



Draft Groups of Activities Management Plans

Long Term Plan 2021-2031

Adoption for Consultation - February 2021

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Group of Activities Management Plan Catchment Management

Activities included
Coastal Catchments
Regional Parks
Rotorua Lakes
Biosecurity

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

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Endorsed by	<p>Name, title, department, organisation</p>
Approved by	<p>As Chief Executive, I confirm this Group of Activities Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives.</p> <p><signature></p> <p>Name, title,</p>

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Version	Date	Author	Description and summary of changes
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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

The plan also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan.

2 EXECUTIVE SUMMARY

This Plan

The Integrated Catchments Group of Activities will protect biodiversity, improve swimmability and improving aquatic ecosystem health as well as deliver a range of positive environmental interventions to the Bay of Plenty region.

What We Do

Our Coastal Catchments and Rotorua Lakes activities primarily work with landowners to protect and enhance water quality and native biodiversity through assisting them with a range of interventions. Our Biosecurity activity monitors and controls pest populations, by implementing the Regional Pest Management Plan and responds to public calls. Our Regional Parks activity maintains and improves two regional parks.

The goal of these activities is to improve environmental outcomes, freshwater quality, maintain or enhance native biodiversity while reducing biosecurity risks, and protect sites of significant cultural heritage in our Regional Parks.

How We Will Achieve This

We work with landowners on specific environmental projects, providing them with time, expertise, and material. We also provide financial incentives to landowners to alter their land use to more environmentally friendly approaches. For Biosecurity we use a mixture of Council staff and contractors to deliver our response, inspections, and control activities. Our Regional Parks services are delivered through Council staff (for operational purposes) and contractors (for capital works).

Difficult Decisions

We are considering the benefits and costs of adding a third Regional Park to our portfolio, which will have a significant capital and consequential operational expenditure cost. We are also considering the best balance of our biodiversity work in terms of working on public land (which is also supported by the Department of Conservation) versus private land.

What Will It Cost?

Operating expenditure over the ten year period will be \$280.5m with \$96.0m in the first three years.

Capital expenditure will be \$9.8m over the ten year period with \$7.6m in the first three years.

Other Key Documents

Key documents to read alongside this Group of Activities Management plan are the Regional Parks Asset Management Plan and the Rotorua Lakes Asset Management Plan.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Coastal Catchment	✓	✓		
Regional Parks	✓			✓
Rotorua Lakes	✓	✓		
Biosecurity	✓			✓

3.2 Bay of Plenty's Strategic Priorities

Strategic direction primarily contributed to	Coastal Catchment	Regional Parks	Rotorua Lakes	Biosecurity
Climate Change	✓		✓	
Regulatory Reform (Including Freshwater)	✓		✓	
Regional Recovery	✓		✓	✓
Partnerships with Māori	✓	✓	✓	✓
Transport/Urban Form		✓		
Engagement		✓		
Regional role				
Making best use of resources	✓			

3.3 Activity Aspiration and Purpose (What We Do – And Why)

Coastal Catchments	We work with iwi/hapū, landowners and community groups to maintain and improve water quality, indigenous biodiversity and coastal margins in the Region. Council also support the work of the region's co-governance entities, including Ōhiwa Harbour Implementation Forum, Rangitāiki River Forum, Te Maru o Kaituna River Authority, the Tauranga Moana Advisory Group, and the Manaaki Kaimai Mamaku Trust/forum.
Regional Parks	We provides two regional parks (Te Rae o Pāpāmoa / Pāpāmoa Hills Regional Park and Onekawa Te Mawhai Regional Park), primarily for the protection of cultural heritage values and the provision of visitor experiences. Current work is focused on enhancing the visitor experience as well as our sustainable management of the parks' natural resources.
Rotorua Lakes	We integrate the delivery of services within the Rotorua Te Arawa Lakes that focuses on ensuring the lakes are thriving by recognising and providing for te mana o te wai (the intrinsic value of water). We protect and restore biodiversity and water quality by working with landowners, tangata whenua, industry, and the wider community, including implementing the Integrated Framework for Lake Rotorua on behalf of the Rotorua Te Arawa Lakes Strategy Group.
Biosecurity	We manages pests in the region through the Regional Pest Management Plan (RPMP) and conduct monitoring and management activities. This helps to protect ecosystem services (e.g. pollination, soil quality, clean water) and thus support our environment, people, and economy from the negative impacts of pests.

3.4 Our Strategic Environment

	Coastal Catchments/Regional Parks	Rotorua Lakes	Biosecurity
Political	<p>COVID-19 recovery may create uncertainty; new requirements and opportunities.</p> <p>Central Governments revised regulatory environment for water quality (The actions for Healthy Waterways package) is driving the work of the Coastal Catchments team, to raise awareness of catchments specific water quality issues, and incentivise actions to address them ahead of the regulatory changes.</p> <p>A national policy statement for indigenous biodiversity is expected to influence the Activity's work during the course of this LTP.</p>	<p>Stable central government with desire to get economy moving and deal with water quality in our lakes, good understanding that this will takes decades to achieve, and good funding deed arrangements with the Crown and Iwi.</p>	<p>Climate change will expand potential range for some pests, but also reduce the range of others (e.g. wilding pines).</p> <p>COVID-19 may provide increased government co-funding of work, due to need for employment locally.</p>
Economic	<p>Economic difficulties for some stakeholders may reduce environmental spending, although this could be offset by increased government co-funding of work, and regulatory pressure.</p>	<p>Economic difficulties for some stakeholders may reduce environmental spending, but an increased eagerness for securing government investment in projects which provide economic and environmental resilience.</p>	<p>Trade, tourism and migration will bring new pests and spread pests already here, (Note COVID-19 may reduce the likelihood of this).</p>
Social	<p>Due to increasing awareness of, and engagement with, environmental issues and regulation in the Catchments' communities</p>	<p>Continued expectation to deliver on environmental and cultural goals remains.</p>	<p>Costs of good biosecurity practice discourages uptake.</p>

	there is a growing demand for the Activity's services and co-operation.		<p>Social perception around the use of pesticides can lead to challenges in implementation of pest management practices.</p> <p>Opportunities for increased community participation in pest management</p>
Technological	Opportunity to take advantage of emerging technology in monitoring and mitigating water contaminants. Developing and implementing mobile solutions.	Opportunity to take advantage of emerging technology in monitoring and mitigating water contaminants. Developing and implementing mobile solutions.	<p>Limited surveillance and control tools for some species.</p> <p>Emerging technology regarding environmental DNA, drones, and artificial intelligence.</p> <p>Work underway to develop fit for purpose systems and technology to allow staff to efficiently and effectively manage programmes and support decision making.</p>
Organisational	Aligning what the community and Co-Governance/Strategy forums want with Council outcomes.	Full resourcing, excellent training and resources (physical and human) to support us.	Contractor capacity & capability could limit our ability to do the work and require close co-operation with Council's procurement team.

4 GOALS

4.1 The Community We Serve

Primary customers	Coastal Catchment	Regional Parks	Rotorua Lakes	Biosecurity
Ratepayer residential	✓	✓	✓	✓
Ratepayer commercial	✓	✓	✓	✓
Transport Patron				
Consent applicant			✓	
Consent related party			✓	
Regional Park user		✓		
Other	✓	✓	✓	✓

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

The Coastal Catchments Activity works to achieve Council goals in partnership with others, for example through Environmental Programme agreements and co-governance action plans. In addition to advice and support this delivery is achieved through a combination of projects and interventions, including fencing and planting of biodiversity and stream margins, wetland enhancement, treatment wetland construction, improved drain management, and a range of other controls designed to intercept contaminants and help control animal and plant pests.

The activity supports the work of environmental volunteers in the Region, including Catchments groups, Coast and Estuary Care groups and those working on biodiversity.

The Rotorua Catchments Activity protect and restore biodiversity and water quality by working with landowners, tangata whenua, industry, and the wider community, including implementing the Integrated Framework for Lake Rotorua.

The Biosecurity Activity manages pests in the region through the Regional Pest Management Plan (RPMP) and conduct monitoring and management activities

The Regional Parks activity provides two regional parks (Te Rae o Pāpāmoa/Pāpāmoa Hills Regional Park and Onekawa Te Mawhai Regional Park), primarily for the protection of cultural heritage values and providing visitor experiences.

Partner	Relationship	Expectations
Māori/Iwi	Key partners and members of our community	Communication/consultation of relevant issues, and partner in delivering initiatives such as pest management operations.
Local Local Territorial Authorities (e.g Tauranga City Council, Western Bay of Plenty Council etc.)	Key partner	Keep abreast of any issues affecting regional council areas. Furthermore, local TA are also significant landowners, needing to meet obligations under pest management plan.
Central Government	Creator of BOPRC policies/legislation	Communication of policy changes. Several national programmes under way regarding pest management.
Community groups/volunteers	Key partner	Develop and deliver initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

Briefly outline any other relevant stakeholder relationships and expectations

Rotorua Te Arawa Lakes Programme – work agreed by the Programme partners (Te Arawa Lakes Trust and Rotorua Lakes Council) and part-funded through a Deed of Funding Agreement with the Crown

The Coastal Catchments Activity supports five co-governance bodies: Ōhiwa Harbour Implementation Forum, Rangitāiki River Forum, Te Maru o Kaituna River Authority, Tauranga Moana Advisory Group, and the Manaaki Kaimai Mamaku Trust/forum.

Biosecurity have relationships with MPI on national programmes, and are included in Top of the North marine pest partnership, Kiwifruit Vine Health (KVH) and Tauranga Moana Biosecurity Capital.

4.2 Specific Performance Goals

Coastal Catchments

Service #1 - Indigenous biodiversity and waterbodies						
Level of Service Description	Improve indigenous biodiversity and waterbodies in the Bay of Plenty catchments					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The percentage of monitored river and stream sites that meet the swimmability requirements under the NPSFM (GOA-level)	79%	75%	75%	75%	75%
	The percentage of all identified Priority Level Biodiversity Sites that are actively managed (GOA-level)	42%	43%	44%	45%	46%

Rotorua Lakes

Service #1 - Indigenous biodiversity and waterbodies						
Level of Service Description	Improve indigenous biodiversity and waterbodies in the Bay of Plenty catchments					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31

Service #1 - Indigenous biodiversity and waterbodies						
	The percentage of monitored river and stream sites that meet the swimmability requirements under the NPSFM (GOA-level)	79%	75%	75%	75%	75%
	The percentage of all identified Priority Biodiversity Sites that are actively managed (GOA-level)	42%	43%	44%	45%	46%
	Number of Rotorua Lakes that have reached their Trophic Level Index (TLI), based on the three year rolling TLI	4	3	3	3	3

Regional Parks

Service #1 – Regional Park management						
Level of Service Description	Manage our Regional Parks sustainably					
Links to Our Strategic Outcomes	A healthy environment					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The number of visitors to Regional Parks	119,250	121,635	124,068	126,549	131,662
	Visitor satisfaction for visitors to Regional Parks	New measure	75%	No result	80%	No result

Biosecurity

Service #1 – Effective pest management						
Level of Service Description	Deliver effective pest management					
Links to Our Strategic Outcomes	A healthy environment					
	Safer and resilient communities					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	Proportion of wallaby satellite populations (outside the progressive containment area) where wallabies are no longer detected.	New measure	70%	80%	90%	100%
	Reduction in wallaby progressive containment area	New measure	-	-	-	7.5%
	The percentage of RPMP programmes that are on-track <i>* note the numerator and denominator for this have been updated to reflect the new RPMP</i>	New measure	85%	85%	85%	85%

5 KEY PROGRAMMES AND PROJECTS

Coastal Catchment

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Focus Catchments	Complete Focus Catchment Action Plans, and progress implementation with landowners and partners through Farm Environment Plans and Environmental Programmes. Continue monitoring, and revise monitoring plans as appropriate. Implement communications and engagement plans, including support of catchment-community led groups.	Ongoing/ Continuous	Geospatial, Data Services, Science, Policy, Communication	Water Quality / Sustainable Land Use
Biodiversity: Regionwide	Protect, maintain and monitor a representative range of priority indigenous biodiversity sites within the Bay of Plenty in collaboration with landowners and the Department of Conservation.	Ongoing/ Continuous	Biosecurity	Biodiversity
Biodiversity: Kaimai Mamaku	Work with pest control and biodiversity in the Kaimai Mamaku forests in partnership with Manaaki Kaimai Mamaku Trust, DOC, Waikato Regional Council and hapū partners.	Ranges to 2023/24.	Biosecurity	Māori Partnerships
Biodiversity: Whakatāne	Continue implementation and monitoring of joint forest biodiversity restoration project with Ngāti Awa, Whakatāne District Council, Whakatāne Kiwi Project and Department of Conservation.	Ongoing/ Continuous	Biosecurity	Biodiversity
Kaituna Re-diversion Project	Fully commission the project by opening the extra three culverts so that all 12 are functional. Complete Te Pā Ika and Ford Island planting work. Monitor and report on effects.	Ongoing/ Continuous	Engineering, Science	Water Quality
Rangitāiki Re-Connection Project and RRF Strategy Implementation	Project design, modelling and works related to re-connection of the Rangitāiki River to the Tarawera River	Ongoing/ Continuous	Engineering, Policy, Science	Biodiversity, Water Quality,
Tauranga Moana Coastal Margins Project	Environmental works to improve and protect land, water, and biodiversity in the harbour margins through sustainable land management practices.	Ongoing/ Continuous	N/A	Biodiversity, Water Quality, Sustainable Land Use
Rangitāiki Wetlands Project	Restore three mid-Rangitāiki wetlands in partnership with Ngāti Manawa and Ministry for the Environment.	Ongoing	Engineering, Policy, Science	Water Quality
Te Pourepo o Kaituna Wetlands	Creation of additional 21-30 hectares of wetlands as next phase in Te Pourepo o Kaituna Wetlands Project. Plant up the 21 hectares of new wetland created in 2019/20.	Ongoing, planned to finished 2023	Engineering, Policy, Science	Water Quality
Estuary Care	Support Estuary Care groups with advice, materials and funding. Encourage further restoration work. Where agreed, fund contractors to manage mangrove seedlings in previously managed zones.	Ongoing/ Continuous	Procurement, Community Engagement	Water Quality
Coast Care	Support volunteers and coastal communities to restore dune form and function through restoration of dune plant communities along our 156km of coastline.	Ongoing/ Continuous	Community Engagement	Water Quality

Post Covid-19 funding	Lead or support BOPRC bids for central government funding and programme resources. Scale up team to deliver successfully if funded.	Ongoing/ Continuous		Sustainable Land Use
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Regional Parks

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Pāpāmoa Hills Upgrade	Complete design work in partnership with iwi. Complete consenting process. Construction of new carpark, visitor facilities, interpretation and Poplar Lane entrance.	Continuous	Communication, Resource Consents	A vibrant region
Feasibility Study	Complete feasibility study regarding a possible additional regional park.	Year 1 of LTP	Finance	
Post Covid-19 funding	Lead or support BOPRC bids for central government funding and programme resources. Scale up team to deliver successfully if funded.	Continuous		Sustainable Land Use

Rotorua Lakes

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
P-locking (Rotorua and Rotoehu)	Re-consent, maintain, operate, and refine plants as per operating procedures and Asset Management Plan.	Continuous	Engineering, Policy, Science	Freshwater for Life
Weed Harvesting (Lake Rotoehu and responsive)	Operate weed harvester as required in accordance AWP and Asset management Plan.	Late Summers (and responsive during year)		Freshwater for Life
Low Nitrogen Land Use Fund	Manage delivery existing contracts, consider proposals as they arise.	Full year 2020/21	Procurement	Freshwater for Life
Land Incentives Scheme	Continue to operate scheme as designed and approved. Consider future of Scheme.	Continuous		Freshwater for Life
Advice and Support Service	Ensure all eligible parties access this service to their required entitlement.	Continuous	Communication	Freshwater for Life
Lake Rotorua Gorse Scheme	Implement existing agreements.	Continuous		Freshwater for Life

Plan Change 10 Implementation	Engage landowners, Educate them of their requirements under Plan Change 10, Enable them to comply with Plan Change. <u>If that fails</u> refer to Compliance for Enforcement .	Continuous	Compliance	Freshwater for Life
TALT Project Support	Support the Lakes Trust with their Annual Work Programme.	Continuous		Freshwater for Life
Science Plan Delivery	Review Plan, secure service providers, manage delivery.	Full year		Freshwater for Life
Ohau Diversion Wall	Maintenance and consent compliance activities.	Full year		Freshwater for Life
Okere Gates	Progress trial lowering of lake with Ngāti Pīkiao and community.	Full year		Freshwater for Life
Ōkāreka Outlet/Pipeline	Operate outlet and pipeline as per consent conditions. Complete pipeline.	Full year		
50 Tonne Engineering - Lake Rotorua Wetland Opportunities	Complete stocktake and assessment of opportunities in Lake Rotorua catchment and present to Council.	Full year	Engineering	Freshwater for Life
Covid 19 Recovery Projects	Secure funding, deliver to specified outcomes with partners as required.	Continuous	Finance	A Vibrant Region
Sewerage and Stormwater Scheme Support	Support Rotorua Lakes Council, as required to implement wastewater and stormwater schemes.	Full year		Freshwater for Life
EP's to Support Catchment Objectives	Implement existing EP's and sign up new EP's to meet catchment objectives in biodiversity, nutrient management and soil conservation. Leverage Billion Trees funding as much as possible to get projects across the line. Note special budget for Tarawera Catchments.	Full year	Geospatial, Data Services, Science, Policy, Communication	A Healthy Environment
Community response and service	Provide prompt, friendly and helpful service which integrates across Council functions.	Full year	Communication	A Vibrant Region
Benchmark Auditing, Agreement Monitoring and Follow Up (Incentives and Land Use Change Agreements, Rule 11 Catchments, Gorse Agreements)	Rotorua, Ōkāreka, Rotoehu, Rotoiti, Ōkaro.	Full year		Freshwater for Life
Tarawera Project	Continue to implement Restoration Plan. Special budget for EP's here.	Full year		Freshwater for Life
Communications	Social Media Daily, Community Engagement in lakes, Website, Media Management.	Full year	Communication	A Healthy Environment

Biosecurity

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
RPMP	Deliver operation plan for RPMP	Continuous	Legal, Procurement, Communications, and Community Engagement. Data Services, Science, Engineering	A Healthy Environment
RPMP	Develop the operational plan for the new RPMP once operative	2021	Communications, and Legal	A Healthy Environment
Clean Hull Plan	Support the development - top of the north interregional marine pest pathway plan – (subject to COVID-19) proposal for consultation mid 2021.	2022	Policy & Planning, Communications, and Community Engagement	A Healthy Environment
Biosecurity emergencies	Support national biosecurity emergencies and responses. Surveillance for new pests Risk assessment Manage new high risk incursions	Continuous	-	A Healthy Environment
Partnerships	Partnering with iwi to deliver pest management programmes Supporting other regions with marine biosecurity programmes	Continuous	Community Engagement, and Māori Policy	A Healthy Environment
Other	Implement Wallaby and Wilding trees programme joint funded with MPI. Due to be operational in 2020/21.	Start 2020/21	Legal, Procurement, Communications, and Community Engagement	A Healthy Environment
Other	Education and advice to landowners on pest management	Continuous	Communications, and Community Engagement	A Healthy Environment

6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Catchment Management

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
OPERATING												
Operating revenue by class												
General funds	\$17,586	\$20,769	\$21,735	\$22,338	\$23,224	\$23,736	\$25,040	\$25,512	\$26,785	\$27,683	\$31,172	\$247,994
Targeted rates	\$2,930	\$3,311	\$3,434	\$3,502	\$3,550	\$3,608	\$3,667	\$3,717	\$3,774	\$3,829	\$3,886	\$36,279
Operating grants and subsidies	\$5,752	\$8,802	\$5,486	\$4,681	\$1,938	\$1,939	\$2,295	\$92	\$93	\$95	\$94	\$25,514
Fees and charges	\$30	\$30	\$31	\$31	\$32	\$32	\$33	\$33	\$34	\$34	\$34	\$323
Other revenue	\$730	\$747	\$764	\$778	\$795	\$812	\$828	\$845	\$862	\$881	\$878	\$8,189
Total operating revenue	\$27,028	\$33,659	\$31,450	\$31,330	\$29,539	\$30,127	\$31,862	\$30,198	\$31,548	\$32,522	\$36,064	\$318,299
Expenditure by activity												
Coastal Catchments	\$10,798	\$12,107	\$10,405	\$10,483	\$10,480	\$10,278	\$10,406	\$10,301	\$10,359	\$10,222	\$10,516	\$105,558
Regional Parks	\$597	\$798	\$805	\$780	\$735	\$744	\$758	\$756	\$761	\$768	\$767	\$7,671
Rotorua Lakes	\$16,118	\$12,176	\$10,476	\$10,592	\$10,919	\$10,797	\$11,641	\$7,237	\$7,201	\$7,283	\$7,210	\$95,534
Biosecurity	\$5,760	\$9,342	\$9,298	\$8,693	\$6,030	\$6,106	\$6,256	\$6,350	\$6,473	\$6,589	\$6,626	\$71,762
Total operating expenditure	\$33,274	\$34,423	\$30,984	\$30,548	\$28,164	\$27,925	\$29,060	\$24,644	\$24,794	\$24,863	\$25,119	\$280,525
Total operating surplus (deficit)	(\$6,246)	(\$764)	\$466	\$782	\$1,375	\$2,202	\$2,802	\$5,554	\$6,754	\$7,659	\$10,944	\$37,774
Total operating funding (to) / from reserves	\$6,246	\$764	(\$466)	(\$782)	(\$1,375)	(\$2,202)	(\$2,802)	(\$5,554)	(\$6,754)	(\$7,659)	(\$10,944)	(\$37,774)
CAPITAL EXPENDITURE												
Rotorua Lakes	\$7,502	\$523	\$2,099	\$2,048	\$2,000	\$50	\$0	\$0	\$0	\$0	\$0	\$6,720
Coastal Catchments	\$904	\$998	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26	\$1,215
Regional Parks	\$1,050	\$1,232	\$362	\$252	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,846
Total Capital Expenditure	\$9,455	\$2,753	\$2,483	\$2,323	\$2,023	\$73	\$24	\$25	\$25	\$26	\$26	\$9,781
CAPITAL FUNDING												
Funding of capital expenditure												
Capital grants received	(\$3,404)	(\$98)	(\$1,050)	(\$1,050)	(\$1,100)	\$0	\$0	\$0	\$0	\$0	\$0	(\$3,297)
Use of debt or reserves	(\$6,051)	(\$2,655)	(\$1,434)	(\$1,274)	(\$923)	(\$73)	(\$24)	(\$25)	(\$25)	(\$26)	(\$26)	(\$6,485)
Funding of capital expenditure	(\$9,455)	(\$2,753)	(\$2,483)	(\$2,323)	(\$2,023)	(\$73)	(\$24)	(\$25)	(\$25)	(\$26)	(\$26)	(\$9,781)

