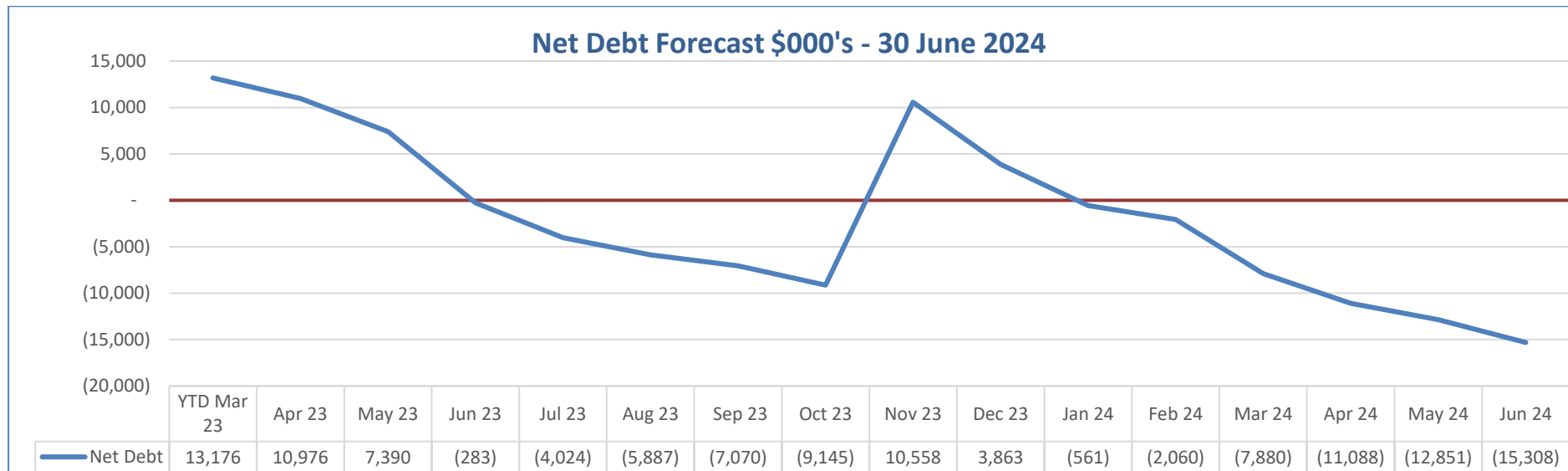
The cash flow forecast report details forecast receipts and expenditure through to 30 June 2024.

The forecast projects normal operating cash flows, cash flows from investments, Climate Resilience projects and Jobs for Nature projects. Cash flow forecasts are updated quarterly.

The opening cash balance at 1 April was \$13 million. During the period of this report, cash balances will reduce to \$9 million overdrawn in October before increasing again as a result of rates funds received.

With the completion of the Climate Resilience projects in 2024, funds will reduce again, with a projected total net debt position of \$15.3 million in June 2024.

To cover the cash deficits, Council will draw on funds from the debt facility with the Local Government Funding Authority (LGFA). A short-term facility will cover June to September 2023, with a move to longer term debt in 2024.





Significant Expenditure as at 31 Mar 2023

		Year to Date	Full year	YTD Actual % of
		Actual	Budget	FY Budget
		\$000's	\$000's	
Government Funded				
Climate Resilience	Government Grant	6,294	6,636	95%
	Local Contribution	5,809	10,031	58%
	Less expenditure	6,106	16,667	37%
	Balance	5,997	(0)	
Biodiversity Projects	Government Grant	3,101	4,091	76%
	Local Contribution	618	684	90%
	Less expenditure	3,906	4,932	79%
	Balance	(187)	(157)	
Total Government Funded		5,810	(157)	

Capital Expenditure

Council Funded			
Buildings - General	9	1,965	0%
Sundry Plant and Equipment	215	314	69%
Vehicles	181	387	47%
Government Funded			
Infrastructural Assets	6,106	16,667	37%
Total Capital Expenditure	6,511	19,333	34%

	Year to date	Year to date	Life to date	Period
	Actual	Budget	Actual	
	\$000's	\$000's	\$000's	

Major project expenditure

Coastal Plan	143	240	2,946	2012 -
People, water and land	-	-	5,455	2017 - 2022
pSWLP	1,243	1,240	14,948	2010 -
Total Major project expenditure	1,386	1,480	23,349	



Debtors and Rates Report as at 31 March 2023

Sundry debtors \$000's						
Yearended	Total sundry debtors	Current balances	Overdue balances	Aging of overdue balances \$000's		
				30 days	60 days	90+ days
31/03/2021	2,095	1,662	433	30	61	341
31/03/2022	535	186	349	35	40	274
31/03/2023	4,697	3,826	872	534	37	301

Council continues to work with debtors and where that is not possible it refers debtors to Debt Management Central (DMC), Council's debt collectors.

A total of 26 debtors with debt of \$80,000 are with DMC. Included within this total are seven debtors who have been moved to legal process, with a total of \$38,000 of debt.

The current balance of \$3.8 million at 31 March 2023 includes an amount of \$3 million for Government Funded Climate Resilience projects. This was received from the Ministry of Business, Innovation and Employment in April 2023.

Included within the 30 day overdue balances at 31 March 2023 are cruise ships totalling \$184,000 and \$288,000 for the Fiordland Undaria Jobs for Nature programme from the Department of Conservation.

Rates debtors \$000's					
Yearended	Rates debtors total	Less rates on 3 payment plan	Net rates outstanding	Annual rates invoiced	Rates balance as % current rates (excl arrangements)
31/03/2021	1,183	65	1,118	19,200	6%
31/03/2022	2,993	375	2,618	22,800	11%
31/03/2023	2,833	590	2,243	28,700	8%

The net balance of rates outstanding at March was \$2.2 million or 8% of the rates invoiced and due in November 2022. The three payment plan, an option for ratepayers to pay their rates across November, February and May continues to grow in numbers with \$590,000 of rates debt to be collected in May.

There were 664 ratepayers sent to debt collection for outstanding debt at 31 March 2023. Of those 290 were advised that council can require rates be paid by the mortgage holder, 33 are in legal process with four having advanced to rating sales demands.

A total of four rating sales process has been commenced - two jointly with Southland District Council, one with Gore District Council and one is Environment Southland alone.

Council does not move to rating sale demands without having exhausted every avenue available and given ratepayers every opportunity to pay. The process takes 12 months, at any point in that 12 months the ratepayer can cancel the process by agreeing to pay or making payment arrangements.

Rates penalties charged to March are \$402,000 which is \$32,000 less than the previous year at the same time.



Clean Air Loans Quarterly Report as at 31 Mar 2023

Current Situation

Information supplied by participating Councils

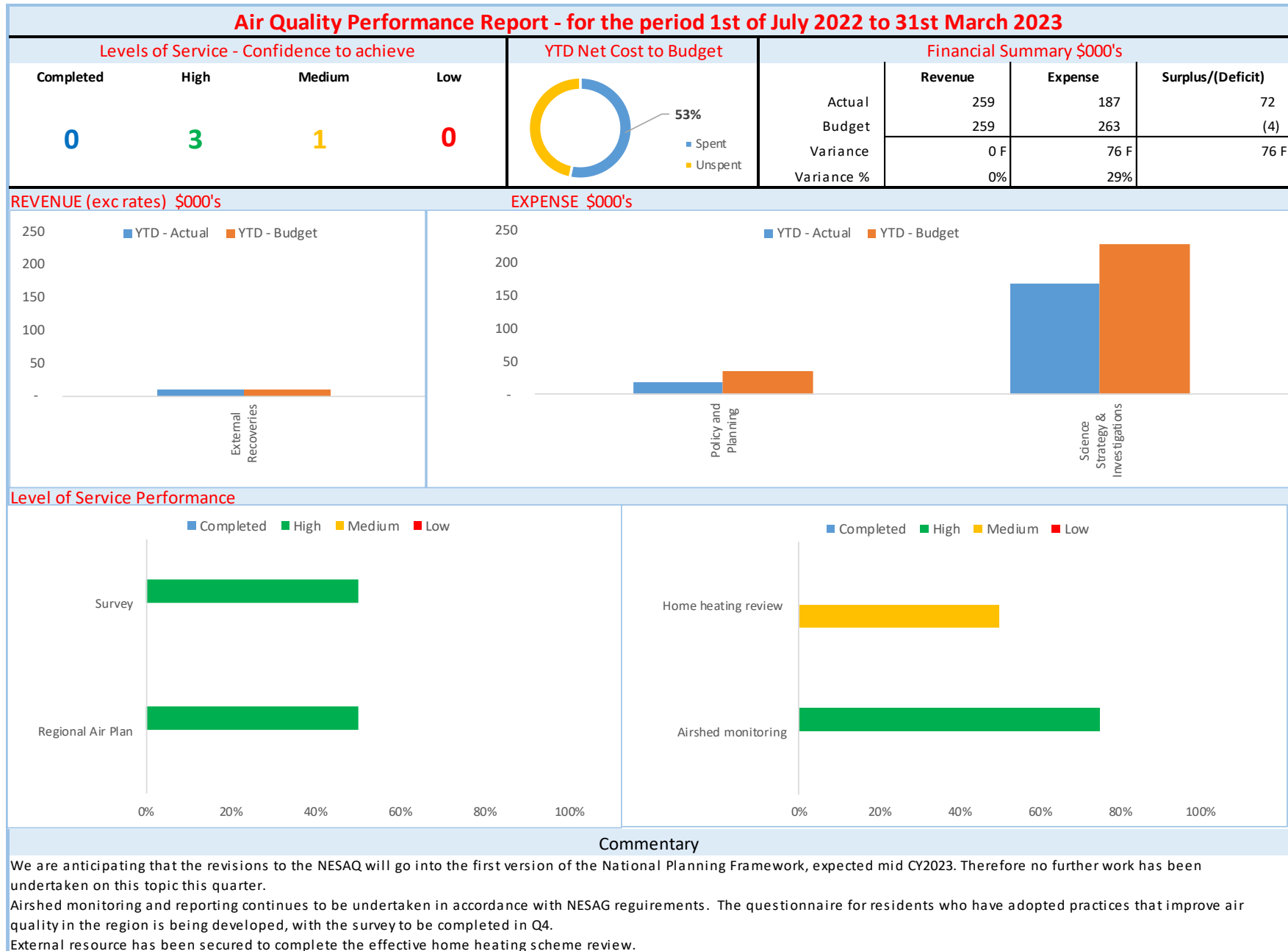
	Gore	Invercargill	Total
Approved	30	171	201
Declined	1	15	16
Withdrawn	1	-	1
Total Applications	32	186	218
Movement this quarter	-	-	-
Loans in Default	-	-	-
Default Amount	-	-	-
Loans Approved	\$ 129,506	\$ 700,107	\$ 829,613
Loans Issued	\$ 129,506	\$ 700,107	\$ 829,613
Loan Balance Remaining to Councils	\$ 23,706	\$ 31,605	\$ 55,311

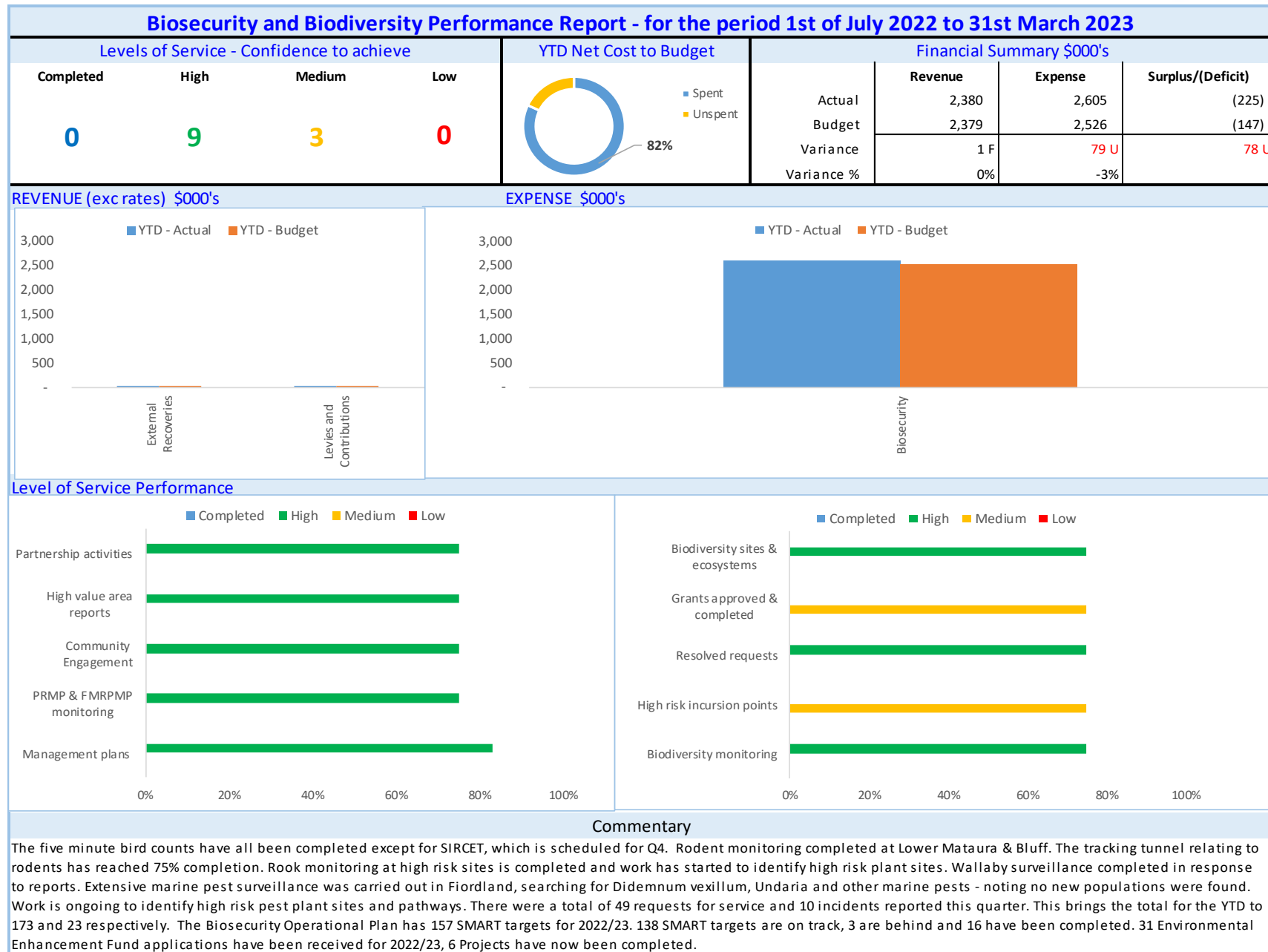
Environment Southland has a Memorandum of Understanding with both Invercargill City Council and Gore District Council for funding a joint clean heat and insulation package in the form of a loan scheme for qualified applicants for the airsheds of Invercargill and Gore respectively.

