

Te rautaki, pūtaiao me ngā waeture Strategy, science and regulation



This group of activities is made up of the following activities:

- Policy, Strategy & Climate Resilience
- Science & Environmental Reporting
- Regulatory Management

WHY WE DELIVER THIS GROUP OF ACTIVITIES

The Strategy, Science and Regulation Group delivers our statutory resource management planning, compliance, monitoring and reporting functions. We also provide corporate plans (e.g. Long-term Plan, Climate Action Strategy).

In addition, this group provides sound science, policy and regulatory advice, support and information to our communities and the wider organisation. We monitor changes in the region's resources and environment, develop and inform regulatory and non-regulatory responses to environmental issues, and measure the effectiveness of these responses.



Contribution to Council's strategic priorities

The Strategy, Science and Regulation Group contributes to Council's strategic priorities, as outlined below:

- 1. Building resilience to the impacts of climate change**
 - We ensure that Council's action on the climate change priority is well-directed, and that we can present key issues and our response to them clearly to communities and central government, to ensure environments are resilient to the effects of climate change
- 2. A holistic approach, from the mountains to the sea (integrated catchment management)**
 - Our planning, research, monitoring and regulatory approach considers our environment in an interconnected way - ki uta ki tai.
- 3. Strengthening partnerships with tangata whenua**
 - We enable tangata whenua involvement in policy development, monitoring and regulatory processes.

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

4. Connecting people and place through effective public transport connections

- We provide a policy framework that provides for well-functioning urban environments that support accessibility by way of public transport and reductions in greenhouse gas emissions.

Contribution to Council's community outcomes

The Strategy, Science and Regulation Group contributes to all six of Council's community outcomes:

1. Our region's communities are vibrant and empowered

- We invite formal and informal community involvement to help shape our planning documents, and provide advice, support and information to the community.
- We ensure the region's interests are represented in central government's policy development.

2. Our region's ecosystems are healthy

- We regulate and monitor actions that affect the environment to ensure sustainable management, and to ensure community and environmental values are upheld.
- We inform good decision making by monitoring the state and trends of our ecosystems and making the information available to the public.
- We develop strategy and regulation to protect and enhance our ecosystems.

3. Our region's communities are resilient to the impact of natural hazards and climate change

- Our statutory resource management planning, compliance, monitoring and reporting functions support community resilience, and we prepare and implement plans relating to resource management and climate change.

4. Our region has effective transport networks

- We prepare Council's Long-term Plan, and are involved in consenting and regional planning processes. We are also involved in ensuring well-functioning urban environments by implementing the National Policy Statement on Urban Development 2020.

- We support efforts within the Transport activity to develop and maintain a resilient, low-emission regional transport system.

5. Our region's economy is thriving and environmentally sustainable

- Our resource management planning enables economic activity where appropriate while ensuring that our environment will be left healthy for future generations.

6. Our region's relationship with iwi and hapū are respectful and mana-enhancing

- We encourage iwi and hapū involvement in strategic planning and policy development, supporting the incorporation of mātauranga Māori and involvement in resource management processes.

CHALLENGES WE FACE

For more discussion on Council's strategic challenges, see *Ngā tino wero ki mua* | Council's key challenges in the coming years, page 9.

Uncertainty about changes to central government policy and the timing and implications of those changes

The previous Government advanced substantial environmental reform, which would have resulted in significant impacts on how we deliver this group of activities. However, the current Government has repealed the Natural and Built Environment Act and the Spatial Planning Act, and intend to undertake further amendments to the Resource Management Act 1991. This has created high levels of uncertainty surrounding the legislative environment, and consequently the impacts, in the short, medium and long term.

A review of the parts of the One Plan that have not been reviewed by recent plan changes will be required under the Resource Management Act.

Implementing national policy and undertaking plan changes

The previous government introduced national policy statements that require substantial scientific research and policy development, in order to update the One Plan. These include the National Policy Statement for Freshwater



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Management 2020, the National Policy Statement for Highly Productive Land 2022, and the National Policy Statement for Indigenous Biodiversity 2023. The current government has indicated that they will commence an urgent review of the National Policy Statement for Indigenous Biodiversity and the National Policy Statement for Freshwater. There are significant resourcing impacts to implement national policy statements, but the changes indicated by the government create uncertainty regarding the level and timing of resourcing required.

