

Long Term Plan 2018-2028 Draft Activity Work Plans

DRAFT FOR CONSULTATION - February 2018

Introduction

This document sets out the work that the Bay of Plenty Regional Council plans to do over the next 10 years to deliver the Council's vision and Community Outcomes as set out in our Strategic Framework.

This work has been divided into nine Groups of Activity and a total of 33 Activities and this document includes:

A summary of each of the nine Groups of Activities

- This includes a list of the Activities in the group, which Community Outcomes the Group of Activities contributes to, the Levels of Service that will be delivered by the Group of Activities, and the Key Performance Indicators that will be used to measure progress and performance. Draft financial estimates for operating and capital expenditure, and resourcing (full time equivalents) for Years 1-10 for each Group of Activity is also included.

A draft Activity Work Plan for each of the 33 Activities

- Each Activity Work Plan includes a description of the work the Council plans to deliver under each activity, the key projects that will be delivered and draft financial estimates for operating and capital expenditure, and resourcing (full time equivalents) for Years 1-10 for each activity. The work outlined in the Work Plans align to and are focused on delivering the Council's Strategic Framework which has been developed through consideration of the Council's operating environment and strategic challenges facing the organisation.

The Council's Strategic Framework and Activity Structure are also included.

Table of contents

<u>Section</u>	<u>Page</u>
Introduction	1
Our Vision, and Community Outcomes - Strategic Framework	3
Groups of Activities and Activities Structure	4
Draft Activity Work Plans	
• Integrated Catchment Management Group of Activities	5
• Flood Protection and Control Group of Activities	27
• Resource Regulation and Monitoring Group of Activities	38
• Transportation Group of Activities	56
• Regional Development Group of Activities	66
• Regional Planning and Engagement Group of Activities	77
• Emergency Management Group of Activities	95
• Technical Services Group of Activities	101
• Corporate Services Group of Activities	119

Our Vision, and Community Outcomes - Strategic Framework

Thriving together – mō te taiaō, mo ngā tāngata: our vision for the region

Our vision of 'Thriving Together – mō te taiaō, mo ngā tāngata' is about supporting our environment and our people so both can thrive.

Our four community outcomes give more detail on what this vision would look like for the Bay of Plenty, focusing on a healthy environment, freshwater for life, safe and resilient communities and a vibrant region.

We have focused our outcomes for this Long Term Plan 2018-2028, with a strong emphasis on a healthy environment and managing our natural resources including freshwater. Each outcome has objectives that describe how we plan to reach these outcomes through the work we do. Also in this mix are our organisational values and the way we work as a council, while the strategic challenges tell us the big issues we face as we work towards our outcomes.

All of this is combined into a Strategic Framework which links everything together, as shown in this diagram.



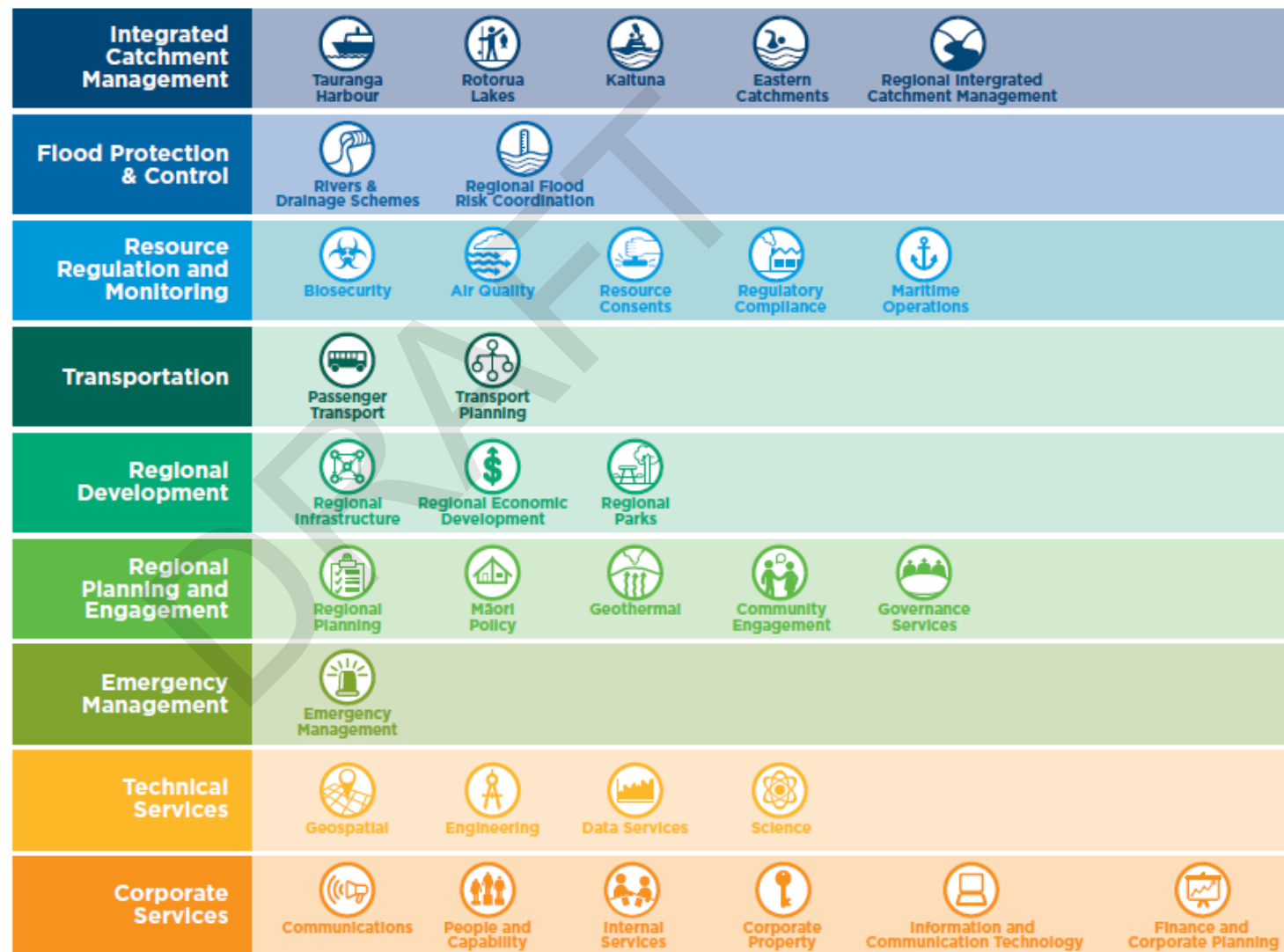
Groups of Activities and Activities Structure

To help us to deliver on our Strategic Framework, we plan to continue to provide the same extensive range of services focused on looking after the environment.

Our work is divided into different activities - which are then grouped to enable us to report on that work – both as an organisation and financially.

For this Long Term Plan, the Council has 33 activities that are grouped into nine Groups of Activities as shown in this diagram.

Detail on work proposed to be carried out under each activity is providing in the draft Activity Work Plans.





Integrated Catchment Management Group of Activities

Integrated Catchment Management Group of Activities

Activities

- Tauranga Harbour Activity
- Rotorua Lakes Activity
- Kaituna Activity
- Eastern Catchments Activity
- Regional Integrated Catchment Management (ICM) Activity

This Group of Activities contributes to the following

	 A healthy environment	 Freshwater for life	 Safe and resilient communities	 A vibrant region
Tauranga Harbour	■	□		
Rotorua Lakes	□	■		
Kaituna	■	□		
Eastern Catchments	■	□		
Regional ICM	□	■		

What the community can expect

Key	Strongest Link	
	Contributes to	

Level of Service: Improve the indigenous biodiversity and waterbodies in the Bay of Plenty catchments										
Measure:	Number of new Priority Biodiversity Sites actively managed									
Targets										
2017/18 New	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	4	4	4	4	4	4	4	4	4	4
Measure:	Number of Rotorua lakes that have reached their Trophic Level Index (TLI), based on the 3 year rolling TLI									
Targets										
2017/18 New	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	2	2	3	3	4	4	5	5	6	6
Measure:	Percentage of monitored river and stream sites that meet the 'swimmability' requirements under the National Policy Statement for Freshwater Management									
Targets										
2017/18 New	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	82%	82%	86%	86%	90%	90%	94%	94%	96%	96%

Integrated Catchment Management Group of Activities draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,107	Targeted rates	3,117	3,107	3,107	3,107	3,106	3,107	3,106	3,107	3,107	3,107
14,653	General funds	12,387	12,870	13,848	14,205	15,020	15,810	16,664	16,838	17,566	18,414
5,021	Other revenue	6,002	5,643	5,291	6,799	272	165	168	172	176	180
22,780	Total operating revenue	21,506	21,620	22,246	24,110	18,398	19,082	19,939	20,117	20,849	21,701
Operating expenditure by activity											
5,034	Tauranga Harbour	3,596	3,665	3,734	3,762	3,829	3,903	3,961	4,032	4,111	4,173
15,936	Rotorua Lakes	16,019	15,185	15,651	19,099	6,829	6,828	7,168	7,007	6,993	7,044
2,840	Kaituna	2,582	2,960	3,293	3,420	3,521	3,539	3,622	3,509	3,458	3,445
3,717	Eastern Catchments	2,408	2,452	2,510	2,547	2,594	2,653	2,690	2,737	2,798	2,837
3,110	Regional Integrated Catchment Management	2,056	2,220	2,447	2,370	2,418	2,548	2,496	2,313	2,352	2,418
30,637	Total operating expenditure	26,661	26,483	27,636	31,198	19,191	19,471	19,937	19,599	19,712	19,918
7,856	Net (surplus) deficit	5,155	4,863	5,390	7,087	793	389	(2)	(518)	(1,136)	(1,783)
Operating funding											
7,856	(Increase) / decrease in reserves	5,155	4,863	5,390	7,087	793	389	(2)	(518)	(1,136)	(1,783)
7,856	Total operating funding	5,155	4,863	5,390	7,087	793	389	(2)	(518)	(1,136)	(1,783)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
684	Rotorua Lakes	1,153	4,300	3,492	-	-	-	-	-	-	-
5,625	Kaituna	6,173	4,200	904	997	22	23	23	24	25	25
6,309	Total capital expenditure	7,325	8,499	4,396	997	22	23	23	24	25	25
Capital funding											
342	Subsidies & grants for capital expenditure	250	2,150	1,400	-	-	-	-	-	-	-
5,967	Increase / (decrease) in debt	7,075	6,349	2,996	997	22	23	23	24	25	25
6,309	Total capital funding	7,325	8,499	4,396	997	22	23	23	24	25	25



Proposed resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTEs		FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
8.0	Tauranga Harbour	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
15.7	Rotorua Lakes	15.8	15.8	15.8	15.8	15.8	15.2	15.2	15.2	15.2	15.2
5.0	Kaituna	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
6.0	Eastern Catchments	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
9.0	Regional Integrated Catchment Management	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
43.7	Resources (FTEs)	43.8	43.8	43.8	43.8	43.8	43.2	43.2	43.2	43.2	43.2

DRAFT

Tauranga Harbour Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 <p>A healthy environment</p>	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.
	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
	4 Our environmental monitoring is transparently communicated to our communities.
 <p>Freshwater for life</p>	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	4 We deliver solutions to local problems to improve water quality and manage water quantity.

Key	Strongest Link	
	Contributes to	

What we propose to do

The Tauranga Harbour activity integrates the environmental work we do in the Tauranga Harbour and its catchments, from Waihī to Pāpāmoa Beach and inland through the Kaimai Range.

The catchment includes Tauranga City, the largest urban centre in the Bay of Plenty. We work with our partners and community to ensure a healthy and thriving harbour and catchment that contributes to our wellbeing today and in the future.

The Tauranga Moana Programme has been established to coordinate, prioritise and deliver on all our work related to improving the health of the harbour and its catchment. Tauranga City Council, Western Bay of Plenty District Council and the Regional Council are partners in the Programme, allowing an adaptive and collaborative management approach. The Programme is overseen by the Tauranga Moana Advisory Group which includes representatives from Tauranga Moana Iwi Collective and Councillors from the three councils.

Proposed operating work programme

- Supporting the Tauranga Moana Programme and Tauranga Moana Advisory Group.
- Supporting established community groups, technical groups and inter-agency forums, in particular Estuary and Coast Care groups and the Kaimai Mamakū Catchments Forum.
- Maintaining Tauranga Harbour management and research partnerships with the University of Waikato Chair of Coastal Science and Manaaki Te Awanui.
- Providing incentives to landowners for work that addresses biodiversity values and encourages sustainable land management practices throughout the catchment, including Tauranga Harbour's estuary margin.
- Stabilising active stream bank erosion to reduce sedimentation, and promote methods to address Tauranga Harbour coastal erosion.
- Managing the expansion of mangrove distribution throughout Tauranga Harbour, including operating the hovercraft to keep areas clear of new seedlings.
- Clearing accumulations of sea lettuce and litter from around Tauranga Harbour.