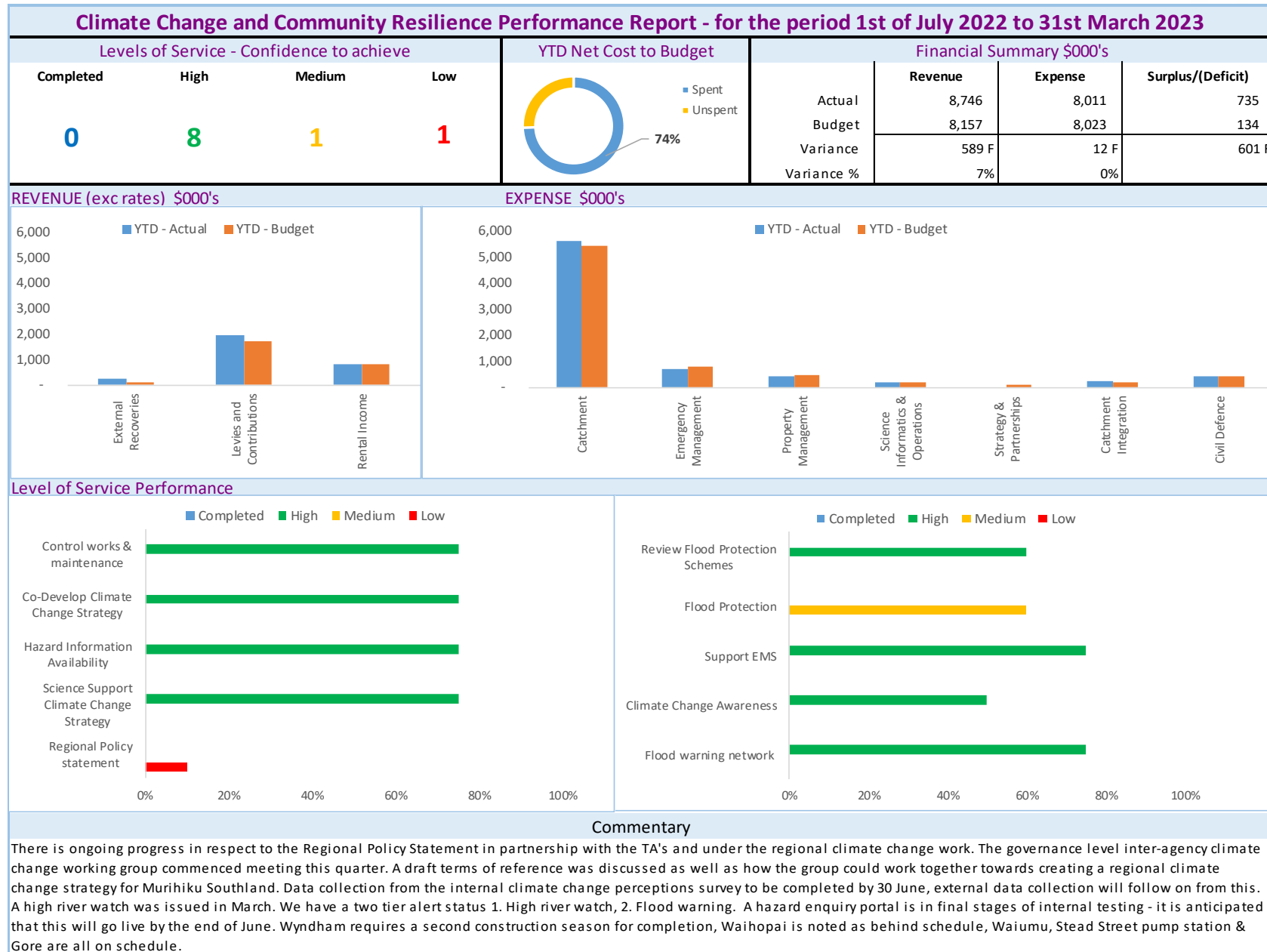
Invercargill City Council and Gore District Council provide Environment Southland with a quarterly report on the uptake of the loan scheme. As at this date there are no outstanding defaults.

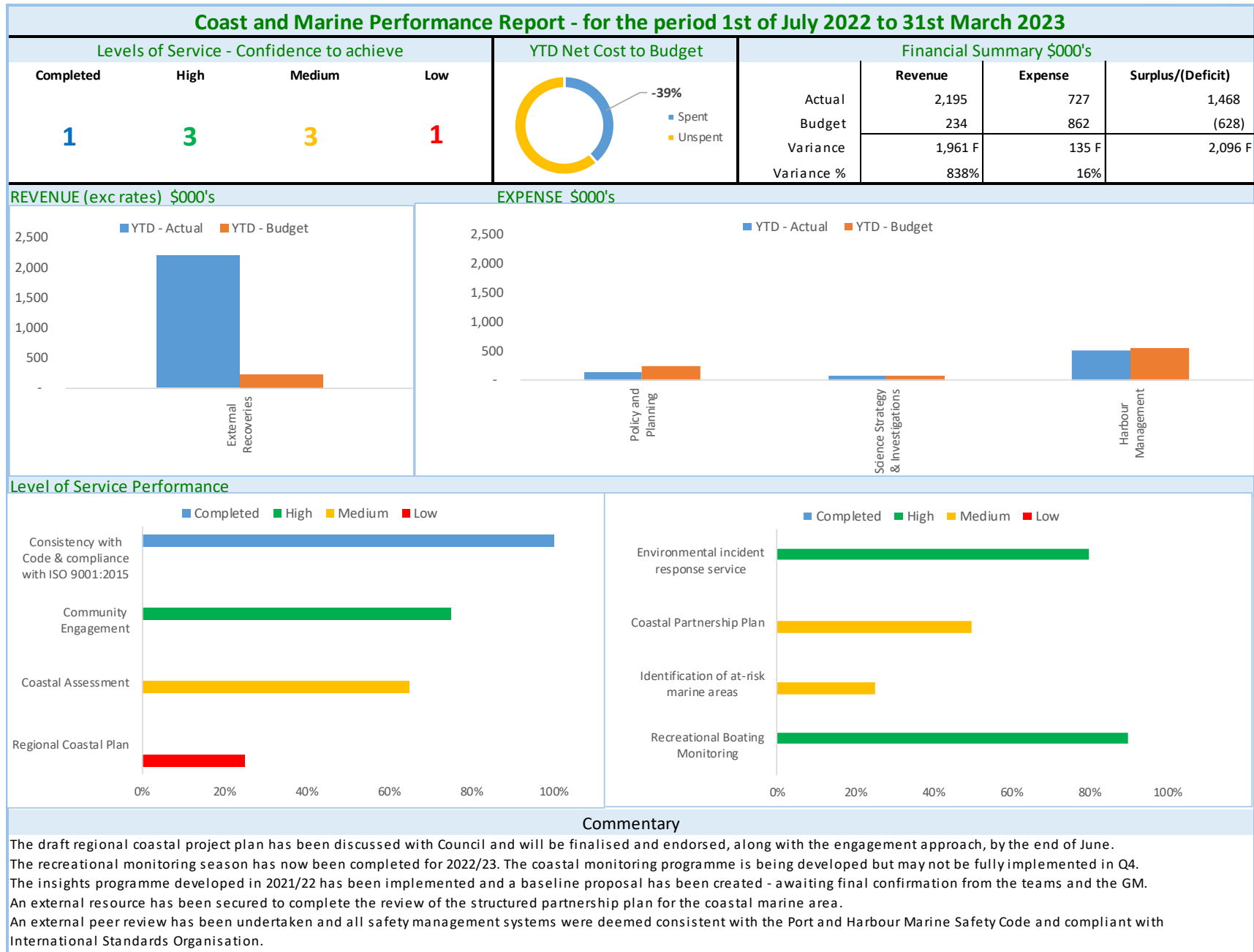
There have been no changes in the number of Clean Air Loans for some time now.
The scheme is part of a review being undertaken by Council.

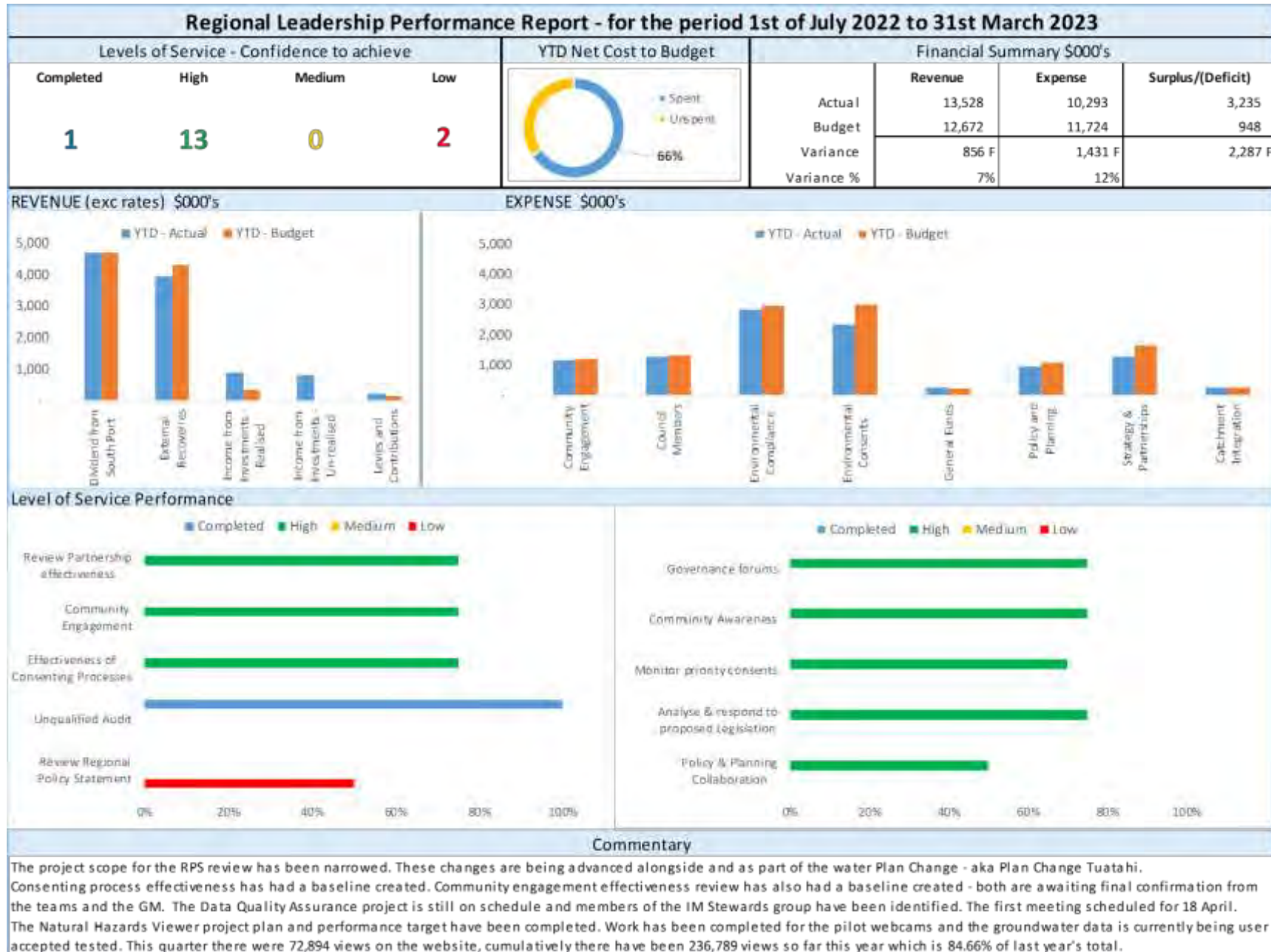














Water and Land Performance Report - for the period 1st of July 2022 to 31st March 2023							
Levels of Service - Confidence to achieve				YTD Net Cost to Budget		Financial Summary \$000's	
Completed	High	Medium	Low			Actual	Surplus/(Deficit)
0	4	1	1			Budget	Expense
						Variance	Surplus/(Deficit)
						Variance %	
						8,252	546
						8,140	(607)
						112 F	1,153 F
						1%	12%
REVENUE (exc rates) \$000's				EXPENSE \$000's			
Level of Service Performance							
Commentary							
<p>The Regional Forum's final report 'Achieving the Community's Aspirations for Freshwater' was presented on 13 July 2022. The report includes advice on methods and limits. The Plan Change is being developed, in partnership to implement the NPSFM 2020. It is due to be notified mid-2024 after consultation with stakeholders and the community. Work continued on improving water quality components of the freshwater accounting system including water use and allocation records. River, lake, air and groundwater quality data and water quantity data have been provided to LAWA and the Environment Southland website maintained. The recreational bathing is underway and reporting on both websites.</p>							



Views of affected parties

There are no matters in this report, which require consideration under this heading.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.

Considerations

Legal Implications

This report and the associated recommendations comply with the appropriate statutory requirements placed upon the Council.

Attachments

None



Item 4 Long-term Plan Quarterly Progress Report to 31 March 2023

Objective ID: A908034	Strategic Direction: Council Policy
Report by: Nicky Carter, Project Manager Strategic Programmes	Approved by: Rachael Millar, General Manager, Strategy, Science & Engagement
Executive Approval: Rachael Millar, General Manager, Strategy, Science & Engagement	

Purpose

To provide Council with an update on the progress of activities that are described in Council’s 2021-2031 Long-term Plan.

Recommendation

It is recommended that Council resolve to note the 2021-2031 Long-term Plan quarterly report for the period 1 January to 31 March 2023.

Report

The 2021-2031 Long-term Plan details what work activities were planned to occur during the 10-year period from adoption in 2021. At the end of each LTP three-month period, programme managers summarise the progress of their assigned LTP activities since the last quarterly report and provide the activity status. The attached report presents the collated activity updates for the third quarter of the 2022/23 year (January to March). This has been prepared using the new organisational planning and reporting system, Te Mahi, recently demonstrated to Councillors at a workshop.

The 2021-2031 Long-term Plan introduced levels of service, performance measures, and targets for 63 key activities that are grouped into six portfolios:

- Air Quality
- Water and Land
- Biosecurity and Biodiversity
- Climate Change and Community Resilience
- Coast and Marine
- Regional Leadership

The report reflects this framework and shows that of the 63 activities there is high confidence that 48 of these will be completed as planned.

The activities with lower levels of confidence relate mainly to situations where the original timeframes specified in the Long-term Plan have altered due to delays outside of our control. For example, the review of the Regional Policy Statement has been deferred due to delays in national legislation.