Alongside this work we are continuing to implement the National Environmental Standards for Freshwater (NES-F), which involve nitrogen cap reporting, stock exclusion, intensive winter grazing, stock holding, water takes, culverts and fish passage regulations. The increased emphasis on freshwater management and water quality improvement delivered through the Essential Freshwater reforms is placing greater resource demands on regional councils.

Increasing regulatory complexity

An increasing amount of environmental regulation has contributed to a complex, contentious and litigious regulatory environment. The implementation of national environmental standards has added to this challenge.

Increasing regulatory complexity and contestability is not just a result of reform. Under the Resource Management Act 1991 and the existing planning framework, consent processing has generally become more contentious and complex, particularly in relation to activities such as waste water treatment plant renewals, medium to large industrial operations and large civil construction projects. We are experiencing a significant increase in large infrastructure projects, which more than often than not are subject to hearings and court processes. There is a lot more pressure on the regulatory team to be involved at the pre-application phase for large projects. This can involve significant resource input from both the consents and compliance teams.

Furthermore, the compliance and enforcement side of the business has become more complex due to the nature of the conditions now imposed

(primarily through hearings), increases in defended hearings for prosecutions and other high level enforcement actions (such as enforcement orders).

Creating efficiencies

Council has a programme in place to help ensure we can meet new demands and increasing workloads, while still being responsive to our communities' expectations. This work involves placing a stronger focus on better systems and processes to support our activities and create efficiencies.

The impacts of climate change

Responding to climate change is a significant body of work for Horizons. An aligned response between councils, Iwi/Māori and communities is critical for an effective regional response. With increased occurrence of adverse events, community preparedness will become more crucial. For an effective regional response, knowledge gaps need to be filled to inform planning and policy development.

Competitive talent market

We are facing a competitive market in terms of securing staff, consultants and external experts. Recent reviews of the regulatory activities have indicated that this area of the business is currently under-resourced when compared with other Councils. The increasing workload resulting from central government reform and the increasing complexity is compounding this challenge. We will invest in resourcing and improving systems to ensure we can meet new demands and increasing workload.

Changing technology

Rapid advances to technology are changing the way we can gather, manage and share data. This in turn, creates changing expectations from our communities around how they can access and utilise the information we hold.

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Policy, strategy & climate resilience

WHAT WE DO

The Policy, Strategy and Climate Resilience Team fulfils a number of compulsory requirements relating to corporate and resource management planning, including responding to national policy statements, national environmental standards and government legislation.

We set regional policy direction through the Horizons One Plan, and develop guidance and frameworks for Council's future work, while also responding to central government policy direction for regional councils. This includes undertaking regional resource management planning work, including the continued refinement and evolution of the One Plan and partnering across the region to support regional economic development.

Responding to climate change is a component of most of Horizons' activities - both the impacts of a changing climate and in transitioning to a low-emission future. We are responsible for the planning and coordination of climate change work across the organisation. We also work with other councils in our region and other relevant parties on climate action.

KEY PROJECTS

Implementation of National Policy Statements

We are required to make changes to the One Plan in order to implement national policy statements (e.g. National Policy Statement for Freshwater Management 2020, National Policy Statement for Highly Productive Land 2022, and National Policy Statement for Indigenous Biodiversity 2023). The process for making changes to the One Plan is set out in the Resource Management Act and can take a lot of time and resources.

The implementation of national policy requires the involvement of tangata whenua (to the extent they wish to be involved) and resourcing is required to facilitate engagement and enable tangata whenua to develop their capacity and capability to participate. These projects will be occurring throughout the life of this Long-term Plan with separate budgets for each national policy statement.

As part of the implementation of the National Policy Statement for Highly Productive Land we are required to map highly productive land in the region and notify a change to the One Plan no later than September 2025, to include those maps.⁴¹ This work is expected to occur throughout 2024-25.