Long Term Plan 2021-2031

Activity: Coast Catchments by class

Run audit: 27-Nov-2020 @ 20:02:23 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Operating grants and subsidies	\$1,028	\$1,914	\$265	\$86	\$88	\$89	\$90	\$92	\$93	\$95	\$94
Other revenue	\$52	\$53	\$54	\$55	\$56	\$58	\$59	\$60	\$61	\$63	\$62
Fees and charges	\$22	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26	\$26
General funds	\$9,399	\$10,975	\$11,473	\$11,636	\$12,002	\$12,352	\$12,911	\$13,431	\$14,064	\$14,425	\$16,253
Total operating revenue	\$10,501	\$12,964	\$11,815	\$11,800	\$12,170	\$12,523	\$13,085	\$13,608	\$14,244	\$14,608	\$16,436
Expenditure by class											
Administration expenses	\$128	\$23	\$24	\$24	\$25	\$25	\$25	\$26	\$27	\$26	\$27
Grants and subsidies	\$1,793	\$1,998	\$330	\$239	\$220	\$200	\$182	\$165	\$165	\$165	\$165
Other expenses	\$204	\$61	\$62	\$62	\$62	\$63	\$63	\$63	\$64	\$64	\$64
Employee expenses	\$2,085	\$2,155	\$2,200	\$2,242	\$2,284	\$2,328	\$2,375	\$2,421	\$2,470	\$2,457	\$2,504
Consultancy fees	\$54	\$791	\$812	\$832	\$853	\$874	\$894	\$914	\$945	\$977	\$1,007
Contract w ork	\$3,423	\$4,707	\$4,598	\$4,676	\$4,654	\$4,380	\$4,413	\$4,293	\$4,263	\$4,107	\$4,299
Depreciation and asset disposal	\$7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net overhead charges and recoveries	\$3,106	\$2,373	\$2,380	\$2,407	\$2,383	\$2,408	\$2,454	\$2,418	\$2,427	\$2,427	\$2,451
Total operating expenditure	\$10,798	\$12,107	\$10,405	\$10,483	\$10,480	\$10,278	\$10,406	\$10,301	\$10,359	\$10,222	\$10,516
Total operating surplus (deficit)	(\$298)	\$856	\$1,410	\$1,318	\$1,690	\$2,244	\$2,679	\$3,307	\$3,884	\$4,386	\$5,919
Total operating funding (to) / from reserves	(\$298)	\$856	\$1,410	\$1,318	\$1,690	\$2,244	\$2,679	\$3,307	\$3,884	\$4,386	\$5,919
CAPITAL EXPENDITURE											
Kaituna Catchment Capital Fish Projects	\$21	\$22	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26
Te Pourepo o Kaituna (Wetland Creation)	\$883	\$976	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$904	\$998	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	(\$904)	(\$998)	(\$22)	(\$23)	(\$23)	(\$24)	(\$24)	(\$25)	(\$25)	(\$26)	(\$26)
Funding of capital expenditure	(\$904)	(\$998)	(\$22)	(\$23)	(\$23)	(\$24)	(\$24)	(\$25)	(\$25)	(\$26)	(\$26)

Long Term Plan 2021-2031

Activity: Regional Parks by class

Run audit: 27-Nov-2020 @ 20:05:14 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Fees and charges	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8
General funds	\$675	\$801	\$843	\$861	\$881	\$923	\$969	\$1,014	\$1,065	\$1,107	\$1,234
Total operating revenue	\$683	\$809	\$851	\$869	\$889	\$931	\$977	\$1,022	\$1,073	\$1,115	\$1,242
Expenditure by class											
Administration expenses	\$1	\$1	\$1	\$1	\$1	\$2	\$2	\$2	\$2	\$2	\$2
Grants and subsidies	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Other expenses	\$13	\$8	\$8	\$8	\$9	\$9	\$9	\$9	\$9	\$10	\$10
Consultancy fees	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract work	\$280	\$273	\$274	\$283	\$286	\$292	\$301	\$303	\$310	\$316	\$315
Depreciation and asset disposal	\$68	\$125	\$205	\$162	\$114	\$114	\$114	\$114	\$113	\$112	\$112
Net overhead charges and recoveries	\$229	\$285	\$311	\$321	\$321	\$323	\$328	\$323	\$322	\$323	\$324
Total operating expenditure	\$597	\$798	\$805	\$780	\$735	\$744	\$758	\$756	\$761	\$768	\$767
Total operating surplus (deficit)	\$85	\$12	\$46	\$88	\$154	\$187	\$220	\$267	\$313	\$347	\$475
Total operating funding (to) / from reserves	\$85	\$12	\$46	\$88	\$154	\$187	\$220	\$267	\$313	\$347	\$475
CAPITAL EXPENDITURE											
Regional Parks	\$1,050	\$1,232	\$362	\$252	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$1,050	\$1,232	\$362	\$252	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	(\$1,050)	(\$1,232)	(\$362)	(\$252)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	(\$1,050)	(\$1,232)	(\$362)	(\$252)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Rotorua Lakes by class

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	\$2,930	\$3,311	\$3,434	\$3,502	\$3,550	\$3,608	\$3,667	\$3,717	\$3,774	\$3,829	\$3,886
Operating grants and subsidies	\$4,724	\$3,402	\$1,873	\$1,850	\$1,850	\$1,850	\$2,205	\$0	\$0	\$0	\$0
General funds	\$2,747	\$3,757	\$3,852	\$4,053	\$4,296	\$4,102	\$4,434	\$3,939	\$4,097	\$4,243	\$4,740
Total operating revenue	\$10,401	\$10,470	\$9,159	\$9,406	\$9,697	\$9,560	\$10,306	\$7,656	\$7,871	\$8,072	\$8,626
Expenditure by class											
Administration expenses	\$80	\$80	\$82	\$84	\$86	\$88	\$89	\$91	\$93	\$95	\$95
Grants and subsidies	\$433	\$633	\$194	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171
Other expenses	\$6,975	\$4,679	\$3,873	\$3,876	\$3,880	\$3,884	\$4,598	\$191	\$195	\$200	\$199
Employee expenses	\$1,556	\$1,459	\$1,489	\$1,517	\$1,546	\$1,576	\$1,607	\$1,638	\$1,671	\$1,704	\$1,737
Consultancy fees	\$1,732	\$1,219	\$461	\$470	\$480	\$490	\$500	\$510	\$521	\$532	\$530
Contract work	\$2,600	\$1,745	\$1,991	\$2,030	\$2,307	\$2,121	\$2,163	\$2,208	\$2,256	\$2,306	\$2,324
Depreciation and asset disposal	\$1,108	\$956	\$956	\$956	\$940	\$939	\$938	\$909	\$796	\$796	\$686
Net overhead charges and recoveries	\$1,634	\$1,405	\$1,430	\$1,488	\$1,510	\$1,529	\$1,576	\$1,517	\$1,499	\$1,479	\$1,468
Total operating expenditure	\$16,118	\$12,176	\$10,476	\$10,592	\$10,919	\$10,797	\$11,641	\$7,237	\$7,201	\$7,283	\$7,210
Total operating surplus (deficit)	(\$5,717)	(\$1,706)	(\$1,318)	(\$1,187)	(\$1,222)	(\$1,238)	(\$1,335)	\$419	\$670	\$789	\$1,416
Total operating funding (to) / from reserves	(\$5,717)	(\$1,706)	(\$1,318)	(\$1,187)	(\$1,222)	(\$1,238)	(\$1,335)	\$419	\$670	\$789	\$1,416
CAPITAL EXPENDITURE											
Tikitere Diversion	\$6,809	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lake Okareka Pipeline Upgrade	\$692	\$67	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Solution	\$0	\$196	\$2,099	\$2,048	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Phosphorus Locking (P Locking) Plant	\$0	\$260	\$0	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$7,502	\$523	\$2,099	\$2,048	\$2,000	\$50	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Capital grants received	(\$3,404)	(\$98)	(\$1,050)	(\$1,050)	(\$1,100)	\$0	\$0	\$0	\$0	\$0	\$0
Use of debt or reserves	(\$4,098)	(\$425)	(\$1,050)	(\$999)	(\$900)	(\$50)	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	(\$7,502)	(\$523)	(\$2,099)	(\$2,048)	(\$2,000)	(\$50)	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Biosecurity by class

Run audit: 27-Nov-2020 @ 20:03:06 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Operating grants and subsidies	\$0	\$3,486	\$3,348	\$2,745	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenue	\$678	\$694	\$710	\$723	\$739	\$754	\$769	\$785	\$801	\$819	\$815
General funds	\$4,765	\$5,236	\$5,568	\$5,789	\$6,045	\$6,359	\$6,726	\$7,127	\$7,559	\$7,908	\$8,944
Total operating revenue	\$5,444	\$9,416	\$9,626	\$9,256	\$6,784	\$7,114	\$7,495	\$7,912	\$8,360	\$8,726	\$9,759
Expenditure by class											
Administration expenses	\$35	\$36	\$37	\$38	\$38	\$38	\$39	\$40	\$41	\$42	\$42
Grants and subsidies	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213
Other expenses	\$295	\$302	\$308	\$314	\$321	\$328	\$334	\$341	\$348	\$356	\$354
Employee expenses	\$1,260	\$1,376	\$1,404	\$1,431	\$1,347	\$1,373	\$1,400	\$1,427	\$1,456	\$1,485	\$1,513
Consultancy fees	\$69	\$71	\$72	\$74	\$75	\$77	\$78	\$80	\$82	\$84	\$83
Contract work	\$2,791	\$6,333	\$6,250	\$5,593	\$3,003	\$3,020	\$3,109	\$3,166	\$3,232	\$3,303	\$3,290
Net overhead charges and recoveries	\$1,098	\$1,011	\$1,012	\$1,030	\$1,033	\$1,057	\$1,082	\$1,082	\$1,101	\$1,107	\$1,130
Total operating expenditure	\$5,760	\$9,342	\$9,298	\$8,693	\$6,030	\$6,106	\$6,256	\$6,350	\$6,473	\$6,589	\$6,626
Total operating surplus (deficit)	(\$317)	\$74	\$328	\$563	\$754	\$1,008	\$1,239	\$1,562	\$1,887	\$2,137	\$3,134
Total operating funding (to) / from reserves	(\$317)	\$74	\$328	\$563	\$754	\$1,008	\$1,239	\$1,562	\$1,887	\$2,137	\$3,134
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7 RISK MANAGEMENT

7.1 Overview

7.2 Risks

Coastal Catchment/ Regional Parks

Risk	Level of risk	Mitigation
Climate change, weather events affecting data and projects	Low, but increasing	
Integration with regulatory water policy changes	Low	Maintain internal lines of communication
Incremental loss of indigenous biodiversity in significant natural areas	Medium	Increase support to, and work with District and City council to ensure the monitoring of compliance with RPS.
Limited staff, contractor or plant supplier capacity	Medium	Plan for scaling up in the event co-funding granted
Managing co-funding streams, including contract conditions	Low	Put project coordinators and structure in place

Rotorua Lakes

Risk	Level of risk	Mitigation
We lose funding for key activities (Crown or Council) due to current economic climate and inability to extend Crown funding beyond 2022 (as per Deed).	Low	Crown relationship management, reporting and liaison.
Integration with regulatory water policy changes	Low	Maintain internal lines of communication
Incremental loss of indigenous biodiversity in significant natural areas	Medium	Increase support to, and work with District and City council to ensure the monitoring of compliance with RPS.
Limited staff, contractor or plant supplier capacity	Medium	Plan for scaling up in the event co-funding granted
Managing co-funding streams, including contract conditions	Low	Put project coordinators and structure in place

Biosecurity

Risk	Level of risk	Mitigation
Climate change expanding potential range for some pests	High	Monitoring development and increasing surveillance on new incursion and naturalisations.
Trade, tourism leading to the introduction of new pests	Medium	Educational awareness and surveillance
Cost of good biosecurity practice being a barrier for landowners	Medium	Educational awareness and surveillance
Limited contractor capacity	Low	Increased awareness regarding procurement planning
Public perception of the use of toxins for pest animal control	Medium	Landowner/Stakeholder and Iwi consultation, educational awareness



Group of Activities Management Plan Flood Protection and Control

Activities included
Regional Flood Risk Coordination
Rivers and Drainage Schemes

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	December 2020
File location	A3608654
Prepared by	Kirsty Brown, Rivers and Drainage Asset Manager Tobias Fransson, Performance Analyst Debbie Hyland, Finance Manager
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title, department, organisation
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title,

Production control record

Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
Draft 2	11/2020	T Fransson	Revised draft
Final			

Post production amendment record

Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

It also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan.

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of the GoA functions. It includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements. The Flood Protection and Control Group of Activities will deliver flood risk mitigation, provide land drainage, and flood emergency management services over the course of the Long Term Plan.

What We Do

We protect communities from excess flooding through the provision of flood protection and drainage assets and response to calls for service. Assets include stop banks, pump stations, and spillways. Operational response includes day-to-day operations and resolving situations such as pump station breakdowns, tree maintenance, and flood gate repairs. We also manage flood emergency events through our flood room.

How We Will Achieve This

Our operational response and flood room service is primarily delivered through our staff. Capital projects are contracted out.

Difficult Decisions

We are currently facing significant decisions relating to the size and scale of the Rangitāiki River Project. Some funding challenges have been alleviated through the receipt of central government funding through the Crown Infrastructure Programme.

What Will It Cost?

Operating expenditure over the ten year period will be \$184.3m with \$54.3m in the first three years.

Capital expenditure will be \$40.9m over the ten year period with \$26.3m in the first three years.

Other Key Documents

Key documents to read alongside this Group of Activities Management Plan include the Infrastructure Strategy, Strategic Asset Management Plan, and Rivers and Drainage Asset Management Plan.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Regional Flood Risk Coordination			✓	✓
Rivers and Drainage Schemes			✓	✓

3.2 Bay of Plenty's Strategic Priorities

Strategic priorities primarily contributed to	Regional Flood Risk Coordination	Rivers and Drainage Schemes
Climate Change	✓	✓
Regulatory Reform (Including Freshwater)		
Regional Recovery		✓
Partnerships with Māori		
Land use and transport		
Community participations and constructive relationships		
Delivering on the ground		
Making best use of resources		

3.3 Activity Aspiration and Purpose (what we do & why)

Regional Flood Risk Coordination	The Activity provides leadership, management, information and advice to manage flood risks and flood hazards in the Bay of Plenty. This includes carrying out flood forecasting, floodplain monitoring and river and engineering surveys to support the development of floodplain management strategies, working with other parts of Council in taking an integrated catchment approach. Alongside this, we provide flood management systems, flood room functionality and maintain a flood warning manual.
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Rivers and Drainage Schemes	The Activity delivers a range of services designed to protect people, property, and livelihoods from flooding, and to provide land drainage to some of the region's most productive land. Services include the creation and maintenance of flood protection and drainage assets (such as completing the flood repair project, and the six CIP projects recently funded to 75% by the Crown), and implementation of the Flood Protection and Drainage Bylaws.
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3.4 Our Strategic Environment

	Regional Flood Risk Coordination	Rivers and Drainage Schemes
Political		
Economic	Ongoing affordability issues. Increasing construction costs and material shortages (e.g. rock supply)	
Social	Pressure from rural land use change, urban growth and development	
Technological	Utilising mobile applications to report job/monitor assets in the field	
Organisational	Skills shortage and challenges to recruit skilled staff (e.g. geotechnical expertise availability)	

3.5 Relevant Legislation and Strategies

Rivers & Drainage Schemes

LGA 2002, RMA 1991, Soil Conservation & Rivers Control Act 1941, Land Drainage Act 1908

Regional Flood Risk Co-ordination

LGA 2002, RMA 1991, Soil Conservation & Rivers Control Act 1941, Land Drainage Act 1908

4 GOALS

4.1 The Community We Serve

Primary customers	Regional Flood Risk Coordination	Rivers and Drainage Schemes
Ratepayer residential	✓	✓
Ratepayer commercial	✓	✓
Transport Patron		
Consent applicant		
Consent related party		
Regional Park user		
Other		

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

Regional Flood Risk Coordination includes carrying out flood forecasting, floodplain monitoring and river and engineering surveys to support the development of floodplain management strategies, and working with other parts of Council in taking an integrated catchment approach. The activity provides flood management systems, flood room functionality and maintain a flood warning manual. We are also responsible for managing water levels in Lakes Rotorua and Rotoiti.

Rivers and Drainage Schemes protects people, property, and livelihoods from flooding, and provides land drainage to some of the region's most productive land, through the creation and maintenance of flood protection and drainage assets, and implementation of the Flood Protection and Drainage Bylaws.

Partner	Relationship	Expectations
Māori/Iwi	Key partners and members of our community	Communication/consultation of relevant issues
Local Local Territorial Authorities (e.g Tauranga City Council, Western Bay of Plenty Council etc.)	Key partner	Keep abreast of any issues affecting regional council areas
Central Government	Creator of BOPRC policies/legislation	Communication of policy changes
Community groups/volunteers	Key partner	Develop initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

4.2 Specific Performance Goals

Rivers and Drainage Schemes

Service #1 - Flood protection and drainage						
Level of Service Description	Provide flood protection and drainage					
Links to Our Strategic Outcomes	Safe and resilient communities					
	A Vibrant Region					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	Percentage of maintenance and repairs completed in accordance with the Rivers and Drainage Asset Management Plan	New measure	85%	85%	85%	85%
	Percentage of capital works completed in accordance with the Rivers and Drainage Asset Management Plan	New measure	75%	75%	75%	75%

Regional Flood Risk Co-ordination

Service #2 – Warning of flooding						
Level of Service Description	Provide the community with timely warning of potential flooding					
Links to Our Strategic Outcomes	A healthy environment					
	Safe and resilient communities					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	Percentage of flood warnings at pre-determined levels given in accordance with the flood warning manual	100%	100%	100%	100%	100%

Alongside the above, additional detailed levels of service are set out in the Rivers and Drainage Asset Management Plan.

5 KEY PROGRAMMES AND PROJECTS

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Flood Protection and Drainage Bylaws Review	Adoption of the Flood Protection and Drainage Bylaw 2020	17 th of December 2020 Operative; 1 st of February 2021	Communications, Community Engagement, Engineering, R&D Operations, Governance, Compliance, Legal, Finance	Protecting communities from excess flooding
Capital works programme	Completed in accordance with Rivers and Drainage Asset Management Plan and LTP/AP	Continuous	Engineering	Protecting communities from excess flooding
Maintenance and repairs programme	Completed in accordance with Rivers and Drainage Asset Management Plan and LTP/AP	Continuous	R&D Operations	Protecting communities from excess flooding
Enterprise Asset Management Module	Perform gap analysis, adjust and implement a 'field ready' asset management solution that is fit for purpose.	30 June 2021	Te Tuara, R&D Operations	Protecting communities from excess flooding
Deliver on Rivers and Drainage Asset Management Plan 2021-71	Completed alongside LTP 2021-2031	Continuous	Engineering, R&D Operations, Finance, Risk & Assurance	Protecting communities from excess flooding

6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Flood Protection and Control

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
OPERATING												
Operating revenue by class												
General funds	\$5,189	\$7,124	\$6,375	\$6,550	\$6,559	\$7,036	\$7,247	\$7,732	\$7,905	\$8,491	\$9,590	\$74,608
Targeted rates	\$10,649	\$11,107	\$11,570	\$11,914	\$12,294	\$12,766	\$13,240	\$13,754	\$14,580	\$14,868	\$15,247	\$131,340
Operating grants and subsidies	\$1,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fees and charges	\$12	\$12	\$12	\$13	\$13	\$13	\$14	\$14	\$14	\$14	\$14	\$134
Other revenue	\$176	\$180	\$184	\$188	\$192	\$196	\$199	\$204	\$208	\$212	\$212	\$1,974
Total operating revenue	\$17,425	\$18,424	\$18,142	\$18,664	\$19,058	\$20,011	\$20,700	\$21,703	\$22,706	\$23,586	\$25,063	\$208,056
Expenditure by activity												
Rivers and Drainage Schemes	\$14,775	\$17,350	\$17,104	\$17,619	\$17,430	\$16,618	\$17,843	\$18,040	\$17,344	\$18,614	\$18,521	\$176,483
Regional Flood Risk Coordinaiton	\$735	\$720	\$733	\$748	\$757	\$772	\$789	\$797	\$809	\$825	\$824	\$7,773
Total operating expenditure	\$15,510	\$18,070	\$17,837	\$18,367	\$18,187	\$17,390	\$18,632	\$18,837	\$18,153	\$19,439	\$19,345	\$184,256
Total operating surplus (deficit)	\$1,915	\$353	\$305	\$297	\$870	\$2,621	\$2,068	\$2,866	\$4,554	\$4,147	\$5,718	\$23,800
Total operating funding (to) / from reserves	(\$1,915)	(\$353)	(\$305)	(\$297)	(\$870)	(\$2,621)	(\$2,068)	(\$2,866)	(\$4,554)	(\$4,147)	(\$5,718)	(\$23,800)
CAPITAL EXPENDITURE												
Rivers and Drainage Schemes	\$30,015	\$14,487	\$6,078	\$5,275	\$3,080	\$1,074	\$659	\$2,387	\$2,998	\$2,821	\$1,548	\$40,406
Regional Flood Risk Coordinaiton	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Total Capital Expenditure	\$30,015	\$14,987	\$6,078	\$5,275	\$3,080	\$1,074	\$659	\$2,387	\$2,998	\$2,821	\$1,548	\$40,907
CAPITAL FUNDING												
Funding of capital expenditure												
Capital grants received	\$0	(\$5,997)	(\$1,574)	(\$652)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$8,224)
Capital insurance recoveries	(\$4)	(\$1,848)	(\$361)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$2,210)
Use of debt or reserves	(\$30,011)	(\$7,142)	(\$4,143)	(\$4,623)	(\$3,080)	(\$1,074)	(\$659)	(\$2,387)	(\$2,998)	(\$2,821)	(\$1,548)	(\$30,474)
Funding of capital expenditure	(\$30,015)	(\$14,987)	(\$6,078)	(\$5,275)	(\$3,080)	(\$1,074)	(\$659)	(\$2,387)	(\$2,998)	(\$2,821)	(\$1,548)	(\$40,907)