Proposed operating work programme budget

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	3,596	3,665	3,734	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
				4 We deliver solutions to local problems to improve water quality and manage water quantity.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	9.0	9.0	9.0

Tauranga Harbour Activity draft financial estimates



Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,172	General funds	3,543	3,586	3,592	3,631	3,736	3,909	4,104	4,292	4,532	4,768
56	Other revenue	57	58	59	61	62	63	65	67	68	70
3,228	Total operating revenue	3,599	3,644	3,651	3,691	3,798	3,972	4,169	4,359	4,601	4,839
Operating expenditure											
974	Employee benefit expenses	871	889	906	923	940	958	975	992	1,009	1,026
4,060	Trading and other expenses	2,724	2,776	2,828	2,839	2,889	2,946	2,987	3,040	3,103	3,147
5,034	Total operating expenditure	3,596	3,665	3,734	3,762	3,829	3,903	3,961	4,032	4,111	4,173
1,806	Net (surplus) deficit	(4)	21	83	71	31	(69)	(208)	(327)	(489)	(666)
Operating funding											
1,806	(Increase) / decrease in reserves	(4)	21	83	71	31	(69)	(208)	(327)	(489)	(666)
1,806	Total operating funding	(4)	21	83	71	31	(69)	(208)	(327)	(489)	(666)

Proposed resourcing

8.0 Resources (FTEs)	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
----------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Rotorua Lakes Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 A healthy environment	<input type="checkbox"/> 1 We develop and implement regional plans and policy to protect our natural environment.
	<input type="checkbox"/> 2 We manage our natural resources effectively through regulation, education and action.
 Freshwater for life	<input checked="" type="checkbox"/> 1 Good decision making is supported through improving knowledge of our water resources.
	<input checked="" type="checkbox"/> 2 We listen to our communities and consider their values and priorities in our regional plans.
	<input checked="" type="checkbox"/> 3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	<input checked="" type="checkbox"/> 4 We deliver solutions to local problems to improve water quality and manage water quantity.

What we propose to do

Key	Strongest Link	Contributes to
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The Rotorua Lakes activity integrates the delivery of services within the Rotorua Te Arawa Lakes catchments. These include implementing lake water quality action plans, investigating lake restoration options, supporting ongoing research and monitoring.

The Rotorua Te Arawa Lakes Programme has been established to coordinate, prioritise and deliver on all our work related to improving the health of the Rotorua Te Arawa Lakes. Te Arawa Lakes Trust, Rotorua Lakes Council and the Regional Council are partners in the Programme, which is part-funded through a Deed of Funding Agreement with the Crown.

Proposed operating work programme

- Working with stakeholders to reduce nutrient, sediment and bacteria loss from land and reduce contaminants entering the lakes, e.g. creating environmental plans.
- Purchasing nitrogen in the Lake Rotorua catchment to reduce nitrogen entering the lake.
- Supporting landowners affected by Lake Rotorua catchment rules through the Advice and Support project.
- Converting gorse land within the Lake Rotorua catchment to trees.
- Determining nutrient benchmarks in all priority lake catchments.
- Harvesting lake weed in priority amenity areas.
- Proactively minimising algae blooms.
- Commissioning and operating the full scale Tikitere de-nitrification plant, and operate P-locking plants in Lake Rotorua and Lake Rotomā.
- Phosphorous locking, weed harvesting and lake level and flow control to reduce and control the flow of nutrients to our lakes.
- Continuing to implement restoration and action plans for our lakes to deliver water quality outcomes.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	16,019	15,185	15,651	1 We develop and implement regional plans and policy to protect our natural environment.
				4 We deliver solutions to local problems to improve water quality and manage water quantity.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	15.8	15.8	15.8

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Advice and Support Project	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Gorse Conversion Project	•	•	•	4 We deliver solutions to local problems to improve water quality and manage water quantity.
Lake Rotorua Incentive Scheme	•	•	•	4 We deliver solutions to local problems to improve water quality and manage water quantity.
Lake Tarawera Restoration Plan	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Tikitere Diversion	•	•	•	4 We deliver solutions to local problems to improve water quality and manage water quantity.
Buoy Okareka - Rotorua Lakes	•			4 We deliver solutions to local problems to improve water quality and manage water quantity.
Buoy Rotoiti Rotorua Lakes	•			4 We deliver solutions to local problems to improve water quality and manage water quantity.
Nutrient Assessment Benchmarking Database	•			4 We deliver solutions to local problems to improve water quality and manage water quantity.
Lake Okareka Pipeline Upgrade	•			4 We deliver solutions to local problems to improve water quality and manage water quantity.

Rotorua Lakes Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,107	Targeted rates	3,117	3,107	3,107	3,107	3,106	3,107	3,106	3,107	3,107	3,107
2,738	General funds	2,359	2,239	2,546	2,586	3,029	3,107	3,391	3,395	3,505	3,661
4,775	Other revenue	5,377	5,040	4,870	6,545	-	-	-	-	-	-
10,620	Total operating revenue	10,854	10,386	10,523	12,238	6,136	6,213	6,498	6,502	6,612	6,768
Operating expenditure											
1,494	Employee benefit expenses	1,467	1,497	1,525	1,554	1,583	1,549	1,577	1,605	1,632	1,660
469	Finance costs	273	421	590	723	923	885	941	897	851	803
802	Depreciation and amortisation	811	916	1,028	1,099	1,124	1,122	1,119	1,120	1,050	1,078
13,172	Trading and other expenses	13,469	12,351	12,507	15,722	3,199	3,272	3,532	3,385	3,459	3,503
15,936	Total operating expenditure	16,019	15,185	15,651	19,099	6,829	6,828	7,168	7,007	6,993	7,044
5,317	Net (surplus) deficit	5,165	4,800	5,129	6,861	693	614	671	505	381	277
Operating funding											
5,317	(Increase) / decrease in reserves	5,165	4,800	5,129	6,861	693	614	671	505	381	277
5,317	Total operating funding	5,165	4,800	5,129	6,861	693	614	671	505	381	277



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
684	Tikitere Diversion	500	4,300	2,800	-	-	-	-	-	-	-
-	Buoy Okareka - Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Buoy Rotoiti Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Nutrient Assessment Benchmarking Database	255	-	-	-	-	-	-	-	-	-
-	Lake Okareka Pipeline Upgrade	326	-	693	-	-	-	-	-	-	-
684	Total capital expenditure	1,153	4,300	3,492	-	-	-	-	-	-	-
Capital funding											
342	Subsidies & grants for capital funding	250	2,150	1,400	-	-	-	-	-	-	-
342	Increase/ (decrease) in debt	903	2,150	2,092	-	-	-	-	-	-	-
684	Total capital funding	1,153	4,300	3,492	-	-	-	-	-	-	-

Proposed resourcing

15.7 Resources (FTEs)	15.8	15.8	15.8	15.8	15.8	15.8	15.2	15.2	15.2	15.2	15.2
-----------------------	------	------	------	------	------	------	------	------	------	------	------

Katiuna Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 A healthy environment	■ 3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources
 Freshwater for life	□ 2 We listen to our communities and consider their values and priorities in our regional plans □ 3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai □ 4 We deliver solutions to local problems to improve water quality and manage water quantity

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Kaituna activity integrates the environmental work we do in the catchments of the Kaituna River and Te Awa o Ngatoroirangi / Maketu Estuary, the Pongakawa River and Waihi Estuary, and the Waitahanui Stream. The activity includes implementation of the prioritised actions identified in the Kaituna River and Ongatoro/Maketū Estuary Strategy (2009), and will implement priorities in Te Maru o Kaituna River Authority's new Kaituna River Document and subsequent action plan.

Proposed operating work programme

- Working with tangata whenua, landowners, community care groups and other to:
 - protect and/or improve indigenous biodiversity with a focus on wetlands.
 - reduce nutrient, sediment and bacterial contaminant loads to our rivers and estuaries.
- Helping prepare for and implement Plan Change 12; Council's response to the National Policy Statement for Freshwater Management in the Kaituna/Pongakawa and Waitahanui.
- Providing plants and advice to residents through the Coast Care community dune restoration programme.
- Monitoring existing agreements with landowners.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	2,582	2,960	3,293	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources
				2 We listen to our communities and consider their values and priorities in our regional plans
				3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	5.0	5.0	5.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Kaituna River Re-diversion and Te Awa o Ngatoroirangi /Maketū Estuary Enhancement	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Te Pourepo o Kaituna (Wetland Creation)	•	•	•	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Kaituna River Re-diversion and Te Awa o Ngatoroirangi/Maketū Estuary Enhancement	•	•		3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
Kaituna Catchment Capital Fish Projects	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Te Pourepo o Kaituna (Wetland Creation)	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Kaituna Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,601	General funds	2,561	2,920	3,196	3,332	3,469	3,579	3,791	3,773	3,851	3,978
33	Other revenue	23	23	23	23	23	23	23	23	23	23
2,634	Total operating revenue	2,584	2,943	3,219	3,355	3,492	3,602	3,814	3,796	3,874	4,001
Operating expenditure											
444	Employee benefit expenses	486	496	506	515	525	534	544	554	563	573
163	Finance costs	401	630	782	793	789	754	799	759	717	673
-	Depreciation and amortisation	49	149	250	354	416	428	439	450	461	474
2,233	Trading and other expenses	1,646	1,685	1,756	1,758	1,791	1,822	1,841	1,747	1,717	1,726
2,840	Total operating expenditure	2,582	2,960	3,293	3,420	3,521	3,539	3,622	3,509	3,458	3,445
206	Net (surplus) deficit	(3)	17	74	65	29	(63)	(192)	(287)	(416)	(555)
Operating funding											
206	(Increase) / decrease in reserves	(3)	17	74	65	29	(63)	(192)	(287)	(416)	(555)
206	Total operating funding	(3)	17	74	65	29	(63)	(192)	(287)	(416)	(555)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
5,625	Kaituna River Re-diversion	5,222	3,217	-	-	-	-	-	-	-	-
-	Kaituna Catchment Capital Fish Projects	20	21	21	22	22	23	23	24	25	25
-	Te Pourepo o Kaituna (Wetland Creation)	930	962	883	975	-	-	-	-	-	-
5,625	Total capital expenditure	6,173	4,200	904	997	22	23	23	24	25	25
Capital funding											
5,625	Increase/ (decrease) in debt	6,173	4,200	904	997	22	23	23	24	25	25
5,625	Total capital funding	6,173	4,200	904	997	22	23	23	24	25	25

Proposed resourcing

5.0	Resources (FTE's)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
------------	--------------------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Eastern Catchments Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 A healthy environment	2 We manage our natural resources effectively through regulation, education and action.
	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
 Freshwater for life	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	4 We deliver solutions to local problems to improve water quality and manage water quantity.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Eastern Catchments activity integrates the environmental work we do in the multiple catchments from Ōtamarākau east. In particular it supports Ōhiwa Harbour catchment, the Rangitāiki, and the Waiōtahe catchments, and the Eastern Coast Care programme.

The Rangitāiki catchment is the longest river in the Bay of Plenty, and is formed by a large number of tributaries, including Whirinaki, Wheao and Horomanga rivers. The Rangitāiki River Forum has been established to coordinate, prioritise and deliver our work related to improving the health of the Rangitāiki catchment.

The Forum is a co-governance partnership with representatives appointed by Te Rūnanga o Ngāti Whare, Te Rūnanga o Ngāti Manawa, Te Rūnanga o Ngāti Awa, Ngāti Tūwharetoa (Bay of Plenty) Settlement Trust, Te Kōpere o te iwi o Ngāti Hineuru, Tūhoe Te Uru Taumatua Whakatāne and Taupo District Councils and the Regional Council.

Proposed operating work programme

- Supporting the Rangitāiki River Forum and industry / iwi partnership projects, and implementing “Te Ara Whānui O Rangitāiki – Pathways to the Rangitāiki”.
- Supporting the Ōhiwa Harbour Implementation Forum and industry / iwi partnership projects, and implementing the Ōhiwa Harbour Strategy.
- Providing for biodiversity and sustainable land use management, streamworks, and community group support.
- Managing the Coast Care community dune restoration programme.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	2,408	2,452	2,510	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	6.0	6.0	6.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Rangitāiki Wetland Restoration Project	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources
Waiōtahe Catchment action plan	•	•	•	4 We deliver solutions to local problems to improve water quality and manage water quantity.

Eastern Catchments Activity draft financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,382	General funds	1,866	1,918	2,123	2,331	2,388	2,621	2,749	2,874	3,042	3,197
71	Other revenue	544	522	339	170	187	79	81	83	85	87
3,453	Total operating revenue	2,410	2,441	2,461	2,501	2,575	2,700	2,829	2,956	3,126	3,284
Operating expenditure											
575	Employee benefit expenses	585	597	609	620	632	643	655	666	678	689
3,142	Trading and other expenses	1,823	1,855	1,901	1,926	1,963	2,010	2,035	2,071	2,120	2,148
3,717	Total operating expenditure	2,408	2,452	2,510	2,547	2,594	2,653	2,690	2,737	2,798	2,837
264	Net (surplus) deficit	(2)	11	49	45	20	(46)	(139)	(219)	(328)	(446)
Operating funding											
264	(Increase) / decrease in reserves	(2)	11	49	45	20	(46)	(139)	(219)	(328)	(446)
264	Total operating funding	(2)	11	49	45	20	(46)	(139)	(219)	(328)	(446)

Proposed resourcing

6.0 Resources (FTE's)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
------------------------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Regional Integrated Catchment Management Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 <p>A healthy environment</p>	<input type="checkbox"/> <p>2 We manage our natural resources effectively through regulation, education and action.</p>
	<p>3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.</p>
	<p>4 Our environmental monitoring is transparently communicated to our communities.</p>
 <p>Freshwater for life</p>	<input checked="" type="checkbox"/> <p>1 Good decision making is supported through improving knowledge of our water resources.</p>
	<p>2 We listen to our communities and consider their values and priorities in our regional plans.</p>
	<p>3 We collaborate with others to maintain and improve our water resource for future generations,</p>
	<p>4 We deliver solutions to local problems to improve water quality and manage water quantity</p>
	<p>5 We recognise and provide for Te Mana o Te Wai (intrinsic value of water).</p>

Key	Strongest Link	Contributes to
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

What we propose to do

The Regional Integrated Catchment Management activity delivers the regional work associated with sustainable water and land use, including biodiversity. This activity facilitates the sustainable management of natural and physical resources, and achievement of community outcomes in an integrated way within the region.