An overview of the key activities is set out in the following table:

Group of Activity/Portfolio	Key activities during January to March 2023
Air Quality	<ul style="list-style-type: none"> • Airshed monitoring and reporting was undertaken in accordance with the National Environmental Standards for Air Quality (NESAQ). • Work commenced to prepare a questionnaire that will be used in a public survey to be completed in the last quarter of the year.
Water and Land	<ul style="list-style-type: none"> • Implementation of the National Policy Statement for Freshwater Management (NPSFM) 2020 continued with the progression of Plan Change Tuatahi and associated workstreams. • The dry conditions in the region meant the organisation implemented its water shortage response and increased environmental monitoring. There were also increased instances of toxic algae in the region. • The first round of routine intensive winter grazing inspections commenced this quarter.
Biosecurity and Biodiversity	<ul style="list-style-type: none"> • Monitoring of the Regional Pest Management Plan (RPMP) and the Fiordland Marine Reserve Pest Management Plan (FMRPMP) continued. Incursion Management Plans exist for animal and plant exclusion pests. There is a response agreement for incursions in Fiordland and a wider marine response plan is in the process of being developed. • Extensive marine pest surveillance was carried out in Fiordland searching for <i>Didemnum vexillum</i>, <i>Undaria</i>, and other marine pests. No new populations were found. • A new possum control area (PCA) was established in Pukerau and another investigated in the Balfour area. • The Jobs for Nature projects involving central government funding continued.
Climate Change and Community Resilience	<ul style="list-style-type: none"> • Real-time river-level and rainfall information continued to be available to the community and a high river watch was issued in March. • A governance level inter-agency climate change working group commenced meeting this quarter with the inaugural meeting held 24 February 2023. • Internal testing of an online 'portal' for natural hazard enquiries commenced, it is anticipated that this will 'go live' to the public before the end of the financial year. • Emergency Management Southland completed Civil Defence Emergency Management (CDEM) training for Environment Southland staff in line with the 2023 training programme. • Flood protection work – work on the Mataura stopbank strengthening and Stead Street pump station continued, as well as the progression of the other climate resilience projects. Maintenance, repair, and renewal schedule work continued to run to schedule. Consultation with the community regarding the removal of trees on the Gore stopbanks occurred.
Coast and Marine	<ul style="list-style-type: none"> • Southland Regional Coastal Plan update workshop with Council explored the proposed work plan. • The recreational monitoring season ended for 2022/23. • Design of a monitoring programme for the strategic assessment of coastal information commenced. • An external peer review of the ES Coast and Marine risk assessment regime and Safety Management System was undertaken with all safety management systems deemed consistent with the Port and Harbour Marine Safety Code.
Regional Leadership	<ul style="list-style-type: none"> • Changes to the Regional Policy Statement are advancing alongside, and as part of, Plan Change Tuatahi.



Group of Activity/Portfolio	Key activities during January to March 2023
	<ul style="list-style-type: none">• During the quarter, staff assessed, sought Council feedback, and provided consultation responses on various pieces of central government direction.• Monitoring of high-risk consents continued.• The 'Bringing Data to Life' project continued with innovative technology to capture and share river flows being showcased at the March Strategy and Policy Committee meeting.

Consistency with Council’s LTP/Annual Plan/Policy/Strategy

This report is consistent with the content of year two of the 2021-2031 Long-term Plan.

Implications

There are no financial or legal implications associated with this report.

Attachments

1. 2021-2031 Long-term Plan quarterly report to 31 March 2023.



Long-term Plan 2021-2031

(quarterly report ending 31 March 2023)

Our Vision – a thriving Southland – te taurikura o Murihiku

Our Mission - Working with our communities to enhance Murihiku Southland's environment

Our Activities in Depth

Portfolios, Levels of Service and Performance measures

The Council's Long-term Plan is refreshed every three years. In between, an Annual Plan is prepared to describe the activities to be undertaken by the Council. The Long-term Plan and Annual Plans must include performance measures – Levels of Service – to enable the community to assess how the Council is doing. The Levels of Service is Council's commitment to the community, describing specific, measurable outputs or outcomes. For each Level of Service, there are measures and targets to be achieved each year. For full details of each Level of Service and the measures and targets, please refer to the Long-term Plan 2021-2031 available on the Environment Southland website: www.es.govt.nz.

The activities of Council are grouped into Portfolios (Groups of Activities).

Within this document we report on our proposed output targets under each Portfolio (Group of Activity), which we believe summarises the key issues we need to address, or the key activities we undertake. The Portfolios are:

Air Quality;
Water and Land;
Biosecurity and Biodiversity;
Climate Change and Community Resilience;

Coast and Marine;
Regional Leadership.















Each programme area contains a statement which shows which of our activities delivers the programmes, the cost thereof, and the combined funding sources involved. The funding arrangements are in accordance with the Revenue and Financing Policy as set out in the 2021-2031 Long-term Plan.


















Results
















The results against the 2022/23 performance measures and targets relate to the level of confidence in our ability to achieve these measures and targets by the year end as shown below:

















High confidence	48
Medium confidence	9
Low confidence	5

The colour scheme for Quarters 1 to 3 of the year in the table on the following pages relates to the level of confidence in our ability to achieve the measures and targets during each quarter of the year with green being high confidence, amber medium confidence and red low confidence.

Portfolio	Level of Service	Target	Alert	Status
Air Quality	1. Fully operative Regional Air Plan covering all emissions sources and compliant with NESAQ.	1.1		On Schedule
	2. Our air quality work programme is based on data and research.	2.1		On Schedule
	3. Highly visible and engaging education programme about the region's air quality and how it can be improved.	3.1		On Schedule
	4. A home heating scheme that is effective in supporting Murihiku Southland households to adopt clean heating.	4.1		Behind Schedule
Water and Land	5. Methods and limits in place across water takes and discharges to achieve the communities' environmental outcomes.	5.1.1		Completed
		5.1.2		On Schedule
	6. A clear picture of the state of our environment and where further action is needed.	6.1		Behind Schedule
		6.2		On Schedule
		6.3		On Schedule
	7. Highly visible and engaging programme that empowers the community to be innovative and contribute to achieving healthy water and ecosystems.	7.1		On Schedule
	8. Council works in partnership with iwi, community groups, businesses, government agencies and councils to deliver projects that improve Murihiku Southland's water and land ecosystems.	8.1		On Schedule
Biosecurity and Biodiversity	9. Appropriate regulatory tools are in place for the species type and there is a consistent policy framework for managing harmful species,	9.1.1		On Schedule
		9.1.2		On Schedule
		9.1.3		Completed

	10. Biodiversity and biosecurity work programmes are based on data and research.	10.1.1		On Schedule	
		10.1.2		On Schedule	
		10.1.3		On Schedule	
		10.1.4		On Schedule	
	11. Highly visible and engaging education programme about the region's biodiversity.	11.1		On Schedule	
	12. Biosecurity advice and assistance is accessible to those who need it.	12.1		On Schedule	
		12.2		On Schedule	
	13. Council will work with landowners to protect or enhance biodiversity and initiatives that help landowners to manage harmful species on privately owned-land.	13.1		On Schedule	
		13.2		On Schedule	
	14. Council will deliver management programmes designed to improve regional biodiversity, human health and economic prosperity.	14.1		On Schedule	
		14.2		On Schedule	
		14.3		On Schedule	
	Climate Change and Community Resilience	15. Our plans and projects are designed to minimise the negative effects of climate change on the region's communities.	15.1		Behind Schedule
		16. Provide timely and high quality information about natural hazards to inform planning and emergency management activities.	16.1		On Schedule
16.2				On Schedule	
17. Assist communities to understand and adapt to the effects of climate change and natural hazards.		17.1		On Schedule	
		17.2.1		On Schedule	

		17.2.2		On Schedule
		17.2.3		On Schedule
	18. Work with partners to strengthen the region's resilience to climate change and ability to cope with any civil defence emergency.	18.1		On Schedule
		18.2		On Schedule
	19. Council owned infrastructure is maintained and enhanced to a level that works to reduce the negative impacts of natural hazards, flooding and climate change.	19.1		Behind Schedule
		19.2		On Schedule
		19.3		On Schedule
Coast and Marine	20. Regulatory processes, plans and resources are in place to identify and protect significant or at-risk elements of the coastal marine area, including enforcement when necessary.	20.1		Behind Schedule
	21. Regular monitoring to track progress and identify risks to coastal marine area.	21.1		On Schedule
		21.2		On Schedule
		21.3		Behind Schedule
	22. Highly visible and engaging education programme about how to safely enjoy the coastal marine area and Inland Lakes and to increase community understanding of the marine environment.	22.1		On Schedule
	23. Council works with iwi, councils, research entities, the community, businesses and community organisations to sustainably manage the coastal marine area.	23.1		On Hold
	24. Maintain safe and navigable waterways in the region to protect the people using them.	24.1		Completed
		24.2		On Schedule

Regional Leadership	25. Provide and implement a Regional Policy Statement to achieve integrated management of natural and physical resources in Murihiku Southland.	25.1		On Hold
		25.2		On Schedule
	26. Council's planning and reporting functions meet statutory requirements and demonstrate sound business planning.	26.1		Completed
		26.2		On Schedule
	27. Deliver efficient and effective consenting and compliance monitoring and enforcement services.	27.1		On Schedule
		27.2		On Schedule
	28. Murihiku Southland residents are engaged and enabled to play an active part in shaping our region's future.	28.1		On Schedule
		28.2		On Schedule
	29. Council works in partnership with iwi, local authorities and other organisations to deliver better outcomes.	29.1		On Schedule
		29.2		On Schedule
		29.3		On Schedule
	30. Enable good governance and democratic decision-making.	30.1		On Schedule
		30.2		On Schedule
	31. Collect, maintain and share quality-assured data.	31.1		On Schedule
		31.2		On Schedule
		31.3		On Schedule

Air Quality

The Air Quality group of activities includes four environmental project areas that the Council is legally responsible to the community for delivering on.

Regulation and Planning Activity

This activity focuses on the Council's regional planning, regulatory and compliance activities under the RMA. For example, ensuring the region has an Air Plan that is easy to understand, complies with NESAQ and is practical to implement and enforce.

A key focus for this activity in the next few years is to review and update the Regional Air Plan once the new NESAQ are released.

Science, Research and Monitoring Activity

This activity focuses on the Council's monitoring of air quality in the Invercargill and Gore airsheds where it is currently required to monitor PM₁₀ emissions. This activity includes research undertaken by the Council to understand which interventions are most effective in helping the adoption of clean heating practices.

Community Engagement and Education Activity

Council produces educational material to help inform the community about air quality issues in the region and what they can do to improve it. This includes producing the state of the environment reports, sharing research findings on the Council's website and sharing information produced by other organisations.

Partnerships Activity

Council works collaboratively with iwi, territorial authorities, community groups, agencies, homeowners and businesses to develop and implement solutions for improving air quality in the region. This includes the Clean Air Loan Scheme and ongoing work with the Southland Warm Homes Trust.

Air Quality	
High confidence	3
Medium confidence	1
Low confidence	0

Air Quality						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Fully operative Regional Air Plan covering all emissions sources and compliant with NESAQ.						
1.1 Proportion of the Regional Air Plan that is compliant with the NESAQ.	100% compliant with current NESAQ requirements.	<p>Policy & Planning</p> <p>Q1: The Regional Air Plan is compliant with the current NESAG. Council has been awaiting the release of the revised NESAQ prior to amending the Regional Air Plan to give full effect to the NES requirements. This may be included in the new National Planning Framework which is expected mid-2023.</p> <p>Q2: There has been no additional progress on this topic this quarter.</p> <p>Q3: There has been no additional progress on this topic this quarter.</p>				
Level of Service: Our air quality work programme is based on data and research.						
2.1 Compliance with NESAQ requirements for airshed monitoring and reporting.	100% compliance with NESAQ requirements for airshed monitoring and reporting.	<p>Science, Strategy & Investigations</p> <p>Q1, Q2 & Q3: Airshed monitoring and reporting has been undertaken in accordance with NESAG requirements.</p>				
Level of Service: Highly visible and engaging education programme about the region's air quality and how it can be improved.						
3.1 Percentage of surveyed residents who have adopted practices that improve air quality in the region.	No less than the 2021/22 result.	<p>Science, Strategy & Investigations/Strategy & Partnership</p> <p>Q1 & Q2: This is yet to be advanced, but will be worked on during Q2 to Q4 of the year.</p> <p>Q3: Questionnaire being developed with survey to be completed Q4.</p>				

Air Quality						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: A home heating scheme that is effective in supporting Murihiku Southland households to adopt clean heating.						
4.1 Effective home heating scheme is reviewed and implemented.	<p><i>2021/22 Performance Target:</i> Review of existing scheme is completed by 30 June 2022. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Recommendations from the review of the heating scheme are in place by 30 June 2023, including the establishment of targets for the number of households accessing the scheme.</p>	<p>Science, Strategy & Investigations/Strategy & Partnership/Policy & Planning/Finance</p> <p>Q1 & Q2: This review has been underway since last financial year and was most recently workshopped with Council on 13 July 2022. An options paper will be brought forward to a Council workshop early in 2023.</p> <p>Q3: External resource has been secured to complete this review as staff resources have been focused in other areas, notably the climate change portfolio.</p>				

Water and Land

The Water and Land group of activities includes four environmental project areas that the Council is delivering on for the community with a variety of partners.

Regulation and Planning Activity

This activity focuses on the Council's regional planning, regulatory and compliance activities under the RMA, NPSFM, NES-FW and LGA.

A key focus for this activity in the next few years is to work with the community to implement the NPSFM requirements. This will include the notification of a plan change to the proposed Southland Water and Land Plan (SWLP). The Regional Forum of community representatives that has been established will provide advice to governance on potential methods and limits to include within the plan change.

Science, Research and Monitoring Activity

This activity provides access to water and land information. It includes advice on environmental state and trends from long-term environmental monitoring programmes. In addition, science and research is undertaken on the water and land resources of the region and how best to manage these.

Key projects for this activity for this Long-term Plan include:

- establishing methods to monitor progress towards environmental outcomes including mātauranga Māori and health of indigenous flora and fauna;
- developing, operating and maintaining a freshwater accounting system for water quality and quantity to provide baseline information for setting target attribute states, flows and limits, assessing over-allocation and tracking cumulative effects of activities.

¹ A community-led group that is working with the community to drive positive change in the primary sector in Murihiku Southland, by working with farmers and supporting catchment groups.

Community Engagement and Education Activity

Working with the individuals, community groups, schools and other agencies to raise awareness and understanding of environmental issues and empower action. The Council intends to move to an integrated catchment management approach for this activity during the period covered by this Long-term Plan (LTP).

Key projects for this activity for this LTP include:

- **People, Water and Land *Te Mana o te Tangata, te Wai, te Whenua* – a partnership programme with Te Ao Marama Inc (the Ngāi Tahu ki Murihiku natural resource agency) to improve Murihiku Southland's water and land;**
- **Enviroschools** – a programme that takes a whole of school approach to environmental education.