Freshwater Farm Plan Implementation

We are required to oversee the implementation of Freshwater Farm Plans across the region.⁴² Freshwater farm plans are a practical way for farmers and growers to identify, manage and reduce the impact of farming on the freshwater environment. The roll-out will be undertaken on a Freshwater Management Unit (FMU) basis, commencing with the Rangitikei-Turakina FMU which will start in April 2024. All FMUs are required to be completed by the end of 2025. There are seven FMUs in the region. Additional resourcing has been budgeted in 2024/25 of \$50,000 and a further \$50,000 in the 2025/26 year for an ongoing annual total of \$100,000 plus staff time.

One Plan monitoring

Council is required to monitor the efficiency and effectiveness of its policies, rules and other methods in the One Plan, and to report on this every five years. This information is needed to inform any review of the provisions in the One Plan. Resourcing to support the monitoring and reporting is required on an on-going basis.

⁴¹ The definition of "highly productive land" is set out in the NPS

⁴² Resource Management (Freshwater Farm Plans) Regulations 2023



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e-Plan

We are required to provide an e-Plan (an interactive, electronic version of the One Plan) by 2029. This work is expected to begin in 2025 at a forecasted cost of \$220k over two years, reducing to \$20k per year for ongoing operational expenses.

Review of Regional Pest Management Plan

Council has a Regional Pest Management Plan to control and manage pests in our region. In accordance with Section 100D of the Biosecurity Act 1993, Council must have a draft proposal within ten years of the existing Plan being made operative. The existing Plan was made operative in November 2017. This project is discussed in more detail under the Biodiversity and Biosecurity activity's key projects. The Policy, Strategy and Climate Resilience Team will assist with the coordination of the review.

CHANGES IN WHAT WE WILL DELIVER

There will be an increase in the size and scale of the policy, strategy and climate resilience activity at Horizons to enable us to respond to significant government reform within the mandatory timeframes.

In 2024 (year 1 of the Long-term Plan) we will create three new roles to provide for on-going monitoring and reporting of the efficiency and effectiveness of the Operative One Plan and scheduled reviews of the Operative One Plan. The additional resourcing has been budgeted for a total of \$300,000 from 2024 onwards.

We will also provide resourcing to support iwi and hapū engagement and capacity building to support the policy process.

In 2025 (year 2 of the Long-term Plan) we will create five new roles to enable us to meet the further increasing requirements of changing legislation. These roles will enable us to respond to the reform of the Resource Management Act 1991, increase our capacity to engage with tangata whenua, support the development of Freshwater Farm Plans, and undertake the required reviews of Horizons' One Plan.

In 2026 (year 3 of the Long-term Plan) we will create two new roles to enable us to meet the increasing requirements related to climate change and additional support for proposed Resource Management Act reform.

Regional and district councils are often the "implementation body" of central government legislation. As central government increases its policy standards and compliance requirements, the burden of implementation falls on local and regional government. It is important to emphasise that the increase in required resourcing noted above is simply to allow us to achieve "bare minimum" compliance.

It also must be noted that with a new coalition government in October 2023, there is significant uncertainty about the legislative landscape in the next three years. Changes made by the government of 2024 may affect expected resourcing levels.

NEGATIVE EFFECTS OF THIS ACTIVITY

Resource management planning involves a level of tension between environmental and economic wellbeing. We will continue to carefully balance this in our activities to enable economic activity where appropriate while ensuring that our environment will be left healthy for future generations.

Responding to climate change will create social and economic impacts. Whether these are 'negative' is often a question of framing and subject to significant uncertainty. In many cases, short-term economic costs are outweighed by longer-term social and economic benefits. We will provide the most robust advice we can. This will be supported, where possible, with community and tangata whenua engagement, to assist decision-making.

HOW WE WILL FUND THIS ACTIVITY

We will fund this activity separately to other activities to provide transparency and accountability in relation to costs and benefits.

Funding arrangements

- 100% General Rate

Ngā putanga ā-hapori Our community outcomes



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Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

Rationale

- Legislative requirements mandate resource management and strategic planning.

This activity provides benefit to the region as a whole through the delivery of integrated plans, policies and strategies that guide the management of our natural and physical resources. These benefits are intergenerational.