Proposed operating work programme

- Ensuring biodiversity and sustainable land use projects are coordinated across the catchments where regional integration is required.
- Facilitating research initiatives to expand the region's scientific knowledge base for freshwater.
- Supporting protection of indigenous biodiversity by the community with a focus on those sites of highest ecological value.
- Monitoring effectiveness of water related policy; managing the ecological, cultural and social values of the region's waterways.
- Supporting water quality and quantity limit setting across the Council.
- Supporting Water Management Area limit setting (social/ economic/science and cultural).

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	2,056	2,220	2,447	1 Good decision making is supported through improving knowledge of our water resources.
				2 We listen to our communities and consider their values and priorities in our regional plans.
				3 We collaborate with others to maintain and improve our water resource for future generations,
				5 We recognise and provide for Te Mana o Te Wai (intrinsic value of water).

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Catchment and relevant Modelling to support WMA Limit setting for Tauranga and Rotorua Water Management Areas	•	•	•	1 Good decision making is supported through improving knowledge of our water resources.
Freshwater accounting Project delivered in 2018/19 to support NPSFM implementation	•	-	•	1 Good decision making is supported through improving knowledge of our water resources.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	8.0	8.0	8.0

Regional Integrated Catchment Management draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,760	General funds	2,058	2,207	2,392	2,325	2,398	2,594	2,629	2,503	2,636	2,811
86	Other revenue	-	-	-	-	-	-	-	-	-	-
2,846	Total operating revenue	2,058	2,207	2,392	2,325	2,398	2,594	2,629	2,503	2,636	2,811
Operating expenditure											
655	Employee benefit expenses	754	770	785	799	814	829	844	859	873	888
2,455	Trading and other expenses	1,302	1,450	1,662	1,571	1,603	1,719	1,652	1,454	1,478	1,530
3,110	Total operating expenditure	2,056	2,220	2,447	2,370	2,418	2,548	2,496	2,313	2,352	2,418
264	Net (surplus) deficit	(2)	13	55	45	20	(46)	(133)	(191)	(284)	(392)
Operating funding											
264	(Increase) / decrease in reserves	(2)	13	55	45	20	(46)	(133)	(191)	(284)	(392)
264	Total operating funding	(2)	13	55	45	20	(46)	(133)	(191)	(284)	(392)

Proposed resourcing

9.0 Resources (FTEs)	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
-----------------------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------





Flood Protection and Control Group of Activities

Flood Protection and Control Group of Activities

Activities

- Rivers and Drainage Schemes Activity
- Regional Flood Risk Coordination Activity

This Group of Activities contributes to the following

				
Rivers and Drainage Schemes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Regional Flood Risk Coordination	<input type="checkbox"/>		<input checked="" type="checkbox"/>	

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What the community can expect

Level of Service:	Provide flood protection and drainage									
Measure:	<i>Percentage of maintenance, repairs and renewals completed in accordance with the Rivers and Drainage Asset Management Plan. (Note: or approved changes to the work programme).</i>									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

Level of Service:	Provide the community with timely warning of potential flooding									
Measure:	<i>Percentage of flood warnings at pre-determined levels are given in accordance with the flood warning manual.</i>									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

Flood Protection and Control Group of Activities draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Operating revenue										
8,369	Targeted rates	10,167	11,800	12,205	12,134	12,467	12,896	13,856	13,697	14,032	14,323
3,599	General funds	2,460	3,820	5,095	5,092	5,240	5,503	5,876	6,138	6,466	6,639
1,015	Other revenue	2,187	1,324	367	373	354	358	386	449	457	459
12,982	Total operating revenue	14,814	16,944	17,668	17,599	18,060	18,757	20,119	20,284	20,954	21,420
	Operating expenditure by activity										
14,341	Rivers and Drainage Schemes	12,604	14,067	14,212	15,893	15,724	16,013	16,197	15,060	16,259	15,971
1,695	Regional Flood Risk Coordination	698	713	729	742	758	777	792	811	833	851
16,036	Total operating expenditure	13,302	14,780	14,940	16,635	16,482	16,790	16,989	15,872	17,092	16,822
3,054	Net (surplus) deficit	(1,512)	(2,164)	(2,727)	(964)	(1,578)	(1,967)	(3,129)	(4,413)	(3,862)	(4,598)
	Operating funding										
3,054	(Increase) / decrease in reserves	(1,512)	(2,164)	(2,727)	(964)	(1,578)	(1,967)	(3,129)	(4,413)	(3,862)	(4,598)
3,054	Total operating funding	(1,512)	(2,164)	(2,727)	(964)	(1,578)	(1,967)	(3,129)	(4,413)	(3,862)	(4,598)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Capital expenditure										
20,053	Rivers and Drainage Schemes	30,055	25,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005
20,053	Total capital expenditure	30,055	25,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005
	Capital funding										
-	Insurance Recoveries	9,000	8,000	-	-	-	-	-	-	-	-
20,053	Increase / (decrease) in debt	21,055	17,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005
20,053	Total capital funding	30,055	25,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005





Proposed resourcing by activity

2017/18 FTEs		2018/19 FTEs	2019/20 FTEs	2020/21 FTEs	2021/22 FTEs	2022/23 FTEs	2023/24 FTEs	2024/25 FTEs	2025/26 FTEs	2026/27 FTEs	2027/28 FTEs
18.8	Rivers & Drainage Schemes	24.0	24.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	24.0
18.8 Resources (FTEs)		24.0	24.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	24.0

DRAFT

Rivers and Drainage Schemes Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 <p>Safe and resilient communities</p>	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
	2 We support community safety through flood protection and navigation safety.
	3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
 <p>A healthy environment</p>	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
 <p>Freshwater for life</p>	2 We listen to our communities and consider their values and priorities in our regional plans.
	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	4 We deliver solutions to local problems to improve water quality and manage water quantity.
 <p>A vibrant region</p>	4 We invest appropriately in infrastructure to support sustainable development.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Rivers and Drainage Schemes activity involves ownership, management and maintenance for the five major and 37 minor rivers and drainage schemes. The activity also comprises other programmes such as the Kopeopeo Canal Remediation Project.

Our river and drainage scheme responsibilities include providing flood protection stop banks, flood pump stations, floodgates and erosion control structures and constructing flood ways. We also carry out regular maintenance of structures, stream clearing and lake level monitoring and management of Lakes Rotorua and Rotoiti.

Proposed operating work programme

- Undertaking maintenance, renewals, and capital projects for rivers and drainage schemes.
- Providing river and stream management advisory services to landowners across the region.
- Developing and maintaining asset management plans which set out the long-term maintenance and management of the river and drainage scheme assets.
- Managing activities associated with Floodway and Drainage Bylaws.
- Undertaking gravel management operations including resource consent renewals and allocating extractions to commercial operators.
- Providing flood warning and flood response activities to scheme stakeholders.

Proposed operating work programme budget

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	12,604	14,067	14,212	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
				2 We support community safety through flood protection and navigation safety.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				4 We invest appropriately in infrastructure to support sustainable development.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	24.0	24.0	25.0

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Rangitāiki Floodway	●	●		2 We support community safety through flood protection and navigation safety.
Whakatāne River Capital New	●	●	●	2 We support community safety through flood protection and navigation safety.
Rangitāiki Drainage Schemes Renewals	●	●	●	2 We support community safety through flood protection and navigation safety.
Kopeopeo Canal Remediation Capital	●		●	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Waioeka Otara Capital Renewal	●	●	●	2 We support community safety through flood protection and navigation safety.
Rangitāiki Tarawera Capital Renewal	●	●		2 We support community safety through flood protection and navigation safety.
Kaituna River Capital New	●	●	●	2 We support community safety through flood protection and navigation safety.
Waioeka Otara Capital New	●	●		2 We support community safety through flood protection and navigation safety.
Rangitāiki Tarawera Flood Damage Repairs	●	●		2 We support community safety through flood protection and navigation safety.
Kaituna Flood Damage Repairs	●	●		2 We support community safety through flood protection and navigation safety.
Whakatāne Tauranga Flood Damage Repairs	●	●		2 We support community safety through flood protection and navigation safety.
Waioeka Otara Flood Damage Repairs	●	●		2 We support community safety through flood protection and navigation safety.
Rangitāiki Drainage Flood Damage Repairs	●	●		2 We support community safety through flood protection and navigation safety.

Rivers and Drainage Schemes Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
8,369	Targeted rates	10,167	11,800	12,205	12,134	12,467	12,896	13,856	13,697	14,032	14,323
2,020	General funds	1,761	3,112	4,383	4,365	4,487	4,712	5,041	5,260	5,532	5,649
1,015	Other revenue	2,187	1,324	367	373	354	358	386	449	457	459
11,404	Total operating revenue	14,115	16,235	16,955	16,872	17,308	17,966	19,284	19,406	20,020	20,430
Operating expenditure											
1,528	Employee benefit expenses	1,839	1,876	2,011	2,049	2,087	2,125	2,163	2,200	2,238	2,162
1,832	Finance costs	2,473	3,465	3,864	4,151	4,098	4,113	4,356	4,296	4,125	3,925
1,016	Depreciation and amortisation	1,410	1,257	1,473	1,277	1,310	1,283	1,298	1,297	1,289	1,294
9,964	Trading and other expenses	6,883	7,469	6,863	8,417	8,228	8,492	8,381	7,266	8,606	8,590
14,341	Total operating expenditure	12,604	14,067	14,212	15,893	15,724	16,013	16,197	15,060	16,259	15,971
2,937	Net (surplus) deficit	(1,511)	(2,168)	(2,744)	(978)	(1,584)	(1,953)	(3,087)	(4,346)	(3,761)	(4,460)
Operating funding											
2,938	(Increase) / decrease in reserves	(1,511)	(2,168)	(2,744)	(978)	(1,584)	(1,953)	(3,087)	(4,346)	(3,761)	(4,460)
2,938	Total operating funding	(1,511)	(2,168)	(2,744)	(978)	(1,584)	(1,953)	(3,087)	(4,346)	(3,761)	(4,460)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
4,287	Rangitaiki Floodway	4,386	1,251	-	-	-	-	-	-	-	-
733	Whakatane River Capital New	734	334	160	30	56	1,481	41	120	1,693	-
300	Rangitaiki Drainage Schemes Renewals	260	115	192	229	212	120	123	244	250	257
9,220	Kope Canal Remediation Capital	3,000	-	200	200	225	200	200	200	200	225
52	Waioeka Otara Capital Renewal	102	104	107	109	1,799	-	117	-	-	-
4,873	Rangitaiki Tarawera Capital Renewal	1,683	1,616	-	653	1,337	34	-	-	-	189
537	Kaituna River Capital New	2,999	2,835	3,218	212	301	228	2,334	968	-	334
52	Waioeka Otara Capital New	102	1,657	107	109	852	-	-	-	-	-
-	Rangitaiki Tarawera Flood Damage Repairs	7,271	7,430	-	-	-	-	-	-	-	-
-	Kaituna Flood Damage Repairs	851	869	-	-	-	-	-	-	-	-
-	Whakatane Tauranga Flood Damage Repairs	5,894	6,024	-	-	-	-	-	-	-	-
-	Waioeka Otara Flood Damage Repairs	2,533	2,589	-	-	-	-	-	-	-	-
-	Rangitaiki Drainage Flood Damage Repairs	240	246	-	-	-	-	-	-	-	-
20,053	Total capital expenditure	30,055	25,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005
Capital funding											
-	Insurance recoveries	9,000	8,000	-	-	-	-	-	-	-	-
20,053	Increase/ (decrease) in debt	21,055	17,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005
20,053	Total capital funding	30,055	25,070	3,982	1,542	4,781	2,063	2,814	1,532	2,144	1,005

Proposed resourcing

18.8 Resources (FTEs)	24.0	24.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	24.0
------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Regional Flood Risk Coordination Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 <p>Safe and resilient communities</p>	<p>1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.</p>
	<p>2 We support community safety through flood protection and navigation safety.</p>
	<p>3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.</p>
 <p>A healthy environment</p>	<p>3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.</p>

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Regional Flood Risk Coordination Activity provides leadership, management, information and advice to manage flood risks and flood hazards in the Bay of Plenty.

Proposed operating work programme

- Undertaking flood forecasting.
- Providing flood management services, including flood management systems, flood room functionality and flood warning manual.
- Developing floodplain management strategies and floodplain modelling.
- Carrying out river and engineering surveys.
- Undertaking gravel management and monitoring.
- Managing flood risk through integrated catchment management.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	698	713	729	2 We support community safety through flood protection and navigation safety.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
River Scheme Sustainability	•	•	•	2 We support community safety through flood protection and navigation safety.
RSS gap analysis improvement projects	•	•	•	3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
Regional Flood Risk Management Framework	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
Specialist engineering assessments (Geotechnical)	•	•	•	2 We support community safety through flood protection and navigation safety

Proposed resourcing

Note: FTE's for this activity are included in Engineering Activity.