Long Term Plan 2021-2031

Activity: Rivers and Drainage Schemes by class

Run audit: 27-Nov-2020 @ 20:02:34 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	\$10,649	\$11,107	\$11,570	\$11,914	\$12,294	\$12,766	\$13,240	\$13,754	\$14,580	\$14,868	\$15,247
Operating grants and subsidies	\$1,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenue	\$176	\$180	\$184	\$188	\$192	\$196	\$199	\$204	\$208	\$212	\$212
Fees and charges	\$12	\$12	\$12	\$13	\$13	\$13	\$14	\$14	\$14	\$14	\$14
General funds	\$4,500	\$6,393	\$5,603	\$5,740	\$5,718	\$6,153	\$6,320	\$6,757	\$6,879	\$7,423	\$8,397
Total operating revenue	\$16,737	\$17,693	\$17,370	\$17,854	\$18,217	\$19,128	\$19,773	\$20,728	\$21,680	\$22,517	\$23,870
Expenditure by class											
Administration expenses	\$89	\$82	\$85	\$89	\$92	\$95	\$99	\$104	\$106	\$108	\$109
Other expenses	\$1,724	\$3,599	\$3,633	\$3,796	\$3,680	\$2,537	\$3,824	\$3,793	\$3,166	\$4,160	\$3,988
Employee expenses	\$2,080	\$2,189	\$2,234	\$2,277	\$2,320	\$2,364	\$2,412	\$2,459	\$2,508	\$2,557	\$2,606
Consultancy fees	\$328	\$494	\$82	\$253	\$85	\$265	\$89	\$275	\$92	\$287	\$286
Contract work	\$4,706	\$3,439	\$3,250	\$3,318	\$3,392	\$3,470	\$3,541	\$3,618	\$3,699	\$3,782	\$3,862
Depreciation and asset disposal	\$1,874	\$1,447	\$1,441	\$1,440	\$1,431	\$1,431	\$1,431	\$1,427	\$1,427	\$1,427	\$1,423
Net overhead charges and recoveries	\$3,974	\$6,100	\$6,380	\$6,447	\$6,430	\$6,455	\$6,449	\$6,364	\$6,346	\$6,292	\$6,245
Total operating expenditure	\$14,775	\$17,350	\$17,104	\$17,619	\$17,430	\$16,618	\$17,843	\$18,040	\$17,344	\$18,614	\$18,521
Total operating surplus (deficit)	\$1,961	\$343	\$266	\$235	\$787	\$2,510	\$1,930	\$2,688	\$4,337	\$3,904	\$5,350
Total operating funding (to) / from reserves	\$1,961	\$343	\$266	\$235	\$787	\$2,510	\$1,930	\$2,688	\$4,337	\$3,904	\$5,350

CAPITAL EXPENDITURE

Rangitaiki Floodw ay	\$12,262	\$2,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rangitaiki Drainage Schemes Renew als	\$192	\$266	\$524	\$535	\$219	\$224	\$228	\$233	\$239	\$295	\$174
Rangitaiki Taraw era Capital Renew al	\$0	\$1,024	\$1,048	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waioeka Otara Capital New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,121
Rangitaiki Taraw era Flood Damage Repairs	\$7,300	\$410	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kaituna Flood Damage Repairs	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Whakatane Tauranga Flood Damage Repairs	\$2,400	\$717	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kaituna pump station electronic upgrades	\$21	\$97	\$178	\$0	\$0	\$0	\$0	\$309	\$159	\$0	\$65
Ford Road Pump Station	\$321	\$1,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Te Puke Stormw ater project	\$244	\$2,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utuhina stream stopbanks	\$467	\$645	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kaituna Mole	\$1,920	\$578	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upper Kaituna stopbank modelling	\$0	\$51	\$52	\$0	\$0	\$0	\$0	\$0	\$0	\$415	\$0
Rangitaiki Floodw alls	\$614	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rangitaiki River (Stopbank upgrade)	\$950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Whakatane Tauranga culvert renew als	\$137	\$51	\$0	\$54	\$0	\$0	\$57	\$58	\$60	\$61	\$0
Whakatane River (modelling)	\$25	\$0	\$52	\$0	\$0	\$56	\$114	\$117	\$0	\$0	\$0
Whakatane River stopbanks (Stage 2)	\$510	\$1,024	\$1,048	\$1,070	\$0	\$0	\$0	\$0	\$0	\$1,684	\$0
Whakatane Floodw alls	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waioeka Otara Capacity review	\$195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Otara Floodw alls	\$100	\$512	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rangitaiki River modelling	\$76	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$179	\$183	\$0
Connor Peterson stopbank upgrade	\$87	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gravel consent renew als	\$94	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ngongotaha Stream Civil Works	\$0	\$1,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upper Kaituna design	\$0	\$0	\$0	\$54	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upper Kaituna construction	\$0	\$0	\$0	\$0	\$438	\$392	\$0	\$0	\$0	\$0	\$0
Bell Road Pump Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,193	\$0	\$0
Low er Kaituna modelling	\$0	\$0	\$0	\$54	\$164	\$0	\$0	\$0	\$0	\$0	\$0
Low er Kaituna construction	\$0	\$0	\$0	\$0	\$0	\$168	\$114	\$0	\$0	\$0	\$0
Low er Kaituna construciton	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,610	\$0	\$0	\$0
Kaituna scheme renew al of consent 20074	\$0	\$0	\$0	\$0	\$0	\$90	\$0	\$0	\$0	\$0	\$0
Taraw era stopbank design	\$0	\$51	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taraw era stopbank construction	\$0	\$0	\$629	\$1,284	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rangitaiki Taraw era pump electronics	\$0	\$0	\$0	\$32	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rangitaiki Taraw era survery & hydrology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58	\$0	\$0	\$0
Te Rahu Pump electronics	\$0	\$0	\$0	\$0	\$38	\$0	\$0	\$0	\$0	\$0	\$0
Orini Pump electronics	\$0	\$0	\$0	\$0	\$0	\$90	\$90	\$0	\$0	\$0	\$0
Trident stopbank design	\$0	\$0	\$157	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trident stopbank construction	\$0	\$0	\$0	\$2,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Whakatane Tauranga river hydrology	\$0	\$0	\$0	\$0	\$0	\$56	\$56	\$0	\$0	\$0	\$0
Whakatane Tauranga river design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119	\$0	\$0
Whakatane Tauranga river climate change	\$0	\$0	\$0	\$0	\$799	\$0	\$0	\$0	\$931	\$0	\$0
Whakatane Tauranga canal modelling	\$0	\$0	\$52	\$54	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Whakatane Tauranga canal construction	\$0	\$0	\$0	\$0	\$1,422	\$0	\$0	\$0	\$0	\$0	\$0
Waioeka design	\$0	\$102	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waioeka Otara Hydrology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119	\$0	\$0
Waioeka Otara construction	\$0	\$0	\$1,693	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waioeka Otara modelling	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$183	\$187
East Drain redesign	\$0	\$154	\$629	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$30,015	\$14,487	\$6,078	\$5,275	\$3,080	\$1,074	\$659	\$2,387	\$2,998	\$2,821	\$1,548

CAPITAL FUNDING

Funding of capital expenditure

Capital grants received	\$0	(\$5,631)	(\$1,574)	(\$652)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital insurance recoveries	\$0	(\$1,848)	(\$361)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Use of debt or reserves	(\$30,015)	(\$7,008)	(\$4,143)	(\$4,623)	(\$3,080)	(\$1,074)	(\$659)	(\$2,387)	(\$2,998)	(\$2,821)	(\$1,548)
Funding of capital expenditure	(\$30,015)	(\$14,487)	(\$6,078)	(\$5,275)	(\$3,080)	(\$1,074)	(\$659)	(\$2,387)	(\$2,998)	(\$2,821)	(\$1,548)

Long Term Plan 2021-2031

Activity: Regional Flood Risk Coordination by class

Run audit: 27-Nov-2020 @ 20:02:46 - 22PJL.03

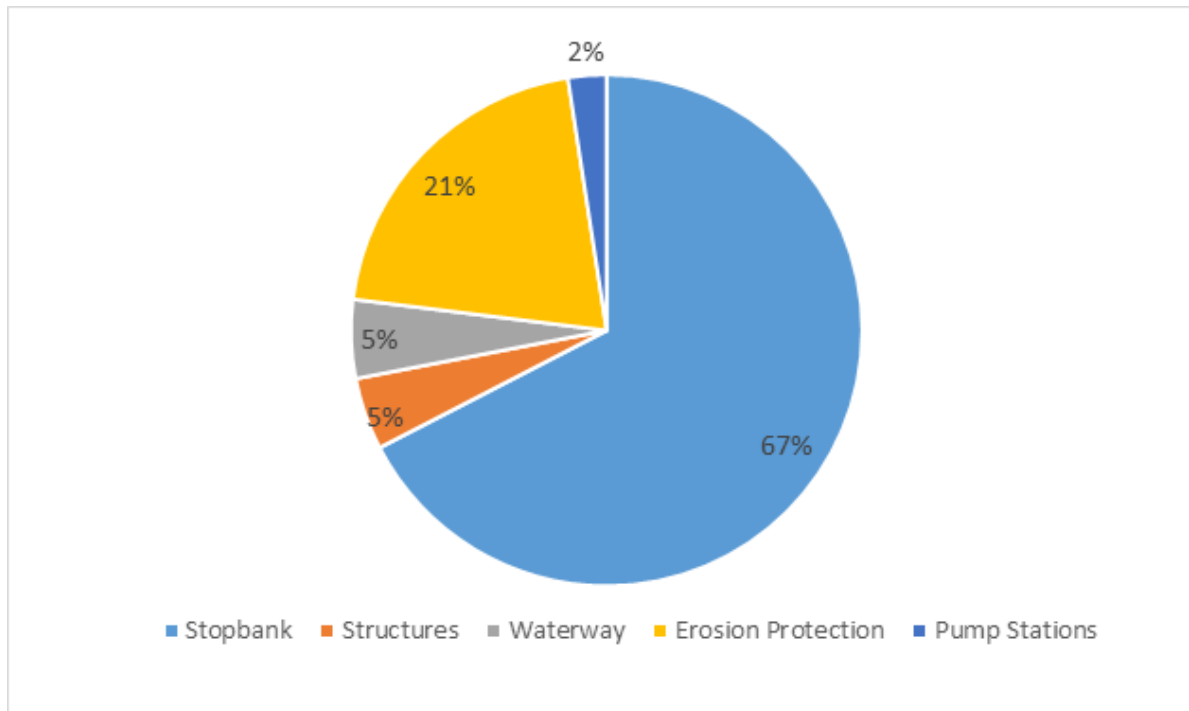
	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$689	\$730	\$772	\$810	\$841	\$883	\$927	\$975	\$1,026	\$1,068	\$1,193
Total operating revenue	\$689	\$730	\$772	\$810	\$841	\$883	\$927	\$975	\$1,026	\$1,068	\$1,193
Expenditure by class											
Consultancy fees	\$292	\$299	\$306	\$312	\$318	\$325	\$331	\$338	\$345	\$353	\$351
Contract work	\$230	\$235	\$240	\$245	\$250	\$255	\$260	\$266	\$271	\$277	\$276
Net overhead charges and recoveries	\$213	\$186	\$187	\$192	\$189	\$191	\$197	\$193	\$192	\$195	\$197
Total operating expenditure	\$735	\$720	\$733	\$748	\$757	\$772	\$789	\$797	\$809	\$825	\$824
Total operating surplus (deficit)	(\$46)	\$11	\$39	\$62	\$84	\$111	\$139	\$178	\$217	\$244	\$369
Total operating funding (to) / from reserves	(\$46)	\$11	\$39	\$62	\$84	\$111	\$139	\$178	\$217	\$244	\$369
CAPITAL EXPENDITURE											
Ngongontaha Stream Catchment Works	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Capital grants received	\$0	(\$367)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Use of debt or reserves	\$0	(\$134)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	-	(\$500)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7.1 Asset Overview

Bay of Plenty Regional Council is responsible for the provision and management of five rivers and drainage schemes within its regional boundaries. The infrastructure assets within these schemes delivers flood protection and water control services designed to protect people, property and livelihoods from flooding and to provide drainage to some of the region's most productive land.

7.2 Asset Values

The total value of the Rivers and Drainage scheme assets as at 1 July 2020 is \$368,767,665 (ORC) or \$335,074,36 (ODRC).



7.3 Asset Lifecycle Management

The Lifecycle Management section of the Rivers and Drainage Asset Management Plan provides the broad strategies and work programmes needed to achieve the required goals and objectives set out in the Asset Management Plan.

Expenditure on infrastructure assets can be categorised into two main areas: Operational and Capital works:

- Operations and maintenance is required for the day-to-day operation of the network while maintaining the current Levels of Service.
- Capital works includes renewals and new (improvement) works. Renewal includes rehabilitation and replacement of assets to restore an asset to its original level of service, i.e. capacity or the required condition. Renewals expenditure forecasts cover the cost of asset renewal through its whole lifecycle through to disposal of the asset.
- New capital works (involves the creation of new assets, or works, which upgrade or improve an existing asset beyond its current capacity or performance in response to changes in usage or customer expectations.

7.4 Operations and Maintenance Strategies

Please refer to the Infrastructure Strategy, Rivers and Drainage Asset Management Plan, and Strategic Asset Management Plan.

8 RISK MANAGEMENT

8.1 Overview

8.2 Risks

Risk	Level of risk	Mitigation
Inability to accurately monitor work/service requests due to lack of system support. Levels of service reporting also affected.	High	Increased focus on system development and implementation (TechOne Enterprise Asset Management Module). Increased focus on asset data gaps.
Population growth and changes in land use. Inappropriate development in high risk areas	Medium	Provide advice and information around flooding hazards. Work with Natural Hazards Planners to avoid inappropriate subdivision and development.
Dealing with climate change and more frequent adverse events.	Medium	Assessing the level of risk and determine appropriate response. Consider and incorporating impacts into the design of new infrastructure. Communicate to our community the impacts.
Community expectations and affordability	Medium	Increasing community resilience by raising awareness of flood risks. RSS Project. Performance Assessment of Critical Assets Project. Engage with our targeted ratepayers through regular advisory group meetings. Look for opportunities to increase our engagement
Partnerships with iwi and hapū.	Medium	Recognising mana whenua are kaitiaki of waterways in their rohe. Develop relationship and process arrangements.
Inability to deliver work programmes due to resource limitations and other delays (e.g staff workload, material supply and consenting delays).	Medium	Development of Supply Procurement Strategies. Project management and prioritising planning.
Inherited and/or historical issues e.g. stopbanks constructed in the 1950s-60s; soil types prone to piping and seepage.	High	Geotech investigations and remediation works. Community education promoting risk and developing resilience.
Significant natural hazard event (flood) resulting in extra community demands and the diversion of resources from planned work programmes.	High	Mechanism in place for re-prioritising work programmes. Highlight to Council new large repair work items which have been identified and not resourced. Business continuity planning.



Group of Activities Management Plan Resource Regulation and Monitoring

Activities included
Air Quality
Maritime
Regulatory Compliance
Resource Consents

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	19/11/20
File location	A3603959
Prepared by	Matt Searle - Corporate Planner, Organisational Performance Debbie Hyland – Finance Manager
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title, department, organisation
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title,

Production control record

Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
Draft 2	11/2020	M Searle	Revised draft
Final			

Post production amendment record

Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

It also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of the GoA functions. It includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements.

What We Do

Our Air Quality activity monitors air quality in specific airsheds and undertakes interventions. Our Maritime Operations activity focuses on safe navigation and education and enforcement of water users. Our Regulatory Compliance activity monitors compliance with conditions of consents and also responds to a range of public requests for service. Our Resource Consents activity processes a range of Regional Council resource consent applications.

How We Will Achieve This

Our services are almost entirely delivered by Council staff, with very little work contracted out. The nature of our work is such that we have few major projects and programmes, but rather deliver core services on a daily basis while endeavouring for increased effectiveness and efficiency.

Difficult Decisions

We do not face any individually significant choices at the current time, but throughout the course of the Long Term Plan we will likely face challenges relating to increasing growth and demand, and stakeholder pressures to expand the scope of the work we do.

What Will It Cost?

Operating expenditure over the ten year period will be \$165.6m with \$47.1m in the first three years.
Capital expenditure will be \$1.8m over the ten year period with \$0.5m in the first three years.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Air Quality	✓	✓	✓	✓
Maritime	✓		✓	
Regulatory Compliance	✓	✓		
Resource Consents	✓	✓		

3.2 Bay of Plenty's Strategic Priorities

Strategic direction primarily contributed to	Air Quality	Maritime	Regulatory Compliance	Resource Consents
Climate Change	✓			
Regulatory Reform (Including Freshwater)	✓	✓	✓	✓
Regional Recovery				
Partnerships with Māori	✓	✓	✓	✓
Land use and transport				
Community participations and constructive relationships	✓	✓	✓	✓
Delivering on the ground	✓	✓	✓	✓
Making best use of resources				

3.3 Activity Aspiration and Purpose (what we do & why)

Air Quality	Focussing on the Mount Maunganui and Rotorua Airsheds, historical work has included regulation and funding to assist with the removal of solid fuel burners from the Rotorua Airshed. The current focus is the monitoring and enforcement of air discharges, and investigation of exceedances when they occur. Air quality standards are likely to change in the next few years as a result of the current central government programme of regulatory reform.
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Maritime	Provides a 24/7 navigation safety and maritime oil spill response across the region, as required by regulations and Council requirements. This involves operating an around-the-clock call centre and duty roster, administering mooring and commercial/event licences, and maintaining navigational aids, lights and beacons around the region. We promote navigational safety through a combination of enforcement and education and our aim is to ensure people are kept safe on the water and our maritime environments are protected from spills. The activity also supports other parts of Regional Council to conduct activities on the water (e.g. Biosecurity, Compliance). The number of recreational vessels and community activities has increased in recent years. Changes in the approach taken to the Motiti Protection Area and the development of Opotiki Harbour could further impact the level of demand.
Regulatory Compliance	Delivers three core services; (1) compliance monitoring of resource consents, (2) responding to environmental complaints and (3) enforcing compliance with the RMA, regional plans, and national regulations and standards. In addition, we work to promote compliance and the effective implementation of plans. Our aim is to ensure development activities involving water, geothermal, air, land and coastal resources do not negatively impact on the natural environment or put people's health at risk. In recent years, the quantity of work has increased as a result of both regional growth and increased level of regulatory complexity. Central government regulatory reform will likely drive future growth as well. Currently we conduct approximately 15,000 assessments and respond to approximately 3,800 pollution hotline service requests annually.
Resource Consents	The Resource Consent activity processes and makes decisions on resource consent applications, which is a permission required for an activity that may have an effect on the environment. This ensures statutory requirements are fulfilled and a fair process for decision-making on regional natural and physical resource use is followed.

3.4 Our Strategic Environment

	Air Quality	Maritime	Regulatory Compliance	Resource Consents
Political	Increase in defended prosecutions; political pressure for otherwise low-risk activities	Regulatory requirements (including Maritime Transport Act)	Increase in defended prosecutions; political pressure for otherwise low-risk activities	RMA reform; plan changes; NES; evolving Treaty landscape and iwi/hapū expectations; uncertainty on national and regional planning direction affecting guidance.
Economic	Scale of urban growth and development	Unknown impact of COVID-19/recession on number of boat users	Scale of urban growth and development	Changing economic climate; post-Covid emphasis on economic activity
Social	Community expectations; increasing volume of complaints; air quality issues; climate change	Competing requirements of many users of harbours, lakes, and rivers; weather conditions	Community expectations; increasing volume of complaints; air quality issues; climate change	Positive PR about consents; increasing customer requirements
Technological	Data integrity and Accela		Data integrity and Accela	Accela Online; new CRM system
Organisational	Reliance for specialist input Responding to OIA requests	Maintaining preparedness and meeting commitments to Civil Defence	Reliance for specialist input Responding to OIA requests	Reliance on other groups for specialist input

3.5 Relevant Legislation and Strategies

Air Quality

LEGISLATIVE REQUIREMENT(S)	RMA 1991 s35
SPECIFIC LEGISLATIVE STANDARD(S)	RMA s30 Functions, Powers, and duties. s35(2)(d) monitoring consents

Maritime

LEGISLATIVE REQUIREMENT(S)	Maritime Transport Act 1994, Resource Management Act 1991
SPECIFIC LEGISLATIVE STANDARD(S)	MTA S 33D Regional Councils to appoint harbourmasters MTA S 289 Council shall prepare and maintain a regional marine oil spill contingency plan MTA S 318 Council shall appoint a Regional On-Scene Commander and alternate Regional On-Scene Commander to manage and coordinate the response to marine oil spills.

Resource Consents

LEGISLATIVE REQUIREMENT(S)	RMA 1991 s30
SPECIFIC LEGISLATIVE STANDARD(S)	RMA s30 (timeliness, fair process), s115(3) (timeliness)

Regulatory Compliance

LEGISLATIVE REQUIREMENT(S)	RMA 1991 s35
SPECIFIC LEGISLATIVE STANDARD(S)	RMA s30 Functions, powers and duties. RMA s35 (2) (d) requires monitoring the exercise of resource consents.

4 GOALS

4.1 The Community We Serve

Primary customers	Air Quality	Maritime	Regulatory Compliance	Resource Consents
Ratepayer residential	✓	✓	✓	
Ratepayer commercial	✓	✓	✓	
Transport Patron				
Consent applicant			✓	✓
Consent related party			✓	✓
Regional Park user				
Other		✓		✓

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

Maritime – users on the water that need to be kept safe
 Consents - members of the public (current and future generations), internal BOPRC staff (as part of the consent lifecycle) and Tangata Whenua.
 All - Accessibility of services and security of regulation/order

Stakeholder	Relationship	Expectations
Māori/Iwi	Key partners, stakeholders and members of our community	Communication/consultation of relevant issues
Local Territorial Authorities (e.g Tauranga City Council, Western Bay of Plenty Council etc.)	Key partner	Keep abreast of any issues affecting regional council areas
Central Government	Creator of BOPRC policies/legislation	Communication of policy changes
Community groups/volunteers	Key partner	Develop initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

Briefly outline any other relevant stakeholder relationships and expectations

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4.2 Specific Goals

Air Quality

Service #1 – Air quality						
Level of Service Description	Improve air quality					
Links to Our Strategic Outcomes	A healthy environment					
	Safer and resilient communities					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The number of exceedances of air quality limits in priority air sheds	21	Reduce	Reduce	Reduce	<3
	The percentage of recorded exceedances of NESAQ standards in the Mount Maunganui airshed where investigation has started within 10 working days	New measure	90%	90%	90%	90%

Maritime

Service #1 – Contributing to a healthy environment						
Level of Service Description	Minimising risks and effects of maritime oil spills and navigation hazards					
Links to Our Strategic Outcomes	A healthy environment					
	Safe and resilient communities					
Measures and Goals		Current performance	21/22	22/23	23/24	24/25-30/31
	Percentage of oil spills in Tauranga responded to within 30 minutes	100%	95%	95%	95%	95%
	Percentage of oil spills outside Tauranga responded to within two hours	100%	95%	95%	95%	95%
	The percentage of time that at least one vessel is available in each of the Tauranga, Rotorua Lakes and Whakatāne areas to respond to maritime emergencies	New measure	95%	95%	95%	95%
	The percentage of navigation aids of "good" quality or higher	99%	95%	95%	95%	95%

Regulatory Compliance

Service #1 – Environment incidents						
Level of Service Description	Respond to environmental incident complaints					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The percentage of urgent complaints made to the pollution hotline that are responded to within 12 hours	100%	99%	99%	99%	99%
	The percentage of non-urgent complaints made to the pollution hotline that are responded to within three working days	97%	99%	99%	99%	99%

Service #2 – Compliance monitoring						
Level of Service Description	Ensure consent conditions are monitored and complied with					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The percentage of scheduled compliance monitoring assessments conducted as per Regional Council's annual compliance monitoring programme ¹	85%	90%	91%	93%	95%

Resource Consents

Service #1 – Resource consent processing	
Level of Service Description	Provide a clear and timely resource consent process consistent with our regional planning documents by giving advice and information to resource users and participating in consent decision appeals and objections to provide a regional perspective on acceptable environmental outcomes

¹ We are currently recalculating this measure using a slightly different methodology. This may cause a change to the baseline performance number, but we will retain the same relative percentage improvements as future targets.