Partnerships Activity

This activity works with others to support on the ground action and new ways of working to improve water and land. To achieve the environmental outcomes for freshwater and estuaries sought by the community and iwi over a generation (a state of hauora *wellbeing* over a 25-30 year period), an integrated catchment management approach with 5-yearly steps is proposed to be co-developed in partnership with other organisations such as Te Ao Marama Inc and Thriving Southland¹.

Environment Southland and Te Ao Marama Inc's overarching programme to improve water and land in the region is the **People Water and Land programme *Te Mana o te Tangata, te Wai, te Whenua***. Other partnership projects include:

- **Whakamana te Waituna** – a project to restore the mana of the Waituna catchment and wetlands;
- **Aparima Community Environment (ACE)** – farmer leaders supported by agencies with a vision to build and support the resilience of the Aparima area.

Water and Land	
High confidence	5
Medium confidence	1
Low confidence	1

Water and Land						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Methods and limits in place across water takes and discharges to achieve the communities' environmental outcomes.						
5.1 Implementation of the National Policy Statement for Freshwater Management 2020 via the notification of a plan change to the proposed Southland Water and Land Plan.	5.1.1 Regional Forum provides final advice on methods and limits. 5.1.2 Development of a plan change.	Strategic Programmes/Policy & Planning Q1: The Regional Forum's final report 'Achieving the Community's Aspirations for Freshwater' was presented on 13 July 2022. The report includes advice on methods and limits. Council and Te Ao Marama are now assessing the recommendations in the report. This will help inform the development of Plan Change Tuatahi. The Plan Change will be developed over the next 12-18 months, in partnership and will include consultation with stakeholders and the community. Q2: The Plan Change is being developed, in partnership to implement the NPSFM 2020. It is due to be notified mid-2024 after consultation with stakeholders and the community. Q3: The Plan Change is on track.				
Level of Service: A clear picture of the state of our environment and where further action is needed.						
6.1 Establishing a comprehensive freshwater accounting system.	<i>2021/22 Performance Target:</i> Project plan for establishing a freshwater accounting system completed. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year). <i>2022/23 Performance Target:</i> Freshwater accounting system is live from 30 June 2023.	Science Strategy & Investigations/Science Informatics & Operations Q1: A project plan is in development and a cross-organisational working group is to be established to finalise and implement the project plan. As the project plan is still in development, it is not 100% certain when a system will be live. Q2: The project plan continued to be worked on and will be finalised in Q3. Work is underway on improving water quality components of the freshwater accounting system including water use and allocation records. Q3: Continuing work on improving water quality components of the freshwater accounting system and early development of water quality component.				

Water and Land						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
6.2 State of the Environment data updated and published on Environment Southland and Land Air Water Aotearoa websites at least once a year.	SoE data updated and published on ES and LAWA websites annually.	Science Strategy & Investigations/Science Informatics & Operations Q1: River, lake, air and groundwater quality data and water quantity data have been provided to LAWA this quarter. These modules will be updated by LAWA in Q2. Q2: LAWA modules have been updated and Environment Southland website maintained. The recreational bathing is underway and reporting on both websites. Q3: LAWA modules have been updated and Environment Southland website maintained.				
6.3 Develop and monitor Mātauranga Māori monitoring programme.	<i>2021/22 Performance Target:</i> Monitoring framework and targets developed in partnership with Te Ao Mārama Inc and papatipu rūnanga. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year). <i>2022/23 Performance Target:</i> Annual monitoring programme target achieved.	Science Strategy & Investigations Q1: Conversations have been had between Hokonui runanga and Te Ao Mārama Inc and a "Principles of Operation" document is in preparation by an independent planner specialising in iwi engagement in regulatory processes involving Council and iwi. Q2: Work on the "Principles of Operation" document and monitoring framework and targets is ongoing. Q3: This work has been put on hold while linkages to Plan Change Tuatahi are assessed.				
Level of Service: Highly visible and engaging programme that empowers the community to be innovative and contribute to achieving healthy water and ecosystems.						
7.1 Effective engagement with community groups and individuals.	Baseline for effective engagement with community groups and individuals is established.	Strategy & Partnership Q1 & Q2: The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline.				

Water and Land						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q3: A proposal has been created with baseline options and values for measuring the effectiveness of our community engagement. These will be circulated to relevant Managers for validation.				
Level of Service: Council works in partnership with iwi, community groups, businesses, government agencies and councils to deliver projects that improve Murihiku Southland's water and land ecosystems.						
8.1 Co-design and implement a hauora approach to integrated catchment management that provides a stepped approach to achieving an iwi and community vision when giving effect to Te Mana o te Wai in the region.	<p><i>2021/22 Performance Target:</i> Completion of project plan. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Project milestones achieved.</p>	<p>Policy & Planning</p> <p>Q1: Scoping occurred during the 2021/22 year with hauora planning forming part of the overall water policy development workstream.</p> <p>Q2: This is a core part of the Council's approach to the implementation of the NPSFM 2020 and is being advanced alongside the development of Plan Change Tuatahi.</p> <p>Q3: This is a core part of the Council's approach to the implementation of the NPSFM 2020 and is being advanced alongside the development of Plan Change Tuatahi.</p>				

Biosecurity and Biodiversity

The Biosecurity and Biodiversity group of activities include four major project areas that the Council is legally responsible to the community for delivering on.

Regulation and Planning Activity

Biodiversity: This activity focuses on Environment Southland's function of maintaining indigenous biological diversity (Section 30 of the RMA). This will be achieved through the development of appropriate objectives, policies and methods. In addition, central government has been working towards a new National Biodiversity Strategy and National Policy Statement on Indigenous Biodiversity. The implications of these requirements are yet to be fully understood. As the new requirements become clear, we will work to understand and adopt them. The Regional Sector has a strong focus on active management being a key to maintaining biodiversity.

Biosecurity: This activity focuses on the implementation of the RPMP and the FMRPMP under the Biosecurity Act. This designates a range of species as pests, which are managed under work programmes including assisting landowners to deal with them and, where necessary, to apply and enforce rules.

Science, Research and Monitoring Activity

This activity focuses on collecting data to establish a baseline and providing ongoing monitoring of the region's biodiversity. It also focuses on monitoring the number of pests in the region and early identification of areas where there is heightened risk of incursions.

Community Engagement and Education Activity

This activity focuses on Council's advisory and complaints service, which includes the provision of information and support for landowners, agencies and industries on effective pest control. It also includes the events and activities run by the Council to raise awareness about biodiversity and biosecurity in the region.

Biosecurity and Biodiversity	
High confidence	12
Medium confidence	3
Low confidence	0

Partnerships Activity

Partnership projects give the ability to achieve more and at a larger scale than can be done alone. This activity is about the projects that will be delivered with others and the investment made in developing strong relationships across the region.

The Council will focus on a partnership approach to biodiversity and biosecurity management to help ensure an efficient allocation of resources. Working with and empowering the community, other agencies, and our neighbours will ultimately provide the best outcomes for Murihiku Southland. Coordinating programmes will help prevent fragmented responses by connecting available resources. Environment Southland will continue to establish the mechanisms to allow for information exchange, co-ordination, and co-operation between all levels of government, the community and the private sector to facilitate a coordinated biosecurity response.

Key partnerships include:

- Biodiversity Southland;
- Fiordland Marine Guardians;
- Mid Dome Wilding Conifer Control Trust;
- National Wilding Conifer Control Programme;
- Predator Free Rakiura;
- Predator Free Southland.

Council Operations Activity

The Council's operational activities will be targeted towards achieving outcomes in the biodiversity and biosecurity strategies.

Work will include active management of priority species and work at priority sites. This will include activities such as:

- Environmental Enhancement Grants*;
- Fish Passage Remediation*;
- High Value Area Programme*;
- Possum Control Areas;
- Pest Control Programmes as outlined in the RPMP Operations Plan*;
- Undaria Control Programme*.

*These programmes have received additional funding from Jobs for Nature.

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Appropriate regulatory tools are in place for the species type and there is a consistent policy framework for managing harmful species.						
<p>9.1 Council maintains a current RPMP and FMRPMP, develops management plans for new pest incursions and prepares annual reports in accordance with the Biosecurity Act.</p>	<p>9.1.1 - The RPMP and FMRPMP remain operational.</p> <p>9.1.2 - Incursion management plans are completed for all exclusion species.</p> <p>9.1.3 - The Annual Report is submitted to Council.</p>	<p>Biosecurity Q1: The RPMP and FMRPMP continue to be operational. Work on the pest plant and marine incursion plan is continuing. The 2021/22 Annual Report was submitted to Council, via the Regional Service Committee on 4 August 2022.</p> <p>Q2: The RPMP and FMRPMP continue to be operational. Incursion management plans have been drafted for animals, marine and plant exclusion pests. They are being continually updated and adapted as we learn more from incursion response's and surveillance activities.</p> <p>Q3: The RPMP and FMRPMP continue to be operational. Incursion management plans exist for animal and plant exclusion pests. There is a response agreement for incursions in Fiordland and a wider marine response plan is in the process of being developed.</p>				
Level of Service: Biodiversity and biosecurity work programmes are based on data and research.						
<p>10.1 Proportion of the annual biodiversity monitoring programme completed.*</p> <p><i>* This programme may change depending on the requirements of the new National Policy Statement on Indigenous Biodiversity.</i></p>	<p>10.1.1 – 5 or more avian monitored sites monitored by 30 June 2023.</p> <p>10.1.2 – 7 or more rodent monitoring sites monitored by 30 June 2023.</p>	<p>Biodiversity Q1: The monitoring programme is on track. Q1 rodent monitoring has been completed. Contracts are in place for the avian monitoring which is due in Q2.</p> <p>Q2: Five minute bird counts at six sites including Bluff Hill, Omaui, Bushy Point, Otatara, Moores Reserve and Lower Maitara were completed in December. Additional monitoring for SIRCET is being planned. Rodent monitoring was completed at seven sites including Bluff Hill, Omaui, Bushy Point, Otatara, Moores Reserve, SIRCET and Lower Maitara were completed in November.</p>				

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q3: On track, all five minute bird counts had been completed except for the Stewart Island/Rakiura Community & Environment Trust (SIRCET) which is scheduled for May. On track, the tracking tunnel monitoring is 75% complete and maintenance was completed as required. Rodent monitoring completed at Lower Mataura and Bluff.				
10.2 Proportion of the annual monitoring outlined in the RPMP and FMRPMP Operational Plans completed.	All annual monitoring completed by 30 June 2023.	Biosecurity Q1 & Q2: The RPMP and FMRPMP monitoring targets are on track for the year. Q3: The RPMP and FMRPMP monitoring targets are on track for the year.				
10.3 Surveillance is carried out at high risk incursion points (as identified by species specific incursion response plans).	Surveillance at all identified high risk incursion points is carried out.	Biosecurity Q1: Animal and marine high risk surveillance is on track. Pest plant surveillance was unable to be completed due to lack of an incursion response plan (Level of Service 9). Q2: Rook monitoring at high risk sites has been completed, work has started to identify high risk plant sites. Wallaby surveillance has been completed at high risk areas following wallaby reports. Additional marine surveillance work has been carried out in response to the didemnum vexillum incursion. Q3: Rook monitoring was carried out at high risk sites, including alongside ORC staff at the regional boundary. Wallaby surveillance was completed in response to reports - ORC investigated a report close to the Southland boundary. Extensive marine pest surveillance was carried				

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		out in Fiordland (from Rakituma/Preservation Inlet to Taitetimu/Caswell Sound), searching for <i>Didemnum vexillum</i> , <i>Undaria</i> and other marine pests - no new populations were found. Work is ongoing to identify high risk pest plant sites and pathways.				
Level of Service: Highly visible and engaging programme about the region's biodiversity.						
11.1 Effective engagement with community groups and individuals.	Baseline for measuring the effectiveness of our engagement with the community groups and individuals is established.	Biodiversity/Strategy & Partnership Q1 & Q2: The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline. Q3: A proposal has been created with baseline options and values for measuring the effectiveness of our community engagement. These will be circulated to relevant Managers for validation.				
Level of Service: Biosecurity advice and assistance is accessible to those who need it.						
12.1 Proportion of biosecurity service requests that were resolved.	100% of biosecurity service requests resolved.	Biosecurity Q1: Biosecurity received 36 requests. Of which 30 were completed within the quarter and six are still being resolved. The requests include nine incidents and 27 service requests. Q2: Biosecurity has received 131 requests for services or incident reports since 1 July 2022, of which 121 have been resolved and 10 are ongoing. The requests include 13 incidents and 118 requests for service. Q3: There were a total of 49 requests for service and 10 incidents reported this quarter. This brings the total for the year to date to 173 and 23 respectively (some reports have				

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		been added retrospectively, accounting for the difference in Q2). A total of 3 incidents and 11 requests remained open at the time of reporting.				
12.2 Number of landowners receiving a high value area report.	39 or more landowners to receive a high value area report ² .	<p>Biodiversity Q1: 9 ecological surveys have been completed in Q1. Q2: 22 sites covering 3,194.14 ha have been surveyed during quarter 2.</p> <p>Q3: 17 ecological surveys were completed in this quarter (35,540.60 ha), bringing the year to date total to 48 (39,993.74 ha).</p>				
Level of Service: Council will work with landowners to protect or enhance biodiversity and initiatives that help landowners to manage harmful species on privately owned-land.						
13.1 The number of biodiversity project grants approved and completed.	10 or more biodiversity project grants to be approved and completed.	<p>Biodiversity Q1: The Environmental Enhancement Fund (EEF) received and assessed 25 applications this quarter. 21 applications were approved and four were declined as they did not meet the fund criteria. Q2: The total number of EEF grants for 2022/23 is 31, of which 21 are new projects and 10 are continuing from last year. Four projects have been completed in quarter 2.</p> <p>Q3: A total of 31 grants were approved this year, year to date, 6 projects had completed work.</p>				
13.2 The number of partnership activities is maintained.	6 or more key partnership activities are maintained.	<p>Biodiversity and Biosecurity Q1: Partnerships with Fiordland Marine Guardians, Mid Dome Wilding Conifer Control Trust, National Wilding Conifer Control Programme, Predator Free Rakiura and</p>				

² These are now referred to as ecological surveys but are described as high value area reports in the 2021-2031 Long-term Plan.