Regional Flood Risk Coordination Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,579	General funds	699	708	712	728	752	791	835	878	934	989
1,579	Total operating revenue	699	708	712	728	752	791	835	878	934	989
Operating expenditure											
1,695	Trading and other expenses	698	713	729	742	758	777	792	811	833	851
1,695	Total operating expenditure	698	713	729	742	758	777	792	811	833	851
116	Net (surplus) deficit	(1)	4	16	14	6	(14)	(42)	(67)	(101)	(138)
Operating funding											
116	(Increase) / decrease in reserves	(1)	4	16	14	6	(14)	(42)	(67)	(101)	(138)
116	Total operating funding	(1)	4	16	14	6	(14)	(42)	(67)	(101)	(138)





Resource Regulation and Monitoring Group of Activities

Resource Regulation and Monitoring Group of Activities

Activities

- Biosecurity Activity
- Air Quality Activity
- Resource Consents Activity
- Regulatory Compliance Activity
- Maritime Operations Activity

This Group of Activities contributes to the following

				
Biosecurity	■			□
Air Quality	■			
Resource Consents	■	□		
Regulatory Compliance	■	□		
Maritime Operations			■	

Key	Strongest Link	■
	Contributes to	□

What the community can expect

Level of Service: Deliver effective pest management										
Measure: Council maintains a current Regional Pest Management Plan, develops management plans for new pest incursions and prepares annual reports in accordance with the Biosecurity Act.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Level of Service: Improve air quality										
Measure: Replacement of non-compliant burners in Rotorua Airshed attributed to Rotorua Air Quality Programme										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	200	200	200	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Level of Service: Provide a clear and timely resource consent process consistent with our regional planning documents										
Measure: Percentage of new consent applications issued discounts due to Council exceeding statutory processing timeframes (lower is better).										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Measure: Percentage of customers who are satisfied overall with the service provided during the consents process										
Targets										
2016/17	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
70%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Respond to environmental incident complaints.										
Measure: Percentage of urgent complaints made to the pollution hotline that are responded to within 12 hours										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
98%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Measure: Percentage of customers satisfied with staff response to substantiated complaints about Resource Management Act non-compliance										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
70%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Ensure consent conditions are monitored and complied with										
Measure: Percentage of compliance monitoring inspections that occur as per the frequency specified in the Resource Management Act and Building Act Charges Policy										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	85%	90%	90%	90%	90%	90%	90%	90%	90%

Level of Service: Minimise risks and effects of maritime oil spills and navigation hazards										
Measure: Percentage of navigation aids rated as 'good' quality or higher										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Measure: Spills in Tauranga are responded to within 30 minutes and all others are responded to within two hours.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Resource Regulation and Monitoring Group of Activities draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,157	Targeted rates	1,016	946	913	851	758	734	722	699	678	655
10,573	General funds	12,251	12,601	12,731	13,502	13,542	14,173	14,847	15,484	16,276	16,995
4,421	Other revenue	4,691	4,803	4,899	4,984	5,087	5,196	5,277	5,388	5,489	5,577
16,152	Total operating revenue	17,958	18,350	18,542	19,337	19,387	20,103	20,846	21,571	22,443	23,227
Operating expenditure by activity											
3,492	Biosecurity	4,002	4,074	4,155	4,210	4,286	4,370	4,435	4,512	4,602	4,668
1,307	Air Quality	716	800	798	675	489	441	417	371	328	282
3,820	Resource Consents	4,431	4,546	4,655	4,731	4,829	4,929	5,003	5,097	5,172	5,225
4,822	Regulatory Compliance	4,948	5,124	5,248	5,523	5,727	5,842	5,928	6,031	6,118	6,181
2,942	Maritime Operations	3,161	3,308	3,440	3,920	3,628	3,729	3,770	3,841	3,925	3,957
16,384	Total operating expenditure	17,259	17,852	18,296	19,059	18,958	19,311	19,553	19,851	20,145	20,313
232	Net (surplus) deficit	(698)	(498)	(247)	(278)	(429)	(793)	(1,293)	(1,720)	(2,298)	(2,914)
Operating funding											
232	(Increase) / decrease in reserves	(698)	(498)	(247)	(278)	(429)	(793)	(1,293)	(1,720)	(2,298)	(2,914)
232	Total operating funding	(698)	(498)	(247)	(278)	(429)	(793)	(1,293)	(1,720)	(2,298)	(2,914)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
104	Maritime Operations	106	261	111	113	278	119	121	299	128	131
Other capital funding applied											
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
597	Internal loan repayments	541	541	541	541	541	541	541	541	541	541
2,711	Total capital expenditure	2,657	2,812	2,662	655	820	660	663	840	669	672
Capital funding											
2,010	Internal loans advanced	2,010	2,010	2,010	-	-	-	-	-	-	-
104	Increase / (decrease) in debt	106	261	111	113	278	119	121	299	128	131
597	(Increase) / decrease in reserves	541	541	541	541	541	541	541	541	541	541
2,711	Total capital funding	2,657	2,812	2,662	655	820	660	663	840	669	672

Proposed resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
13.0	Biosecurity	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
24.3	Resource Consents	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
25.0	Regulatory Compliance	26.0	26.0	26.0	28.0	29.0	29.0	29.0	29.0	29.0	29.0
8.8	Maritime Operations	10.8	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4
71.1	Resources (FTE's)	72.8	73.4	73.4	75.4	76.4	76.4	76.4	76.4	76.4	76.4

Biosecurity Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.
	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
	4 Our environmental monitoring is transparently communicated to our communities.
	3 We work with and connect the right people to create a prosperous region and economy.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Biosecurity activity manages pests in the region through the Regional Pest Management Plan (RPMP), providing regional leadership in pest plant and pest animal management. The activity also supports national initiatives under agreements with external agencies, including Ministry for Primary Industries and Department of Conservation.

Proposed operating work programme

- Taking a lead role in controlling pests classified in the RPMP as 'eradication pests'.
- Provide regional surveillance of pests, ensuring new pest incursions are detected and managed appropriately.
- Support biological control research and undertake regional management.
- Providing information and advice to landowners, agencies and industries on effective pest control and their role in management and respond to complaints for pests named in the RPMP.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	4,002	4,074	4,155	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	11.0	11.0	11.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Containing the spread of wallabies	●	●	●	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Biosecurity Activity draft financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,079	General funds	3,756	3,838	3,847	3,910	4,025	4,211	4,420	4,618	4,876	5,125
193	Other revenue	250	214	218	223	228	234	239	245	252	258
3,272	Total operating revenue	4,006	4,052	4,065	4,133	4,253	4,445	4,659	4,864	5,128	5,384
Operating expenditure											
961	Employee benefit expenses	997	1,017	1,037	1,056	1,076	1,095	1,115	1,135	1,154	1,174
2,531	Trading and other expenses	3,006	3,057	3,118	3,153	3,210	3,275	3,320	3,377	3,448	3,495
3,492	Total operating expenditure	4,002	4,074	4,155	4,210	4,286	4,370	4,435	4,512	4,602	4,668
220	Net (surplus) deficit	(4)	23	89	76	33	(75)	(224)	(352)	(526)	(715)
Operating funding											
220	(Increase) / decrease in reserves	(4)	23	89	76	33	(75)	(224)	(352)	(526)	(715)
220	Total operating funding	(4)	23	89	76	33	(75)	(224)	(352)	(526)	(715)

Proposed resourcing

13.0 Resources (FTE's)	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Air Quality Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Air Quality activity focuses on Rotorua's air quality through regional planning for air management under the Resource Management Act 1991, monitoring of air issues and operating the Rotorua Clean Air programme.

Proposed operating work programme

- Improving the quality of the Rotorua urban airshed through incentive packages to support clean heat made up of rates remission, Hot Swap loans, low income heating grants and one-off grant initiatives.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	716	800	798	2 We manage our natural resources effectively through regulation, education and action.

Proposed resourcing

Note: Staff for this activity are included in other activities.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Hot Swap incentive scheme	●	●	●	2 We manage our natural resources effectively through regulation, education and action.
Low income heating grants	●	●	●	2 We manage our natural resources effectively through regulation, education and action.
Rates remissions	●	●	●	2 We manage our natural resources effectively through regulation, education and action.



Air Quality Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,157	Targeted rates	1,016	946	913	851	758	734	722	699	678	655
634	General funds	386	425	417	358	270	252	248	231	215	196
1,792	Total operating revenue	1,402	1,371	1,329	1,209	1,028	987	971	930	893	850
Operating expenditure											
230	Finance costs	236	294	355	355	299	248	225	178	131	86
1,077	Trading and other expenses	479	506	442	321	190	193	192	194	197	196
1,307	Total operating expenditure	716	800	798	675	489	441	417	371	328	282
(484)	Net (surplus) deficit	(686)	(571)	(532)	(534)	(539)	(546)	(554)	(559)	(564)	(569)
Operating funding											
(484)	(Increase) / decrease in reserves	(686)	(571)	(532)	(534)	(539)	(546)	(554)	(559)	(564)	(569)
(484)	Total operating funding	(686)	(571)	(532)	(534)	(539)	(546)	(554)	(559)	(564)	(569)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Other capital funding applied											
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
597	Internal loan repayments	541	541	541	541	541	541	541	541	541	541
2,607	Total capital expenditure	2,551	2,551	2,551	541	541	541	541	541	541	541
Capital funding											
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
597	(Increase) / decrease in reserves	541	541	541	541	541	541	541	541	541	541
2,607	Total capital funding	2,551	2,551	2,551	541	541	541	541	541	541	541

Resource Consents Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.
	1 Good decision making is supported through improving knowledge of our water resources.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Resource Consent activity processes and makes decisions on resource consent applications under the Resource Management Act 1991 and/or rules in our regional plans, ensuring statutory requirements are fulfilled and a fair process for decision-making on regional natural resource use is followed.

Proposed operating work programme

- Processing resource consent applications within agreed time frames following best practice.
- Providing accurate and timely advice and information to resource users about the requirements of our regional plans and consents.

- Providing expert regulatory advice and direction to inform development of our regional plans.
- Participating in consent decision appeals and objections to ensure acceptable environmental outcomes.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	4,431	4,546	4,655	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.
				1 Good decision making is supported through improving knowledge of our water resources.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	25.0	25.0	25.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Research and update the water use efficiency and assessment model (SPASMO)	●			1 Good decision making is supported through improving knowledge of our water resources.

Resource Consent Activity draft financial estimates



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,985	General funds	2,387	2,445	2,470	2,518	2,597	2,718	2,857	2,984	3,129	3,267
1,685	Other revenue	2,047	2,086	2,128	2,164	2,210	2,259	2,290	2,339	2,381	2,414
3,669	Total operating revenue	4,434	4,531	4,598	4,682	4,807	4,977	5,147	5,324	5,510	5,681
Operating expenditure											
1,856	Employee benefit expenses	2,063	2,105	2,145	2,186	2,226	2,267	2,307	2,348	2,388	2,429
1,964	Trading and other expenses	2,369	2,441	2,510	2,546	2,602	2,662	2,695	2,749	2,784	2,796
3,820	Total operating expenditure	4,431	4,546	4,655	4,731	4,829	4,929	5,003	5,097	5,172	5,225
150	Net (surplus) deficit	(2)	15	57	49	22	(48)	(145)	(227)	(338)	(456)
Operating funding											
150	(Increase) / decrease in reserves	(2)	15	57	49	22	(48)	(145)	(227)	(338)	(456)
150	Total operating funding	(2)	15	57	49	22	(48)	(145)	(227)	(338)	(456)

Proposed resourcing

24.3 Resources (FTE's)	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Regulatory Compliance Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.
	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
	1 Good decision making is supported through improving knowledge of our water resources.
	4 We deliver solutions to local problems to improve water quality and manage water quantity.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Regulatory Compliance activity is made up of three main components; compliance monitoring of resource consents, responding to environmental complaints and enforcing compliance with the Resource Management Act, Regional Plans and National Regulations and Standards. The aim of the activity 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.

Proposed operating work programme

- Responding to environmental complaints, incidents and unauthorised activities through various tools including the operation of a 24-hour toll-free 'pollution hotline'.
- Carrying out enforcement action for significant non-compliance with the Resource Management Act (1991), or for breaches of resource consents or rules of a regional plan.
- Monitoring consent holders' compliance with the conditions of their consents.
- Providing advice on minimising waste, including hazardous waste; and
- Identifying and monitoring contaminated land.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	4,948	5,124	5,248	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	26.0	26.0	26.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Developing and managing systems for recording water use	•	•	•	1 Good decision making is supported through improving knowledge of our water resources.

DRAFT

Regulatory Compliance Activity draft financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,765	General funds	3,453	3,559	3,589	3,845	4,056	4,245	4,458	4,654	4,884	5,109
1,867	Other revenue	1,499	1,544	1,576	1,603	1,637	1,673	1,696	1,731	1,761	1,786
4,632	Total operating revenue	4,952	5,103	5,165	5,448	5,693	5,917	6,154	6,385	6,645	6,894
Operating expenditure											
2,538	Employee benefit expenses	2,501	2,552	2,602	2,834	2,976	3,030	3,084	3,138	3,192	3,246
2,284	Trading and other expenses	2,447	2,571	2,647	2,689	2,751	2,812	2,844	2,892	2,925	2,935
4,822	Total operating expenditure	4,948	5,124	5,248	5,523	5,727	5,842	5,928	6,031	6,118	6,181
190	Net (surplus) deficit	(4)	21	83	75	34	(75)	(226)	(354)	(527)	(713)
Operating funding											
190	(Increase) / decrease in reserves	(4)	21	83	75	34	(75)	(226)	(354)	(527)	(713)
190	Total operating funding	(4)	21	83	75	34	(75)	(226)	(354)	(527)	(713)

Proposed resourcing

25.0 Resources (FTE's)	26.0	26.0	26.0	28.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Maritime Operations Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
 <p>Safe and resilient communities</p>	<p>1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.</p>
	<p>2 We support community safety through flood protection and navigation safety.</p>
	<p>3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.</p>

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Maritime Operations activity ensures navigation safety and maritime oil spill response is provided 24/7 in the Bay of Plenty region as required by regulations and Council requirements. Our goal is to ensure that all our users operate safely and in harmony with one another and the environment to ensure our waters are available for the prosperity and enjoyment of future generations.

Proposed operating work programme

- Operating a 24/7 response service through call centre, duty officers and summer patrols.
- Administering mooring licenses.