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PERFORMANCE TARGETS

POLICY, STRATEGY AND CLIMATE RESILIENCE							
Levels of service and performance measures		Performance Measure/Target					
		Baseline	2023/23 Actual	24/25 Target	25/26 Target	26/27 Target	Years 4-10 Target
1. We will implement resource management policy and plan reviews in a timely manner.							
1.1	Resource management policy and plan reviews meet legislative, nationally directed or Council imposed deadlines. Including, but not limited to: - Freshwater (NPS-FM) - Highly Productive Land (NPS-HPL) - Indigenous Biodiversity (NPS-IB) - Pest Management (Regional Pest Management Plan) - Natural Hazards - Climate Adaptation	2022/23	Achieved	Meets legislative deadline or by Council decision	Meets legislative deadline or by Council decision	Meets legislative deadline or by Council decision	Meets legislative deadline or by Council decision
2. Opportunities for involvement in decision-making processes will be provided in accordance with legislative and policy expectations							
2.1	Community input into policy reviews is sought in a way that aligns with Council's Significance and Engagement Policy	New measure Baseline Year 2024-25	N/A	Meets policy guidance	Meets policy guidance	Meets policy guidance	Meets policy guidance
3. We support communities to adapt to a changing climate							
3.1	Responses to Community-led Adaptation Plans are timely and consistent.	New measure Baseline Year 2024-25	N/A	Formal response to the proposals in the plan within 12 months.	Formal response to the proposals in the plan within 12 months.	Formal response to the proposals in the plan within 12 months.	Formal response to the proposals in the plan within 12 months.

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3.2	Community, iwi, hapū-led adaptation planning is supported with seed funding.	New measure Baseline Year 2024-25	N/A	Fund criteria and application decision- making process developed by 30 June 2025	Adaptation planning agreements completed and funding allocated by 30 June 2026	Adaptation planning agreements completed and funding allocated by 30 June 2027	Funding uncertain in these years
3.3	Community climate action projects are supported through the Pūtea Hapori Urupare Āhaurangi- Community Climate Response Fund	New measure Baseline Year 2024-25	N/A	>80% of available funds are allocated	>80% of available funds are allocated	>80% of available funds are allocated	>80% of available funds are allocated each year



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Science and environmental reporting

WHAT WE DO

The Science and Environmental Reporting Team provides expert evidence and opinion within the field of science to support policy development and planning processes within Horizons Regional Council. We inform evidence-based decision making through the provision of information and technical advice. Other teams at council often rely on our support with matters such as water quality, water quantity and ecology. This involves gathering a significant amount of information through monitoring and research, and working with other regional councils, central government and science providers. We also undertake environmental monitoring and reporting.

KEY PROJECTS

Community Science and Mātauranga Monitoring

We will work to support community science and Mātauranga knowledge and monitoring across the region. This will include actively involving iwi/hapū (to the extent they wish to be involved) to develop and implement mātauranga Māori and monitoring as well as working alongside Catchment Care groups where requested. This is part of our commitment to enhancing partnerships with tangata whenua and our communities. Working with tangata whenua is legislatively required through Te Mana o te Wai and the National Policy Statement for Freshwater Management 2020. This work is expected to begin in 2025/26 at a forecasted cost of \$100k in 2025/26, and additional resourcing of \$50k in 2026/27 for a total of \$150k plus staff time.

Additional research and monitoring – estuary and coast

Our Estuary and Coastal Monitoring and Research Programme will require expansion in order to support our review of the Coastal Plan. This work is expected to begin in 2024/25 at a forecasted cost of \$100k plus staff time.

Wetland mapping and monitoring

Implementing a Wetland Mapping and Monitoring Programme is necessary to meet requirements of the National Policy Statement for Freshwater

Management 2020. Mapping of Natural Inland Wetlands must be completed by 2030. Work is expected to begin in 2024/25 at a forecasted cost of \$50k, with additional resourcing in 2025/26 and 2026/27 for a total of \$150k plus staff time.