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4																								
		<p>Predator Free Southland continued to be maintained. Biodiversity Southland has not met in Q1.</p> <p>Q2: As per Q1 ES has also continued to support the Southern Ecological Restoration Network, including website support and funding for a series of Te Anau based community events in November.</p> <p>Q3: Partnerships with Fiordland Marine Guardians, Mid Dome Wilding Conifer Control Trust, National Wilding Conifer Control Programme, Southern Ecological Restoration Network, Predator Free Rakiura and Predator Free Southland continued to be maintained. The Biodiversity Southland Forum was reinvigorated this quarter.</p>																												
Level of Service: Council will deliver management programmes designed to improve regional biodiversity, human health and economic prosperity.																														
14.1 Numbers of biodiversity sites and ecosystem types in active management.	Number of biodiversity sites and ecosystem types in active management is increased from 2021/22 year.	<p>Biodiversity</p> <p>Q1: There are 21 new sites being managed, which brings the total to 50.</p> <table border="1"> <thead> <tr> <th></th> <th>Baseline 2021/22</th> <th>New 2022/23</th> </tr> </thead> <tbody> <tr> <td>Red tussock swamp</td> <td>3</td> <td>4</td> </tr> <tr> <td>Peat wetland</td> <td>2</td> <td>3</td> </tr> <tr> <td>Riverine habitat</td> <td>4</td> <td>0</td> </tr> <tr> <td>Riparian forest</td> <td>2</td> <td>0</td> </tr> <tr> <td>Oxbow wetland</td> <td>2</td> <td>0</td> </tr> <tr> <td>Estuarine margin</td> <td>1</td> <td>0</td> </tr> <tr> <td>Grey shrub</td> <td>1</td> <td>4</td> </tr> </tbody> </table>		Baseline 2021/22	New 2022/23	Red tussock swamp	3	4	Peat wetland	2	3	Riverine habitat	4	0	Riparian forest	2	0	Oxbow wetland	2	0	Estuarine margin	1	0	Grey shrub	1	4				
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Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4						
		<table border="1"> <tr> <td>Bush block</td> <td>14</td> <td>10</td> </tr> <tr> <td>Total sites in management</td> <td>29</td> <td>21</td> </tr> </table> <p>Q2: As per Q1, work is continuing on 21 additional sites this year.</p> <p>Q3: A total of 50 sites were receiving active management at the end of this quarter, this is an increase on 2022.</p>	Bush block	14	10	Total sites in management	29	21				
Bush block	14	10										
Total sites in management	29	21										
14.2 Proportion of the biosecurity programmes achieved as per the Operational Plans.	50% of biosecurity programmes as per the Operational Plans were achieved, and 50% were partially achieved.	<p>Biosecurity</p> <p>Q1: The Biosecurity Operational Plan has 157 SMART targets for 2022/23. Of these, 143 are on track, 10 are behind and four have been completed.</p> <p>Q2: The Biosecurity Operational Plan has 157 SMART targets for 2022/23. Of these, 139 are on track, nine are behind and nine have been completed.</p> <p>Q3: 138 SMART targets are on track, 3 are behind and 16 have been completed.</p>										
14.3 The Possum Control Area programme continues to expand and the maintenance schedule is co-ordinated and completed.	An increase from 387,524 ha covered in 2021/22 year and 100% of the maintenance schedule is completed.	<p>Biosecurity</p> <p>Q1: Possum Control Area (PCA) programme remains at 387,524 ha. Staff are in the process of liaising with landowners in potential new PCA areas. 46,000 ha of maintenance has been completed over six PCAs, which is approximately 12% of PCA total area.</p> <p>Q2: Possum Control Area programme remains at 387,524 ha. Staff worked with landowners throughout the Pukerau area, control work is planned for quarter 3. 46,000 ha of maintenance has been completed over six PCAs, which is approximately 12% of PCA total area.</p>										

Biosecurity and Biodiversity

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q3: New Possum Control Area (PCA) in Pukerau established. Further PCA being investigated in the Balfour area. Ongoing maintenance continues - 9 PCA's complete, 11 in progress, 6 scheduled. Possum density monitoring is underway and work has continued on the programme review.				

Climate Change and Community Resilience

This group of activities is about working with Murihiku Southland communities to be prepared for (and recover faster from) events and emergencies such as floods, droughts and wildfires.

Regulation and Planning Activity

The Council is responsible for controlling (through our plans and policies) the use of land to avoid or mitigate the effects of natural hazards, identify natural hazards and reduce risk. This includes ensuring the community is prepared for the impacts of climate change such as sea level rise and increased storm surges on coastal communities. It is vital going forward that all Council decision-making processes include consideration of climate change implications. The review of the Southland Regional Policy Statement will be a key vehicle for putting in place the framework to do this.

Science, Research and Monitoring Activity

This activity focuses on monitoring and researching the region's natural hazards, flood risk modelling and the effect of climate change on community wellbeing. The information gathered in this activity is used to inform Council policies, plans and operations.

A key focus for this activity in the next few years is to investigate the impacts of a changing climate on the region's social, economic, environmental and cultural wellbeing so that our plans and policies can be updated accordingly.

Community Engagement and Education Activity

This activity focuses on improving community resilience by increasing the knowledge and understanding of hazards to enable people to make better and more informed choices for now and in the future. This includes making hazard and climate information more readily available, improving the quality and type of information that is provided and ensuring communities are prepared for natural events.

A key focus for this activity will be to help the community to understand and respond to climate change over the next 10 years.

Partnerships Activity

Council works collaboratively with iwi, communities, other councils and organisations to develop and implement solutions for improving the region's response to climate change and ensure its resilience to natural hazards, events and emergencies. A core part of this activity is emergency management as a shared service with Southland District Council, Gore District Council and Invercargill City Council. The emergency management service focuses on ensuring communities are prepared for emergencies and that they are able to respond to and recover from these when they do happen. Specific actions include public education and ensuring a pool of trained personnel.

Taking a partnership approach to tackling climate change and its effect on lifestyles, property, infrastructure and businesses will be critical to ensuring wellbeing of Murihiku Southland communities.

Council Operations Activity (including flood protection and control works)

The majority of the Murihiku Southland community resides and works within an environment at risk from flooding, alongside the rivers of the region. That risk is managed in many instances (and by varying degrees) by the Council's key infrastructure responsibility of stopbank flood protection schemes. There are 458 kilometres of stopbanks in the region designed to protect property, lives and livelihoods in urban and rural areas.

Annual programmes are undertaken so that communities can be assured of the standard of protection received from flood protection schemes and informed decisions on floodplain development are made. These programmes also support timely action to minimise the effects of flooding and reduce the threat to life, property and the environment.

Forecast changes in the region's climate is expected to lead to greater seasonal variability and intensity of rainfall which could lead to more frequent flooding than historic levels.

Significant funding has been received from the government to advance climate resilience projects in the region as part of the COVID-19 recovery. The projects include the upgrading and raising of the stopbanks around Gore, Mataura and Wyndham and a joint project with Invercargill City Council to upgrade the stopbank infrastructure in

Invercargill. This will see the height of the Stead Street, Waihopai and Otepuni stopbanks raised, and the Stead Street pump station replaced, which helps to drain water from the Invercargill Airport and surrounding areas, including farmland.

Climate Change and Community Resilience	
High confidence	10
Medium confidence	1
Low confidence	1

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Our plans and projects are designed to minimise the negative effects of climate change on the region's communities.						
15.1 Review the Southland Regional Policy Statement to ensure consideration of climate change implications.	<p><i>2021/22 Performance Target:</i> Regional Policy Statement review to take account of hazard and climate change legislation. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Territorial authorities are supported in reviewing their district plans to take account of hazard and climate change legislation.</p>	<p>Policy & Planning</p> <p>Q1: Given two delays to relevant pieces of legislation including the Climate Change Adaptation Bill and the implementation deadline for the National Planning Standards being extended to 2024, the review of the Regional Policy Statement (RPS) has been narrowed to focus only on freshwater at this time.</p> <p>Q2: As above any climate change and natural hazard policy changes will need to be advanced as part of the development of a Regional Spatial Strategy under the new legislation that will replace the RMA. As well as to give effect to the upcoming new Climate Change legislation. In the meantime work on this topic is advancing under a regional climate change approach.</p> <p>Q3: Ongoing progress on this topic is advancing, in partnership with the territorial authorities and under the regional climate change work</p>				
Level of Service: Provide timely and high quality information about natural hazards to inform planning and emergency management activities.						
16.1 Real-time river level and rainfall information is made available to the community.	<p>Flood warning network operational 100% of the time during flood events.*</p> <p><i>* Excluding scheduled maintenance, external system outages and as a result of damage caused by flooding or earthquake.</i></p>	<p>Science Informatics & Operations</p> <p>Q1: Two flood events in August (two sites temporarily not accessible due to external Spark outages).</p> <p>Q2: One minor flood event early November (Aparima, Oreti & Maitara). Network fully operational.</p>				

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q3: A high river watch was issued in March. We now have a two tier alert status 1) High River Watch 2) Flood Warning				
16.2 Provide information to support the development and implementation of the Murihiku Southland Regional Climate Change Strategy.	<p><i>2021/22 Performance Target:</i> An information gap assessment and forward work programme is completed by 30 June 2022. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Implementation of the milestones for the Murihiku Southland Regional Climate Change Strategy is achieved.</p>	<p>Strategy & Partnership/Science Strategy & Investigations</p> <p>Q1: This performance target is linked to performance target 18.2 (development of a Murihiku Southland Regional Climate Change Strategy). A regional working group (initially staff, with governance to follow in early 2023) from across all councils and Te Ao Mārama Inc has been established to develop a joint work programme. An information gap assessment will occur as part of this work.</p> <p>Q2: A staff level regional working group has been meeting monthly since October 2022. Governance level representatives from across all councils and Te Ao Mārama Inc have now been nominated and the first meeting to establish to develop a joint work programme will be held in February.</p> <p>Q3: The governance level inter-agency climate change working group commenced meeting this quarter, with its inaugural meeting 24 February 2023. A draft Terms of Reference was discussed, as well as gaining an understanding of how the group could work together towards creating a regional climate change strategy for Murihiku Southland.</p>				

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Assist communities to understand and adapt to the effects of climate change and natural hazards.						
17.1 Increased awareness of climate change and impacts by community and business.	Baseline for measuring community and business awareness of climate change and its impacts is established.	<p>Strategy & Partnership</p> <p>Q1: A climate change awareness survey has been scoped.</p> <p>Q2: Work is underway to finalise the climate change awareness survey (including conversations with other agencies), with the survey likely to take place towards the end of the 3rd quarter.</p> <p>Q3: Baseline recommended. Draft survey has been created. Data collection from the Internal climate change perceptions survey to be completed in May. External data collection will be carried out following the internal survey. Baseline value to be established once data collection is complete.</p>				
17.2 Progressively make hazard information more readily available.	<p>17.2.1 - Publish two town natural hazard summaries.</p> <p>17.2.2 - Maintain operative hazard alerting system.</p> <p>17.2.3 - Maintain and enhance natural hazards pages on ES website.</p>	<p>Policy & Planning/Communications & Engagement</p> <p>Q1 & Q2: Two town summaries have been published on the website (Wyndham and Winton). The new alerting system, Antenno, is also operative and the natural hazards pages are up-to-date on the website.</p> <p>Q3: A hazard enquiry portal is in its final stages of internal testing. It is anticipated that this will 'go live' to the public before the end of the Financial Year. The new alerting system, Antenno, is operative. The website has had on-going updates in conjunction with the other improvements underway for streamlining our hazard enquiry processes</p>				

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Work with partners to strengthen the region's resilience to climate change and ability to cope with any civil defence emergency.						
18.1 Support Emergency Management Southland in accordance with the Southland Civil Defence Emergency Management Group/Environment Southland Service Level Agreement, including the provision of suitably trained staff.	No issues raised about the level of support provided by Environment Southland.	<p>Emergency Management Southland (EMS)</p> <p>Q1: EMS has conducted four CIMS courses for this financial year, two in Invercargill one on Rakiura/Stewart Island and one course in Te Anau. Another is planned for Gore.</p> <p>Q2: EMS has developed a 2023 training program completing induction, foundation, CIMS and specialist function management training. 23 ES staff have been inducted, no Foundation or CIMS course has been held this quarter.</p> <p>Q3: EMS has completed Civil Defence Emergency Manangement training for Environment Southland in line with the 2023 training program year to date figures show: Induction 54, Foundation 57, Co-ordinated Incident Management System (CIMS) 48.</p>				
18.2 Jointly develop and implement a Murihiku Southland Regional Climate Change Strategy with regional partners.	<p>A joint Council and Iwi Environment Forum is operational.</p> <p>A mechanism for youth engagement is established by 30 June 2023.</p>	<p>Strategy & Partnership</p> <p>Q1: A regional working group (initially staff, with governance to follow in early 2023) from across all councils and Te Ao Mārama Inc has been established to develop a joint work programme.</p> <p>Q2: A staff level regional working group has been meeting monthly since October 2022. Governamce level representatives from across all councils and Te Ao Mārama Inc have now been nominated and the first meeting to establish to develop a joint work programme will be held in February.</p> <p>Q3: The governance level inter-agency climate change working group commenced established this quarter.</p>				

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Investigations into a suitable youth mechanism are underway, with best practice options from other Councils being researched and considered in order to develop a suitable mechanism for youth engagement in Murihiku Southland.				
Level of Service: Council owned infrastructure is maintained and enhanced to a level that works to reduce the negative impacts of natural hazards, flooding and climate change.						
19.1 Increase the level of flood protection for the towns of Gore, Mataura and Wyndham and the Invercargill City and Airport.	Agreed flood protection work with central government achieved.	<p>Catchment Operations</p> <p>Q1: Tender documents have been prepared for the remaining contracts for release in October, with tenders closing in November. Aspects of the Gore project remain a concern in terms of timeline delivery. Contract variations with new project delivery timelines are being prepared and are expected to be signed in November.</p> <p>Q2: Construction contracts have been awarded across the full programme of work. The variation to the funding agreement with Kanōa has been signed, including permission for an additional construction season for Gore. Additionally, 100% of the Kanōa funding has been retained in the programme and redistributed to best meet programme needs.</p> <p>Q3: Wyndham requires a second construction season for completion due to weather affecting the bulk earthworks. Similarly, the Waihopai is behind schedule due to weather affecting the bulk earthworks. Waimumu, Stead Street Pump Station and Gore projects are all on schedule.</p>				
19.2 The major flood protection and control works are maintained,	At least 90% of the maintenance, repair and renewal schedule is completed.	Catchment Operations				

Climate Change and Community Resilience

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
repaired and renewed to the key standards defined in the Council's Asset Management Plans maintenance.		<p>Q1: Following the completion of the annual inspections, a maintenance schedule has been developed for each catchment for 2022/23.</p> <p>Q2: On track to meet this performance target.</p> <p>Q3: On track to meet this performance target</p>				
19.3 The number of schemes reviewed.	One scheme per year.	<p>Catchment Operations</p> <p>Q1: Planning is underway to review the Mataura rating scheme.</p> <p>Q2: Advice on options for the Mataura rating scheme review is being sought and considered with the Chief Financial Officer. Alternative options will be finalised and presented to the Catchment Liaison Committee to identify preferred options for consultation.</p> <p>Q3: Progress for alternative rating scheme is being prepared for consultation.</p>				

Coast and Marine

The Coast and Marine group of activities includes five environmental project areas that the Council is delivering on for the community with a variety of partners.