- Approving commercial licences and hot work permits for burning, welding and heating on board commercial vessels.
- Processing aquatic events applications.
- Maintaining navigational aids, lights and beacons around the region.
- Managing the Maritime New Zealand education and enforcement programme.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	3,161	3,308	3,440	2 We support community safety through flood protection and navigation safety.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	10.8	11.4	11.4

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Purchase and installation of navigation aids	•	•	•	2 We support community safety through flood protection and navigation safety.

Maritime Operations Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,110	General funds	2,268	2,334	2,408	2,870	2,594	2,746	2,864	2,996	3,172	3,298
676	Other revenue	895	960	976	994	1,012	1,031	1,051	1,073	1,096	1,120
2,787	Total operating revenue	3,163	3,294	3,384	3,864	3,606	3,777	3,915	4,069	4,267	4,418
Operating expenditure											
730	Employee benefit expenses	890	955	974	992	1,010	1,029	1,047	1,065	1,084	1,102
141	Depreciation and amortisation	110	147	185	178	208	214	202	203	223	208
2,071	Trading and other expenses	2,161	2,205	2,281	2,750	2,410	2,486	2,521	2,572	2,618	2,647
2,942	Total operating expenditure	3,161	3,308	3,440	3,920	3,628	3,729	3,770	3,841	3,925	3,957
155	Net (surplus) deficit	(2)	14	56	56	22	(49)	(145)	(228)	(342)	(460)
Operating funding											
155	(Increase) / decrease in reserves	(2)	14	56	56	22	(49)	(145)	(228)	(342)	(460)
155	Total operating funding	(2)	14	56	56	22	(49)	(145)	(228)	(342)	(460)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
104	Navigational Assets	106	261	111	113	278	119	121	299	128	131
104	Total capital expenditure	106	261	111	113	278	119	121	299	128	131
Capital funding											
104	Increase/ (decrease) in debt	106	261	111	113	278	119	121	299	128	131
104	Total capital funding	106	261	111	113	278	119	121	299	128	131

Proposed resourcing

8.8 Resources (FTE's)	10.8	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4
------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------





Transportation Group of Activities

Transportation Group of Activities

Activities

- Passenger Transport Activity
- Transport Planning Activity

This Group of Activities contributes to the following

				
Passenger Transport	<input type="checkbox"/>			<input checked="" type="checkbox"/>
Transport Planning	<input type="checkbox"/>			<input checked="" type="checkbox"/>

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What the community can expect

Level of Service: Provide a quality cost-effective public transport system										
Measure: Number of passenger transport trips taken in the region.										
Targets										
2017/18 New	2018/19 2,800,000	2019/20 2,877,000	2020/21 2,954,000	2021/22 3,031,000	2022/23 3,108,000	2023/24 3,185,000	2024/25 3,262,000	2025/26 3,339,000	2026/27 3,416,000	2027/28 3,493,000
Measure: New Zealand Transport Authority (NZTA) Audit recommendations implemented										
Targets										
2017/18 New	2018/19 100%	2019/20 100%	2020/21 100%	2021/22 100%	2022/23 100%	2023/24 100%	2024/25 100%	2025/26 100%	2026/27 100%	2027/28 100%
Measure: Percentage of Tauranga and Rotorua bus users whose overall satisfaction with the bus service is rated as satisfactory or higher (Triennial survey).										
Targets										
2017/18 77%	2018/19 n/a	2019/20 n/a	2020/21 77%	2021/22 n/a	2022/23 n/a	2023/24 77%	2024/25 n/a	2025/26 n/a	2026/27 77%	2027/28 n/a
Measure: Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process.										
Targets										
2017/18 New	2018/19 80%	2019/20 80%	2020/21 80%	2021/22 80%	2022/23 80%	2023/24 80%	2024/25 80%	2025/26 80%	2026/27 80%	2027/28 80%

Transportation Group of Activities draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,612	Targeted rates	8,654	9,720	9,810	10,288	10,336	10,394	10,544	10,717	10,912	11,024
4,774	General funds	1,890	1,777	1,811	2,101	2,053	2,170	2,443	2,418	2,588	2,896
12,884	Other revenue	15,077	16,567	17,077	17,948	18,483	19,014	19,588	20,163	20,790	21,423
21,271	Total operating revenue	25,621	28,064	28,698	30,337	30,872	31,578	32,575	33,298	34,290	35,342
Operating expenditure by activity											
21,353	Passenger Transport	25,431	27,913	28,564	30,204	30,720	31,356	32,269	32,938	33,819	34,748
638	Transport Planning	188	162	176	174	169	184	183	177	192	191
21,991	Total operating expenditure	25,619	28,075	28,740	30,378	30,889	31,540	32,452	33,114	34,011	34,938
720	Net (surplus) deficit	(2)	11	42	41	17	(38)	(124)	(184)	(279)	(404)
Operating funding											
720	(Increase) / decrease in reserves	(2)	11	42	41	17	(38)	(124)	(184)	(279)	(404)
720	Total operating funding	(2)	11	42	41	17	(38)	(124)	(184)	(279)	(404)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
1,508	Passenger Transport	-	-	-	-	947	-	-	-	-	-
1,508	Total capital expenditure	-	-	-	-	947	-	-	-	-	-
Capital funding											
1,508	Increase / (decrease) in debt	-	-	-	-	947	-	-	-	-	-
1,508	Total capital funding	-	-	-	-	947	-	-	-	-	-



Proposed resourcing by activity

2017/18 FTEs		2018/19 FTEs	2019/20 FTEs	2020/21 FTEs	2021/22 FTEs	2022/23 FTEs	2023/24 FTEs	2024/25 FTEs	2025/26 FTEs	2026/27 FTEs	2027/28 FTEs
9.7	Passenger Transport	13.7	13.7	13.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7
9.7	Resources (FTEs)	13.7	13.7	13.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7

DRAFT

Passenger Transport Activity

Proposed work plan and draft financial statement

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
	1 We develop and implement regional plans and policy to protect our natural environment. 2 We manage our natural resources effectively through regulation, education and action.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Passenger Transport activity enables and makes available a range of safe and reliable transport options to improve economic efficiency and environmental sustainability.

Proposed operating work programme

- Planning, contracting, funding and monitoring passenger transport services in the region, including the Bay Hopper and School Hopper services.
- Developing, implementing and funding marketing of contracted passenger transport services and regional road safety

campaigns.

- Supporting national and local road safety programmes.
- Funding on-going maintenance of existing stock truck effluent facilities.
- Funding concessionary fare schemes such as Total Mobility.
- Funding taxi wheelchair hoists.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	25,431	27,913	28,564	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	13.7	13.7	13.7

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Bus Satisfaction Survey (every 3 years)			•	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
Implement a new electronic Total Mobility Scheme ticketing and administration system	•	•	•	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
New stock truck effluent disposal facilities in the western Bay of Plenty	•			2 We manage our natural resources effectively through regulation, education and action.

Passenger Transport Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,612	Targeted rates	8,654	9,720	9,810	10,288	10,336	10,394	10,544	10,717	10,912	11,024
4,241	General funds	1,766	1,680	1,703	1,994	1,949	2,048	2,319	2,297	2,445	2,749
12,820	Other revenue	15,012	16,503	17,013	17,883	18,418	18,950	19,523	20,099	20,725	21,358
20,674	Total operating revenue	25,433	27,903	28,525	30,165	30,704	31,392	32,387	33,113	34,083	35,131
Operating expenditure											
886	Employee benefit expenses	1,244	1,269	1,294	1,440	1,467	1,494	1,520	1,547	1,574	1,600
66	Depreciation and amortisation	296	303	309	316	256	194	198	203	209	107
20,401	Trading and other expenses	23,891	26,341	26,961	28,447	28,997	29,668	30,550	31,187	32,036	33,040
21,353	Total operating expenditure	25,431	27,913	28,564	30,204	30,720	31,356	32,269	32,938	33,819	34,748
679	Net (surplus) deficit	(2)	10	39	39	16	(36)	(117)	(175)	(264)	(384)
Operating funding											
679	(Increase) / decrease in reserves	(2)	10	39	39	16	(36)	(117)	(175)	(264)	(384)
679	Total operating funding	(2)	10	39	39	16	(36)	(117)	(175)	(264)	(384)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
638	Electronic Ticketing Tauranga	-	-	-	-	710	-	-	-	-	-
658	Real Time Passenger Information Tauranga	-	-	-	-	-	-	-	-	-	-
170	Electronic Ticketing Rotorua	-	-	-	-	189	-	-	-	-	-
43	Electronic Ticketing Rural	-	-	-	-	47	-	-	-	-	-
1,508	Total capital expenditure	-	-	-	-	947	-	-	-	-	-
Capital funding											
1,508	Increase/ (decrease) in debt	-	-	-	-	947	-	-	-	-	-
1,508	Total capital funding	-	-	-	-	947	-	-	-	-	-

Proposed resourcing

9.7 Resources (FTEs)	13.7	13.7	13.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7
----------------------	------	------	------	------	------	------	------	------	------	------	------

Transport Planning Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
	1 We develop and implement regional plans and policy to protect our natural environment.

Key	Strongest Link	Contributes to
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

What we propose to do

The Transport Planning activity provides for regional land transport planning mandated by the Land Transport Management Act 2003 (LTMA).

Proposed operating work programme

- Preparing and implementing the Regional Land Transport Plan (RLTP) and associated variations.
- Preparing an annual report card for the RLTP.
- Refining and updating the evidence base for the RLTP.
- Providing support for a regional approach to One Network Road Classification implementation.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	188	162	176	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system. 1 We develop and implement regional plans and policy to protect our natural environment.

Proposed resourcing

Note: Staff for this activity are included in other activities.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Development of the new Tauranga traffic model	•	•	•	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.

Transport Planning Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
533	General funds	124	97	109	108	104	122	124	121	143	147
65	Other revenue	65	65	65	65	65	65	65	65	65	65
597	Total operating revenue	188	161	173	172	168	186	189	186	208	211
Operating expenditure											
30	Depreciation and amortisation	21	-	-	-	-	-	-	-	-	-
607	Trading and other expenses	167	162	176	174	169	184	183	177	192	191
638	Total operating expenditure	188	162	176	174	169	184	183	177	192	191
40	Net (surplus) deficit	-	1	3	2	1	(2)	(6)	(9)	(15)	(20)
Operating funding											
40	(Increase) / decrease in reserves	-	1	3	2	1	(2)	(6)	(9)	(15)	(20)
40	Total operating funding	-	1	3	2	1	(2)	(6)	(9)	(15)	(20)





Regional Development Group of Activities

Regional Development Group of Activities

Activities

- Regional Infrastructure Activity
- Regional Economic Development Activity
- Regional Parks Activity

This Group of Activities contributes to the following

				
Regional Infrastructure		<input type="checkbox"/>		<input checked="" type="checkbox"/>
Regional Economic Development				<input checked="" type="checkbox"/>
Regional Parks	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>

What the community can expect

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

Level of Service: Facilitate regional economic development										
Measure:	Percentage of industry stakeholders who are satisfied with Bay of Connections									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
80%	n/a	80%	n/a	80%	n/a	80%	n/a	80%	n/a	80%
Measure:	Sector strategies are reviewed and updated every three years									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1	1	1	1	1	1	1	1	1	1	1

Level of Service: Manage our Regional Parks sustainably										
Measure:	Number of visitors to our Regional Parks									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000

Regional Development Group of Activities draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,975	General funds	1,507	1,514	1,480	1,581	1,709	1,758	1,779	1,894	2,049	2,138
1	Other revenue	8	8	9	9	9	9	9	10	10	10
1,976	Total operating revenue	1,515	1,523	1,489	1,590	1,718	1,767	1,788	1,903	2,059	2,148
Operating expenditure by activity											
12,134	Regional Infrastructure	10,104	10,030	11,426	6,500	-	-	-	-	-	-
961	Regional Economic Development	970	915	939	948	968	993	1,005	1,027	1,056	1,068
832	Regional Parks	544	617	585	673	765	743	693	732	782	782
13,927	Total operating expenditure	11,618	11,561	12,949	8,121	1,733	1,736	1,698	1,759	1,838	1,850
11,951	Net (surplus) deficit	10,102	10,039	11,460	6,531	14	(31)	(90)	(144)	(221)	(298)
Operating funding											
11,951	(Increase) / decrease in reserves	10,102	10,039	11,460	6,531	14	(31)	(90)	(144)	(221)	(298)
11,951	Total operating funding	10,102	10,039	11,460	6,531	14	(31)	(90)	(144)	(221)	(298)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	Regional Parks	31	300	1,146	1,231	362	367	117	2,392	-	-
-	Total capital expenditure	31	300	1,146	1,231	362	367	117	2,392	-	-
Capital funding											
-	Increase / (decrease) in debt	31	300	1,146	1,231	362	367	117	2,392	-	-
-	Total capital funding	31	300	1,146	1,231	362	367	117	2,392	-	-



Proposed resourcing activity

2017/18 FTEs		2018/19 FTEs	2019/20 FTEs	2020/21 FTEs	2021/22 FTEs	2022/23 FTEs	2023/24 FTEs	2024/25 FTEs	2025/26 FTEs	2026/27 FTEs	2027/28 FTEs
1.0	Regional Economic Development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1.0	Resources (FTEs)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

DRAFT

Regional Infrastructure Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	■	4 We invest appropriately in infrastructure to support sustainable development.
	□	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Regional Infrastructure activity provides funding for infrastructure projects by third parties in the Bay of Plenty. Funding assistance is provided for projects that were successful through the contestable Regional Infrastructure Fund process that was run in 2014 and through direct funding to local Councils for sewerage reticulation and treatment systems, and transport infrastructure.