Service #1 – Resource consent processing						
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current performance	21/22	22/23	23/24	24/25-30/31
	The percentage of non-notified consents issued within statutory timeframes ²	95%	95%	95%	95%	95%
	The number of consent decisions overturned at appeal or judicial review where the proposal has not significantly changed between Council and Court decisions	New measure	Nil	Nil	Nil	Nil
	The percentage of customers who are satisfied overall with the service provided during the consent process	84%	84%	84%	84%	84%

² Measure aligns with standard reporting practice across the country and calculates statutory timeframe for all applications, even those where no discount is provided as the applicant has not been disadvantaged, such as a renewal

5 KEY PROGRAMMES AND PROJECTS

Air Quality/ Regulatory Compliance

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Back to Basics	Process and technical enhancements to ensure our staff are carrying out monitoring inspections efficiently.	Ongoing		Ensure people comply with key regulations so the environment is kept safe
Special Projects	A series of seasonal projects targeting particular types of environmental harm (e.g. smoky fires) via education and enforcement	Ongoing	Communications team	
Future Inspection Schedule	Develop a risk-based inspection schedule for incorporation via the LTP process that ensures we are delivering the right amount of attention to the right type of consents	Ongoing		
Peer Review Process	Develop and implement process for peer review of inspections returning significant non-compliance	Ongoing		
Customer Insights	Seek feedback from non-substantiated complainants as well as substantiated complainants to gain more insight into public perspectives	Ongoing		

Maritime

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Maritime Patrol	On water enforcement over peak times to ensure compliance of BOP Navigation Safety Bylaw.	Ongoing		Education and Enforcement
Safer Boating Campaign	Working with Maritime NZ for Safer Boating Campaigns including boat shows, student education at boat ramps and working with partner agencies at events.	Ongoing	Communications team	Education and Enforcement
Oil spill response	Maintain response capabilities in terms of equipment and staff training for oil spill response.	Ongoing		A healthy environment
Aids to Navigation	Continuous maintenance of aids to navigation to ensure safe navigation in our region.	Ongoing		Safe Navigation

Resource Consents

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
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Performance Visibility	Communicate performance (timeliness, quality) more regularly to staff to help drive a performance culture and improve results.	From August 2020		Quality, Timeliness, Customer
Online Portal	Revisit Accela online and other possible tools and identify feasibility of using for a digital consent submission process and customer tracking of work	From July 2020		Customer, Timeliness
Peer Review	Develop peer review process to ensure quality of decision making	From July 2020		Quality
Customer Engagement	Work with customers on pre-application process and guidance material related to cultural engagement	From July 2020		Customer
Balancing Risk and Speed	Explore possibility of removing/reducing Officer's Reports for certain consent types to speed processing times	From July 2020		Timeliness

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6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Resource Regulation and Monitoring

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
OPERATING												
Operating revenue by class												
General funds	\$9,079	\$9,818	\$10,201	\$10,699	\$11,052	\$11,584	\$12,174	\$12,805	\$13,454	\$13,963	\$15,747	\$121,497
Targeted rates	\$808	\$1,072	\$1,015	\$1,020	\$952	\$921	\$895	\$874	\$848	\$853	\$856	\$9,306
Operating grants and subsidies	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$600
Fees and charges	\$5,260	\$5,827	\$5,831	\$5,953	\$6,059	\$6,189	\$6,272	\$6,342	\$6,488	\$6,622	\$6,640	\$62,224
Other revenue	\$66	\$68	\$69	\$70	\$72	\$73	\$75	\$76	\$78	\$80	\$79	\$741
Total operating revenue	\$15,273	\$16,845	\$17,176	\$17,802	\$18,195	\$18,827	\$19,477	\$20,158	\$20,928	\$21,578	\$23,381	\$194,366
Expenditure by activity												
Air Quality	\$501	\$667	\$558	\$567	\$555	\$557	\$571	\$562	\$562	\$571	\$574	\$5,746
Resource Consents	\$5,431	\$5,212	\$5,354	\$5,465	\$5,533	\$5,650	\$5,775	\$5,847	\$5,951	\$6,042	\$6,127	\$56,957
Regulatory Compliance	\$5,956	\$6,045	\$6,102	\$6,223	\$6,304	\$6,433	\$6,569	\$6,654	\$6,774	\$6,878	\$6,983	\$64,966
Maritime Operations	\$3,404	\$3,797	\$3,531	\$3,594	\$3,651	\$3,725	\$3,807	\$3,859	\$3,933	\$3,994	\$4,037	\$37,926
Total operating expenditure	\$15,292	\$15,721	\$15,545	\$15,849	\$16,043	\$16,366	\$16,722	\$16,921	\$17,221	\$17,486	\$17,722	\$165,595
Total operating surplus (deficit)	(\$18)	\$1,124	\$1,631	\$1,954	\$2,152	\$2,461	\$2,755	\$3,237	\$3,706	\$4,093	\$5,660	\$28,771
Total operating funding (to) / from reserves	\$18	(\$1,124)	(\$1,631)	(\$1,954)	(\$2,152)	(\$2,461)	(\$2,755)	(\$3,237)	(\$3,706)	(\$4,093)	(\$5,660)	(\$28,771)
CAPITAL EXPENDITURE												
Maritime Operations												
Maritime Operations	\$111	\$113	\$278	\$118	\$121	\$296	\$126	\$128	\$314	\$134	\$133	\$1,761
Total Capital Expenditure	\$111	\$113	\$278	\$118	\$121	\$296	\$126	\$128	\$314	\$134	\$133	\$1,761
CAPITAL FUNDING												
Funding of capital expenditure												
Use of debt or reserves	(\$111)	(\$113)	(\$278)	(\$118)	(\$121)	(\$296)	(\$126)	(\$128)	(\$314)	(\$134)	(\$133)	(\$1,761)
Funding of capital expenditure	(\$111)	(\$113)	(\$278)	(\$118)	(\$121)	(\$296)	(\$126)	(\$128)	(\$314)	(\$134)	(\$133)	(\$1,761)

Long Term Plan 2021-2031

Activity: Air Quality by class

Run audit: 27-Nov-2020 @ 20:03:23 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	\$808	\$1,072	\$1,015	\$1,020	\$952	\$921	\$895	\$874	\$848	\$853	\$856
General funds	\$260	\$586	\$580	\$606	\$585	\$590	\$597	\$611	\$621	\$647	\$712
Total operating revenue	\$1,069	\$1,658	\$1,595	\$1,626	\$1,536	\$1,511	\$1,492	\$1,485	\$1,468	\$1,500	\$1,568
Expenditure by class											
Administration expenses	\$208	\$89	\$57	\$59	\$60	\$61	\$62	\$64	\$65	\$66	\$66
Grants and subsidies	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Consultancy fees	\$50	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract work	\$37	\$38	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net overhead charges and recoveries	\$106	\$390	\$401	\$408	\$395	\$396	\$409	\$398	\$398	\$405	\$408
Total operating expenditure	\$501	\$667	\$558	\$567	\$555	\$557	\$571	\$562	\$562	\$571	\$574
Total operating surplus (deficit)	\$568	\$990	\$1,037	\$1,060	\$982	\$953	\$921	\$923	\$906	\$929	\$993
Total operating funding (to) / from reserves	\$568	\$990	\$1,037	\$1,060	\$982	\$953	\$921	\$923	\$906	\$929	\$993
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Maritime Operations by class

Run audit: 27-Nov-2020 @ 20:04:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Operating grants and subsidies	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60
Other revenue	\$66	\$68	\$69	\$70	\$72	\$73	\$75	\$76	\$78	\$80	\$79
Fees and charges	\$850	\$1,083	\$1,104	\$1,124	\$1,147	\$1,170	\$1,192	\$1,216	\$1,245	\$1,275	\$1,277
General funds	\$2,276	\$2,624	\$2,580	\$2,707	\$2,814	\$2,956	\$3,108	\$3,268	\$3,442	\$3,572	\$4,008
Total operating revenue	\$3,252	\$3,835	\$3,813	\$3,962	\$4,093	\$4,259	\$4,435	\$4,620	\$4,825	\$4,987	\$5,424
Expenditure by class											
Administration expenses	\$200	\$162	\$166	\$169	\$173	\$176	\$180	\$183	\$187	\$191	\$191
Other expenses	\$315	\$322	\$329	\$335	\$343	\$350	\$357	\$364	\$372	\$380	\$378
Employee expenses	\$999	\$954	\$973	\$992	\$1,011	\$1,030	\$1,051	\$1,071	\$1,093	\$1,114	\$1,136
Contract work	\$515	\$937	\$539	\$549	\$561	\$573	\$584	\$596	\$608	\$622	\$619
Depreciation and asset disposal	\$81	\$87	\$92	\$87	\$89	\$86	\$94	\$97	\$102	\$109	\$115
Net overhead charges and recoveries	\$1,294	\$1,335	\$1,432	\$1,462	\$1,475	\$1,510	\$1,542	\$1,548	\$1,571	\$1,577	\$1,598
Total operating expenditure	\$3,404	\$3,797	\$3,531	\$3,594	\$3,651	\$3,725	\$3,807	\$3,859	\$3,933	\$3,994	\$4,037
Total operating surplus (deficit)	(\$151)	\$38	\$283	\$368	\$442	\$535	\$628	\$761	\$891	\$994	\$1,387
Total operating funding (to) / from reserves	(\$151)	\$38	\$283	\$368	\$442	\$535	\$628	\$761	\$891	\$994	\$1,387
CAPITAL EXPENDITURE											
Navigational Assets	\$111	\$113	\$278	\$118	\$121	\$296	\$126	\$128	\$314	\$134	\$133
Total Capital Expenditure	\$111	\$113	\$278	\$118	\$121	\$296	\$126	\$128	\$314	\$134	\$133
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	(\$111)	(\$113)	(\$278)	(\$118)	(\$121)	(\$296)	(\$126)	(\$128)	(\$314)	(\$134)	(\$133)
Funding of capital expenditure	(\$111)	(\$113)	(\$278)	(\$118)	(\$121)	(\$296)	(\$126)	(\$128)	(\$314)	(\$134)	(\$133)

Long Term Plan 2021-2031

Activity: Regulatory Compliance by class

Run audit: 27-Nov-2020 @ 20:03:56 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Fees and charges	\$1,766	\$2,061	\$2,079	\$2,119	\$2,149	\$2,194	\$2,240	\$2,271	\$2,317	\$2,356	\$2,385
General funds	\$3,929	\$4,042	\$4,253	\$4,464	\$4,633	\$4,867	\$5,109	\$5,376	\$5,663	\$5,884	\$6,631
Total operating revenue	\$5,695	\$6,104	\$6,332	\$6,583	\$6,782	\$7,060	\$7,349	\$7,647	\$7,980	\$8,240	\$9,015
Expenditure by class											
Administration expenses	\$62	\$68	\$70	\$71	\$72	\$74	\$75	\$77	\$78	\$80	\$81
Other expenses	\$293	\$300	\$306	\$312	\$319	\$326	\$332	\$339	\$346	\$353	\$352
Employee expenses	\$3,234	\$3,800	\$3,787	\$3,859	\$3,932	\$4,008	\$4,088	\$4,168	\$4,251	\$4,335	\$4,418
Consultancy fees	\$107	\$109	\$111	\$113	\$116	\$118	\$121	\$123	\$126	\$129	\$128
Contract work	\$193	\$198	\$202	\$205	\$210	\$214	\$218	\$223	\$228	\$233	\$232
Net overhead charges and recoveries	\$2,068	\$1,571	\$1,626	\$1,662	\$1,655	\$1,693	\$1,735	\$1,724	\$1,746	\$1,749	\$1,773
Total operating expenditure	\$5,956	\$6,045	\$6,102	\$6,223	\$6,304	\$6,433	\$6,569	\$6,654	\$6,774	\$6,878	\$6,983
Total operating surplus (deficit)	(\$261)	\$58	\$230	\$360	\$478	\$627	\$780	\$994	\$1,206	\$1,362	\$2,032
Total operating funding (to) / from reserves	(\$261)	\$58	\$230	\$360	\$478	\$627	\$780	\$994	\$1,206	\$1,362	\$2,032
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Resource Consents by class

Run audit: 27-Nov-2020 @ 20:03:38 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Fees and charges	\$2,644	\$2,682	\$2,648	\$2,709	\$2,764	\$2,826	\$2,841	\$2,855	\$2,926	\$2,991	\$2,978
General funds	\$2,613	\$2,566	\$2,788	\$2,922	\$3,020	\$3,171	\$3,361	\$3,551	\$3,728	\$3,860	\$4,396
Total operating revenue	\$5,257	\$5,249	\$5,435	\$5,631	\$5,784	\$5,997	\$6,201	\$6,406	\$6,654	\$6,851	\$7,375
Expenditure by class											
Administration expenses	\$53	\$55	\$56	\$58	\$59	\$60	\$61	\$62	\$64	\$65	\$65
Other expenses	\$230	\$224	\$230	\$235	\$242	\$248	\$254	\$261	\$266	\$272	\$271
Employee expenses	\$2,886	\$3,012	\$3,074	\$3,133	\$3,192	\$3,254	\$3,318	\$3,383	\$3,451	\$3,519	\$3,586
Contract w ork	\$476	\$476	\$488	\$498	\$510	\$523	\$534	\$546	\$558	\$570	\$567
Net overhead charges and recoveries	\$1,786	\$1,445	\$1,505	\$1,541	\$1,531	\$1,566	\$1,608	\$1,595	\$1,613	\$1,617	\$1,637
Total operating expenditure	\$5,431	\$5,212	\$5,354	\$5,465	\$5,533	\$5,650	\$5,775	\$5,847	\$5,951	\$6,042	\$6,127
Total operating surplus (deficit)	(\$174)	\$37	\$81	\$166	\$250	\$347	\$426	\$559	\$703	\$809	\$1,247
Total operating funding (to) / from reserves	(\$174)	\$37	\$81	\$166	\$250	\$347	\$426	\$559	\$703	\$809	\$1,247
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7 RISK MANAGEMENT

Air Quality

Risk	Level of risk	Mitigation
NES - New rules	Medium	
Public perception – improvements are not happening quick enough	Medium	
Regional Plan – New rules for Mount Maunganui Industrial Area	Low	

Maritime

Risk	Level of risk	Mitigation
Less than ideal weather conditions		
Competing user requirements		
Lack of preparedness		

Regulatory Compliance

Risk	Level of risk	Mitigation
Scope creep for employees		Back to Basics project work
Scheduling problems cause employee stress		Back to Basics project work

Resource Consents

Risk	Level of risk	Mitigation
NES – New Rules	Medium	

Risk	Level of risk	Mitigation
COVID Fast Track	Medium	
Uncertain rules	Medium	

DRAFT



Group of Activity Management Plan Transportation and Urban Planning

Activities included
Public Transport
Transport & Urban Planning

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	December 2020
File location	A3608657
Prepared by	Jessica Easton, Legal and Commercial Manager (Passenger Transport) James Llewellyn, Transport and Urban Planning Manager; Ruth Feist, Team Leader Transport and Urban Planning (Transport and Urban Planning) Debbie Hyland, Finance Manager <i>Name, title, department, organisation</i>
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <i><signature></i> <i>Name, title, department, organisation</i>
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <i><signature></i> <i>Name, title,</i>

Production control record

Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
Draft 2	11/2020	J Easton J Llewellyn R Feist	Revised draft
Final			

Post production amendment record

Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, including performance goals, projects, programmes, other work required to achieve those goals, and funding required to deliver that work.

The plan also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan.

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of the GoA functions. The plan includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements. The Transportation and Urban Planning Group of activities will provide public transport, total mobility, and transport planning services over the course of the Long Term Plan.

What We Do

We provide public transport services (buses) in Rotorua, Whakatane and Tauranga, and total mobility services across the region. We also provide urban and transport planning services that contribute to joint programmes alongside territorial authorities and central government agencies, such as Waka Kotahi. We aim to increase public transport patronage over the course of the Long Term Plan.

How We Will Achieve This

Our public transport and total mobility services are delivered by third party contractors, with contract management by Council staff. Our transport planning service is primarily delivered through Council staff.

Difficult Decisions

We are currently facing significant decisions relating to the size and scale of public transport services and infrastructure, particularly around Tauranga and the Western Bay of Plenty. These decisions include consideration of how we best align with our partner territorial authorities.

What Will It Cost?

Operating expenditure over the ten year period will be \$453.7m with \$122.9m in the first three years.
Capital expenditure will be \$1.0m over the ten year period with \$1.0m in the first three years.

Other Key Documents

Key documents to read alongside this Group of Activities Management Plan include the Regional Land Transport Plan (draft), Transport System Plan, and Urban Form and Transport Initiative.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Passenger Transport	✓			✓
Transport & Urban Planning	✓		✓	✓

3.2 Bay of Plenty's Strategic Priorities

Strategic direction primarily contributed to	Passenger Transport	Transport & Urban Planning
Climate Change	✓	
Regulatory Reform (Including Freshwater)		
Regional Recovery		✓
Partnerships with Māori		
Land use and transport	✓	✓
Community participations and constructive relationships		
Delivering on the ground	✓	
Making best use of resources	✓	

3.3 Activity Aspiration and Purpose (what we do & why)

Public Transport	We plan, design, deliver and monitor public transport services for local communities to improve accessibility to employment, education and essential services, while reducing road congestion and emissions. We invest money to support urban networks in the Western Bay, Rotorua and Eastern Bay; as well as providing longer-distance services within the region. The Regional Public Transport Plan (RPTP) is the key document for setting out how the Regional Council will invest to improve services and secure better value for money.
Transport & Urban Planning	We take a lead role in spatial planning across the region, working closely with Territorial Land Authorities to ensure that new development creates liveable communities. This activity supports an effective and efficient transport network by creating an urban form which supports

	efficient and effective public transport. The activity provides urban and transport planning to meet our obligations under the Resource Management Act 1991, Land Transport Management Act 2003 and the National Policy Statement on Urban Development. We help manage growth in the western Bay of Plenty through SmartGrowth, and support Future Development Strategies across the region. We work with the Regional Transport Committee (RTC) to produce and deliver the Regional Land Transport Plan (RLTP), which sets out the strategy and investment programme for transport.
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3.4 Our Strategic Environment

	Public Transport	Transport & Urban Planning
Political	Multiple local and national legislation and policy affecting the transportation service delivery, including but not limited to; WBOP Public Transport Blueprint, Government Policy Statement on Land Transport, Urban Form and Transport Initiative. Requirement to develop Regional Land Transport Plan and Regional Public Transport Plan.	National legislation and policy requirements, including Resource Management Act (RMA), Land Transport Management Act (LTMA), National Policy Statement Urban Development, Government Policy Statement on Transport, western Bay Urban Growth Partnership. Local growth strategies; SmartGrowth and sub-regional spatial plans. Requirement to develop Regional Land Transport Plan and Regional Public Transport Plan.
Economic	The decrease in transport patronage numbers as a result of COVID-19, and the subsequent fare revenue foregone is currently an uncertainty. Strong economic and population growth is still the basis of forecasts.	Economic recovery and urban development programmes, with associated central government funding, within each of the sub-regions.
Social	Unknown long-term impact from COVID-19/lockdown on patronage numbers and behaviours. Increasing instances of anti-social and criminal behaviour on buses and in central Tauranga. Complaints around the impact of buses in some communities.	Housing shortage and affordability issues across the region (with sub-regional differences). Community expectations around public transport services.
Technological	Implications of RITS implementation – more data available, new pricing models possible. Mobility as a Service interventions. Developments in real-time information systems.	Better data from RITS to improve public transport and urban planning.
Organisational	Co-ordination with Transport Operations (for public transport), and Policy and Planning (RPS and urban growth matters).	Co-ordination with Transport Operations (for public transport), and Policy and Planning (RPS and urban growth matters).

4 GOALS

4.1 The Community We Serve

Primary customers	Passenger Transport	Transport & Urban Planning
Ratepayer residential	✓	✓
Ratepayer commercial	✓	✓
Transport Patron	✓	✓
Consent applicant		
Consent related party		
Regional Park user		
Other		

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

Public transport services are provided in Tauranga, Rotorua and Whakatāne urban areas, and connector routes with Western Bay, Ōpōtiki, Kawerau, Murupara and rural Whakatāne district. The expectations from passengers relate to frequency, reliability, accessibility and financial cost.

Transport planning services are provided to develop the Regional Land Transport Plan and Regional Public Transport Plan. The expectations are that these statutory documents are produced in accordance with legislative requirements (timing and content).

Urban planning services largely focus on the Western Bay (through SmartGrowth and NPS Urban Development requirements), Rotorua city and Whakatāne township (under the NPS Urban Development requirements). Spatial planning support is provided across the region.

Partners	Relationship	Expectations
Māori/Iwi	Key partners and members of our community	Involvement in SmartGrowth spatial planning work Communication / consultation of relevant issues
Local Territorial Authorities (Tauranga City Council, Western Bay of Plenty Council, Whakatane District Council, Opotiki District Council, Rotorua Lakes District Council and Kawerau District Council)	Key partner	Joint working on development of public transport services, especially provision of infrastructure Joint working on all aspects of transport and urban planning Keep abreast of any issues affecting regional council areas
Central Government	Government policy and supporting legislation Investor in transport and urban growth projects Key partner in SmartGrowth	Production of compelling investment proposals through plans and business cases Delivery of government policy on the ground Communication of policy changes

		Involvement in SmartGrowth Leadership Group, delivery of required planning documents and implementation of agreed work programme
Community groups/volunteers	Key partner	Develop initiatives together Receive comment and feedback on public transport services
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth. Funding on development-related infrastructure.

Briefly outline any other relevant stakeholder relationships and expectations

A WBOP Public Transport Community Panel will be established in early 2021. The Terms of Reference define the relationship and expectations.