Regulation and Planning Activity

This activity focuses on the Council's regional planning, regulatory and compliance activities under the RMA. A key project under this activity is the review of the Regional Coastal Plan.

The Regional Coastal Plan review has been underway for three years and involves multiple stakeholders and agencies with roles and responsibilities in the coastal marine area. These include iwi, territorial authorities, the Department of Conservation, Fiordland Marine Guardians and the community.

The implementation of the New Zealand Coastal Policy Statement through the review of the Regional Coastal Plan will provide an opportunity to reassess the way we manage a number of activities including cruise ships and commercial surface water activities in our unique and outstanding areas of the coastal marine area, including Milford Sound.

Science, Research and Monitoring Activity

This activity focuses on understanding the state of the coastal marine area monitoring ends and undertaking research to understand and respond to emerging issues. This information is used to inform Council policies, plans and engagement with the community.

There is limited information on the current state of the environment and the potential impacts of climate change and sea level rise. Open ocean aquaculture is new to Murihiku Southland and has been identified as an area that would benefit from further investigation and research. New and adaptive management approaches to ensure risks to the environment are minimised have also been identified as a priority research area for this LTP.

Community Engagement and Education Activity

Council provides boating education and works with community to ensure the safe use of the coastal marine area. It also provides information to increase community understanding of the marine environment.

Partnerships Activity

Council works collaboratively with iwi, councils, research entities, groups, agencies, homeowners and businesses to increase knowledge and improve the integrated management of the coastal marine area. Examples include partnering with Land Information New Zealand to increase the coverage of benthic mapping in Murihiku Southland and active engagement in the operationalisation of the Milford Opportunities Project's Master Plan.

Council Operations Activity

The Council has delegated responsibility from Maritime New Zealand for navigation safety and harbour management responsibilities for the region. It is also responsible for providing effective response capability for oil spills that occur in the region's coastal waters.

Coast and Marine	
High confidence	4
Medium confidence	3
Low confidence	1

Coast and Marine

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Regulatory processes, plans and resources are in place to identify and protect significant or at-risk elements of the coastal marine area, including enforcement when necessary.						
20.1 The Southland Regional Coastal Plan is operative and complies with the NZ Coastal Policy Statement.	Revised Regional Coastal Plan notified in the first half of 2023.	<p>Policy & Planning</p> <p>Q1 & Q2: Following the notification of the surface water activity plan change this year, staff are currently working with our partners at Te Ao Mārama Inc. to prepare the project plan for the remainder of the Regional Coastal Plan review. This will have a notification date later than indicated in the Long-term Plan.</p> <p>Q3: the draft project plan has been discussed with Council at an Induction workshop and will be finalised and endorsed, along with the engagement approach, before the end of the financial year.</p>				
Level of Service: Regular monitoring to track progress and identify risks to coastal marine area.						
21.1 Undertake regular monitoring of recreational bathing sites at beaches in the coastal marine area.	13 sites monitored regularly between 1 December and 31 March.	<p>Science Strategy & Investigations</p> <p>Q1: Preparation for the summer monitoring programme has commenced.</p> <p>Q2: The recreational bathing programme is underway. Additional site inspections have been undertaken due to public concerns over potentially toxic algae present at some sites.</p> <p>Q3: The recreational monitoring season is completed for 2022/23.</p>				
21.2 Strategic assessment of coastal information needs.	<i>2021/22 Performance Target:</i> Completion of project plan setting out the work programme.	<p>Science Strategy & Investigations</p> <p>Q1: A contract with an external provider was established to produce a coastal science needs report which is to be completed in December 2022. Using this work, staff will</p>				

Coast and Marine						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
	(NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year). <i>2022/23 Performance Target:</i> Project milestones are achieved.	work with our partners at Te Ao Mārama Inc. to develop a coastal monitoring plan. Q2: A coastal science strategic assessment report was completed in December 2022. Staff will work with our partners at Te Ao Mārama Inc. over Q3 to Q4 on the development of a coastal monitoring plan and milestones. Q3: Design of monitoring programme underway.				
21.3 Increased knowledge of significant or at-risk marine ecological areas.	Ground-truthing of baseline information on significant or at-risk marine ecological areas is achieved.	Science, Strategy & Investigations/Policy & Planning Q1 Q2, & Q3: This work is being advanced under the guidance of the joint Environment Southland - Te Ao Mārama Inc Coastal Steering Group. The identification and ground-truthing of significant or at-risk areas will be done to inform the review of the Regional Coastal Plan. See comments under target 20 regarding notification date.				
Level of Service: Highly visible and engaging education programme about how to safely enjoy the coastal marine area and Inland Lakes and to increase community understanding of the marine environment.						
22.1 Effective engagement with community groups and individuals.	Baseline for measuring the effectiveness of our engagement with community groups and individuals is achieved.	Strategy & Partnership Q1 & Q2: The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline. Q3: A proposal has been created with baseline options and values for measuring the effectiveness of our community engagement. These will be circulated to relevant Managers for validation.				

Coast and Marine

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Council works with iwi, councils, research entities, the community, businesses and community organisations to sustainably manage the coastal marine area.						
23.1 Develop a structured partnership plan for the coastal marine area.	<p><i>2021/22 Performance Target:</i> Develop a structured partnership plan for the coastal marine area. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Target to be developed as part of the partnership plan.</p>	<p>Strategy & Partnership Q1 & Q2: This work is on hold until additional resourcing is in place. It is considered that it should be able to be completed this financial year.</p> <p>Q3: External resource is being sought to complete this review as staff resources have been focused in other areas, notably the climate change portfolio.</p>				
Level of Service: Maintain safe and navigable waterways in the region to protect the people using them.						
24.1 The risk assessment regime and Safety Management System is consistent with the NZ Port and Harbour Marine Safety Code and compliant with International Standards Organisation (ISO) 9001:2015 certification for customer focus, quality management and continual improvement.	Undertake a review to confirm consistency with the Code and compliance with ISO 9001:2015.	<p>Maritime Q1: Monitoring of the relevant Safety Management Systems is routinely being undertaken to ensure consistency with the Port and Harbour Marine Safety Code. Q2: Live monitoring of the various Safety Management Systems is undertaken on a regular basis to ensure each system is fit for purpose and changes are made where required. Each SMS remains consistent with the Port and Harbour Marine Safety Code.</p> <p>Q3: An external peer review has been undertaken and all safety management systems were deemed consistent with the Port and Harbour Marine Safety Code.</p>				
24.2 Ensure availability of an operational and emergency response function, and a	Ensure advice and information from appropriate staff is available during working hours on weekdays and that a 24 hour 7 day environmental incidents response service is provided.	<p>Maritime Q1: A new deputy harbourmaster has recently been employed to support the harbourmaster in providing consistent maritime safety coverage for the region.</p>				

Coast and Marine

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
qualified, experienced and independent regional harbourmaster to provide guidance on the safe navigation of vessels within the region.		<p>Q2: The recent employment of a Navigation Safety Officer will increase the Maritime team's capability to respond to multiple events and provide additional operational coverage in the Southland region.</p> <p>Q3: Due to staff absences additional coverage has been sourced through a casual contractor and regional collaboration with other harbourmaster's. 100% incident response coverage will require an additional fulltime employee for the maritime team to respond to multiple incidents.</p>				

Regional Leadership

The Regional Leadership group of activities reflect the ways in which Environment Southland acts on its obligations to provide responsible leadership for regionally significant activities. This group of activities focuses on the opportunities in leading and partnering with all stakeholders to protect, enhance and achieve value from the region's natural resources.

Regulation and Planning Activity

These activities are wide ranging but include regional transport, long-term planning and joined-up approaches on regional planning matters such as RMA reform and planning standards, as well as corporate strategic planning.

Regional Transport: Regional transport management is a responsibility of Council set by legislation. Council is responsible for setting the strategic direction and long-term goals for the region's transport infrastructure and provides guidance to Road Controlling Authorities (territorial authorities and Waka Kotahi NZ Transport Agency) on the preparation of their roading programmes to obtain funding from the National Land Transport Fund.

Otago and Southland Regional Councils work collaboratively via the Regional Transport Committees to develop the Otago Southland Regional Land Transport Plans (RLTP). The RLTP sets the strategic direction for land transport in Murihiku Southland and lists the recommended activities for funding from the National Land Transport Fund administered by Waka Kotahi NZ Transport Agency.

Regional Planning: Regional Policy Statements prepared by regional councils are intended to play a key role in achieving an integrated approach to the management of the natural and physical resources of the region. The Southland Regional Policy Statement will be reviewed during the period covered by this LTP.

Similarly, the work of the Regional Planning Working Group (made up of senior planning staff from the four local authorities and Te Ao Marama Inc) is designed to enable a joined up approach to regional matters, predominately in the RMA space.

These items include a co-ordinated collaborative approach to RMA reform and National Planning Standard implementation, as well as a number of joint projects such as Light Detection and Ranging (LiDAR) acquisition.

The Government has indicated it plans to repeal the RMA and replace it with three new pieces of legislation by the end of 2022, which will have significant implications for regional planning.

Long-term Planning: Under the Local Government Act 2002, Council must meet planning and reporting requirements aimed at ensuring that communities are involved in setting the direction and focus for Council activities. The Long-term Plan, Annual Plans and Annual Reports are the main mechanisms for achieving this.

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.

Community Engagement and Education Activity

Communication and engagement are strategic functions for Council that work across the organisation. It plays a part in the statutory business of Council, but also has a much wider role in building relationships with stakeholders and Murihiku Southland communities.

The outcomes sought by the organisation require a community effort. Interaction through the sharing of relevant information and ideas via appropriate channels is essential for helping to build the momentum and participation needed to develop and implement solutions to meet those outcomes.

One such project for this activity is **Enviroschools, which is** a programme that takes a whole school approach to environmental education.

Partnerships Activity

Council works with iwi, local authorities and other organisations to deliver for Murihiku Southland communities. This enables Council to deliver better outcomes and do it more efficiently and effectively than it could achieve by itself.

Relationship with Māori: Environment Southland's relationship with tangata whenua in Murihiku Southland is unique. Environment Southland together with six other local authorities from around Southland and Otago are signatories in a Charter of Understanding with the four papatipu rūnanga in Murihiku Southland. This is a shared relationship between the parties that assists tangata whenua and local government to undertake day-to-day business and also satisfy the legal requirements for local government to assist Māori in building capacity and participating in decision-making. The councils jointly assist tangata whenua with a range of resourcing and assistance to enable Māori to be engaged.

Regional Initiatives and Collaboration: Various situations and projects arise where local government, iwi and other organisations jointly need to be involved. Mechanisms to allow this to occur include the Mayoral Forum, Te Roopu Taiao and Regional Planning Working Group. An example of a collaboration is the Southland Regional Development Strategy (SoRDS) work where the councils, together with the community and businesses, have set out an action plan to work on a variety of projects that will assist Murihiku Southland to gain more from its natural advantages in people, innovation and education. That work will be ongoing.

Governance Activity

This activity consists of elected members and the support provided to them to meet their decision-making responsibilities in an open and transparent manner.

The Governance Activity is responsible for the representation structure, the administration of the triennial elections, elected members' remuneration and expenses, ensuring Council, committee and co-governance meetings comply with legislative requirements and elected members receive appropriate information in a timely way to support the decision-making process.

Operations Activity

Data is one of the Council's most significant assets. This activity comprises the work being done to build its value to the community and improve access to support decision-making in the region by both individuals and organisations.