Proposed operating work programme

- Managing Regional Infrastructure Grants.
- Assess Direct Funding applications.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	10,104	10,030	11,426	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
				4 We invest appropriately in infrastructure to support sustainable development.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Rotomā Sewerage Reticulation	•	•		3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
Rotoiti Sewerage Reticulation		•	•	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
Eastern Bay Route Security			•	4 We invest appropriately in infrastructure to support sustainable development.
Tauranga Tertiary Campus	•			4 We invest appropriately in infrastructure to support sustainable development.
SCION Innovation Centre	•	•		4 We invest appropriately in infrastructure to support sustainable development.
Ōpōtiki Harbour Transformation		•	•	4 We invest appropriately in infrastructure to support sustainable development.

Proposed resourcing


Note: Staff for this activity are included in other activities.

Regional Infrastructure Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
308	General funds	-	-	-	-	-	-	-	-	-	-
308	Total operating revenue	-	-	-	-	-	-	-	-	-	-
Operating expenditure											
12,134	Trading and other expenses	10,104	10,030	11,426	6,500	-	-	-	-	-	-
12,134	Total operating expenditure	10,104	10,030	11,426	6,500	-	-	-	-	-	-
11,826	Net (surplus) deficit	10,104	10,030	11,426	6,500	-	-	-	-	-	-
Operating funding											
11,826	(Increase) / decrease in reserves	10,104	10,030	11,426	6,500	-	-	-	-	-	-
11,826	Total operating funding	10,104	10,030	11,426	6,500	-	-	-	-	-	-

Regional Economic Development Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	<p>3 We work with and connect the right people to create a prosperous region and economy.</p>

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Regional Economic Development activity provides leadership, facilitation and support across the region for economic development. The focus of this programme is our economic development strategy, Bay of Connections. The activity works with industry, local and central government and other key stakeholders across the region and the country to implement the portfolio of sector strategies, including the Regional Growth Programme, in partnership with central government. There are currently 13 key industry areas, and we work with additional industry sectors as the need arises.

Proposed operating work programme

- Reviewing and updating the Bay of Connections strategy.
- Facilitating and supporting implementation of strategies for Aquaculture, Rugby Sevens, Māori, Energy, Forestry and Wood Processing, Freight Logistics sectors, with rolling updates across the sectors.
- Managing the Bay of Plenty Regional Growth Programme.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	970	915	939	3 We work with and connect the right people to create a prosperous region and economy.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	1.0	1.0	1.0

Regional Economic Development draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
898	General funds	971	910	917	930	960	1,011	1,058	1,111	1,183	1,241
898	Total operating revenue	971	910	917	930	960	1,011	1,058	1,111	1,183	1,241
Operating expenditure											
120	Employee benefit expenses	111	113	116	118	120	122	124	127	129	131
841	Trading and other expenses	859	802	823	830	848	871	880	900	927	937
961	Total operating expenditure	970	915	939	948	968	993	1,005	1,027	1,056	1,068
63	Net (surplus) deficit	(1)	5	21	18	8	(18)	(54)	(85)	(128)	(173)
Operating funding											
63	(Increase) / decrease in reserves	(1)	5	21	18	8	(18)	(54)	(85)	(128)	(173)
63	Total operating funding	(1)	5	21	18	8	(18)	(54)	(85)	(128)	(173)

Proposed resourcing

1.0 Resources (FTEs)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
-----------------------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Regional Parks Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	■ 3 We work with and connect the right people to create a prosperous region and economy
	<input type="checkbox"/> 2 We manage our natural resources effectively through regulation, education and action <input type="checkbox"/> 3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources
	<input type="checkbox"/> 2 We listen to our communities and consider their values and priorities in our regional plans

Key	Strongest Link	Contributes to
	■	<input type="checkbox"/>

What we propose to do

The Regional Parks activity provides ownership and management of Regional Parks; currently Pāpāmoa Hills Regional Park and Onekawa Te Māwhai Regional Park, for cultural heritage protection and recreation purposes.

Proposed operating work programme

- Maintaining and enhancing overall visitor experience including, sign development and renewal, track maintenance and development, programmed native re-vegetation, and community events.
- Maintaining positive tangata whenua relationships.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	544	617	585	3 We work with and connect the right people to create a prosperous region and economy

Proposed resourcing

Note: Staff for this activity are included in other activities.

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Regional Parks	●	●	●	3 We work with and connect the right people to create a prosperous region and economy

Regional Parks Activity draft financial statements

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
769	General funds	536	605	563	652	750	747	720	782	866	897
1	Other revenue	8	8	9	9	9	9	9	10	10	10
771	Total operating revenue	544	613	571	661	759	756	730	792	875	907
Operating expenditure											
28	Depreciation and amortisation	30	40	77	182	264	221	175	201	225	227
803	Trading and other expenses	514	577	507	491	501	521	518	532	557	555
832	Total operating expenditure	544	617	585	673	765	743	693	732	782	782
61	Net (surplus) deficit	(1)	4	13	13	6	(13)	(36)	(60)	(93)	(125)
Operating funding											
61	(Increase) / decrease in reserves	(1)	4	13	13	6	(13)	(36)	(60)	(93)	(125)
61	Total operating funding	(1)	4	13	13	6	(13)	(36)	(60)	(93)	(125)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	Regional Parks	31	300	1,146	1,231	362	367	117	2,392	-	-
-	Total capital expenditure	31	300	1,146	1,231	362	367	117	2,392	-	-
Capital funding											
-	Increase/ (decrease) in debt	31	300	1,146	1,231	362	367	117	2,392	-	-
-	Total capital funding	31	300	1,146	1,231	362	367	117	2,392	-	-





Regional Planning and Engagement Group of Activities

Regional Planning and Engagement Group of Activities

Activities

- Regional Planning Activity
- Māori Policy Activity
- Geothermal Activity
- Community Engagement Activity
- Governance Activity

This Group of Activities contributes to the following

	 A healthy environment	 Freshwater for life	 Safe and resilient communities	 A vibrant region
Regional Planning	■	■	□	□
Māori Policy	■	□		
Geothermal	■			
Community Engagement	■	□		□
Governance				■

Key	Strongest Link	■
	Contributes to	□

What the community can expect

Level of Service: Provide robust and legislatively compliant planning and policy										
Measure: Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Building Māori participation in council decision making										
Measure: Level of satisfaction of Komiti Māori that the information provided meets their Terms of Reference.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Measure: Kaupapa Māori raised at Komiti Māori are actioned, resolved (within the scope and mandate of the Komiti) and reported back to Komiti.										
Targets										
2016/17	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Support community projects which help improve our environment										
Measure: Percentage of completed projects that have achieved their measured goals.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
98%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Promote good governance and democratic decision-making										
Measure: Percentage of Council and Committee meeting agendas for all scheduled meetings are available at least two working days before meetings.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Measure: Percentage of draft Council and Committee minutes that are published on the council website within ten working days after the meeting.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Revised	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Regional Planning and Engagement Group of Activities draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
16,131	General funds	19,256	19,689	19,319	20,180	21,296	22,276	22,983	24,828	24,957	25,977
38	Other revenue	0	0	0	0	0	0	0	0	0	0
16,169	Total operating revenue	19,256	19,689	19,319	20,180	21,296	22,276	22,983	24,828	24,957	25,977
Operating expenditure by activity											
6,809	Regional Planning	6,600	6,714	6,606	7,125	7,465	7,806	7,625	8,162	7,430	7,425
1,453	Māori Policy	1,811	1,806	1,848	1,978	2,016	2,059	2,086	2,125	2,168	2,191
540	Geothermal	135	124	116	118	121	124	126	129	134	136
1,649	Community Engagement	1,406	1,425	1,450	1,542	1,563	1,590	1,600	1,621	1,649	1,657
7,265	Governance Services	9,285	9,737	9,745	9,811	10,309	10,303	10,382	10,900	10,883	10,942
17,716	Total operating expenditure	19,236	19,806	19,766	20,574	21,473	21,881	21,820	22,938	22,264	22,351
1,546	Net (surplus) deficit	(20)	117	447	394	177	(395)	(1,164)	(1,890)	(2,693)	(3,626)
Operating funding											
1,546	(Increase) / decrease in reserves	(20)	117	447	394	177	(395)	(1,164)	(1,890)	(2,693)	(3,626)
1,546	Total operating funding	(20)	117	447	394	177	(395)	(1,164)	(1,890)	(2,693)	(3,626)

Proposed resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
31.4	Regional Planning	29.4	29.4	29.4	34.4	34.4	34.4	34.4	34.4	34.4	34.4
11.0	Māori Policy	11.0	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
4.0	Community Engagement	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
22.8	Governance Services	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
69.2	Resources (FTE's)	68.2	68.2	68.2	75.2	75.2	75.2	75.2	75.2	75.2	75.2

Regional Planning Activity

Key	Strongest Link	■
	Contributes to	□

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	■	1 We develop and implement regional plans and policy to protect our natural environment.
		2 We manage our natural resources effectively through regulation, education and action.
		3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
		4 Our environmental monitoring is transparently communicated to our communities.
	■	2 We listen to our communities and consider their values and priorities in our regional plans.
		3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	□	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
	□	2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.

What we propose to do

The Regional Planning activity provides the Council with planning and policy advice. It includes development of strategies, policies and plans to identify how the natural and physical resources in the region are to be managed. This activity sets the Bay of Plenty Regional Council's strategic direction.

Proposed operating work programme

- Preparing planning documents under the Resource Management Act 1991, Biosecurity Act 1993 and Local Government Act 2002.
- Implementing and monitoring the Regional Policy Statement.
- Monitoring the efficiency and effectiveness of regional plan provisions.
- Preparing strategies and non-statutory planning documents.
- Promoting integrated regional resource management by commenting on district consent applications, district plans and other policy from Central and local government.
- Managing growth in the western Bay of Plenty through SmartGrowth.
- Participating in the Upper North Island Strategic Alliance.
- Providing policy advice to the Council on various matters.

	2018/19	2019/20	2020/21	Objectives
Proposed operating work programme	6,600	6,714	6,606	1 We develop and implement regional plans and policy to protect our natural environment.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				4 Our environmental monitoring is transparently communicated to our communities.
				2 We listen to our communities and consider their values and priorities in our regional plans.
				2 We contribute to delivering integrated planning and growth management strategies especially for sustainable urban management.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	29.4	29.4	29.4

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Plan Change 12: Rangitāiki and Kaituna Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Tauranga Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Rotorua Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Tarawera Water Management Area			•	1 We develop and implement regional plans and policy to protect our natural environment.
Identification and assessment of sites of significance to Māori in the coastal environment	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Investigate classification of coastal waters	•		•	1 We develop and implement regional plans and policy to protect our natural environment.
Identify coastal vehicle access requirements and restrictions		•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Support research projects aligned with Regional Coastal Environment Plan priorities	•		•	1 We develop and implement regional plans and policy to protect our natural environment.
Marine and Coastal Areas applications in Bay of Plenty	•	•	•	2 We manage our natural resources effectively through regulation, education and action.

	2018/19	2019/20	2020/21	Objectives
Implement the Bay of Plenty Regional Coastal Environment Plan	•	•	•	2 We manage our natural resources effectively through regulation, education and action.
Plan Change 14 (OSET) to Regional Water and Land Plan	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Natural hazard susceptibility mapping and risk assessment	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts .
Implementation of the Eastern Bay Beyond Today spatial plan	•	•	•	2 We contribute to delivering integrated planning and growth management strategies especially for sustainable urban management.
Investigate and prepare a Marine Spatial Plan for the Bay of Plenty	•	•		2 We manage our natural resources effectively through regulation, education and action.
Plan Change 13 Air Quality	•			1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change 13 Air Quality Implementation		•		1 We develop and implement regional plans and policy to protect our natural environment.
Regional Pest Management Pathway plans	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Climate Change Policy Development	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Regional Planning Activity draft financial estimates



Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
6,358	General funds	6,607	6,674	6,457	6,989	7,404	7,947	8,032	8,835	8,329	8,629
6,358	Total operating revenue	6,607	6,674	6,457	6,989	7,404	7,947	8,032	8,835	8,329	8,629
Operating expenditure											
3,058	Employee benefit expenses	2,960	3,020	3,078	3,612	3,679	3,746	3,813	3,880	3,947	4,014
3,751	Trading and other expenses	3,640	3,694	3,528	3,513	3,786	4,060	3,812	4,282	3,483	3,411
6,809	Total operating expenditure	6,600	6,714	6,606	7,125	7,465	7,806	7,625	8,162	7,430	7,425
451	Net (surplus) deficit	(7)	40	149	136	62	(141)	(407)	(672)	(899)	(1,205)
Operating funding											
451	(Increase) / decrease in reserves	(7)	40	149	136	62	(141)	(407)	(672)	(899)	(1,205)
451	Total operating funding	(7)	40	149	136	62	(141)	(407)	(672)	(899)	(1,205)

Proposed resourcing

31.4	Resources (FTE's)	29.4	29.4	29.4	34.4	34.4	34.4	34.4	34.4	34.4	34.4
-------------	--------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Māori Policy Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	■	2 We manage our natural resources effectively through regulation, education and action.
		3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
	□	2 We listen to our communities and consider their values and priorities in our regional plans.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Māori Policy activity 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.

We have some 37 iwi entities, over 260 hapū and 224 marae. There are approximately 1,800 management structures covering over 5,000 Māori land blocks. As of 2017, there are 17 comprehensive Treaty claims settled and several more in progress.