Additional monitoring – lakes

Expanding our Lakes Monitoring Programme is necessary to meet requirements of the National Policy Statement for Freshwater Management 2020. This work is expected to begin in year 2024/25 at a forecasted cost of \$50k with additional resourcing in year two for a total of \$100k plus staff time.

CHANGES IN WHAT WE WILL DELIVER

Increases in the size and scale of this activity will occur, as we support the development and implementation of policy in response to government reform, and increasing regulatory complexity under both the One Plan and existing national environmental regulations.

We are also facing increases in environmental monitoring and reporting requirements and increases in information and data collection, storage and provision requirements.

In order to meet these requirements, we will be creating three new roles in 2024/25 to support work programmes around wetlands, lakes and estuaries as part of Councils Oranga Wai freshwater programme. In 2025/26 there are three new roles to support ensure that we meet legislatively required timeframes around wetland mapping and additional support to the

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biodiversity and biosecurity work programmes. In 2026/27 there are additional roles to support community science.

NEGATIVE EFFECTS OF THIS ACTIVITY

There are no significant negative effects of this activity on the social, economic, environmental or cultural wellbeing of our communities.

HOW WE WILL FUND THIS ACTIVITY

This activity has been divided into eight sub-activities for funding, following an assessment of most appropriate funding sources. This provides transparency and accountability in relation to costs and benefits.

Environmental reporting

Funding arrangements

- 100% General Rate

Rationale

- Gaining a better understanding of natural processes is integral to strategy and policy development and monitoring, consent processes, restoration work and co-management programmes.

This service provides ongoing benefit to the whole region.

Water quality – general

Funding arrangements

- 100% General Rate

Rationale

- Water quality and quantity is impacted by human activities, including discharges and takes. Rural activities contribute to poor water quality. Extreme weather events and climate change also contribute.

This service provides ongoing benefit to the whole region.

Water quality and quantity – research

Funding arrangements

- 70% General Rate
- 30% Fees and Charges

Rationale

- Water quality and quantity is impacted by human activities, including discharges and takes. Rural activities contribute to poor water quality. Extreme weather events and climate change also contribute.

The benefits of this service are ongoing, and both region-wide and targeted to farms and other industries who are dependent on this information.

Water quality – additional research

Funding arrangements

- 50% Fees and Charges
- 50% General Rate

Rationale

- Consent holders for major point-source discharges create the need for this service. As direct beneficiaries, these consent holders pay a targeted rate for this service.
- At most major point-source discharges to water we monitor directly above the point source and directly below. This forms part of our State of Environment monitoring network. Without the discharge we wouldn't need to monitor below the discharge. The data gained from State of Environment monitoring benefits the region as a whole, therefore a portion of the cost associated with this activity is recovered through the general rate.

Water quality - consent holders' research responsibilities

Funding arrangements

- 100% Fees and Charges



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Rationale

- Resource users create the need for this service. They receive individual benefit from the monitoring research that is carried out.
- This research is essential for our many regional organisations, farms and other industries, who are dependent on this information.
- The research charges contribute towards the costs incurred by Horizons in researching and identifying the ongoing and cumulative impact on our environment of all such activities across our region. Information gained from this research can also be used by applicants during the resource consent application process.

Biodiversity and biosecurity (research)

Funding arrangements

- 100% General Rate

Rationale

- The need for this service comes from habitat loss and introduced pest species as a result of the actions of current and previous generations.
- Benefits from improved biodiversity and ecosystem health occur in the ecological districts where those improvements are made. However, this has broader benefits to the region and the nation. These benefits are intergenerational.
- A component of biosecurity protection also protects the rural economy and rural landowners.

Land research

Funding arrangements

- 100% General Rate

Rationale

- The need for this service comes from environmental degradation as a result of a range of factors, including rural land use and urban discharges from current and previous generations.
- This service has ongoing and region-wide benefits, as our land management activity responds to land-based issues which impact on the health of our soil and water resources.

Gravel quantity

Funding arrangements

- 60% Fees and charges
- 40% General rate

Rationale

- Holders of land use consents to remove gravel contribute to the need for the gravel quantity service.
- This service has ongoing and region-wide benefits. Our region's primary sector is built on our land and water resources. Ensuring their sustainable management is important for the prosperity of these businesses and the region's economy.