4.2 Specific Performance Goals

Public Transport

Service #1 – Public transport system						
Level of Service Description	Provide a quality cost-effective public transport system					
Links to Our Strategic Outcomes	A healthy environment					
	A vibrant region					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	The number of public transport trips taken in the region (GOA-level)	2.71m FY19	Increase	Increase	Increase	Increase
	Customer satisfaction of bus users	New Measure	80%	80%	80%	80%

Transport & Urban Planning

Service #2 – Transport and Urban Planning service	
Level of Service Description	Provide robust and legislatively compliant planning and policy

Service #2 – Transport and Urban Planning service						
Links to Our Strategic Outcomes	A healthy environment					
	A vibrant region					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	The number of public transport trips taken in the region (GOA-level)	2.71m FY19	Increase	Increase	Increase	Increase
	Percentage of planning and policy reports that are rated satisfactory or higher through an independent assessment	100%	90%	90%	90%	90%

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5 KEY PROGRAMMES AND PROJECTS

Public Transport

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Re-tender Katikati / Omokoroa	Contracts under the Waka Kotahi Public Transport Operating Model require re-tendering every 9 years. Contract due to expire in February 2024.	Feb 2023 to Feb 2024	Data from Transport Operations, information from Transport and Urban Planning, support from procurement specialists, Legal and Finance.	Provide a quality cost-effective public transport system
Re-tender Rotorua contract	Contracts under the Waka Kotahi Public Transport Operating Model require re-tendering every 9 years. Contract due to expire in June 2024.	June 2023 to June 2024	Data from Transport Operations, information from Transport and Urban Planning, support from procurement specialists, Legal and Finance.	Provide a quality cost-effective public transport system
Re-tender Eastern Bay Contract	Contracts under the Waka Kotahi Public Transport Operating Model require re-tendering every 9 years. Contract due to expire in June 2025.	June 2024 to June 2025	Data from Transport Operations, information from Transport and Urban Planning, support from procurement specialists, Legal and Finance.	Provide a quality cost-effective public transport system
Re-tender Western Bay of Plenty contract	Contracts under the Waka Kotahi Public Transport Operating Model require re-tendering every 9 years. Contract due to expire in December 2028.	January 2027 to December 2028	Data from Transport Operations, information from Transport and Urban Planning, support from procurement specialists, Legal and Finance.	Provide a quality cost-effective public transport system
Project NEXT	Development of national public transport ticketing system in conjunction with Ministry of Transport and Waka Kotahi.	Continuous	Transport Operations, Business Engagement, Information Technology Services, Legal, Finance.	Provide a quality cost-effective public transport system
PT Technology Roadmap	Continued delivery of technology improvements including for real-time information, data warehouse, reporting and website.	Continuous	Transport Operations, Business Engagement, Information Technology Services, Finance.	Provide a quality cost-effective public transport system

Transport & Urban Planning

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Regional Land Transport Plan	A 6-year transport strategy and investment programme involving local government and Waka Kotahi - designed to develop a future-focused transport system. RLTP to be adopted June 2021.	Reviewed every 3 years	Data from Transport Operations, Communications, Community Engagement	Provide robust and legislatively compliant planning and policy
Regional Public Transport Plan	A 10-year plan setting out an anticipated public transport network, including the integral services and associated policies and procedures.	Delivery by mid 2022	Data from Transport Operations, Communications	Provide robust and legislatively compliant planning and policy
Public Transport Strategy	As part of the RPTP, development of a 30-year strategy to deliver a step change in local / regional bus services and ensure that development helps to deliver a strong mode shift away from the private car. Production of a strategy for inter-regional and local passenger rail services where feasible and in response to demand.	Delivery by end of 2021	Data from Transport Operations, Communications	Provide robust and legislatively compliant planning and policy
Public Transport Network Reviews	Rotorua Network Review, Eastern Bay Network Review, Western Bay Network Optimisation (PT Blueprint Phase 3), Public Transport Trials – Kawerau On-Demand,	Reviews in Years 1-3	Data from Transport Operations – RITS Communications	Provide robust and legislatively compliant planning and policy
SmartGrowth – Western Bay	Support SmartGrowth Leadership Group (SMG), development of Joint Spatial Plan, Future Development Strategy (under NPS Urban Development) Support development of iwi spatial plan (to be incorporated into Joint Spatial Plan) Contribute to Joint Agency Group (JAG) – Papakāinga	Ongoing Joint Spatial Plan by June 2021 FDS by 2024	Graphics, Geospatial, Planning & Policy	Provide robust and legislatively compliant planning and policy
Spatial Planning	Support spatial planning across the region. Refresh Eastern Bay – Beyond Today (Eastern Bay spatial plan), in conjunction with Whakatāne Future Development Strategy.	Years 1-5	Graphics, Geospatial	Provide robust and legislatively compliant planning and policy
Implement NPS Urban Development	Future Development Strategies: Western Bay (refer to SmartGrowth) Rotorua city (with Rotorua Lakes Council) Eastern Bay (with Whakatāne District Council and Kawerau District Council) Monitoring and reporting requirements of NPS-UD	FDS reviewed every 3 years Monitoring and reporting – ongoing	Graphics, Geospatial	Provide robust and legislatively compliant planning and policy

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Change(s) to Regional Policy Statement – urban growth	Changes to implement the NPS Urban Development, and to reflect Future Development Strategies	Years 1-3	Geospatial, Print Production, Policy and Planning (co-ordination of RPS changes)	Provide robust and legislatively compliant planning and policy
Sub-regional components for Mode Shift Plan	Rotorua and Eastern Bay components for Bay of Plenty Mode Shift Plan	Years 1-3	Communications	Provide robust and legislatively compliant planning and policy
Tackling Safe Speeds	Regional speed strategy (under Regional Transport Committee)	Before 2023	Communications	Provide robust and legislatively compliant planning and policy
Implement UFTI through the WBOP Transport System Plan (TSP)	Co-lead Detailed Business Case (DBC) development for public transport services and infrastructure to implement UFTI Connected Centres concept. Support a range of transport business cases to deliver infrastructure projects. Work with TLAs to deliver low cost low risk optimisation interventions.	Next three years	Data from Transport Operations - RITS	Healthy Environment; A Vibrant Region
Upper North Island Strategic Alliance (UNISA)	Support governance, Chief Executive and staff technical groups	Ongoing	Environmental Strategy, Communications	Healthy Environment; A Vibrant Region

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6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Transport and Urban Planning

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
	\$000	Year 1 \$000	Year 2 \$000	Year 3 \$000	Year 4 \$000	Year 5 \$000	Year 6 \$000	Year 7 \$000	Year 8 \$000	Year 9 \$000	Year 10 \$000	
OPERATING												
Operating revenue by class												
General funds	\$2,728	\$5,255	\$5,401	\$5,670	\$5,979	\$6,201	\$6,509	\$6,943	\$7,311	\$7,599	\$8,537	\$65,405
Targeted rates	\$11,589	\$13,186	\$13,356	\$13,714	\$17,107	\$17,375	\$17,564	\$17,893	\$16,747	\$17,441	\$18,995	\$163,377
Operating grants and subsidies	\$12,276	\$14,770	\$15,185	\$17,044	\$17,670	\$18,016	\$18,183	\$18,483	\$18,844	\$19,411	\$19,803	\$177,410
Fees and charges	\$3,619	\$3,699	\$3,782	\$3,865	\$3,955	\$4,049	\$4,145	\$4,245	\$4,348	\$4,458	\$4,458	\$41,005
Other revenue	\$1,183	\$1,206	\$1,230	\$1,254	\$1,279	\$1,306	\$1,333	\$1,361	\$1,390	\$1,421	\$1,420	\$13,200
Total operating revenue	\$31,396	\$38,116	\$38,955	\$41,547	\$45,991	\$46,947	\$47,734	\$48,926	\$48,640	\$50,330	\$53,212	\$460,398
Expenditure by activity												
Public Transport	\$32,024	\$35,983	\$36,911	\$40,750	\$42,214	\$42,685	\$42,882	\$43,615	\$44,335	\$45,608	\$46,469	\$421,453
Transport and Urban Planning	\$2,613	\$3,140	\$3,033	\$3,096	\$3,125	\$3,183	\$3,254	\$3,283	\$3,338	\$3,389	\$3,445	\$32,287
Total operating expenditure	\$34,637	\$39,123	\$39,943	\$43,846	\$45,339	\$45,869	\$46,136	\$46,898	\$47,673	\$48,997	\$49,914	\$453,740
Total operating surplus (deficit)	(\$3,242)	(\$1,007)	(\$989)	(\$2,299)	\$651	\$1,078	\$1,597	\$2,028	\$967	\$1,333	\$3,298	\$6,658
Total operating funding (to) / from reserves	\$3,242	\$1,007	\$989	\$2,299	(\$651)	(\$1,078)	(\$1,597)	(\$2,028)	(\$967)	(\$1,333)	(\$3,298)	(\$6,658)
CAPITAL EXPENDITURE												
Public Transport	\$869	\$0	\$947	\$0	\$24	\$0	\$0	\$0	\$0	\$0	\$0	\$971
Total Capital Expenditure	\$869	\$0	\$947	\$0	\$24	\$0	\$0	\$0	\$0	\$0	\$0	\$971
CAPITAL FUNDING												
Funding of capital expenditure												
Use of debt or reserves	(\$869)	\$0	(\$947)	\$0	(\$24)	\$0	\$0	\$0	\$0	\$0	\$0	(\$971)
Funding of capital expenditure	(\$869)	\$0	(\$947)	\$0	(\$24)	\$0	\$0	\$0	\$0	\$0	\$0	(\$971)

Long Term Plan 2021-2031

Activity: Public Transport by class

Run audit: 27-Nov-2020 @ 20:04:28 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	\$11,589	\$13,186	\$13,356	\$13,714	\$17,107	\$17,375	\$17,564	\$17,893	\$16,747	\$17,441	\$18,995
Operating grants and subsidies	\$12,212	\$14,657	\$15,070	\$16,927	\$17,553	\$17,898	\$18,062	\$18,362	\$18,722	\$19,287	\$19,677
Other revenue	\$1,183	\$1,206	\$1,230	\$1,254	\$1,279	\$1,306	\$1,333	\$1,361	\$1,390	\$1,421	\$1,420
Fees and charges	\$3,619	\$3,699	\$3,782	\$3,865	\$3,955	\$4,049	\$4,145	\$4,245	\$4,348	\$4,458	\$4,458
General funds	\$1,872	\$2,184	\$2,250	\$2,360	\$2,547	\$2,599	\$2,725	\$2,968	\$3,125	\$3,247	\$3,640
Total operating revenue	\$30,475	\$34,931	\$35,688	\$38,120	\$42,442	\$43,226	\$43,829	\$44,830	\$44,331	\$45,854	\$48,190
Expenditure by class											
Administration expenses	\$280	\$286	\$292	\$298	\$304	\$311	\$317	\$323	\$330	\$337	\$336
Grants and subsidies	\$163	\$83	\$83	\$84	\$84	\$85	\$85	\$86	\$86	\$87	\$87
Other expenses	\$1,271	\$1,301	\$1,329	\$1,354	\$1,384	\$1,413	\$1,440	\$1,470	\$1,501	\$1,534	\$1,527
Employee expenses	\$970	\$946	\$965	\$984	\$1,002	\$1,022	\$1,042	\$1,063	\$1,084	\$1,105	\$1,126
Consultancy fees	\$200	\$205	\$209	\$213	\$218	\$222	\$227	\$231	\$236	\$241	\$240
Contract work	\$28,014	\$31,624	\$32,347	\$36,003	\$37,406	\$38,001	\$38,319	\$39,092	\$39,826	\$41,023	\$41,857
Depreciation and asset disposal	\$390	\$430	\$522	\$613	\$615	\$409	\$196	\$99	\$5	\$2	\$0
Net overhead charges and recoveries	\$737	\$1,109	\$1,163	\$1,202	\$1,201	\$1,223	\$1,257	\$1,252	\$1,268	\$1,279	\$1,295
Total operating expenditure	\$32,024	\$35,983	\$36,911	\$40,750	\$42,214	\$42,685	\$42,882	\$43,615	\$44,335	\$45,608	\$46,469
Total operating surplus (deficit)	(\$1,549)	(\$1,051)	(\$1,222)	(\$2,630)	\$228	\$541	\$947	\$1,215	(\$4)	\$246	\$1,721
Total operating funding (to) / from reserves	(\$1,549)	(\$1,051)	(\$1,222)	(\$2,630)	\$228	\$541	\$947	\$1,215	(\$4)	\$246	\$1,721
CAPITAL EXPENDITURE											
Electronic Ticketing Tauranga	\$869	\$0	\$710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Ticketing Rotorua	\$0	\$0	\$189	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Ticketing Rural	\$0	\$0	\$47	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Mobility Administration System (TMS)	\$0	\$0	\$0	\$0	\$24	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$869	\$0	\$947	\$0	\$24	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	(\$869)	\$0	(\$947)	\$0	(\$24)	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	(\$869)	\$0	(\$947)	\$0	(\$24)	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Transport and Urban Planning by class

Run audit: 27-Nov-2020 @ 20:04:45 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Operating grants and subsidies	\$65	\$113	\$114	\$117	\$117	\$118	\$121	\$121	\$123	\$124	\$126
General funds	\$856	\$3,072	\$3,152	\$3,310	\$3,432	\$3,602	\$3,783	\$3,975	\$4,186	\$4,352	\$4,896
Total operating revenue	\$921	\$3,185	\$3,266	\$3,427	\$3,549	\$3,720	\$3,904	\$4,096	\$4,309	\$4,476	\$5,022
Expenditure by class											
Administration expenses	\$54	\$48	\$49	\$55	\$51	\$52	\$58	\$54	\$55	\$57	\$57
Grants and subsidies	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377
Other expenses	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee expenses	\$1,041	\$1,354	\$1,381	\$1,408	\$1,434	\$1,462	\$1,491	\$1,520	\$1,551	\$1,581	\$1,612
Consultancy fees	\$295	\$630	\$481	\$491	\$502	\$514	\$524	\$536	\$548	\$560	\$571
Net overhead charges and recoveries	\$843	\$733	\$744	\$765	\$760	\$778	\$804	\$796	\$807	\$814	\$829
Total operating expenditure	\$2,613	\$3,140	\$3,033	\$3,096	\$3,125	\$3,183	\$3,254	\$3,283	\$3,338	\$3,389	\$3,445
Total operating surplus (deficit)	(\$1,692)	\$44	\$234	\$331	\$424	\$537	\$650	\$813	\$971	\$1,087	\$1,577
Total operating funding (to) / from reserves	(\$1,692)	\$44	\$234	\$331	\$424	\$537	\$650	\$813	\$971	\$1,087	\$1,577
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7 ASSETS

7.1 Asset Overview

Council owns hardware to operate the INIT ticketing system. This consists of Bus driver consoles (144), fare payment devices (237), powered base plates (3), mobile retail devices (8) and a mobile checking device. The number of devices is subject to change as vehicles are added to contracts.

7.2 Asset Values

The total insured value of the assets listed above is \$1.193 million as at November 2020. Each Bus Driver Console has a value of \$4,771 and each Fare Payment device has a value of \$2,028.

7.3 Asset Lifecycle Management

Asset Lifecycle will be managed by the RITS Consortium

7.4 Operations and Maintenance Strategies

Faulty hardware is reported to INIT NZ Limited and is then sent to Dunedin for repairs by them. BOPRC operators hold some spare hardware and further spares are held by INIT. INIT are able to monitor hardware remotely and provide software updates as required.

8 RISK MANAGEMENT

8.1 Risks

Public Transport

Risk	Level of risk	Mitigation
Risk of PT patronage numbers not recuperating to pre-COVID-19 levels.	Moderate: impacted by continued shifts through the COVID alert levels which increase uncertainty, community health concerns and influence the perception of safety on public transport.	Measures to increase demand are constrained by the reduced capacity of public transport vehicles when physical distancing is in place. Demand increase measures cannot be undertaken until physical distancing measures can be relaxed and timeframes for return to full capacity on all services is fully known.
Level of work exceeds team capacity	High: <ul style="list-style-type: none"> - there is a significant amount of re-tendering during this period; - high level of compliance monitoring required across significant contracts; - impacts on transport delivery as a consequence of changes in the transport and urban planning space. 	Maintain clear and accurate work programme that prioritises projects and allocates resources. Request additional resource through Long Term Plan.
Successful delivery of service from PT Operators.	High: when service delivery is reduced or fails, impact on community is significant. Issues of this nature also have a detrimental effect on Council reputation.	Continuous quality and compliance monitoring. Focussed and involved contract management of all PT Operators to ensure successfully delivery.
Funding constraints of Waka Kotahi and TA partners	Moderate: Waka Kotahi will not fund all services currently delivered in the Bay of Plenty region and has reduced capacity to fund future projects through the National Land Transport Fund due to the impacts of COVID-19. Not all Territorial Authorities have sufficient ability to fund PT infrastructure in accordance with UFTI and TSP.	Continued and regular communication with Waka Kotahi and partners to understand their constraints and the impacts on delivery of PT services.

Transport & Urban Planning

Risk	Level of risk	Mitigation
Change of central government policy and/or legislative requirements	High – RMA reform is scheduled by central government, a new GPS on housing is expected	Maintain good awareness of upcoming policy and legislative changes and implications, and timeframes.
Staff resourcing – risk of not attracting and/or maintaining key competencies	Moderate – Transport Planner roles are difficult to fill.	Capability plan for team to maintain/improve key competencies. Use of innovative recruitment advertising, or recruitment agencies.
Level of work exceeds team capacity	High – there is a significant amount of integrated transport/urban work	Maintain clear and accurate work programme that prioritises projects and allocates resources. Request additional resource through Long Term Plan.
Expectations from elected members and community around changes to the public transport system	Moderate – constant and numerous requests to change aspects of the public transport system are received through various channels	Include clear policy, objectives and priorities in the Regional Public Transport Plan (to be reviewed 2021/2022) to guide responses to requests.



Group of Activities Management Plan Democracy, Engagement and Planning

Activities included
Community Engagement
Environmental Strategy
Governance Services
Māori Policy
Regional Development
Policy & Planning

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	December 2020
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Prepared by	Graeme Howard - Corporate Planning Lead, Organisational Performance, BOPRC Debbie Hyland, Finance Manager
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title, department, organisation
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title,

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Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
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Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

It also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of Democracy, Engagement, and Planning functions. It includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements.

What We Do

This Group of Activities delivers a range of related services. Community Engagement provides a mechanism for our communities to participate in council decision-making and action. Environmental Strategy, Māori Policy, and Policy and Planning provide advice to external and internal stakeholders, and develop Regional Policy Statements and related policy instruments. Governance Services facilitates the democratic process through management of Council and associated committees. Regional Development facilitates economic and other development.

How We Will Achieve This

Community Engagement will work with our communities through a range of activities, including formal and informal consultation, and the delivery of funding to community groups aligned to Council outcomes. Environmental Strategy will undertake research and analysis of key topics. Māori Policy will work closely with iwi/hapū to build strong partnerships with those groups. Policy and Planning engage in analysis, plan writing, and public engagement to ensure the successful delivery of key plans and policies. Governance Services work intimately with Councillors, staff, and the public to ensure a strong governance system. Regional Development primarily utilise a range of third party funding mechanisms.

What Will It Cost?

Operating expenditure over the ten year period will be \$268.4m with \$91.1m in the first three years.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Community Engagement	✓	✓		
Environmental Strategy	✓			✓
Governance Services				✓
Māori Policy	✓		✓	
Regional Development				✓
Policy & Planning	✓	✓		

3.2 Bay of Plenty's Strategic Priorities

Strategic direction primarily contributed to	Community Engagement	Environmental Strategy	Governance Services	Māori Policy	Regional Development	Policy & Planning
Climate Change						
Regulatory Reform (Including Freshwater)		✓				✓
Regional Recovery					✓	
Partnerships with Māori				✓		✓
Land use and transport						
Community participations and constructive relationships	✓					✓
Delivering on the ground						
Making best use of resources						✓

3.3 Activity Aspiration and Purpose (what we do & why)

Community Engagement	We provide for community voice in decision-making and action – he mangai o ngā hapori.
Environmental Strategy	We ensure that the work of Council responds to key external influences (for example climate change). We do this by acting as strategic advisors and enablers for the organisation, providing problem solving, strategic thinking, horizon scanning, and specialist services.
Governance Services	Supports the democratic structure and decision-making processes of Council and assists elected members in providing good governance in an open and transparent manner
Māori Policy	Provides strategic advice, support and leadership on Māori relationship management, engagement and policy, to ensure we meet our statutory responsibilities to Māori in the region.
Regional Development	Provides leadership, facilitation and support across the region for economic development. Our focus is economic development through Bay of Connections. Bay of Connections is an economic development catalyst for the wider Bay of Plenty region. Its role is to connect the dots and advance tactical projects across the Bay of Plenty, with the goal of delivering regional, transformational and long-term benefits. Its targeted approach involves working alongside local areas, helping ensure alignment where it makes sense, minimising the potential for duplication and providing thought leadership where required.
Policy & Planning	We ensure that resource use and development occurs in a sustainable way that achieves positive social, environmental, and cultural outcomes. We do this via policy analysis, policy and plan implementation, policy review and plan making focusing on fresh water, geothermal resources, air quality, natural hazards, coastal, land and integrated resource management.

3.4 Our Strategic Environment

	Community Engagement	Environmental Strategy	Governance Services	Māori Policy	Regional Development	Policy & Planning
Political	New triennium induction;	Councillor effect on timeframes; changes in national policy direction	Increasing expectations to support broader participation in decision making - more complex governance structures, more committees.	New triennium induction; Regional Charitable Rescue Services Fund	Central government focus on COVID-19; relationships with different territorial authorities; Councillor expectations on regional recovery. Changing funding for Regional economic development.	Significant changes in national policy direction including process and approach to policy development. Councillors set organisational strategic priorities, level of funding allocation, and decide on key work programme and policy options, which affects delivery of our work
Economic	Reducing barriers for vulnerable communities to participate in decision making				Post-COVID 19 disruption and call for public sector involvement	Economic recession may exacerbate economic effects of policy options
Social	Increased engagement	Changing cultural landscape	Focus on ensuring Council	Increased engagement expectations	Tauranga and Western Bay population growth.	Changing cultural landscape

	expectations, especially with Māori and Youth		representation reflects our community		Region wide housing affordability issues, rising unemployment as a result of COVI-19.	Increased engagement expectations
Technological	Increased expectation to engage online	Availability of information	Increased expectation for access to council decision making e.g. online meetings	Increased expectation to engage online		Greater expectation that policy information, science data and monitoring will be made accessible/available. More opportunities to engage through different mediums
Organisational	Strong community and internal relationships	Competing internal priorities	Strong internal relationships	Strong community and internal relationships	Strong community relationships. Independent BOC Leadership Group.	Competing internal priorities

3.5 Relevant Legislation and Strategies

Activity	Legislative Requirement	Specific Legislative Standard
Community Engagement	Project specific LGA, RMA, Biosecurity Act	Varies, e.g. SCP under LGA
Environmental Strategy	Primarily RMA S30, LGA	RMA and LGA planning processes
Governance Services	LGA, LGOIMA, LEA, Treaty Settlement leg	LGA Schedule 7. includes min requirements
Māori Policy	Various legislation including LGA, RMA.	LGA – s81 Contributions to decision-making processes by Māori
Regional Development	No	No
Policy & Planning	Primarily RMA S30, LGA	RMA and LGA planning processes

4 GOALS

4.1 The Community We Serve

Primary customers	Community Engagement	Environmental Strategy	Governance Services	Māori Policy	Regional Development	Policy & Planning
Ratepayer residential	✓	✓	✓	✓	✓	✓
Ratepayer commercial/rural	✓	✓	✓	✓	✓	✓
Treaty Partners		✓		✓		✓
Transport Patron						
Consent applicant						✓
Consent related party						✓
Regional Park user						
Other	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

This Group of Activities delivers a range of related services. Community Engagement provides the process and tools to enable our communities to participate in council decision-making and action. Environmental Strategy, Māori Policy, and Policy and Planning provide advice to external and internal stakeholders, and develop Regional Policy Statements and related policy instruments to support the sustainable management of natural and physical resources. Governance Services facilitates the democratic process through management of Council and associated committees. Regional Development facilitates economic and other development.