Proposed operating work programme

- Supporting Māori Engagement and assist in building enduring relationships.
- Supporting the Māori Councillors and Komiti Māori (Māori Committee).
- Supporting hapū and iwi capacity building initiatives/events including sponsorship and funding.
- Providing strategic advice on implementation of Treaty of Waitangi claims and settlements (co-governance forums, protocols), and hapū/iwi Resource Management Plans.
- Manage He Toku Tumoana – Environmental Scholarship established to commemorate the late Awanuiarangi Black and his passion for the environment.
- Administering Treaty of Waitangi co-governance forums.
- Supporting the Council's water programme ensuring Māori involvement in freshwater management.
- Managing the Regional Community Outcomes Fund - Hapai Ora (including Environ Scholarships).
- Supporting the co-ordination of non-statutory submissions.
- Building staff capability and capacity across council in response to our obligations to Māori.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	1,811	1,806	1,848	2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				2 We listen to our communities and consider their values and priorities in our regional plans.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	11.0	11.0	11.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Develop draft Maturanga Māori document	•			3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Māori Policy Activity draft financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,350	General funds	1,813	1,796	1,807	1,940	1,999	2,096	2,198	2,300	2,430	2,546
1,350	Total operating revenue	1,813	1,796	1,807	1,940	1,999	2,096	2,198	2,300	2,430	2,546
Operating expenditure											
987	Employee benefit expenses	1,017	1,038	1,058	1,181	1,203	1,225	1,247	1,269	1,291	1,313
466	Trading and other expenses	794	768	790	797	813	834	839	856	877	878
1,453	Total operating expenditure	1,811	1,806	1,848	1,978	2,016	2,059	2,086	2,125	2,168	2,191
103	Net (surplus) deficit	(2)	11	42	38	17	(37)	(111)	(175)	(262)	(355)
Operating funding											
103	(Increase) / decrease in reserves	(2)	11	42	38	17	(37)	(111)	(175)	(262)	(355)
103	Total operating funding	(2)	11	42	38	17	(37)	(111)	(175)	(262)	(355)

Proposed resourcing

11.0 Resources (FTE's)	11.0	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
------------------------	------	------	------	------	------	------	------	------	------	------	------

Geothermal Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We develop and implement regional plans and policy to protect our natural environment.
	2 We manage our natural resources effectively through regulation, education and action.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Geothermal activity provides co-ordination of the geothermal programme and the development of a second generation Geothermal Planning framework under the Resource Management Act (RMA). The Regional Policy Statement requires development of System Management Plans (SMPs) for Tauranga and Rotorua systems, and development of broader regional plan provisions to clarify the status of several systems. These SMPs will provide the basis for plan changes to the Regional Water and Land Plan, which are needed to enhance our ability to sustainably manage the region's geothermal resource.

Proposed operating work programme

- Implement the geothermal direction set in the Regional Policy Statement.
- Undertake plan change(s) to the Regional Water and Land Plan to address current and emerging geothermal issues.
- Coordinate the region's Geothermal Programme.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	135	124	116	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.

Proposed resourcing

Note: Staff for this activity are included in other activities.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Notify Geothermal Plan Change provisions	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Identify significant geothermal surface features	•			1 We develop and implement regional plans and policy to protect our natural environment.

Geothermal Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
501	General funds	135	123	114	116	120	126	133	140	150	158
501	Total operating revenue	135	123	114	116	120	126	133	140	150	158
Operating expenditure											
540	Trading and other expenses	135	124	116	118	121	124	126	129	134	136
540	Total operating expenditure	135	124	116	118	121	124	126	129	134	136
38	Net (surplus) deficit	(0)	1	3	2	1	(2)	(7)	(11)	(16)	(22)
Operating funding											
38	(Increase) / decrease in reserves	(0)	1	3	2	1	(2)	(7)	(11)	(16)	(22)

Community Engagement Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	■	1 We develop and implement regional plans and policy to protect our natural environment.
		2 We manage our natural resources effectively through regulation, education and action.
		3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
	□	1 Good decision making is supported through improving knowledge of our water resources.
		2 We listen to our communities and consider their values and priorities in our regional plans.
		3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
	□	3 We work with and connect the right people to create a prosperous region and economy.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Community Engagement activity leads planning, facilitation and advice support across the Council, advising on legislative procedure requirements. Community engagement through specific programmes builds awareness, involvement, engagement and education to help achieve Council's objectives across the community, inclusive of all ages and sectors. A key focus for the activity is the water programme, working across the wider community.

The activity manages the Community Fund which includes the Environmental Enhancement Fund (EEF) and the Community Initiatives funding (CIF). EEF provides seed funding for community groups to improve the environment, raise environmental awareness and use the enthusiasm and skills of the community. The EEF programme also includes the He Mātāpuna Akoranga ā Hāwea Vercoe – Hāwea Vercoe Commemoration Fund, which has been set up to provide seed funding to Bay of Plenty Kura Kaupapa Māori, Kohanga Reo and bilingual schools for projects that achieve environmental outcomes.

Proposed operating work programme

- Managing EEF and CIF funding and supporting recipients to implement, complete and report on projects successfully.
- Supporting the Schools (including Enviroschools) and Youth Programmes.
- Producing quarterly Pollution Busters newsletters.
- Implementing the Public Consultation and Engagement project.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	1,406	1,425	1,450	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	4.0	4.0	4.0

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Community Initiatives Fund	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Environmental Enhancement Fund	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Community Engagement Activity draft financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,214	General funds	1,407	1,417	1,417	1,512	1,550	1,618	1,685	1,755	1,849	1,926
1,214	Total operating revenue	1,407	1,417	1,417	1,512	1,550	1,618	1,685	1,755	1,849	1,926
Operating expenditure											
321	Employee benefit expenses	359	367	374	463	471	480	488	497	505	514
1,328	Trading and other expenses	1,046	1,058	1,076	1,079	1,092	1,110	1,112	1,124	1,144	1,143
1,649	Total operating expenditure	1,406	1,425	1,450	1,542	1,563	1,590	1,600	1,621	1,649	1,657
435	Net (surplus) deficit	(1)	8	33	30	13	(29)	(85)	(134)	(200)	(269)
Operating funding											
435	(Increase) / decrease in reserves	(1)	8	33	30	13	(29)	(85)	(134)	(200)	(269)
435	Total operating funding	(1)	8	33	30	13	(29)	(85)	(134)	(200)	(269)

Proposed resourcing

4.0 Resources (FTE's)	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
-----------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Governance Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	3 We work with and connect the right people to create a prosperous region and economy.

Key	Strongest Link	■
	Contributes to	□

What we propose to do

The Governance Services activity supports the democratic structure and processes of the Council. The activity assists the Council in decision-making processes and supports elected members in providing good governance in an open and transparent manner. Governance Services are responsible for the representation structure, the administration of the triennial elections, elected members' remuneration and expenses and ensuring Council, committee and co-governance meetings comply with legislative requirements. Costs associated with the Chief Executive's office are included in the Governance activity.

Proposed operating work programme

- Day to day Council operations.
- Provide governance services and support to elected members, committees and the Council.
- Provide managerial advice, support and guidance for the Council and employees.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	9,285	9,737	9,745	3 We work with and connect the right people to create a prosperous region and economy.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	23.8	23.8	23.8

Proposed operating projects

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Conduct triennial elections		●		3 We work with and connect the right people to create a prosperous region and economy.

Governance Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
6,708	General funds	9,294	9,679	9,525	9,623	10,224	10,489	10,936	11,798	12,200	12,717
38	Other revenue	-	-	-	-	-	-	-	-	-	-
6,746	Total operating revenue	9,294	9,679	9,525	9,623	10,224	10,489	10,936	11,798	12,200	12,717
Operating expenditure											
2,777	Employee benefit expenses	3,014	3,076	3,135	3,194	3,253	3,312	3,371	3,430	3,490	3,549
4,488	Trading and other expenses	6,271	6,661	6,610	6,617	7,056	6,991	7,011	7,470	7,394	7,393
7,265	Total operating expenditure	9,285	9,737	9,745	9,811	10,309	10,303	10,382	10,900	10,883	10,942
519	Net (surplus) deficit	(10)	58	221	188	85	(186)	(554)	(898)	(1,316)	(1,775)
Operating funding											
519	(Increase) / decrease in reserves	(10)	58	221	188	85	(186)	(554)	(898)	(1,316)	(1,775)
519	Total operating funding	(10)	58	221	188	85	(186)	(554)	(898)	(1,316)	(1,775)

Proposed resourcing

22.8 Resources (FTE's)	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------





Emergency Management Group of Activities

Emergency Management Group of Activities

Activities

- Emergency Management Activity

This Group of Activities contributes to the following

				
Emergency Management			■	

Key

Strongest Link



Contributes to




What the community can expect

Level of Service: Provide emergency management response and community initiatives										
Measure:	Percentage of roles that have been identified and staffed for 24 hour operation of the Emergency Coordination Centre									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
70%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Measure:	Percentage of staff identified for roles in the Emergency Coordination Centre that are trained to an appropriate level agreed by the Group.									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
75%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Measure:	Number of Council-delivered initiatives to promote community resilience and safety.									
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
8	8	8	8	8	8	8	8	8	8	8

Emergency Management Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
	3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.

Key	Strongest Link	Contributes to
	■	□

What we propose to do

The Emergency Management activity provides Civil Defence Emergency Management (CDEM) services to the Council, as well as regional emergency management leadership.

Along with all Councils in the region, Bay of Plenty Regional Council is a member of the Bay of Plenty Civil Defence Emergency Management Group and the administering authority for the Group. This Group establishes and maintains arrangements that ensure co-ordination and communication happens, and that support is available when it's needed.

Alongside the CDEM Group, Emergency Management Bay of Plenty is a shared service arrangement between Councils in the region which delivers some CDEM activities and works with our communities to increase understanding and awareness of our hazard-scape.

Proposed operating work programme

- Co-ordinating implementation of the region's Civil Defence and Emergency Management Group Plan.
- Providing administrative functions for the Bay of Plenty Civil Defence Emergency Management Group.
- Providing and operating a Group Emergency Coordination Centre for the coordinated response to emergencies.
- Identifying and reducing the risk from hazards.
- Building and improving knowledge, skills and resilience within communities and businesses to prepare for, get through and recover from emergencies.
- Working with the community to develop Community Response and Marae Preparedness Plans.
- Enhancing cooperation among key CDEM partners and the community, including working with volunteers.
- Growing the capacity and capability of the Bay of Plenty CDEM Group and Regional Council to respond to emergencies through staff training and exercises.
- Integrating response planning across CDEM Stakeholders.
- Planning and preparing to support the Bay of Plenty community to recover from an emergency.
- Providing a support co-ordination service for the Bay of Plenty Lifelines Utility Group.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	3,426	3,502	3,582	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	20.0	20.0	20.0

Emergency Management Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
-	Targeted rates	2,299	2,348	2,398	2,437	2,483	2,530	2,573	2,624	2,671	2,707
1,492	General funds	-	-	-	-	-	-	-	-	-	-
1,422	Other revenue	1,128	1,154	1,184	1,202	1,228	1,258	1,275	1,293	1,319	1,338
2,913	Total operating revenue	3,426	3,502	3,582	3,639	3,711	3,787	3,848	3,916	3,990	4,044
Operating expenditure											
1,640	Employee benefit expenses	2,037	2,079	2,119	2,159	2,199	2,239	2,279	2,319	2,359	2,400
4	Depreciation and amortisation	-	-	-	-	-	-	-	-	-	-
1,463	Trading and other expenses	1,389	1,423	1,463	1,480	1,512	1,548	1,569	1,597	1,631	1,645
3,107	Total operating expenditure	3,426	3,502	3,582	3,639	3,711	3,787	3,848	3,916	3,990	4,044
193	Net (surplus) deficit	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Operating funding											
193	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
193	Total operating funding	-	-	-	-	-	-	-	-	-	-

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
36	Emergency Management Capital Projects	-	-	10	20	24	24	24	24	24	24
36	Total capital expenditure	-	-	10	20	24	24	24	24	24	24
Capital funding											
36	Increase/ (decrease) in debt	-	-	10	20	24	24	24	24	24	24
36	Total capital funding	-	-	10	20	24	24	24	24	24	24

Proposed resourcing

16.0 Resources (FTE's)	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
------------------------	------	------	------	------	------	------	------	------	------	------

DRAFT





Technical Services Group of Activities

Technical Services Group of Activities

Activities

- Geospatial Activity
- Engineering Activity
- Data Services Activity
- Science Activity

This Group of Activities contributes to the following

				
Geospatial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Data Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Science	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

What the community can expect

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

Level of Service: Provide accessible, relevant and trusted science										
Measure: Number of environmental indicators with online scorecards.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5	7	9	10	10	10	10	10	10	10	10

Level of Service: Provide the community with ready access to environmental data										
Measure: Percentage availability through website of real-time deliverable environmental data.										
Targets										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Technical Services Group of Activities draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
6,193	General funds	12,700	12,987	13,216	13,643	14,073	14,705	15,345	15,937	16,623	17,380
1,160	Other revenue	1,634	2,213	2,288	2,341	2,385	2,431	2,453	2,478	2,501	2,539
7,353	Total operating revenue	14,334	15,200	15,503	15,985	16,457	17,136	17,799	18,414	19,124	19,919
Operating expenditure by activity											
(0)	Geospatial	1,683	1,775	1,867	1,918	1,983	2,019	2,026	2,045	2,069	2,070
2,399	Engineering	3,004	3,091	3,166	3,218	3,284	3,350	3,389	3,448	3,473	3,486
208	Data Services	5,070	5,328	5,530	5,761	5,822	5,923	5,964	5,991	6,067	6,150
5,190	Science	4,564	5,083	5,246	5,354	5,485	5,583	5,642	5,718	5,722	5,787
7,797	Total operating expenditure	14,321	15,278	15,809	16,251	16,574	16,876	17,022	17,201	17,330	17,492
444	Net (surplus) deficit	(13)	77	306	266	117	(261)	(777)	(1,213)	(1,794)	(2,426)
Operating funding											
444	(Increase) / decrease in reserves	(13)	77	306	266	117	(261)	(777)	(1,213)	(1,794)	(2,426)
444	Total operating funding	(13)	77	306	266	117	(261)	(777)	(1,213)	(1,794)	(2,426)





Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
301	Geospatial	307	314	321	328	335	237	242	248	255	262
264	Data Services	422	542	482	321	223	289	165	307	204	272
300	Science	331	393	360	327	334	342	350	359	368	378
865	Total capital expenditure	1,060	1,249	1,162	976	892	868	757	914	827	912
Capital funding											
865	Increase / (decrease) in debt	1,060	1,249	1,162	976	892	868	757	914	827	912
865	Total capital funding	1,060	1,249	1,162	976	892	868	757	914	827	912

Proposed resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
7.0	Geospatial	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
12.5	Engineering	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5
18.0	Data Services	23.0	24.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5
14.8	Science	14.8	15.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8
52.3	Resources (FTE's)	61.3	63.8	64.8	65.8	65.8	65.8	65.8	65.8	65.8	65.8

Geospatial Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	□	1 We develop and implement regional plans and policy to protect our natural environment.
		4 Our environmental monitoring is transparently communicated to our communities.
	□	1 Good decision making is supported through improving knowledge of our water resources.
	□	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
	□	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
		2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.