Regional Leadership	
High confidence	14
Medium confidence	0
Low confidence	2

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
Level of Service: Provide and implement a Regional Policy Statement to achieve integrated management of natural and physical resources in Murihiku Southland.						
25.1 Progress a review of the Southland Regional Policy Statement.	<p><i>2021/22 Performance Target:</i> Undertake a review of the Regional Policy Statement (including seeking input from iwi and the community). (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> Notify the reviewed Regional Policy Statement.</p>	<p>Policy & Planning Q1 & Q2: Given delays to national legislation including the deadline for the National Planning Standards being delayed to 2024, the review of the Regional Policy Statement (RPS) has been narrowed to focus only on freshwater at this time. Draft freshwater visions which were developed in partnership with iwi and as required by the NSPFM 2020 were consulted on during the first quarter of the year. The results of this consultation will inform further changes to the RPS as well as Plan Change Tuatahi in the 2023/24 year. No changes to the RPS are now intended to be notified during the 2022/23 year.</p> <p>Q3: The project scope for the RPS review has been narrowed for the reasons outlined in Q1. These changes are being advanced alongside and as part of the water Plan Change - aka Plan Change Tuatahi.</p>				
25.2 Work collaboratively with the region's territorial authorities to implement and give effect to the Regional Policy Statement and RMA reforms.	Provide planning support for Southland territorial authorities completing District Plan reviews and changes on issues of regional significance.	<p>Policy & Planning Q1: The Planning and Strategy Managers from the local councils and Te Ao Mārama Inc continued to work together on these matters. The 2nd Tier Environmental Group (2TEG) also met to support and steer these workstreams.</p>				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q2: The TAs and ES worked together on a joint submission to the Select Committee on the RMA reform bills. Q3: This topic is ongoing				
Level of Service: Council's planning and reporting functions meet statutory requirements and demonstrate sound business planning.						
26.1 Council's LTP, Annual Plan and Annual Reports meet audit requirements.	Unqualified audit opinion achieved for Annual Report. No audit on Annual Plan.	Strategy & Partnership/Finance Q1 Q2, & Q3: Achieved October 2022				
26.2 Analyse and respond to direction from central government and proposed new legislation and statutory tools that affect the Council's statutory responsibilities and work programmes.	Prepare advice on proposed new legislation and statutory tools that are relevant to Environment Southland's activities.	Policy & Planning Q1, Q2 & Q3: This is an ongoing task. During the quarter, staff assessed, sought Council feedback and provided consultation responses on a number of pieces of central government direction.				
Level of Service: Deliver efficient and effective consenting and compliance monitoring and enforcement services.						
27.1 Ensure consenting processes are effective.	Baseline for measuring the effectiveness of our consenting processes is established.	Consents Q1: 100% of consents processed in the Q1 quarter were processed within statutory timeframes. The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline for effectiveness assessment .				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		<p>Q2: As per Q1, 100% of consents processed in the Q2 quarter were processed within statutory timeframes. The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline for effectiveness assessment . A further meeting on advancing this is scheduled for early February 2023.</p> <p>Q3: A proposal has been created with baseline options and values for measuring the effectiveness of consenting process. These will be circulated to relevant Managers for validation.</p>				
27.2 Monitor priority consents, as identified in the Environment Southland Compliance Plan, to ensure compliance with consent conditions.	Monitor at least 80% of high risk consents.	<p>Compliance</p> <p>Q1: 30% of high risk consents have been monitored at end of Q1.</p> <p>Q2: Monitoring of high risk consents have continued steadily through Q2.</p> <p>Q3: Monitoring of high risk consents have continued steadily through Q3.</p>				
Levels of Service: Murihiku Southland residents are engaged and enabled to play an active part in shaping our region's future.						
28.1 Monitor and review effectiveness of	Baseline for measuring the effectiveness of our engagement with the community is established.	<p>Strategy & Partnership</p> <p>Q1 & Q2: The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline.</p>				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
engagement with the community.		Q3: A proposal has been created with baseline options and values for measuring the effectiveness of our community engagement. These will be circulated to relevant Managers for validation.				
28.2 Raise community awareness of Council's role and actively promote and enable opportunities for participation.	Baseline for Antenno use is established (e.g. push notifications, incidents reported and views).	Communications & Engagement Q1: Antenno, a digital app for two-way communication with the public, was launched. Q2: Antenno is being fully utilised, which will generate a baseline over the year. Q3: same as Q2				
Levels of Service: Council works in partnership with iwi, local authorities and other organisations to deliver better outcomes.						
29.1 Monitor and review effectiveness of partnerships with other organisations.	Baseline for measuring the effectiveness of our partnerships with other organisations is established.	Strategy & Partnership Q1 & Q2: The insights programme developed in the 2021/22 year is being implemented, which will establish a baseline. Q3: A proposal has been created with baseline options and values for measuring the effectiveness of our partnerships with other organisations. These will be circulated to relevant Managers for validation.				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
29.2 Participate in governance and management forums (Mayoral Forum, Te Rōpu Taiao and Regional Planning Working Group).	Participate in all Mayoral Forum, Te Rōpu Taiao and Regional Planning Working Group hui during the year.	Strategy & Partnership Q1, Q2, & Q3: Achieved.				
29.3 Demonstrate commitment to investigating new co-governance/co-management arrangements.	Progress discussions with Te Ao Mārama Inc and papatipu rūnanga regarding the co-governance and co-management arrangements proposed in the 2020 report Ngāi Tahu ki Murihiku Freshwater Objectives .	Strategy & Partnership Q1, Q2 & Q3: These discussions form part of the hauora planning being advanced as part of the overall water policy development workstream.				
Levels of Service: Enable good governance and democratic decision-making.						
30.1 Percentage of Council and Committee meeting agendas (for all scheduled meetings) that are available at least two working days before the meetings.	100%	Democracy Services Q1: Not met due to administrative error in putting documents into wrong folder. Paper was received in time for meeting, but not within statutory deadlines. This one error means that the target will not be achieved for the year. Q2: Not met due to administrative error on one occasion, and on another occasion two supporting appendices were tabled at the meeting rather than included in the agendas – thus failing to meet the requirement. Q3: 100% compliance				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
30.2 Percentage of draft Council and Committee meeting minutes available on the Council website within six weeks of the meeting.	100%	Democracy Services Q1 & Q2: 100% compliance Q3: 100% compliance				
Levels of Service: Collect, maintain and share quality-assured data.						
31.1 Implement data governance procedures to curate and share our data.	<i>2021/22 Performance Target:</i> Develop a data governance framework. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year). <i>2022/23 Performance Target:</i> The performance targets for the 2022/23 year and subsequent years will be developed in the first half of the 2023 financial year.	Information Systems, Information and Support, Data Ecosystems Q1: The revised Information Management Strategy 2022-2024 is complete. The IM Governance Group will be established by April 2023. The performance targets for the 2022/23 year and subsequent years will be developed in the first half of 2023. Q2: The IM Governance Group has met and recorded actions to implement the IM Data Group. The Data group will be established by the end of March 2023. The IM Governance Group and the IM Data Group will be responsible for developing and implementing performance targets. Performance targets are to be documented by the end of March 2023. Work has commenced on drafting the new Information Management Policy, which will establish a set of standards for information management. The policy will be ready for review by the end of March 2023.				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		Q3: Members of the (Information Management) IM Stewards group have been identified the first meeting scheduled for 18 April. Roles and responsibilities will be defined together with commencing the Data Quality Assurance Project (including defining data sets, domains, ownership and working towards consistent standards across all data). In line with the 2022/23 Information Management Strategy work programmes.				
31.2 Explore and develop innovative data services.	<p><i>2021/22 Performance Target:</i> Completion of a project plan for the investigation of new tools and methods to 'bring data to life' and improve access to data for the community. This will set out the work programme and performance targets for subsequent years. (NB: 2021/22 target was not achieved therefore it has been carried forward into the 2022/23 year).</p> <p><i>2022/23 Performance Target:</i> The performance targets for the 2022/23 year and subsequent years will be developed in the first half of the 2023 financial year.</p>	<p>Information Systems, Information and Support, Data Ecosystems</p> <p>Q1: An internal project team has come together and identified the following projects:</p> <ol style="list-style-type: none"> 1. a groundwater data portal, will be available to the public and will bring together bore information, bore logs, groundwater quality and discrete groundwater level data. The development of the portal is underway; 2. a pilot webcam has been set up on the Oreti River at Lumsden. Teams are reviewing the data and how this will be made publicly available. The pilot will be completed by the end of December 2022; 3. Natural Hazards Viewer is under development – this will be a self-service portal for the community to access natural hazard data. It is expected to be delivered in December 2022. 				

Regional Leadership						
Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		<p>Q2: An overarching project plan has not been developed due to resourcing. The overarching project plan and performance targets will be completed by end of quarter three. Work continues on the projects outlined in quarter one.</p> <p>Q3: The overarching project plan and performance target have been completed. Work has been completed for the pilot webcams and the groundwater data is currently being user accepted tested.</p>				
31.3 Maintain and enhance access to Environment Southland data and facilitate sharing and use of data.	Increase in baseline set for 2021/22 year.	<p>Information Systems, Information and Support, Data Ecosystems</p> <p>Council has an ongoing programme of making information and data available to the public, community and other interested parties on its website. We track the users accessing content in this way by looking at the number of views on the website. As at 30 June 2022, Council had 279,683 views spanning the previous year, which is the baseline target for the 2022/23 financial year.</p> <p>Q1: For the first quarter of the 2022/23 financial year, there were 85,338 views on the website. Q2: For the second quarter of the 2022/23 financial year, there were 78,557 views on the website. Cumulatively there have been 163,895 views so far this year which is 58.6% of last years total.</p>				

Regional Leadership

Performance Measures	Performance Targets 2022/23	LTP Comment	Q1	Q2	Q3	Q4
		<p>Q3: For the third quarter of the 2022/23 financial year, there were 72,894 views on the website. Cumulatively there have been 236,789 views so far this year which is 84.66% of last year's total.</p>				



Item 5 Investment Report to 31 March 2023

MORF ID: A865136	Strategic Direction: Council Policy
Report by: Tracey Adendorff, Team Leader, Finance Operations	Approved by: Tanea Hawkins, Chief Financial Officer
Executive Approval: Dominic Rikiti, General Manager, Business Services	

Purpose

For Council to note the investment report to 31 March 2023.

Summary

The month of March 2023 saw an improvement in the markets, with the market value of the portfolio increasing by \$400,369 (before taxes and charges). Over the nine-month period, the portfolio increased in value by \$1,277,115.

As at 31 March 2023, the total of Council’s managed funds investments was \$27,945,240.

Market volatility continues. As at 26 April 2023, the managed funds investment market value has increased to \$28,291,747, an increase in three weeks of a further \$346,507.

Recommendation

It is recommended that Council resolve to note the investment report.

Report

Summary of Performance Year to Date

	March 2023			YTD		
	Equity	Bonds & Cash	Total	Equity	Bonds & Cash	Total
<u>JBWere</u>						
Dividends and Interest Received	50,675	76,646	127,321	270,230	350,600	620,830
Capital Changes *	145,695	127,353	273,048	1,000,228	(175,379)	824,849
LESS Tax & Transaction Charges		(9,337)	(9,337)		(52,069)	(52,069)
LESS Management Fees		(38,682)	(38,682)		(116,494)	(116,494)
Total JBWere	196,371	155,979	352,350	1,270,458	6,657	1,277,115
<u>Other Income</u>						
ANZ Call Account Interest		53,640	53,640		274,661	274,661
Investment Income	196,371	209,619	\$ 405,990	1,270,458	281,319	\$ 1,551,776

* Movement in Market Value

Dividends and interest received to March were \$620,830, the capital value (market value) of the portfolio increased by \$824,849 and management fees and taxes totalling \$168,563 were deducted, resulting in an increase in value of \$1,277,115. During the same period, interest earned for on-call deposits equalled \$274,661.



The income from dividends and interest received in the portfolio was better than budget by \$199,700. Expenses and tax costs for the same period were greater than budgeted by \$51,700. The interest earned from on-call deposits is unbudgeted, with current deposit rates being far greater than forecast 12 months ago.

Statement of Position

Cash and portfolio investments held by Council at 31 March 2023 (excluding South Port) were:

	June 2022	March 2023	Inc/(Dec)	% Holding	% SIPO
<u>Cash and Deposits</u>					
ANZ Cheque Account	672,061	377,334	(294,727)		
Petty Cash	1,250	1,250	-		
Call & Short Term Deposits	5,660,481	12,797,405	7,136,924		
Total Cash and Deposits	\$ 6,333,792	\$ 13,175,989	\$ 6,842,197		
<u>Portfolio Investments (JBWere)</u>					
<u>Growth Assets:</u>					
NZ Equities	2,050,512	2,406,276	355,764	9%	4% - 12%
AUS Equities	2,102,204	1,671,326	(430,878)	6%	4% - 12%
Offshore Equities	7,944,075	7,555,553	(388,522)	27%	20% - 40%
Property	965,907	958,699	(7,208)	3%	2.5% - 7.5%
<u>Income Assets:</u>					
Offshore Bonds	3,298,068	4,164,299	866,232	15%	5% - 20%
NZ Bonds	9,077,643	8,692,532	(385,111)	31%	25% - 45%
Cash	1,229,717	2,496,555	1,266,838	9%	1% - 20%
Total JBWere Portfolio	\$ 26,668,125	\$ 27,945,240	\$ 1,277,115	100%	

The portfolio's asset allocation is, as per the Statement of Investment Policy and Objectives, midway in most of the allocation ranges.

Actual Performance versus Benchmark – Rolling 12 months ended 31 March 2023

The portfolio continues to perform well for the past 12 months relative to the benchmark portfolio, with performance ahead in five of the six measured categories.

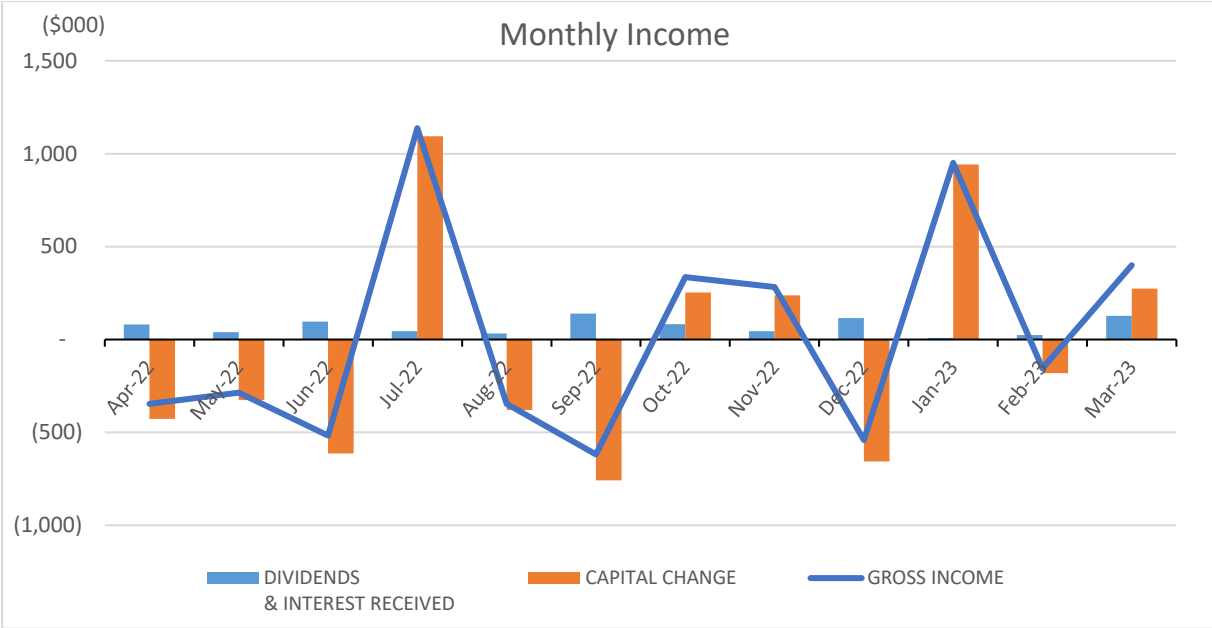
	Actual	Benchmark
NZ Equities	3.54%	-1.86%
Australian Equities	0.08%	-0.76%
Offshore Equities	5.43%	3.42%
NZ Bonds	0.66%	0.13%
Offshore Bonds	-6.00%	-4.79%
Property	-14.64%	-15.68%
Total	1.09%	



The overall result for the 12-month period to 31 March 2023 is 1.09%.

Volatility - Portfolio Movements – Rolling 12 months ended 31 March 2023

The graph below depicts regular monthly income from dividend and interest received versus irregular changes in market value (capital change). The graph highlights the significant swings in market value from month to month, with seven of the 12 months showing decreases in value.



Outlook and summary from Council’s advisors, JBWere

“The Environment Southland portfolio had a good month, returning 1.45%, or +\$400,369, in March. For the rolling 12-month period, the portfolio has returned 1.09%, or +\$296,119.

March was a busy month for the portfolio, with changes being made at both a tactical asset allocation and individual constituent level. We moved from neutral to overweight Offshore Bonds, from overweight to neutral New Zealand Equities and from neutral to underweight Offshore Equities. Within Offshore Equities we removed the US Tech-Software, Global Sustainable and US Banks themes and introduced Cyber Security and Electric Vehicle themes, as well as changing weightings to existing themes within the portfolio to reflect our current convictions.

We remain comfortable with the asset allocation and continue to believe the Environment Southland portfolio remains well positioned going forward.”

Views of Affected Parties

There are no matters in this report which require consideration under this heading.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.



Legal Compliance

This report is prepared taking into account the prudential requirements of Part 6 of the Local Government Act.

Consistency with Council's LTP/Annual Plan/Policy/Strategy

This report is consistent with reporting financial results against Council's Long-term Plan for the 2022/23 year.

Financial and Resource Implications

This investment report covers the period ending 31 March 2023.