Partners	Relationship	Expectations
Māori/Iwi	Key partners, and members of our community	Communication/consultation of relevant issues
Local Territorial Authorities	Key partner	Keep abreast of any issues affecting regional council areas. Working collaboratively to deliver aligned and interconnected development opportunities
Central Government	Creator of policies/legislation that direct BOPRC	Communication of and input into Central Government policy changes
Community groups/volunteers	Key partner	Develop initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

Briefly outline any other relevant stakeholder relationships and expectations

Our community has an expectation that they will have input on decisions that affect them, Council is committed to engaging with our community and this is led and guided by our Community Engagement activity

Stakeholder engagement to inform policy development through targeted feedback and engagement groups (i.e Freshwater Technical Advisory Group)

Engaging with local Economic Development Agencies e.g. Toi Kai Rawa, Priority One, Toi EDA, Rotorua Economic Development to support regional economic development.

4.2 Specific Performance Goals

Community Engagement

Service #1 – Community Engagement						
Level of Service Description	Support community projects which help improve our environment (Note being managed by Organisational Performance) Provide opportunities for community engagement with the work of Council					
Links to Our Strategic Outcomes	A healthy environment					
	A Vibrant Region					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	Percentage of completed EEF projects that have achieved their measured goals (Note being managed by People & Capability)	100%	90%	90%	90%	90%
	Return on investment (\$ Council funds committed : \$ of volunteer labour) on EEF projects based on volunteer labour (Note being managed by People & Capability)	New Measure	1:1.5	1:1.5	1:1.5	1:1.5
	The degree to which the demographics of the people that take part in formal engagement with Council with is representative of the broader community affected by the issue	New Measure	Increase	Increase	Increase	Increase

Environmental Strategy

Service #1 – Environmental Strategy	
Level of Service Description	Provide robust and legislatively compliant planning and policy
Links to Our Strategic Outcomes	A healthy environment
	Safer and resilient communities

Service #1 – Environmental Strategy						
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	90%	90%	90%	90%	90%

Governance Services

Service #1 - Governance Services						
Level of Service Description	Promote good governance and democratic decision making guidance and processes					
Links to Our Strategic Outcomes	Vibrant Region					
	A healthy environment					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	Percentage of Council and Committee meeting agendas for all scheduled meetings that are available at least two working days before meetings	97%	100%	100%	100%	100%
	Percentage of draft Council and Committee meeting minutes that are published on the Council website within 10 working days of the meeting	89%	95%	95%	95%	95%
	Percentage of reports on Council agendas that are public excluded	New Measure	Reduce	Reduce	Reduce	Reduce
	Percentage of Council and Committee meetings live streamed to members of the public via a public website	New Measure	90%	90%	90%	90%

Māori Policy

Service #1 – Māori Policy	
Level of Service Description	Building Māori participation in Council decision making
Links to Our Strategic Outcomes	A healthy environment
	Freshwater for life

Service #1 – Māori Policy						
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	[PLACEHOLDER] Measure to implement the outcomes of the Māori responsiveness framework	TBC	TBC	TBC	TBC	TBC

Regional Development

Service #1 – Contributing to a healthy environment						
Level of Service Description	Facilitate regional economic development					
Links to Our Strategic Outcomes	A Vibrant Region					
Measures and Goals		Current Performance	21/22	22/23	23/24	24/25-30/31
	Number of new jobs created through the support of Bay of Connections and/or Bay of Plenty Regional Council	New Measure	TBC	TBC	TBC	TBC

Policy & Planning

Service #1 - Policy & Planning						
Level of Service Description	Provide robust and legislatively compliant planning and policy					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	90%	90%	90%	90%	90%
	Percentage of proposed Plan Changes and other Policy Statements agreed through the Council approved policy work programme that are approved for notification by Council without substantive changes and within agreed timeframes.	New Measure	100%	100%	100%	100%

5 KEY PROGRAMMES AND PROJECTS

Community Engagement

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Engagement Planning	Planning, facilitation, advice and support across Council	All year/continuously	Policy and Planning, Environmental Strategy, Engineering, Transport, Māori Policy	Our diverse communities have a say in what we do, how well we do it, and where we do it
Managing EEF / CIF	Managed by Organisational Performance (Corporate Support) but within Community Engagement Activity	All year / continuously	Community Engagement ; Organisational Performance; Finance	Our diverse communities have a say in what we do, how well we do it, and where we do it
Regional Safety and Rescue Services Fund (TBC)	Currently led out of Organisational Performance this work is subject to confirmation from Council and LT. If confirmed and implemented through the development of the LTP 2020-2031, this fund is expected to be managed through the Community Engagement activity.	All year/continuously		Our diverse communities have a say in what we do, how well we do it, and where we do it
Online Engagement Platform	Providing regular opportunities to engage with our community online seeking input into priority council issues	Ongoing	ICT, Communications, Legal, Policy and Planning, Organisational Performance, Environmental Strategy	Our diverse communities have a say in what we do, how well we do it, and where we do it
Engagement with youth	Young people are supported to have a voice in council decisions and actions that are important to them.	Ongoing		Our diverse communities have a say in what we do, how well we do it, and where we do it
Upskilling Staff	Providing tool kits, advice/ coaching, induction and some training	All year/continuously		Our diverse communities have a say in what we do, how well we do it, and where we do it

Environmental Strategy

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Strategic Advice	Strategic direction analysis	Ongoing/All-year	e.g. Data Services, Science, Engineering	Providing strategic advice and specialist services
	Providing strategic advice as required on emerging issues for complex, cross organisational issues	Ongoing/All-year		Providing strategic advice and specialist services
RMA Māori Advice	Building capability of organisation in addressing Te Ao Māori in regulatory planning	Ongoing/All-year		Providing strategic advice and specialist services
Organisational Leadership Support	Chair and Chief Executive support for national and executive level forums	Ongoing/All-year		Providing strategic advice and specialist services
Specialist Advice	Economic frameworks and analysis (including section 32 economic advice)	Ongoing/All-year		Providing strategic advice and specialist services

	Project/Programme management leadership and technical support	Ongoing/All-year		Providing strategic advice and specialist services
Climate Change	Identifying issues and ensuring awareness	Ongoing/All-year		Providing strategic advice and specialist services
	Advice for decision making	Ongoing/All-year		Providing strategic advice and specialist services
Environmental Scanning	Identification and reporting of opportunities and threats in the organisation's environment	Ongoing/All-year		Providing strategic advice and specialist services
	Identify linkages between external policy drivers and impact on Council's functions	Ongoing/All-year		Providing strategic advice and specialist services

Governance

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Specialist Advice	Provide governance advice, support and guidance for the Council, leadership team and staff	Ongoing/All-year	Leadership Team, Legal Services	Support the democratic structure and decision-making processes of Council
Specialist Support	Provide governance and committee services and support to elected members, committees and the Council.	Ongoing/All-year	Committee Champions, ICT,	Support the democratic structure and decision-making processes of Council
Council operations	Day to day Council related operations	Ongoing/All-year		Support the democratic structure and decision-making processes of Council
Elections	Elections and establishing new council	Every three years	Communications	Support the democratic structure and decision-making processes of Council
Representation review	Representation review every 6 years	Every six years	GIS, Communications	Support the democratic structure and decision-making processes of Council

Māori Policy

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Māori Responsiveness Framework	Develop process to monitor Māori responsiveness across the organisation.	Ongoing	All teams across the organisation	Māori are partners in the work of Council
Engagement support	Providing advice and engagement support in relation to Treaty policy	Ongoing	All teams across the organisation	Māori are partners in the work of Council
Establishing and Developing Thriving Partnerships/ Relationships with Māori	Undertake work aimed at resetting relationships with Maori, laying the groundwork for successful future relationships.	All year/continuously	All teams across the organisation	Māori are partners in the work of Council

Providing engagement support for the implementation of NPSFM	Supporting Policy and Planning to implement the new NPSFM.	All year/continuously	Policy and Planning	Māori are partners in the work of Council
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Regional Development

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Bay of Connections - Core work programme	Under direction of BOC Leadership Group, identify and deliver projects to support the key focus areas identified by Bay of Connections including: 1. Transition to a low carbon economy 2. Māori Economic Development 3. Infrastructure 4. Workforce	Ongoing		A Vibrant Region
Bay of Connections - Data project	Provide Bay of Connections, its business members and stakeholders, with information and insights that are valuable, timely and easy to understand.	Ongoing		A Vibrant Region

Policy & Planning

Project or Activity name	Description	Timeline	Internal Dependencies	Contributes to Goal
Geothermal Plan Change	Delivery of Geothermal Programme including developing 2 nd generation geothermal framework and System Management Plans for Tauranga, Rotorua and Kawareau.	Ongoing	Data Services, Science, Engineering, Māori Policy, Legal, Communications	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes
OSET Plan Change (PC14)	Plan Change 14 is currently being developed to include updated policies and rules for managing the safe treatment and disposal of onsite wastewater. The plan change covers septic tanks, greywater, composting toilets, pit latrines and aerated wastewater systems.	Ongoing	Consents, Compliance, Science, Monitoring, Engineering, Māori Policy, Legal, Communications	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes
Regional Policy Statement - Nat Hazards, - Kaituna River, Freshwater	The Regional Policy Statement provides a framework for sustainable integrated management of the region's natural and physical resources. Changes are required to give effect to the NPSFM, Kaituna River Document – Kaituna: He Taonga Tuku Iho, and to address Natural Hazards issues.	Ongoing	Data Services, Science, Monitoring, Engineering, Māori Policy, Legal, Communications	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes
Regional Natural Resources Plan (RNRP)/ National Policy Statement for	Land and Water chapters review. Plan in place, approved and underway – will be changed pending the new NPSFM and National Environmental Standards for Freshwater (NESFW) which is due to be gazetted in July 2020.	From July 2020 Dec 2024 for notification	Data Services, Science, Monitoring, Engineering, Māori Policy, Communications, Legal Consents and Compliance	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes

Freshwater (NPSFM)				
Oversight Monitoring, Implementation of plans and Regional Policy Statement (RPS)	Includes: <ul style="list-style-type: none"> - Nat Hazards programme e.g. modelling - Coastal Environment Plan - PC13 Air implementation PC10 RL Nutrient Management	Ongoing	Communications, Consents and Compliance, Engineering, Land Management, Māori Policy, Legal	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes
National Planning standards	Reformat regional plans and policy state to comply with National Planning Standards for structure and format	Ongoing	Data Services	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes
Support to other councils	Co-ordinating efforts of TAs across the region. With regard to the District Application Consents process, and outcomes arising from the, Marine and Coastal Area (Takutai Moana) Act 2011 resulting from Treaty settlements where iwi apply for a mandate under the Act.	Ongoing	Communications, Consents and Compliance, Engineering, Land Management, Māori Policy, Legal	Development occurs in a sustainable way that achieves positive social, environmental, & cultural outcomes

6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Democracy, Engagement and Planning

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
OPERATING												
Operating revenue by class												
Targeted rates	\$0	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,000
General funds	\$21,995	\$22,632	\$24,175	\$25,390	\$26,686	\$28,238	\$29,097	\$30,511	\$31,376	\$32,614	\$36,637	\$287,355
Total operating revenue	\$21,995	\$23,032	\$24,575	\$25,790	\$27,086	\$28,638	\$29,497	\$30,911	\$31,776	\$33,014	\$37,037	\$287,755
Expenditure by activity												
Environmental Strategy	\$1,518	\$1,854	\$1,916	\$1,923	\$1,986	\$2,030	\$2,076	\$2,105	\$2,145	\$2,180	\$2,209	\$20,423
Regional Development	\$5,399	\$11,675	\$10,944	\$963	\$976	\$995	\$1,016	\$1,028	\$1,045	\$1,064	\$1,070	\$30,777
Policy and Planning	\$5,852	\$6,396	\$6,562	\$7,057	\$7,722	\$7,941	\$7,565	\$7,631	\$6,601	\$6,710	\$6,801	\$70,987
Māori Policy	\$2,583	\$2,021	\$2,061	\$2,103	\$2,131	\$2,176	\$2,222	\$2,251	\$2,295	\$2,331	\$2,369	\$21,961
Community Engagement	\$1,745	\$2,138	\$2,158	\$2,182	\$2,199	\$2,225	\$2,253	\$2,269	\$2,295	\$2,317	\$2,341	\$22,376
Governance Services	\$8,849	\$9,370	\$9,915	\$9,828	\$9,903	\$10,387	\$10,291	\$10,278	\$10,493	\$10,644	\$10,758	\$101,866
Total operating expenditure	\$25,946	\$33,455	\$33,556	\$24,056	\$24,917	\$25,754	\$25,423	\$25,563	\$24,873	\$25,246	\$25,549	\$268,391
Total operating surplus (deficit)	(\$3,951)	(\$10,424)	(\$8,981)	\$1,734	\$2,169	\$2,884	\$4,074	\$5,348	\$6,903	\$7,768	\$11,488	\$19,364
Total operating funding (to) / from reserves	\$3,951	\$10,424	\$8,981	(\$1,734)	(\$2,169)	(\$2,884)	(\$4,074)	(\$5,348)	(\$6,903)	(\$7,768)	(\$11,488)	(\$19,364)
CAPITAL EXPENDITURE												
Environmental Strategy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Policy and Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Māori Policy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Engagement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Governance Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING												
Funding of capital expenditure												
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Community Engagement by class

Run audit: 27-Nov-2020 @ 20:06:16 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	\$0	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
General funds	\$1,636	\$1,763	\$1,857	\$1,942	\$2,012	\$2,108	\$2,206	\$2,316	\$2,436	\$2,528	\$2,839
Total operating revenue	\$1,636	\$2,163	\$2,257	\$2,342	\$2,412	\$2,508	\$2,606	\$2,716	\$2,836	\$2,928	\$3,239
Expenditure by class											
Administration expenses	\$18	\$19	\$19	\$20	\$20	\$20	\$21	\$21	\$22	\$22	\$22
Grants and subsidies	\$763	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900
Other expenses	\$37	\$38	\$39	\$39	\$40	\$41	\$42	\$43	\$43	\$44	\$44
Employee expenses	\$364	\$450	\$459	\$468	\$476	\$486	\$495	\$505	\$515	\$525	\$535
Consultancy fees	\$64	\$65	\$65	\$65	\$65	\$66	\$66	\$66	\$67	\$68	\$68
Contract work	\$3	\$204	\$208	\$213	\$217	\$222	\$227	\$232	\$237	\$243	\$248
Net overhead charges and recoveries	\$496	\$464	\$468	\$478	\$479	\$490	\$502	\$502	\$510	\$515	\$524
Total operating expenditure	\$1,745	\$2,138	\$2,158	\$2,182	\$2,199	\$2,225	\$2,253	\$2,269	\$2,295	\$2,317	\$2,341
Total operating surplus (deficit)	(\$109)	\$25	\$99	\$160	\$214	\$282	\$353	\$448	\$541	\$610	\$898
Total operating funding (to) / from reserves	(\$109)	\$25	\$99	\$160	\$214	\$282	\$353	\$448	\$541	\$610	\$898
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Environmental Strategy by class

Run audit: 27-Nov-2020 @ 20:05:30 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$2,475	\$1,881	\$2,004	\$2,085	\$2,187	\$2,299	\$2,416	\$2,545	\$2,683	\$2,790	\$3,142
Total operating revenue	\$2,475	\$1,881	\$2,004	\$2,085	\$2,187	\$2,299	\$2,416	\$2,545	\$2,683	\$2,790	\$3,142
Expenditure by class											
Administration expenses	\$26	\$28	\$29	\$29	\$30	\$31	\$31	\$32	\$32	\$33	\$33
Grants and subsidies	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Other expenses	\$8	\$8	\$9	\$9	\$9	\$9	\$9	\$9	\$10	\$10	\$10
Employee expenses	\$852	\$985	\$1,005	\$1,024	\$1,043	\$1,064	\$1,085	\$1,106	\$1,128	\$1,150	\$1,172
Consultancy fees	\$193	\$222	\$251	\$224	\$266	\$275	\$282	\$291	\$297	\$303	\$302
Contract work	\$118	\$121	\$124	\$126	\$129	\$132	\$134	\$137	\$140	\$143	\$142
Net overhead charges and recoveries	\$318	\$487	\$496	\$508	\$506	\$518	\$532	\$528	\$535	\$538	\$547
Total operating expenditure	\$1,518	\$1,854	\$1,916	\$1,923	\$1,986	\$2,030	\$2,076	\$2,105	\$2,145	\$2,180	\$2,209
Total operating surplus (deficit)	\$956	\$27	\$88	\$162	\$201	\$270	\$340	\$440	\$539	\$610	\$933
Total operating funding (to) / from reserves	\$956	\$27	\$88	\$162	\$201	\$270	\$340	\$440	\$539	\$610	\$933
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Governance Services by class

Run audit: 27-Nov-2020 @ 20:06:31 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$8,297	\$9,508	\$10,263	\$10,602	\$10,975	\$11,701	\$12,085	\$12,625	\$13,325	\$13,844	\$15,548
Total operating revenue	\$8,297	\$9,508	\$10,263	\$10,602	\$10,975	\$11,701	\$12,085	\$12,625	\$13,325	\$13,844	\$15,548
Expenditure by class											
Administration expenses	\$1,529	\$1,557	\$1,585	\$1,607	\$1,634	\$1,661	\$1,686	\$1,710	\$1,737	\$1,764	\$1,756
Grants and subsidies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Other expenses	\$144	\$147	\$150	\$153	\$157	\$160	\$163	\$166	\$170	\$174	\$173
Employee expenses	\$2,589	\$2,585	\$2,638	\$2,689	\$2,739	\$2,792	\$2,848	\$2,819	\$2,962	\$3,020	\$3,078
Consultancy fees	\$160	\$165	\$448	\$174	\$179	\$480	\$189	\$194	\$198	\$203	\$202
Contract work	\$208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net overhead charges and recoveries	\$4,169	\$4,866	\$5,043	\$5,155	\$5,144	\$5,243	\$5,355	\$5,338	\$5,376	\$5,434	\$5,500
Total operating expenditure	\$8,849	\$9,370	\$9,915	\$9,828	\$9,903	\$10,387	\$10,291	\$10,278	\$10,493	\$10,644	\$10,758
Total operating surplus (deficit)	(\$552)	\$137	\$349	\$774	\$1,072	\$1,314	\$1,793	\$2,347	\$2,833	\$3,200	\$4,790
Total operating funding (to) / from reserves	(\$552)	\$137	\$349	\$774	\$1,072	\$1,314	\$1,793	\$2,347	\$2,833	\$3,200	\$4,790
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Maori Policy by class

Run audit: 27-Nov-2020 @ 20:05:41 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$2,422	\$2,051	\$2,169	\$2,277	\$2,364	\$2,484	\$2,608	\$2,746	\$2,896	\$3,010	\$3,393
Total operating revenue	\$2,422	\$2,051	\$2,169	\$2,277	\$2,364	\$2,484	\$2,608	\$2,746	\$2,896	\$3,010	\$3,393
Expenditure by class											
Administration expenses	\$24	\$24	\$25	\$26	\$26	\$27	\$27	\$28	\$28	\$29	\$29
Grants and subsidies	\$420	\$71	\$72	\$73	\$74	\$75	\$76	\$77	\$78	\$79	\$79
Other expenses	\$9	\$9	\$9	\$10	\$10	\$10	\$10	\$10	\$11	\$11	\$11
Employee expenses	\$995	\$1,023	\$1,044	\$1,064	\$1,084	\$1,105	\$1,127	\$1,149	\$1,172	\$1,195	\$1,218
Consultancy fees	\$301	\$288	\$294	\$300	\$307	\$314	\$320	\$327	\$334	\$342	\$346
Contract work	\$230	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net overhead charges and recoveries	\$605	\$606	\$616	\$630	\$630	\$646	\$662	\$660	\$672	\$676	\$687
Total operating expenditure	\$2,583	\$2,021	\$2,061	\$2,103	\$2,131	\$2,176	\$2,222	\$2,251	\$2,295	\$2,331	\$2,369
Total operating surplus (deficit)	(\$161)	\$30	\$108	\$174	\$233	\$308	\$386	\$495	\$601	\$679	\$1,024
Total operating funding (to) / from reserves	(\$161)	\$30	\$108	\$174	\$233	\$308	\$386	\$495	\$601	\$679	\$1,024
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Regional Development by class

Run audit: 27-Nov-2020 @ 20:05:02 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$1,196	\$939	\$994	\$1,043	\$1,083	\$1,137	\$1,193	\$1,256	\$1,322	\$1,376	\$1,542
Total operating revenue	\$1,196	\$939	\$994	\$1,043	\$1,083	\$1,137	\$1,193	\$1,256	\$1,322	\$1,376	\$1,542
Expenditure by class											
Administration expenses	\$11	\$11	\$11	\$12	\$12	\$12	\$12	\$13	\$13	\$13	\$13
Grants and subsidies	\$4,184	\$10,810	\$10,060	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60
Other expenses	\$31	\$32	\$32	\$33	\$34	\$34	\$35	\$36	\$36	\$37	\$37
Employee expenses	\$206	\$207	\$212	\$216	\$220	\$224	\$229	\$233	\$238	\$242	\$247
Consultancy fees	\$633	\$392	\$401	\$408	\$417	\$426	\$434	\$443	\$452	\$462	\$460
Net overhead charges and recoveries	\$335	\$223	\$228	\$234	\$233	\$238	\$246	\$244	\$246	\$249	\$253
Total operating expenditure	\$5,399	\$11,675	\$10,944	\$963	\$976	\$995	\$1,016	\$1,028	\$1,045	\$1,064	\$1,070
Total operating surplus (deficit)	(\$4,204)	(\$10,736)	(\$9,951)	\$80	\$107	\$142	\$177	\$227	\$277	\$312	\$472
Total operating funding (to) / from reserves	(\$4,204)	(\$10,736)	(\$9,951)	\$80	\$107	\$142	\$177	\$227	\$277	\$312	\$472
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of capital expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Long Term Plan 2021-2031

Activity: Policy and Planning by class

Run audit: 30-Nov-2020 @ 16:58:11 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
General funds	\$5,969	\$6,490	\$6,888	\$7,441	\$8,065	\$8,509	\$8,590	\$9,023	\$8,713	\$9,065	\$10,173
Total operating revenue	\$5,969	\$6,490	\$6,888	\$7,441	\$8,065	\$8,509	\$8,590	\$9,023	\$8,713	\$9,065	\$10,173
Expenditure by class											
Administration expenses	\$204	\$257	\$153	\$457	\$560	\$664	\$375	\$383	\$100	\$102	\$103
Grants and subsidies	\$80	\$90	\$35	\$120	\$90	\$0	\$0	\$0	\$0	\$0	\$0
Other expenses	\$345	\$349	\$410	\$460	\$853	\$895	\$821	\$840	\$275	\$281	\$280
Employee expenses	\$2,905	\$3,039	\$3,102	\$3,161	\$3,221	\$3,283	\$3,348	\$3,414	\$3,482	\$3,550	\$3,619
Consultancy fees	\$715	\$685	\$738	\$809	\$949	\$1,011	\$898	\$830	\$556	\$569	\$566
Contract work	\$567	\$451	\$586	\$474	\$471	\$472	\$471	\$520	\$531	\$543	\$541
Net overhead charges and recoveries	\$1,037	\$1,525	\$1,538	\$1,576	\$1,579	\$1,617	\$1,652	\$1,644	\$1,656	\$1,664	\$1,693
Total operating expenditure	\$5,852	\$6,396	\$6,562	\$7,057	\$7,722	\$7,941	\$7,565	\$7,631	\$6,601	\$6,710	\$6,801
Total operating surplus (deficit)	\$117	\$94	\$326	\$384	\$343	\$568	\$1,025	\$1,391	\$2,112	\$2,356	\$3,371
Total operating funding (to) / from reserves	\$117	\$94	\$326	\$384	\$343	\$568	\$1,025	\$1,391	\$2,112	\$2,356	\$3,371
CAPITAL EXPENDITURE											
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Funding of Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7 RISK MANAGEMENT

Community Engagement

Risk	Level of risk	Mitigation
Participants in BOPRC engagement processes do not reflect the diversity of the affected communities	Medium	Reducing barriers to participate Proactively connect with communities of place, interest, and identity
Implementing community driven decision making e.g. participatory budgeting	Medium	Transparency in decision making processes. Plain English explanations of levels of engagement in the Significance and Engagement policy to foster consistent expectations within council and with community Provide feedback on how community input was considered and affected the decision
Community cannot see the impact of their participation in relevant decision making and lose confidence in processes	Medium	Only engage where there is opportunity for community to meaningfully influence relevant decisions or actions Provide feedback on how community input was considered and affected the decision

Environmental Strategy

Risk	Level of risk	Mitigation
Contention between TAs, Regional Council and/or Central Government on key matters e.g. Climate Change approach	Medium	Ensure communication and relationship building are prioritised within projects.