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PERFORMANCE TARGETS

SCIENCE AND ENVIRONMENTAL REPORTING							
Levels of service and performance measures		Performance Measure/Target					
		Baseline	2023/23 Actual	24/25 Target	25/26 Target	26/27 Target	Years 4-10 Target
1. Our community has easy access to State of Environment monitoring data collected by HRC							
1.1	Up to-date SoE monitoring data is available for download on the LAWA site.	2022/23	Achieved	Achieve	Achieve	Achieve	Achieve
1.2	Provide an annual summary report on the State of Environment	2022/23	Not achieved	Achieve	Achieve	Achieve	Achieve
2. Identified summer swim spot sites are monitored for recreation water quality weekly and data is made available to the public via LAWA							
2.1	Percentage of swim spot samples that are monitored and displayed on LAWA	2023/24	N/A	95%	95%	95%	95%
3. Natural inland wetlands in the region are mapped							
3.1	A program is developed to map inland wetlands across the region.	2024/25	N/A	Achieve			
3.1	Completion of key activities identified in the program plan developed to map inland wetlands across the region	Baseline year 2025/26	N/A	N/A	Achieve	Achieve	Achieve
4. Undertake environmental public education campaigns.							
4.1	Number of campaigns completed per year	2022/23	Achieved	2	2	2	2
5. Our community has access to the Science and Research work we do.							
5.1	Report to Council on the previous years science work programme.	2022/23	Achieved	Achieve	Achieve	Achieve	Achieve



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Regulatory management

WHAT WE DO

The Regulatory Management Team fulfils a number of legislative requirements relating to resource management planning. This includes consent processing, compliance monitoring and enforcement under the Resource Management Act 1991. This work occurs in accordance with the policies and rules in the One Plan.

We also fulfil our functions through methods such as education and advice to resource users. This activity helps to minimise or prevent activities in the region from having adverse effects on the environment and promote economic wellbeing. In fulfilling these requirements we seek to ensure the community has confidence we are a reliable and effective regulator.

KEY PROJECTS

We do not have any upcoming key projects, as our work is driven by regulatory requirements such as processing resource consents, undertaking compliance monitoring, and responding to non-compliances.

CHANGES IN WHAT WE WILL DELIVER

Significant increases in the size and scale of this activity will occur, as we respond to government reform, plan changes, increasing regulatory complexity, and increases in the number of activities requiring resource consent and monitoring under both the One Plan and existing national environmental regulations.

The region is entering a period of large civil construction which also has resourcing implications. Growing capability and capacity in the team will enable effective input into matters such as regulatory reform, plan changes and reviews of national regulations, and enable us to be a reliable and effective regulator for our regional community.

In order to meet these requirements, we will be creating five new roles in 2024, seven new roles in 2025, and six new roles in 2026. These additional roles will address the current under-resourcing in the regulatory programme, and provide the additional capacity to deliver the increased regulatory workload including: Intensive Farming Landuse consents associated with Plan Change 2, increased monitoring associated with planned major projects within the region (Ōtaki tō North Levin highway, and windfarms), implementation of the National Environmental Standards for Freshwater, and National Environmental Standards for Production Forestry, Dangerous Dams Regulations, Freshwater Farm Plan implementation and Hazardous Activities and Industries List (HAIL) monitoring.

NEGATIVE EFFECTS OF THIS ACTIVITY

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

HOW WE WILL FUND THIS ACTIVITY

This activity has been divided into two sub-activities for funding, following an assessment of most appropriate funding sources. This provides transparency and accountability in relation to costs and benefits.

Regulatory management

Funding arrangements

- As actual and reasonable: Fees and Charges.
- Remainder: General Rate

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Rationale

- Current users of resources create the need for regulatory services.
- There is some public good in issuing and monitoring of consents, permitted activities, and pollution incidents, however the primary beneficiaries are the applicants and resource users.
- Benefits accrue immediately. There are also benefits throughout the life of a consent.

Resource management act advice

Funding arrangements

- 100% General Rate

Rationale

- The public's need for general advice around permitted activities and consents creates the need for this service.
- The service has ongoing and region-wide benefit.