Item 6 Information Management, Systems, Technology and Data Update

Objective ID: A869958	Strategic Direction: All
Report by: Paula Toomey, Information & Support Manager and Jane Carroll, Information Systems Manager	Approved by Amy Kubrycht, General Manager, People and Customer
Executive Approval: Amy Kubrycht, General Manager, People and Customer	

Purpose

For Council to receive an update on activity to progress information management and information systems projects within the organisation.

Summary

Information Management (IM) is a cross-organisational work programme that seeks to improve IM and data capability. Improve skills and knowledge to enable the organisation to effectively create and manage information assets to meet the organisational need and legislative requirements.

This report refers to the activity of the Information & Support and Information Systems teams, projects, system upgrades and the Information Management Strategy 2022-2024 development and implementation.

Recommendation

It is recommended that Council resolve to note activity and progress in delivering information management, systems, and technology within Council.

Report

Information Management Strategy Implementation

To uplift Information Management capability in the organisation, the 2022-2024 Information Management Strategy details work programmes until June 2024. The following will be completed by the end of June 2023:

- The Information Management Governance Group and Information Management Stewards Groups are operational. The Information Management Stewards Group met for the first time in April. The group meets to operationalise the work programmes cross-divisionally from the Information Management Strategy. The focus to the end of quarter 4 includes:
 - complete the project plan for the data quality assurance project. The project will look at data quality assurance, applying data consistency across the organisation. The Governance Group will be required to approve the plan;
 - stewards will share with the wider organisation, via their team meetings, the role of the Information Management Steward Group;
 - review and refresh the data repository and ownership document to ensure all of the current data repositories is captured and ownership is identified. This will support the data quality assurance project;



- an Information Management Stewards Manual has been created. The manual outlines roles and responsibilities. It will also be used to induct any new stewards who come into the organisation. This manual will be subject to continuous improvement as information management stewardship capabilities and learnings increase in the organisation. The refresh of this manual will become a business-as-usual activity for the Information Management Stewards.
- Drafting of the Information Management policy has commenced. The policy will support the implementation of the Information Management Strategy and guide the organisation in the use and secure document storage of the content in the Office 365 Teams environment and One Drive. The draft will be ready for approval by the end of quarter 4.
- The pilot project for the digitisation of physical records is underway. The specification document has been reviewed to ensure Archives New Zealand standards regarding image quality and metadata capture is being met. Compliance with the standards will enable the destruction of the source files (original physical files) following digitisation. This enables staff to find efficiencies around physical storage, digital preservation, and compliance with the Public Records Act. The scanning of the 300 physical files will commence on 1 June and will be completed by the end of June 2023. A review of the outcome of the pilot project will help inform the decision on whether the organisation will embark on a further digitisation project.
- The reassessment of Council's Information Management capability is scheduled to be completed by the end of quarter 4, using the Archives New Zealand IM Maturity Assessment. The results of this assessment will measure any improved organisational Information Management capability against the 2021/22 assessment results.

List of Protected Records

Archives New Zealand Te Rua Mahara o te Kāwanatanga is working with the Association of Local Government Information Managers (ALGIM) to complete a review of the list of protected records for local authorities and the accompanying explanatory notes. The objectives of the review are to:

- draft an updated version of the list based on the ALGIM Retention and Disposal Schedule that will complement ongoing changes to the structures and functions of local government;
- ensure the notes align with the current recordkeeping advice and guidance, as well as identifying any new guidance.

Council has been asked to review the draft version of the list and explanatory notes and provide its feedback to Archives New Zealand Te Rua Mahara o te Kāwanatanga by 30 July 2023.

The final list will be submitted to the Chief Archivist for approval and issued as a New Zealand Gazette Notice. Finalisation of an updated list, supporting notes and any associated Archives New Zealand guidance may not be complete until the current local government reform is more settled.

Information Management - Objective Systems

The Objective Document Management System upgrade was successfully completed in the last quarter. Users are benefiting from new functionality such as AEC (Automated Email Capture). This allows users to save emails seamlessly from Outlook to Objective. Co-authoring has also been implemented, allowing multiple users to work together simultaneously on the same document.



Privacy Week 2023

The Information and Support team participated in webinars presented by the Privacy Commission during Privacy Week (8 to 14 May 2023) to build knowledge and capability and have used the profile of the week to share some good practice information with staff.

Bringing Data to Life

The Open Data Portal project (ODP), led by the Data Ecosystems team, aims to enable self-service access to environmental data for Council's customers. The priority data set is groundwater information, the most commonly requested data.

The groundwater portal technical issues identified in the last report have been resolved, and the Data Ecosystems team is currently testing the portal. Once the team has signed-off on user acceptance testing (UAT), the portal will be given to the test group of consultants for final testing. Assuming no issues are identified during final testing, the portal will be made public on the ES website by 30 June 2023. The project will then become business-as-usual for the Data and Information Systems teams.

The river cameras project successfully piloted an initial camera on the Oreti River at Lumsden Cableway. Since the last report, the Hydrology team has successfully installed additional cameras in the following locations:

- Waihopai River at Waihopai Dam;
- Mataura River at Gore.

A further camera installation on the Oreti River at Three Kings will begin this June.

The Hydrology team is working through installing solar panels to ensure adequate power for the cameras.

Staff are working with Datacom on how best to make this data available via the website for the public to view. It is envisaged that there will be still photos and livestream available. The plan is to extend this project to additional key sites, which will be installed during the next financial year.



A snapshot of an image captured at Waihopai River at Waihopai Dam



A snapshot of an image captured at Maitava River at Gore

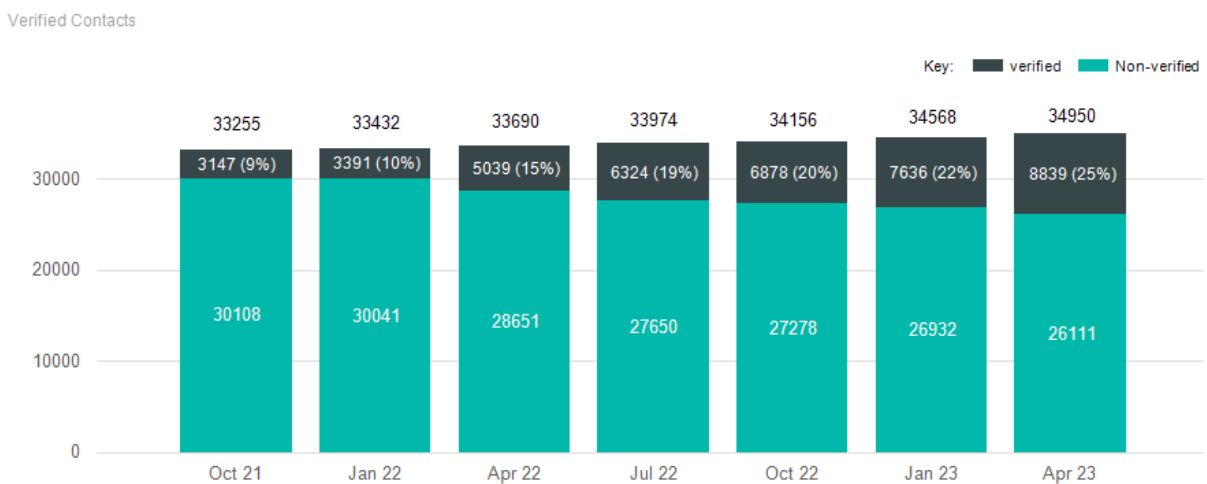
Customer Contact Management Project Update

The customer contact management project is ongoing. Its purpose is to ensure complete and accurate contact details for Council’s customers.

Multiple customer contact databases have historically been used across the organisation, and inconsistencies in how data is held has led to issues and inefficiencies for staff and customers. Standardising the customer contact protocols and migrating to two centralised systems (a customer services database held in IRIS and a rates database maintained in Authority) will enable Council to be more efficient and effective in delivering its services and to extend its online and self-service functions to its customers.

The continuous improvement project has focused on improving contact data through staff training, documentation, and enhanced business processes.

Just over a quarter (as at 1 April 2023) of the Council’s records have now been verified. The graph below shows steady progress over the past 18 months. Currently, a quarter of Council’s customers are verified as having the correct details.



Note: The total number of contacts in the table is not static due to customer changes through new consents, properties changing owners etc.



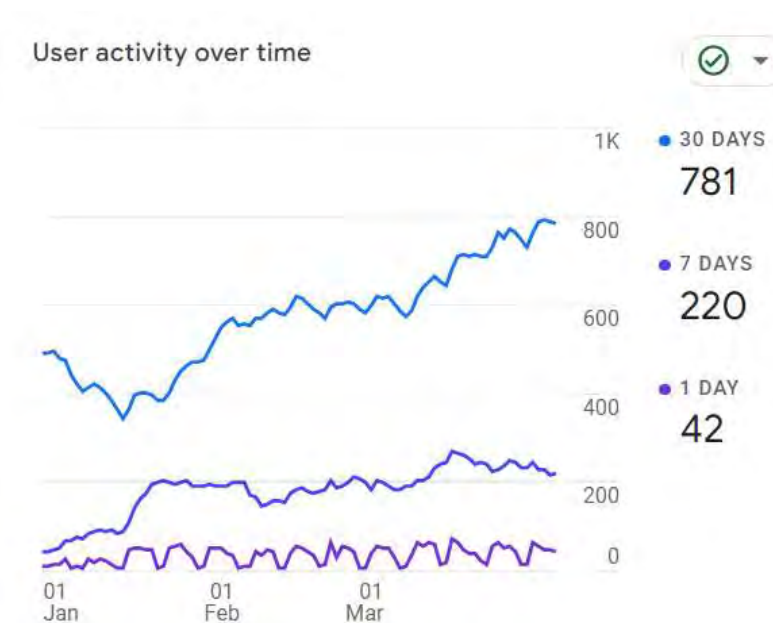
Online services insights

Staff have been monitoring usage on the new online dashboard.

Since the release of the new online portal in July 2022, we now have over 3160 registered online customers. This portal enables customers to interact with the Council on many different functions e.g.

- sign-up for rates direct debit, and email registration for notices;
- pay an invoice or an application deposit;
- clean vessel pass;
- solicitor portal;
- book an education resource kit;
- apply for resource consent
 - apply for a bore or well
 - intensive winter grazing
- provide monitoring information
 - person in charge
 - supply water take readings
 - forestry (permitted activity notice)
- report an environmental incident or contact the Council.

The graph below shows the number of monthly, weekly and daily views for online services. This has been trending upwards month-on-month.



Additional online forms continue to be developed. In the past three months, the following online forms have been made available to the public:

- Permitted Activity Notifications – ability for farmers and others to advise Council on permitted activities;
- Education Event Booking form – ability to select an upcoming event and advise of attendance;
- Application for Special Event – Maritime;



- Revamp of existing Environmental Enhancement Fund application;
- Transfer a Consent;
- Surrender a Consent.

Technology Strategy

The draft technology strategy has been completed and is currently being peer-reviewed by a number of key Council staff and managers. It is intended that the final peer-reviewed version document will be presented to the Executive during May 2023.

The purpose of the Strategy is to guide decision-making and prioritisation of technology to be implemented in the organisation. This is to ensure the Council has the technical capability and resources to deliver its work now and in the future and be able to support the implementation of wider organisation strategies, i.e. the information management and customer services strategies.

Once the Executive has endorsed the strategy it is expected that the final Technology Strategy to be presented to this Committee at its next quarterly meeting.

Implications/Risks

Good information management is critical to delivering the business of the Council openly and transparently, delivering its outcomes and legislative requirements, and maintaining and enhancing its reputation in the wider community.

Next steps

- Draft the new IM Policy to be completed by end of June 2023.
- Digitisation Project scanning of 300 physical file to commence 1 June and be completed by 30 June 2023.
- Environment Southland submission to Archives New Zealand on the review of the List of Protected records completed before 30 July 2023.
- The Technology Strategy is to be given to the Executive during May 2023. Once endorsed it will be presented to this Committee at its next quarterly meeting.
- The river camera and groundwater portal live on the website by 30 June 2023.

Fit with the strategic framework

This is consistent with Council's strategic direction.

Compliance with Significance and Engagement Policy

All projects will align with Council's Significance and Engagement Policy.

Considerations

Financial Implication

Current information management initiatives include several projects budgeted for in the 2021-2031 Long-term Plan.



The 2022–2024 Information Management Strategy will inform the next Long-term Plan/Annual Plan process.

Legal Implications

Ongoing information management activities will assist the organisation in meeting its legislative requirements pursuant to the Local Government Act 2002, Public Records Act 2005, Privacy Act 2020 and Local Government Official Information and Meetings Act 1987.

Attachments

None



Item 7 Annual Activity Plan

Objective ID:	Strategic Direction:
Report by: Tanea Hawkins, Chief Financial Officer	Approved by: Dom Rikiti, General Manager, Business Services
Executive Approval: Dom Rikiti, General Manager, Business Services	

Purpose

To present to the Finance and Performance Committee the annual plan of items to be delivered on by the Committee and to obtain ongoing input on the proposed plan.

Background

The table (attached) sets out the standard activity plan along with the future and to-be-developed items. The specific timing of the items is indicative and may vary to manage the size of the agenda. Staff seek the Committee’s input to continually develop the plan and to ensure the optimal effectiveness of the Committee.

Recommendation

It is recommended that Council review the Annual Activity Plan, provide input and resolve to note it.

Finance & Performance Activity Report Timetable 2023

		22-Feb	24-May	21-Jun	23-Aug	13-Sep	29-Nov
Quarterly Reporting	Financial Report	✓	✓		✓	✓	✓
	Cash Flow Projection	✓	✓		✓	✓	✓
	Investment report	✓	✓		✓	✓	✓
	LTP Performance reporting	✓	✓		✓	✓	✓
	IM Report	✓	✓		✓	✓	✓
Annual Planning and Reporting	Draft Annual Plan Fees and Charges			✓			
	Auditors Fee Proposal and Engagement Letter		✓				
	Draft Annual Report					✓	
Updates	Financial Delegations Review (annually) Last reported June 2022				✓		
	Internal Audit Programme						✓
	Government Funded Project Report	✓	✓		✓	✓	✓
Investment	Fund Managers Update	✓			✓		
Fleet Management	Fleet Management & Annual Vehicle Report		✓				✓
Policy and Programme Reviews	Strategic Asset review					✓	
	SIPO review					✓	

Forward Planning/To be developed								
	2021	2022	2023	2024	2025	2026	2027	2028
Finance & Performance								
Policy review (SIPO, Rates & Remission, Treasury, Revenue & Finance etc.) Triennially Note: Reviewed for the 2021-2031 Long-term Plan			✓	✓				
Representation review (due 2024)				✓				
Statutory Reporting and Reviews Programme and Performance								
S17A Review (due 2023)			✓					
Representation Review				✓				
4 Well Beings Report			✓					
Triennial Agreement (due March 2023)			✓					
Iwi Charter of Understanding review (due 2022)		✓						