Māori Policy

Risk	Level of risk	Mitigation
Limited capacity and capability of iwi to participate in council processes in a meaningful way	Medium/High	We provide a level of financial and in kind support. We look for opportunities to include mechanisms build capability through third party treaty discussions. At a national level we advocate for the crown to provide capacity and capability support for Māori.

Governance Services

Risk	Level of risk	Mitigation
Risk of technical issues with the introduction of live streaming meetings.	Med/High	Training of staff, testing of systems. Managing public expectations in locations where live streaming is not viable.
Increased pressure on resourcing due to increasingly complex Governance environment leading to additional Committees and Governance Group establishment.	High	Careful management of resourcing levels through LTP and AP processes. Active management of staff training and updating systems to ensure efficient processes.
Reduced Governance experience following elections with new Councillors joining Council.	Medium	Induction programme in place following elections for Councillors, including training in governance roles.

Regional Development

Risk	Level of risk	Mitigation
A lack of coordination between different organisations involved in job creation	Medium	Coordinating with the Regional Skills Leadership Group, established under the workforce focus area, one of four focus areas for Bay of Connections.
Uncertainty around future central government direction e.g. regional econ development funding	Low	Strong relationships with Central Government to ensure up to date information is available to inform planning and support influencing for outcomes.
BOC projects are aligned and supported by sub regional Economic Development Agencies	Medium	BOC programme manager ensuring a bottom up approach to identifying possible projects is followed, for taking to BOC Leadership Group for assessment against prioritisation factors and decision to progress.
Contention between Leadership Group and Regional Council on projects or strategic direction	Low	BOC Leadership Group's independence outlined in Terms of Reference, endorsed by Council

Policy & Planning

Risk	Level of risk	Mitigation
Contention between TAs and Regional Council on key matters (i.e. natural hazards, freshwater matters) to enable growth related plan changes	Low - Medium	Early collaborative engagement, Ensure all parties understand statutory obligations, current modelling/science outcomes and delivery timeframes. Enable aligned and interconnected delivery of structure plans and plan changes to enable growth and development opportunities.
Further amendments to national policy and regulations that	Medium	Develop appropriate implementation timeframes. Seek any resourcing changes required through the annual planning process.

Risk	Level of risk	Mitigation
Fail to achieve a workable engagement relationship with iwi, or failure to reach agreement on deliverables.	Medium	Work hard throughout the process in good faith in alignment with <i>Te Hononga</i> . Funding for capability and capacity building for iwi/hapu for collaborative engagement and partnership to deliver implementation of the NPSFM
Decision making delays during programme delivery compromise ability to deliver plan changes on time.	Low - Medium	Regular, informal updates to Councillors and leadership team. Maintain and follow a schedule of upcoming topics for decision. Workshops whenever possible before decision making committee meetings to ensure committee, has a clear understanding, line of sight, and is decision ready.



Group of Activities Management Plan Emergency Management

Activities included
Emergency Management

Version 0.2 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	November 2020
File location	A3608656
Prepared by	Matt Searle, Corporate Planner, Organisational Performance Debbie Hyland, Finance Manager
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> <i>Name, title, department, organisation</i>
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> <i>Name, title,</i>

Production control record

Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
Draft 2	11/2020	M Searle	Revised draft
Final			

Post production amendment record

Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

It also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also *able to use the drafts* and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of the GoA functions. It includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements. The Emergency Management Group of Activities will deliver administrative and employment emergency management services over the course of the Long Term Plan.

What We Do

Regional Council is responsible for fulfilling the statutory responsibilities of a Local Authority set out in the CDEM Act 200 and is also the administering authority for the regional Civil Defence and Emergency Management (CDEM) Group.

As the administering authority Council has mandated responsibilities for the provision of administrative and related services required by the CDEM Group in accordance with the CDEM Act such as governance, secretarial, and employment support, preparing agendas, arranging meetings, and taking and disseminating minutes from meetings. The administering authority also provides financial management for the CDEM Group, including budgeting and reporting

The Administering Authority also provides governance and secretarial support to the Joint Committee and a designated facility to support the function of EMBOP (Emergency Management Bay of Plenty) and the GECC (Group Emergency Coordination Centre). In addition the Bay of Plenty Regional Council will also serve as the employing agency of all EMBOP staff on the terms and conditions of employment and job descriptions negotiated.

How We Will Achieve This

Measures will be developed to achieve desired Emergency Management outcomes. In order to monitor success of agreed measures an annual audit will be performed by EMBOP, the Civil Defence Emergency Management Group office. Measures include aggregated score across:

- EOC Control appointments and function leads trained to JC specified levels,
- EOC practised within last 12 months.
- EOC response procedures reviewed within last 3 years.

Measures will be developed by a working group and approved by Joint Committee in Q4 of 2020/21. Note BOPRC will be responsible for some elements of the GECC effectiveness to respond and EMBOP will be responsible for others, which will be agreed by the working group.

A two-yearly Resident Survey will be conducted by BOPRC and provide a break down by Territorial Authority. Next survey due during the 2022/23 financial year. Consistent survey questions will be agreed and approved by Joint Committee.

What Will It Cost?

Total operating expenditure over the Long Term Plan will be \$38.2m with \$10.7m in the first three years. Capital expenditure will be \$0.3m over the ten year period with \$0.1m in the first three years.

From 1 July 2020, the methodology for funding for the Bay of Plenty CDEM service to deliver CDEM functions will be through:

- Group CDEM service delivery: CDEM Regional Targeted Rate.
- Regional CDEM service delivery: Bay of Plenty Regional Council budget.
- Local CDEM service delivery: Respective Territorial Authority budget.

Other Key Documents

A key document to read alongside this GOAMP is the Bay of Plenty Civil Defence Emergency Management Group Plan 2018-2023.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Emergency Management	✓		✓	

3.2 Bay of Plenty's Strategic Direction

Strategic direction primarily contributed to	Emergency Management
Climate Change	✓
Regulatory Reform (Including Freshwater)	
Regional Recovery	✓
Partnerships with Māori	✓
Land use and transport	✓
Community participations and constructive relationships	✓
Delivering on the ground	✓

Making best use of resources	✓
------------------------------	---

3.3 Activity Aspiration and Purpose (what we do & why)

Emergency Management	EMBOP - Responsible for the implementation of the region's CDEM Group Plan 2018-2023 by delivering the roles and responsibilities set out in the Bay of Plenty CDEM Group Partnership Agreement.
	EM BOPRC - Responsible for fulfilling the statutory responsibilities of a Local Authority set out in the CDEM Act 2002.

3.4 Relevant Legislation and Strategies

LEGISLATIVE REQUIREMENT(S)	CDEM Act s 23, 24, 64
SPECIFIC LEGISLATIVE STANDARD(S)	S 64 sets out Duties of local authorities

4 GOALS

4.1 The Community We Serve

Primary customers/beneficiaries	Emergency Management
Ratepayer residential	✓
Ratepayer commercial	✓
Transport Patron	
Consent applicant	
Consent related party	
Regional Park user	
Other	

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

Stakeholder	Relationship	Expectations
Māori/Iwi	Key partners, stakeholders and members of our community	Communication/consultation of relevant issues
Local Territorial Authorities (e.g Tauranga City Council, Western Bay of Plenty Council etc.)	Key partner	Keep abreast of any issues affecting regional council areas
Central Government	Creator of BOPRC policies/legislation	Communication of policy changes
Community groups/volunteers	Key partner	Develop initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

Briefly outline any other relevant stakeholder relationships and expectations

4.2 Specific Performance Goals

EM BOPRC

Service #1 – Emergency management response and initiatives						
Level of Service Description	We will maintain capability to effectively respond to an emergency					
	Provide community education initiatives to increase public awareness and readiness for local and regional hazards.					
Links to Our Strategic Outcomes	A healthy environment					
	Safe and resilient communities					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	The level to which the region is prepared for and can effectively respond to an emergency	New Measure	Increase	Increase	Increase	Increase
	Percentage of residents that have a good understanding of what the effects would be if a disaster struck their area (biennial)	New Measure	N/A	80%	N/A	85%
	Percentage of residents that have taken any action to prepare for an emergency (biennial)	New Measure	N/A	80%	N/A	85%

5 KEY PROGRAMMES AND PROJECTS

BOPRC & EMBOP

CDEM Group Objectives	Outcomes	Activities	Lead by
<i>Grow the capacity and capability of the Bay of Plenty CDEM Group to respond to emergencies.</i>	CDEM Group has or can readily access appropriate infrastructure and equipment during an emergency to enable effective and efficient response management.	Provide a designated facility to support the function of EMBOP and the GECC.	BOPRC & EMBOP
	The CDEM Group has the workforce and operational capability and capacity to successfully deliver delegated functional roles and responsibilities.	Review and implement CDEM Group workforce and resource changes to deliver delegated functions, roles and responsibilities set out in the Partnership Agreement	BOPRC
<i>Build the community's knowledge and understanding of their hazards and risks so they can make informed decisions.</i>	Scientific research and knowledge is made available to our communities in readily accessible and understandable ways.	Integrate natural hazards information and research into the Bay Hazards viewer.	
		Deliver hazard risk management through the Bay of Plenty Safe and Resilient Communities Programme.	
<i>Manage natural hazards through a risk based approach.</i>	Integrated research, risk assessment and knowledge sharing about our natural hazards, where they are most likely to occur and what impacts they may have on people, property and the environment.	Lead collaborative hazard risk management across the Bay of Plenty.	
		Support territorial authorities by identifying trigger levels for flooding.	

6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Emergency Management

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT												
OPERATING												
Operating revenue by class												
Targeted rates	\$2,962	\$3,421	\$3,548	\$3,627	\$3,675	\$3,754	\$3,839	\$3,886	\$3,959	\$4,025	\$4,082	\$37,817
Other revenue	\$40	\$41	\$42	\$42	\$43	\$44	\$45	\$46	\$47	\$48	\$48	\$445
Total operating revenue	\$3,001	\$3,462	\$3,589	\$3,670	\$3,719	\$3,798	\$3,884	\$3,932	\$4,006	\$4,073	\$4,130	\$38,262
Expenditure by activity												
Emergency Management	\$3,847	\$3,461	\$3,588	\$3,667	\$3,714	\$3,793	\$3,877	\$3,924	\$3,997	\$4,062	\$4,118	\$38,201
Total operating expenditure	\$3,847	\$3,461	\$3,588	\$3,667	\$3,714	\$3,793	\$3,877	\$3,924	\$3,997	\$4,062	\$4,118	\$38,201
Total operating surplus (deficit)	(\$846)	\$1	\$2	\$3	\$4	\$5	\$7	\$8	\$9	\$11	\$12	\$61
Total operating funding (to) / from reserves	\$846	(\$1)	(\$2)	(\$3)	(\$4)	(\$5)	(\$7)	(\$8)	(\$9)	(\$11)	(\$12)	(\$61)
CAPITAL EXPENDITURE												
Emergency Management	\$11	\$22	\$27	\$27	\$28	\$28	\$29	\$29	\$30	\$31	\$30	\$280
Total Capital Expenditure	\$11	\$22	\$27	\$27	\$28	\$28	\$29	\$29	\$30	\$31	\$30	\$280
CAPITAL FUNDING												
Funding of capital expenditure												
Use of debt or reserves	(\$11)	(\$22)	(\$27)	(\$27)	(\$28)	(\$28)	(\$29)	(\$29)	(\$30)	(\$31)	(\$30)	(\$280)
Funding of capital expenditure	(\$11)	(\$22)	(\$27)	(\$27)	(\$28)	(\$28)	(\$29)	(\$29)	(\$30)	(\$31)	(\$30)	(\$280)

7 RISK MANAGEMENT

Risks

The Bay of Plenty is subject to multiple hazards, some of which create a high risk to our communities. Significant earthquakes and tsunami in particular are two hazards with a low likelihood of occurring, but if they do occur they can have major impacts on our communities. Both are unpredictable, with impacts that occur immediately or very quickly after the event. Being prepared for these events is a significant challenge.

CDEM is an integrated framework across the 4 Rs. Working in an integrated way with key stakeholders is a challenge. It can be easy for stakeholders to become 'siloed'. Maintaining focus across the 4 Rs is an ongoing challenge.

Having a good understanding of our hazards and risks is critical, to enable the community to make informed decisions. How we develop an understanding of our risks and support communities to determine acceptable levels of risk is a challenge. People make choices based on a wide range of factors, of which risk is only one component.

Encouraging acts of preparedness across all types of community including individuals, families, marae, community organisations, schools, businesses, lifeline utilities and other organisations is a challenge. In general, people are not concerned until something affects them directly. They have competing demands on their time and other priorities.

Within the Bay of Plenty CDEM Group it is essential to have good capability and capacity to respond to emergencies. The Bay of Plenty CDEM Group needs to have strong relationships, systems and processes in place to be effective. There are competing demands for resources and time. How we deliver a good service that is integrated across the members of the Bay of Plenty CDEM Group and the 4 Rs is a challenge.

Success is contingent on good communication/participation from all participants of Bay Of Plenty Civil Defence Emergency Management Partnership Agreement



Group of Activities Management Plan Support Services

Activities included
Technical Support <ul style="list-style-type: none">• Data Services• Engineering• Science
Corporate Support <ul style="list-style-type: none">• Commercial & Legal• Communications• Customer Services• Facilities• Finance• Geospatial• ICT• People & Capability• Risk & Assurance

Version 0.1 Draft for Audit

December 2020

BOPRC Activity Management Plan FY22-FY31

Document control

Date	December 2020
File location	A3608655
Prepared by	Tobias Fransson, Performance Analyst Matt Searle, Corporate Planner Graeme Howard, Corporate Planning Lead Debbie Hyland, Finance Manager
Endorsed by	As General Manager , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title, department, organisation
Approved by	As Chief Executive , I confirm this Activity Management Plan provides a suitable and appropriate plan for delivering our strategic goals and objectives. <signature> Name, title,

Production control record

Version	Date	Author	Description and summary of changes
Draft 1	08/2020	M Searle	First draft
Draft 2	11/2020	G Howard	Revisions post November workshop
Final			

Post production amendment record

Version	Date	Author	Description and summary of changes
Amendment 1			
Amendment 2			

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1 ABOUT THIS PLAN

This Group of Activities Management Plan (GOAMP) sets out the context within which this group of activities (GoA) operates, its performance goals, the projects, programmes, and other work required to achieve those goals, and the funding required to deliver that work.

It also sets out key risks to achieving those goals, and also provides additional information to meet legislative requirements.

Each GoA in Bay of Plenty Regional Council has a GOAMP. Collectively, they provide the core content of Bay of Plenty Regional Council's Long Term Plan. The Council is also able to use the drafts and discussion documents produced for the GOAMPs to illustrate the thinking and evidence considered in the preparation of the Plan

2 EXECUTIVE SUMMARY

This Plan

This plan sets out a ten-year approach for the delivery of Technical and Corporate Support services. It includes performance goals, alignment with strategy, key programmes and projects, and a set of forecast financial statements.

What We Do

Through this Group of Activities a range of related services are delivered. Technical services provides accessible, relevant and trusted data and science, as well as technical engineering expertise and design advisory services. These are both delivered directly to the community and as support to other Council activities. Corporate services are delivered enable and enhance the delivery of all Council activities. This includes delivering high quality Communication, ICT, People and Capability, Finance, Legal, Risk and Corporate Property services and ensuring we deliver a positive primary point of contact service with the community through our Customer Contact service.

How We Will Achieve This

Technical Services will be delivered through collecting, managing, and delivering high-quality data and information to enable good, evidence-based decisions. Recognised as leaders in our Engineering field of expertise, we will provide engineering advice and support to other departments and to ratepayers. We ensure that decisions on the management of natural resources are made from a strong evidence base by providing timely and high quality advice, co-ordinating and enabling science direction, and using and developing sound scientific tools and methods. We will support the organisation to deliver to the community by providing high quality Communication, ICT, People and Capability, Finance, Legal, Risk and Property services and ensure the community experiences a positive primary point of contact through our Customer Contact service.

What Will It Cost?

Operating expenditure over the ten year period will be \$159.9m with \$45.4m in the first three years.
Capital expenditure will be \$66.3m over the ten year period with \$34.9m in the first three years.

3 STRATEGIC CONTEXT

3.1 How Our Activities Contribute

	Council Outcome primarily contributed to			
	A healthy environment	Freshwater for life	Safe and resilient communities	A Vibrant Region
Technical Support	✓	✓	✓	✓
Corporate Support	✓	✓	✓	✓

3.2 Bay of Plenty's Strategic Direction

Strategic direction primarily contributed to	Technical Support	Corporate Support
Climate Change	✓	✓
Regulatory Reform (Including Freshwater)	✓	
Regional Recovery		
Partnerships with Māori		
Land use and transport		
Community participations and constructive relationships		
Delivering on the ground	✓	
Making best use of resources	✓	✓

3.3 Activity Aspiration and Purpose (what we do & why)

Technical Services	
Data Services	We collect, manage, and deliver high-quality data and information to enable good, evidence-based decisions
Engineering	Provide advice and support to other departments and to ratepayers. Recognised as leaders in our Engineering field of expertise.
Science	We ensure that decisions on the management of natural resources are made from a strong evidence base. We do this by providing timely and high quality advice, co-ordinating and enabling science direction, and using and developing sound scientific tools and methods

Corporate Support	Provide support services to support enable and enhance the delivery of all Council activities. This includes delivering high quality Communication, ICT, People and Capability, Finance, Legal, Risk and Corporate Property services and ensuring we deliver a positive primary point of contact service with the community through our Customer Contact service.
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3.4 Our Strategic Environment

	Technical Support			Corporate Support
	Data Services	Engineering	Science	
Political	New legislative standards for data and its delivery	Being ahead of or working in with new national standards. Working in conjunction with NZ River Managers to secure funding from Central Government.	Changing policy and timelines; being agile and innovative	Councillors set organisational strategic priorities, level of funding allocation, which affects delivery of our work
Economic	Changing economic climate post-Covid	Placing a high emphasis on affordability of proposed solutions. Ensuring that sustainable solutions are promoted.		Changing economic climate post-Covid
Social	Climate change; population growth and air and water quality; citizen science	Providing guidance on climate change adaptation, allowing for changes in demographics and enhancing consultation/engagement.	Increasing demand for science and mātauranga to support decision making; communicating complex information simply	Impacts of Climate change, changing cultural landscape, increasing expectations in relation to community participation in council decision making.
Technological	Assessing and implementing new technologies	Leading the way in utilising new technology (software) and presenting information.	Planning for and responding to modelling needs; real-time data collection, analyses and reporting	
Organisational	Understanding, prioritisation & delivery of service levels; Health and safety around our work	Supporting organisation to achieve goals. Ensuring that Engineering are recognised as leaders in our Engineering field of expertise.	Providing confidence; responding to changing needs and expectations	

3.5 Relevant Legislation and Strategies

Activity	Legislative Requirement	Specific Legislative Standard
Technical Support	LGA (2002), RMA 1991, SCRA 1941, NES Air Quality & NPS for Freshwater Management	LGA 2002, section 101B A local authority must, as part of its LTP, prepare and adopt an infrastructure strategy

4 GOALS

4.1 The Community We Serve

Primary customers	Technical Support	Corporate Support
Ratepayer residential	✓	✓
Ratepayer commercial	✓	✓
Transport Patron		
Consent applicant	✓	
Consent related party	✓	
Regional Park user		
Other	✓ All of community and public not just ratepayers	✓ All of community and public not just ratepayers

Briefly outline the services provided and the primary needs and/or expectations in relation to these services.

Technical services provides accessible, relevant and trusted data and science, as well as technical engineering expertise and design advisory services. These are both delivered directly to the community and as support to other Council activities. Corporate services are delivered enable and enhance the delivery of all Council activities. This includes delivering high quality Communication, ICT, People and Capability, Finance, Legal, Risk and Corporate Property services and ensuring we deliver a positive primary point of contact service with the community through our Customer Contact service.

Partners	Relationship	Expectations
Māori/Iwi	Key partners and members of our community	Communication/consultation of relevant issues
Local Territorial Authorities (e.g Tauranga City Council, Western Bay of Plenty Council etc.)	Key partner	Keep abreast of any issues affecting regional council areas
Central Government	Creator of BOPRC policies/legislation	Communication of policy changes
Community groups/volunteers	Key partner	Develop initiatives together
Private sector	Key partner	Develop frameworks and strategies to generate and encourage additional sustainable economic growth.