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PERFORMANCE TARGETS

REGULATORY MANAGEMENT							
Levels of service and performance measures		Performance Measure/Target					
		Baseline	Actual 22/23	24/25 Target	25/26 Target	26/27 Target	Years 4-10 Target
1. We are a reliable and effective regulator							
1.1	Percentage of consents processed within Resource Management Act (RMA) timeframes. ⁴³	2022/23	Achieved 88%	85%	85%	85%	85%
1.2	Percentage of Rural and Primary resource consents and permitted activities monitored using a risk-based approach	2022/23	Not achieved 77%	90%	90%	90%	90%
1.3	Percentage of resource consents and permitted activities related to Category 1 and Category 2 (high priority) sites ⁴⁴	2022/23	Not achieved 60%	100%	100%	100%	100%
1.4	Appropriate enforcement action is taken in relation to all instances of significant or serious non-compliance	2022/23	100%	100%	100%	100%	100%
1.5	All notifications of non-compliance from the public are responded to. ⁴⁵	2022/23	100%	100%	100%	100%	100%
1.6	The webpage providing guidance for consent applicants around engaging with iwi/hapū is maintained.	2022/23	N/A	Achieve	Achieve	Achieve	Achieve
1.7	Percentage of HAIL2 ⁴⁶ enquiries that are responded to within 10 working days of receipt	2022/23	Not achieved 85%	100%	100%	100%	100%

⁴³ Consideration of national averages as reported by the Ministry for the Environment will be taken into account when measuring success against this measure.

⁴⁴ Identified in each territorial authority's, Infrastructure and Industry Annual Monitoring Programme.

⁴⁵ Options for response include: desktop response; immediate site inspection; planned site inspection; phone call only; referred to external contractor; subject to investigation; and referred to other agency (i.e. relevant territorial authority, Civil Aviation Authority etc.)

⁴⁶ Hazardous Activities and Industries List

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

HORIZONS REGIONAL COUNCIL: FUNDING IMPACT STATEMENT FOR 2024-34 FOR STRATEGY, SCIENCE AND REGULATION (\$000)

	Annual Plan 2024	2025	2026	2027	2028	Long-term Plan 2029	2030	2031	2032	2033	2034
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	11,453	13,605	16,090	18,138	18,008	18,116	18,830	19,211	19,576	20,089	20,410
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	6,737	7,261	7,798	8,337	8,594	8,706	8,908	9,063	9,230	9,472	9,625
Internal charges and overheads recovered	703	703	724	739	754	769	784	800	816	832	849
Local authorities fuel tax, fines, infringement fees, and other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	18,893	21,569	24,612	27,214	27,356	27,591	28,522	29,074	29,622	30,393	30,884
Applications of operating funding											
Payments to staff and suppliers	6,968	7,473	8,626	9,356	8,603	8,588	8,770	8,953	9,136	9,320	9,503
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	13,625	15,232	16,968	18,629	19,418	19,212	19,652	19,960	20,314	20,892	21,188
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	20,593	22,705	25,594	27,985	28,021	27,800	28,422	28,913	29,450	30,212	30,691
Surplus (deficit) of operating funding (A-B)	(1,700)	(1,136)	(982)	(771)	(665)	(209)	100	161	172	181	193
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(39)	(42)	(45)	(48)	(52)	(54)	(56)	(58)	(60)	(63)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	(39)	(42)	(45)	(48)	(52)	(54)	(56)	(58)	(60)	(63)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
to improve level of service	70	70	72	73	75	77	79	81	83	84	86
to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	(1,770)	(1,245)	(1,096)	(889)	(788)	(338)	(33)	24	31	37	44
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	(1,700)	(1,175)	(1,024)	(816)	(713)	(261)	46	105	114	121	130
Surplus (deficit) of capital funding (C - D)	1,700	1,136	982	771	665	209	(100)	(161)	(172)	(181)	(193)
Funding balance ((A - B)+(C - D))	-	-	-	-	-	-	-	-	-	-	-
Depreciation	52	25	27	34	36	40	47	55	63	71	80