Briefly outline any other relevant stakeholder relationships and expectations

There are a range of additional stakeholder relationships across the activities in this group including community groups, Crown Research Institutes, Universities etc.

4.2 Specific Performance Goals

Technical Support - Data Services

Service #1 – Environmental data						
Level of Service Description	Provide the community with ready access to environmental data					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
	Safe and resilient communities					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	Percentage availability through website of real-time deliverable environmental data	97.7%	95%	95%	95%	95%
	The percentage of designated swimming sites monitored for recreational water quality	New Measure	90%	90%	90%	90%

Technical Support - Science

Service #1 – Providing science						
Level of Service Description	Provide accessible, trusted and relevant science					
Links to Our Strategic Outcomes	A healthy environment					
	Freshwater for life					
	Safe and resilient communities					
Performance Measures and Targets		Current Performance	21/22	22/23	23/24	24/25-30/31
	The percentage of discrete State of the Environment reports published	New Measure	90%	90%	90%	90%

Corporate Support - Facilities

Service #1 – Contributing to a healthy environment						
Level of Service Description	Placeholder: Reduce/minimise carbon emissions through					
Links to Our Strategic Outcomes	A Vibrant Region					
Measures and Goals		Current Performance	21/22	22/23	23/24	24/25-30/31
	Placeholder – Potential goal regarding Corporate Property Energy Efficiency or Greenhouse Gas Emissions	New Measure	TBC	TBC	TBC	TBC

5 KEY PROGRAMMES AND PROJECTS

Technical Support - Data Services

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
New Legislative Standards	Continued implementation of NEMS, including Water Quality NEMS.	All-year	Science	New legislative standards for data and its delivery
	Continued implementation of national delivery and reporting requirements, including LAWA	All-year	Science, Communications, Business Engagement	New legislative standards for data and its delivery
	Evaluate and respond to Freshwater NPS and other legislative implications	All-year	Science, Water Policy	Regulatory Reform (Including Freshwater)
Nutrient Monitoring	Continue nutrient monitoring trials	All-year	Science	Regulatory Reform (Including Freshwater)
STIV Technique Trial	Implement space time image velocity flow measurement technique	All-year		Safe and resilient communities
Additional Groundwater Sites	Enhance network to support resource understanding and management	All-year	Science	Regulatory Reform (Including Freshwater)
Flood Monitoring Network Review	Enhance flood monitoring to support future needs and reduce risk	All-year	Engineering	Safe and resilient communities
Future Needs	Understanding Council and NZ Inc. requirements in terms of data, information and delivery - what is needed in 10, 20 & 50 years' time.	All-year		Regulatory Reform (Including Freshwater)
Maximise Data Value	Maximising the value of the data we currently have and collect	All-year		Making best use of resources

Technical Support - Engineering

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
Asset Management Plans	Asset Management Plan updates and development	For AMP updating	Rivers and Drainage Asset Management	Safe and resilient communities

Consents	Technical reviews of consents, District Application consents, Comprehensive Stormwater Consents	All-year	Consents, Compliance, NH Planning	Safe and resilient communities
Technical Advice	Technical engineering advice (such as internally to other departments)	All-year	All departments	Safe and resilient communities
Technical Advice	General enquiries and engineering recommendations	All-year	All departments	Safe and resilient communities
Technical Advice	District Plan Reviews (engineering) and expert witness at consent hearings	All-year	Consents, Compliance, NH Planning	Safe and resilient communities
Technical Advice	Design advisory services (General) - such as scheme works	All-year	All departments	Safe and resilient communities
Capital Projects	Capital Projects support - planning, design and engineer to contract,	All-year	All departments	Safe and resilient communities

Technical Support - Science

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Goal
NERMN Programme	Improve real-time data collection using latest technology (e.g. nitrate, turbidity and DO sensors)	All years	Data Services	Accessibility of Information
Groundwater modelling	Co-ordinate completion of groundwater models for the BOP region	All years	Water Policy	Project Management
Seagrass Health	Report on a seagrass health monitoring programme	2021/22		Accessibility of Information
NEMS	Continued implementation of National Environmental Monitoring Standards in co-operation with Data Services	All years	Data Services	Project Management
Instream Minimum Flows	Evaluate Freshwater NPS implications and develop sound scientific tools and methods to set minimum flows	All years	Water Policy	Accessibility of Information
Whitebait	Continue research on status of whitebait spawning grounds			Accessibility of Information
He Korowai Mātauranga	Implement strategies for Mukq 1			Project Management
Motiti Natural Environment	Develop and implement monitoring programme			Accessibility of Information

Management area				
Estuary Sediments and Water	Report on emerging organic contaminants	All years		Accessibility of Information
Groundwater	Improve regional groundwater monitoring coverage		Data Services	Accessibility of Information
National Policy Statements	Respond to evolving central government policy, monitoring and reporting requirements	All years		Project Management
Science Plan	Maintain the organisational Science Plan	All years		Project Management
National Environmental Standards for Air Quality	Liaise with central government on current review (ongoing)	All years		Project Management
Mount Maunganui Airshed	Use detailed modelling and monitoring datasets at Mount Maunganui to inform management of air quality	All years	Data Services	Project Management
Data access and reporting	Additional activities from the Science Plan review (e.g. improve access to data and the type and frequency of reporting)	All years	Data Services	Accessibility of Information
Regional soils data	Commission work to expand SMAP coverage in the Bay of Plenty	All years		Accessibility of Information
Rotorua Geothermal Field	Continue monitoring and research	All years		Accessibility of Information

Corporate Support

Project or Activity	Description	Timeline	Internal Dependencies	Contributes to Outcome
Communications	Provides information to the community on Council activities and areas of responsibility. This activity enables democratic local decision making and action by our community and seeks feedback on Council initiatives.	Ongoing	Relevant teams/activities across the organisation	All Community Outcomes
People and Capability	Provide people management services to the Council, including employment relations, recruitment and Organisational development. Provide organisational performance and corporate planning services.	Ongoing	All teams/activities across the organisation	All Community Outcomes

Customer Services	Provides front line reception, publication services, specialised document preparation, customer services and records management in Council offices across the region.	Ongoing	All teams/activities across the organisation	All Community Outcomes
Finance	Provide strategic finance, treasury, management accounting and financial services across the Council to ensure the prudent management of Councils finances.	Ongoing	All teams/activities across the organisation	All Community Outcomes
Commercial and Legal	Delivery of procurement, contract management and in house legal services.	Ongoing	All teams/activities across the organisation	All Community Outcomes
Facilities	Manage the buildings, equipment and vehicles that enable Council to carry out its activities efficiently and effectively, including completing refurbishment of the Whakatāne office as part of the Buildings Upgrade Project.	2021/22-2023/24	All teams/activities across the organisation	All Community Outcomes
Risk and assurance	Provide risk management services including delivering internal audit programme and provide risk advice and monitoring. Manage, coordinate and report on Councils occupational health and safety responsibilities.	Ongoing	All teams/activities across the organisation	All Community Outcomes
Information and Communication Technology (ICT) and Geospatial	Provides the Information Technology (IT) people, systems and processes that support the work of Council. This includes our community facing services and support to our shared services partners. Deliver core computing infrastructure, user equipment, business analysis, software development, geospatial (GIS) and project management which together provide innovative ICT support solutions.	Ongoing	All teams/activities across the organisation	All Community Outcomes

6 FINANCIAL SUMMARY

Long Term Plan 2021-2031

Group of Activity: Support Services

Run audit: 27-Nov-2020 @ 20:02:12 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31	10 Year Total
	\$000	Year 1 \$000	Year 2 \$000	Year 3 \$000	Year 4 \$000	Year 5 \$000	Year 6 \$000	Year 7 \$000	Year 8 \$000	Year 9 \$000	Year 10 \$000	
OPERATING												
Operating revenue by class												
General funds	\$10,875	\$12,145	\$11,000	\$12,138	\$12,651	\$12,789	\$13,391	\$14,104	\$15,034	\$15,722	\$8,486	\$127,460
Targeted rates	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$2,110)
Fees and charges	\$2,194	\$2,922	\$3,121	\$3,234	\$3,245	\$3,214	\$3,181	\$3,195	\$3,227	\$3,255	\$3,314	\$31,909
Other revenue	\$734	\$644	\$658	\$672	\$686	\$702	\$716	\$731	\$747	\$763	\$771	\$7,090
Total operating revenue	\$13,592	\$15,499	\$14,569	\$15,833	\$16,371	\$16,494	\$17,076	\$17,819	\$18,797	\$19,530	\$12,360	\$164,349
Expenditure by activity												
Technical Support	\$14,063	\$15,998	\$16,486	\$16,804	\$16,993	\$17,267	\$17,493	\$17,599	\$17,767	\$17,986	\$18,260	\$172,653
Corporate Support	(\$123)	(\$1,499)	(\$1,353)	(\$1,021)	(\$961)	(\$1,449)	(\$1,506)	(\$1,458)	(\$1,508)	(\$1,185)	(\$863)	(\$12,804)
Total operating expenditure	\$13,940	\$14,499	\$15,132	\$15,783	\$16,032	\$15,818	\$15,987	\$16,141	\$16,259	\$16,801	\$17,397	\$159,849
Total operating surplus (deficit)	(\$349)	\$1,001	(\$564)	\$50	\$339	\$676	\$1,089	\$1,678	\$2,538	\$2,729	(\$5,036)	\$4,500
Total operating funding (to) / from reserves	\$349	(\$1,001)	\$564	(\$50)	(\$339)	(\$676)	(\$1,089)	(\$1,678)	(\$2,538)	(\$2,729)	\$5,036	(\$4,500)
CAPITAL EXPENDITURE												
Technical Support	\$780	\$547	\$583	\$607	\$569	\$634	\$560	\$571	\$600	\$522	\$545	\$5,738
Corporate Support	\$10,264	\$16,552	\$11,448	\$5,171	\$3,651	\$4,242	\$4,125	\$4,919	\$3,349	\$3,572	\$3,525	\$60,555
Total Capital Expenditure	\$11,044	\$17,099	\$12,030	\$5,778	\$4,220	\$4,876	\$4,684	\$5,491	\$3,950	\$4,094	\$4,070	\$66,293
CAPITAL FUNDING												
Funding of capital expenditure												
Use of debt or reserves	(\$11,044)	(\$17,099)	(\$12,030)	(\$5,778)	(\$4,220)	(\$4,876)	(\$4,684)	(\$5,491)	(\$3,950)	(\$4,094)	(\$4,070)	(\$66,293)
Funding of capital expenditure	(\$11,044)	(\$17,099)	(\$12,030)	(\$5,778)	(\$4,220)	(\$4,876)	(\$4,684)	(\$5,491)	(\$3,950)	(\$4,094)	(\$4,070)	(\$66,293)

Long Term Plan 2021-2031

Activity: Service Support by class

Run audit: 27-Nov-2020 @ 20:06:59 - 22PJL.03

	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Other revenue	\$197	\$293	\$300	\$306	\$313	\$320	\$327	\$334	\$341	\$349	\$356
Fees and charges	\$2,113	\$2,659	\$2,776	\$2,848	\$2,857	\$2,904	\$2,869	\$2,881	\$2,911	\$2,938	\$2,997
General funds	\$11,020	\$13,238	\$14,076	\$14,776	\$15,314	\$16,068	\$16,840	\$17,651	\$18,531	\$19,189	\$11,750
Total operating revenue	\$13,330	\$16,190	\$17,152	\$17,930	\$18,484	\$19,292	\$20,036	\$20,866	\$21,784	\$22,476	\$15,103
Expenditure by class											
Administration expenses	\$148	\$154	\$163	\$166	\$170	\$173	\$177	\$180	\$184	\$188	\$189
Grants and subsidies	\$129	\$127	\$125	\$123	\$121	\$119	\$116	\$114	\$114	\$114	\$114
Other expenses	\$937	\$890	\$908	\$923	\$941	\$959	\$975	\$993	\$1,014	\$1,036	\$1,033
Employee expenses	\$5,507	\$5,893	\$6,014	\$6,129	\$6,245	\$6,366	\$6,492	\$6,619	\$6,752	\$6,884	\$7,017
Consultancy fees	\$1,015	\$1,031	\$1,045	\$1,056	\$1,070	\$1,083	\$1,094	\$1,107	\$1,130	\$1,155	\$1,150
Contract work	\$1,298	\$1,245	\$1,272	\$1,294	\$1,322	\$1,349	\$1,374	\$1,399	\$1,429	\$1,448	\$1,696
Depreciation and asset disposal	\$667	\$682	\$786	\$836	\$853	\$829	\$731	\$675	\$612	\$604	\$588
Net overhead charges and recoveries	\$4,362	\$5,976	\$6,173	\$6,277	\$6,272	\$6,389	\$6,534	\$6,512	\$6,533	\$6,556	\$6,473
Total operating expenditure	\$14,063	\$15,998	\$16,486	\$16,804	\$16,993	\$17,267	\$17,493	\$17,599	\$17,767	\$17,986	\$18,260
Total operating surplus (deficit)	(\$733)	\$192	\$667	\$1,126	\$1,492	\$2,025	\$2,543	\$3,267	\$4,017	\$4,490	(\$3,157)
Total operating funding (to) / from reserves	(\$733)	\$192	\$667	\$1,126	\$1,492	\$2,025	\$2,543	\$3,267	\$4,017	\$4,490	(\$3,157)
CAPITAL EXPENDITURE											
Upgrade and Replacement	\$176	\$61	\$115	\$64	\$120	\$192	\$110	\$112	\$131	\$73	\$76
Delivery Enhancement	\$176	\$159	\$133	\$202	\$101	\$86	\$88	\$90	\$92	\$63	\$85
Radio Telephones	\$69	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Monitoring Equipment	\$359	\$327	\$334	\$340	\$348	\$355	\$362	\$369	\$377	\$386	\$384
Total Capital Expenditure	\$780	\$547	\$583	\$607	\$569	\$634	\$560	\$571	\$600	\$522	\$545
CAPITAL FUNDING											
Funding of capital expenditure											
Use of debt or reserves	(\$780)	(\$547)	(\$583)	(\$607)	(\$569)	(\$634)	(\$560)	(\$571)	(\$600)	(\$522)	(\$545)
Funding of capital expenditure	(\$780)	(\$547)	(\$583)	(\$607)	(\$569)	(\$634)	(\$560)	(\$571)	(\$600)	(\$522)	(\$545)

Long Term Plan 2021-2031

Activity: Corporate Support by class

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	Annual Plan 2020/21	LTP 2021-2031 - DRAFT VERSION 3 FOR AUDIT									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/31
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING											
Operating revenue by class											
Targeted rates	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)	(\$211)
Other revenue	\$536	\$350	\$358	\$365	\$373	\$381	\$389	\$397	\$405	\$414	\$415
Fees and charges	\$81	\$263	\$345	\$386	\$388	\$310	\$312	\$314	\$316	\$318	\$317
General funds	(\$145)	(\$1,093)	(\$3,076)	(\$2,637)	(\$2,663)	(\$3,278)	(\$3,449)	(\$3,547)	(\$3,497)	(\$3,467)	(\$3,264)
Total operating revenue	\$261	(\$691)	(\$2,584)	(\$2,097)	(\$2,113)	(\$2,798)	(\$2,960)	(\$3,047)	(\$2,987)	(\$2,946)	(\$2,742)
Expenditure by class											
Administration expenses	\$2,871	\$3,851	\$4,080	\$4,223	\$4,334	\$4,521	\$4,650	\$4,768	\$4,943	\$5,096	\$5,186
Grants and subsidies	\$71	\$70	\$70	\$69	\$69	\$68	\$68	\$67	\$68	\$68	\$68
Other expenses	\$5,634	\$6,410	\$5,585	\$5,614	\$5,629	\$5,831	\$6,128	\$6,157	\$6,256	\$6,290	\$6,320
Employee expenses	\$11,246	\$11,796	\$12,365	\$12,601	\$12,837	\$13,085	\$13,284	\$13,542	\$13,812	\$14,082	\$14,349
Consultancy fees	\$627	\$602	\$679	\$738	\$746	\$765	\$795	\$803	\$818	\$835	\$835
Contract work	\$695	\$753	\$1,029	\$1,174	\$881	\$988	\$1,221	\$907	\$926	\$918	\$918
Finance costs	\$3,258	\$3,051	\$3,664	\$4,342	\$4,416	\$3,836	\$3,681	\$3,570	\$3,628	\$3,660	\$3,840
Depreciation and asset disposal	\$4,936	\$5,054	\$5,381	\$5,105	\$4,956	\$4,856	\$4,747	\$4,521	\$4,028	\$3,940	\$3,843
Net overhead charges and recoveries	(\$29,459)	(\$33,086)	(\$34,206)	(\$34,887)	(\$34,827)	(\$35,399)	(\$36,081)	(\$35,793)	(\$35,988)	(\$36,073)	(\$36,222)
Total operating expenditure	(\$123)	(\$1,499)	(\$1,353)	(\$1,021)	(\$961)	(\$1,449)	(\$1,506)	(\$1,458)	(\$1,508)	(\$1,185)	(\$863)
Total operating surplus (deficit)	\$384	\$809	(\$1,231)	(\$1,076)	(\$1,152)	(\$1,349)	(\$1,454)	(\$1,589)	(\$1,479)	(\$1,761)	(\$1,879)
Total operating funding (to) / from reserves	\$384	\$809	(\$1,231)	(\$1,076)	(\$1,152)	(\$1,349)	(\$1,454)	(\$1,589)	(\$1,479)	(\$1,761)	(\$1,879)

CAPITAL EXPENDITURE

Display equipment and gazebos	\$12	\$12	\$12	\$13	\$13	\$13	\$14	\$14	\$0	\$0	\$0
Technology 1 Projects	\$250	\$677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accela Projects	\$130	\$102	\$230	\$170	\$174	\$178	\$181	\$185	\$189	\$193	\$192
End User Computer	\$300	\$392	\$401	\$409	\$417	\$426	\$435	\$443	\$453	\$463	\$461
Netw ork Infrastructure	\$59	\$60	\$61	\$62	\$64	\$65	\$66	\$68	\$69	\$71	\$70
Servers	\$85	\$87	\$89	\$91	\$93	\$95	\$97	\$99	\$101	\$103	\$102
Business Continuity	\$21	\$22	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26
Video Conferencing and Telephony	\$96	\$98	\$100	\$102	\$104	\$107	\$109	\$111	\$113	\$116	\$115
NZ/Regional Spatial Data Infrastructure	\$22	\$23	\$23	\$24	\$24	\$25	\$25	\$26	\$26	\$27	\$27
Spatial data provision for BOP region	\$199	\$204	\$208	\$212	\$217	\$221	\$226	\$230	\$235	\$240	\$239
Rotorua Buildings Capital	\$3	\$3	\$3	\$56	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Plant Replacement	\$497	\$717	\$786	\$530	\$542	\$553	\$564	\$575	\$587	\$600	\$598
Vehicle Replacement	\$1,300	\$1,130	\$1,756	\$300	\$892	\$1,359	\$1,278	\$1,989	\$340	\$529	\$493
Regional Building Capital	\$6,005	\$825	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Information Management Strategy Projects	\$130	\$349	\$407	\$415	\$424	\$433	\$441	\$450	\$459	\$469	\$468
Quay Street Building Capital	\$389	\$2,053	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Data/Business Intelligence Projects	\$180	\$205	\$209	\$213	\$218	\$223	\$227	\$232	\$236	\$242	\$241
Spatial Modelling	\$100	\$102	\$104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lakes Nutrients Database	\$0	\$55	\$56	\$57	\$58	\$59	\$59	\$62	\$63	\$64	\$64
ICT Security & Process Audit	\$0	\$0	\$28	\$0	\$0	\$30	\$0	\$0	\$31	\$0	\$0
Customer Services Systems	\$28	\$33	\$33	\$34	\$35	\$36	\$36	\$37	\$38	\$39	\$38
Mobility Projects	\$150	\$164	\$167	\$170	\$174	\$178	\$181	\$185	\$189	\$193	\$192
Objective Enhancements	\$70	\$22	\$0	\$0	\$23	\$59	\$0	\$25	\$25	\$26	\$26
Testing Systems	\$100	\$113	\$116	\$118	\$121	\$123	\$126	\$128	\$131	\$134	\$133
People and Capability System	\$0	\$278	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Management Systems Wallingford House	\$138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Group Emergency Centre	\$0	\$4,198	\$4,297	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Elizabeth Street Contribution	\$0	\$0	\$524	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waterfront Development	\$0	\$1,536	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Whakatane Land Purchase	\$0	\$3,072	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Quay Street West Wing Refurbishment	\$0	\$0	\$1,572	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tauriko Transport site	\$0	\$0	\$0	\$2,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Edgecumbe Utility shed	\$0	\$0	\$210	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture	\$0	\$20	\$21	\$21	\$22	\$22	\$23	\$23	\$24	\$24	\$25
Total Capital Expenditure	\$10,264	\$16,552	\$11,448	\$5,171	\$3,651	\$4,242	\$4,125	\$4,919	\$3,349	\$3,572	\$3,525

CAPITAL FUNDING

Funding of capital expenditure

Use of debt or reserves	(\$10,264)	(\$16,552)	(\$11,448)	(\$5,171)	(\$3,651)	(\$4,242)	(\$4,125)	(\$4,919)	(\$3,349)	(\$3,572)	(\$3,525)
Funding of capital expenditure	(\$10,264)	(\$16,552)	(\$11,448)	(\$5,171)	(\$3,651)	(\$4,242)	(\$4,125)	(\$4,919)	(\$3,349)	(\$3,572)	(\$3,525)

7 RISK MANAGEMENT

Technical Support - Data Services

Risk	Level of risk	Mitigation
Health and safety	Low	Ensure health & safety policies & procedures are maintained and followed.
Citizen science	Low	Ascertain use of citizen science data and ensure implementation and use of data is fit for purpose by aligning with national direction.
Required data is not available or to required standards	Low	Work with customers to define, prioritise & deliver service levels by implementation of Project Request Forms and similar planning tools
National requirements for federated data	Medium	Adopt agreed standards and involvement in sector discussions

Technical Support - Engineering

Risk	Level of risk	Mitigation
Health and safety	Low	Ensure health & safety policies & procedures are maintained and followed.
Advice given is either outdated or inappropriate	Low	Ensure staff are well qualified and experienced (or backed by those with experience). Continually invest in training to maintain or enhance knowledge. Ensure all advice is reviewed by Senior Engineering Staff.

Technical Support - Science

Risk	Level of risk	Mitigation
Science does not take account of the latest technological developments or research	Low	Ensure the internal science function continues to have access to Universities (e.g. through the Waikato University Chairs), CRIs and the regional council science community (e.g. through participation in Special Interest Groups, SIGs).
Science resourcing is inadequate to meet the council's needs	Low-medium	Regularly review the Science Plan to better anticipate future requirements.