Key		
Strongest Link		■
Contributes to		□

What we propose to do

The Geospatial activity provides maps, other visual aids, mapping applications and data analysis to support decision making and aid in understanding issues facing our community. The activity supports Council to perform its regulatory function across a number of activities including: Integrated Catchment Management, Emergency Management, Community Engagement, Regional Flood Risk Coordination, Regulatory Compliance and various planning activities.

Proposed operating work programme

- Providing an efficient and effective Geospatial Service to the organisation and community, including: aerial photography procurement, data analysis and editing, GIS/GPS applications support, map production and web viewer support.
- Collaborating with other councils and central government in national and regional geospatial projects.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	1,683	1,775	1,867	1 We develop and implement regional plans and policy to protect our natural environment.
				1 Good decision making is supported through improving knowledge of our water resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts .
				2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	8.0	8.0	8.0

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
NZ/Regional Spatial Data Infrastructure	●	●	●	Contributes to multiple objectives
Spatial data provision for BOP region	●	●	●	Contributes to multiple objectives
Spatial Modelling	●	●	●	1 Good decision making is supported through improving knowledge of our water resources.

Geospatial Activity draft financial estimates

Annual Plan 2017/18 \$000	2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000
Operating revenue										
- General funds	1,685	1,765	1,825	1,881	1,967	2,056	2,134	2,213	2,319	2,406
- Total operating revenue	1,685	1,765	1,825	1,881	1,967	2,056	2,134	2,213	2,319	2,406
Operating expenditure										
595 Employee benefit expenses	684	698	711	725	738	752	765	779	792	805
194 Depreciation and amortisation	161	218	270	302	334	332	319	304	289	273
(789) Trading and other expenses	838	859	885	891	910	935	942	962	988	991
(0) Total operating expenditure	1,683	1,775	1,867	1,918	1,983	2,019	2,026	2,045	2,069	2,070
(0) Net (surplus) deficit	(2)	11	42	37	16	(36)	(108)	(168)	(250)	(336)
Operating funding										
- (Increase) / decrease in reserves	(2)	11	42	37	16	(36)	(108)	(168)	(250)	(336)
- Total operating funding	(2)	11	42	37	16	(36)	(108)	(168)	(250)	(336)

Annual Plan											
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
21	21	22	22	23	23	24	24	25	25	26	
187	191	195	199	204	208	213	218	224	229	236	
93	95	97	100	102	104	-	-	-	-	-	
301	307	314	321	328	335	237	242	248	255	262	
Capital funding											
301	307	314	321	328	335	237	242	248	255	262	
301	307	314	321	328	335	237	242	248	255	262	





Proposed resourcing

7.0 Resources (FTE's)	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
-----------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Engineering Activity

Key	Strongest Link	■
	Contributes to	□

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
 <p>Safe and resilient communities</p>	■	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
		2 We support community safety through flood protection and navigation safety.
		3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
 <p>A healthy environment</p>	□	2 We manage our natural resources effectively through regulation, education and action.
		3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
 <p>Freshwater for life</p>	□	4 We deliver solutions to local problems to improve water quality and manage water quantity.
 <p>A vibrant region</p>	□	2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.

What we propose to do

The Engineering activity provides technical advice and support across Council, ensuring that Council assets are well planned and designed and development is undertaken in a manner that does not create unnecessary risk or adverse effects. The activity is responsible for maintaining and updating asset management plans and the Council's infrastructure strategy.

Proposed operating work programme

- Planning and designing new assets or modifying existing assets to modern standards with long-term horizons in mind.
- Managing water levels in Lakes Rotorua and Rotoiti.
- Undertaking technical reviews of consents, including district application consents and comprehensive storm water consents.
- Contributing to District Plan Reviews and providing expert witness input at consent hearings.
- Providing technical engineering advice and design advisory services.
- Responding to general enquiries requiring engineering assessment.
- Providing planning, design and 'engineer to contract' support for capital projects.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	3,004	3,091	3,166	2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts .
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
				2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.
				4 We invest appropriately in infrastructure to support sustainable development.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	15.5	15.5	15.5

Engineering Activity draft financial estimates



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,223	General funds	3,007	3,073	3,094	3,156	3,257	3,410	3,570	3,732	3,893	4,051
2,223	Total operating revenue	3,007	3,073	3,094	3,156	3,257	3,410	3,570	3,732	3,893	4,051
Operating expenditure											
1,175	Employee benefit expenses	1,459	1,489	1,518	1,547	1,575	1,604	1,632	1,661	1,690	1,718
1,224	Trading and other expenses	1,544	1,602	1,648	1,671	1,709	1,746	1,756	1,787	1,783	1,767
2,399	Total operating expenditure	3,004	3,091	3,166	3,218	3,284	3,350	3,389	3,448	3,473	3,486
176	Net (surplus) deficit	(3)	18	72	62	27	(60)	(181)	(284)	(420)	(566)
Operating funding											
176	(Increase) / decrease in reserves	(3)	18	72	62	27	(60)	(181)	(284)	(420)	(566)
176	Total operating funding	(3)	18	72	62	27	(60)	(181)	(284)	(420)	(566)

Proposed resourcing

12.5 Resources (FTE's)	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Data Services Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	<input type="checkbox"/>	4 Our environmental monitoring is transparently communicated to our communities.
	<input type="checkbox"/>	1 Good decision making is supported through improving knowledge of our water resources. 4 We deliver solutions to local problems to improve water quality and manage water quantity.
	<input type="checkbox"/>	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What we propose to do

The Data Services activity supports Council activities through the collection, analysis and monitoring of a range of natural resources data in the Bay of Plenty. These data enable Council to meet the increasing standards, data management and reporting requirements arising from new legislation, particularly the National Policy Statement for Freshwater and the National Objectives Framework.

The activity facilitates assessment of the region's performance against such national guidelines and standards, as well as the efficiency and effectiveness of our Regional Policy Statement and regional plans.

Proposed operating work programme

- Monitoring key natural and physical resources, identifying any trends and assessing the impact of development.
- Regularly reporting on monitoring results.
- Providing an accessible sample collection and laboratory analysis service.
- Providing information and data on the current state of natural resources that are easily accessed by the Council and community.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	5,070	5,328	5,530	4 Our environmental monitoring is transparently communicated to our communities.
				1 Good decision making is supported through improving knowledge of our water resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	23.0	24.5	24.5

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Upgrade and Replacement	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
Delivery Enhancement	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts
Radio telephones	•	•	•	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Data Services Activity draft financial estimates

Annual Plan										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue										
-	4,371	4,123	4,209	4,420	4,513	4,710	4,906	5,063	5,305	5,572
208	703	1,181	1,224	1,255	1,271	1,296	1,307	1,314	1,334	1,356
208	5,075	5,304	5,433	5,675	5,784	6,007	6,213	6,377	6,640	6,928
Operating expenditure										
1,578	1,822	1,964	2,001	2,125	2,164	2,204	2,243	2,283	2,322	2,361
225	310	360	452	503	447	433	379	298	266	259
(1,594)	2,938	3,005	3,077	3,132	3,210	3,286	3,342	3,411	3,479	3,530
208	5,070	5,328	5,530	5,761	5,822	5,923	5,964	5,991	6,067	6,150
0	(5)	25	97	86	37	(83)	(248)	(385)	(573)	(778)
Operating funding										
-	(5)	25	97	86	37	(83)	(248)	(385)	(573)	(778)
-	(5)	25	97	86	37	(83)	(248)	(385)	(573)	(778)




Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
33	Upgrade and Replacement	130	164	237	240	97	204	77	218	112	178
199	Delivery Enhancement	216	311	176	82	126	85	88	90	92	95
26	Annual Expansion of Network	-	-	-	-	-	-	-	-	-	-
6	Radio Telephones	77	68	69	-	-	-	-	-	-	-
264	Total capital expenditure	422	542	482	321	223	289	165	307	204	272
Capital funding											
264	Increase/ (decrease) in debt	422	542	482	321	223	289	165	307	204	272
264	Total capital funding	422	542	482	321	223	289	165	307	204	272

Proposed resourcing

18.0 Resources (FTEs)	23.0	24.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5
------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Science Activity

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	<input type="checkbox"/>	4 Our environmental monitoring is transparently communicated to our communities.
	<input type="checkbox"/>	1 Good decision making is supported through improving knowledge of our water resources.
	<input type="checkbox"/>	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What we propose to do

The Science activity provides accessible, relevant and trusted science that empowers others to make informed decisions on water, air, land use and geothermal, for our region's well-being. The activity supports projects across Council by providing clear direction, sound tools and methods, the right expertise, good information management and linkages that enable the sustainable development of natural resources across the region.

Proposed operating work programme

- Providing regulatory and planning science needs.
- Providing science planning and delivery.
- Providing Natural Environment Regional Monitoring Network (NERMN) management, analysis and public reporting.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	4,564	5,083	5,246	4 Our environmental monitoring is transparently communicated to our communities
				1 Good decision making is supported through improving knowledge of our water resources
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	14.8	15.8	16.8

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Monitoring Equipment	●	●	●	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts

Science Activity draft financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,969	General funds	3,637	4,026	4,087	4,186	4,336	4,529	4,736	4,929	5,106	5,351
952	Other revenue	930	1,033	1,064	1,087	1,114	1,135	1,146	1,163	1,167	1,183
4,921	Total operating revenue	4,567	5,059	5,151	5,272	5,449	5,664	5,882	6,093	6,273	6,534
Operating expenditure											
1,459	Employee benefit expenses	1,502	1,615	1,731	1,763	1,796	1,829	1,861	1,894	1,927	1,959
342	Depreciation and amortisation	271	276	355	401	447	457	449	440	373	381
3,389	Trading and other expenses	2,791	3,191	3,160	3,190	3,242	3,297	3,332	3,383	3,422	3,447
5,190	Total operating expenditure	4,564	5,083	5,246	5,354	5,485	5,583	5,642	5,718	5,722	5,787
268	Net (surplus) deficit	(4)	24	95	82	36	(80)	(240)	(375)	(551)	(747)
Operating funding											
268	(Increase) / decrease in reserves	(4)	24	95	82	36	(80)	(240)	(375)	(551)	(747)
268	Total operating funding	(4)	24	95	82	36	(80)	(240)	(375)	(551)	(747)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
300	Monitoring Equipment	331	393	360	327	334	342	350	359	368	378
300	Total capital expenditure	331	393	360	327	334	342	350	359	368	378
Capital funding											
300	Increase/ (decrease) in debt	331	393	360	327	334	342	350	359	368	378
300	Total capital funding	331	393	360	327	334	342	350	359	368	378

Proposed resourcing

14.8	Resources (FTEs)	14.8	15.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8
------	------------------	------	------	------	------	------	------	------	------	------	------





Corporate Services Group of Activities

Corporate Services Group of Activities

Activities

- Communications Activity
- People and Capability Activity
- Internal Services Activity
- Corporate Property Activity
- Information and Communication Technology Activity
- Finance and Corporate Planning Activity

This Group of Activities contributes to the following

				
Corporate Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What the community can expect

Level of Service:	Manage Council's property assets and leased accommodation									
Measure:	Building operating costs per square metre									
	Targets									
<i>2017/18</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2	<\$50 m2
Measure:	Carbon emissions (tCO2e) in relation to building energy use at Whakatane and Tauranga sites. (Lower is better)									
	Targets									
<i>2017/18</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100	60	50	50	50	50	50	50	50	50

Corporate Services Group of Activities

Proposed work plan and draft financial estimates

This activity contributes to the following Community Outcomes		
Outcomes		Objectives
	<input type="checkbox"/>	Contributes to multiple objectives.
	<input type="checkbox"/>	Contributes to multiple objectives.
	<input type="checkbox"/>	Contributes to multiple objectives.
	<input type="checkbox"/>	Contributes to multiple objectives.

Key	Strongest Link	<input checked="" type="checkbox"/>
	Contributes to	<input type="checkbox"/>

What we propose to do

The Corporate Services activity provides support services to all activities across Council and is comprised of the following activities:

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.

People and Capability – provides people management services including employment relations, recruitment and organisational development. This activity includes Health and Safety which manages health and safety risks for the Council and provides occupational health and safety support, and wellbeing services, and Continuous Improvement which includes improving the efficiency and effectiveness of our operations and services.

Internal Services – provides front line reception, publication services, specialised document preparation, customer services and records management in Council offices across the region.

Corporate Property – manages the Council's assets, such as buildings, equipment and vehicles to enable the Council to carry out its activities efficiently and effectively.

Information and Communication Technology (ICT) – provides innovative ICT support solutions to Council and our shared service partners.

Finance and Corporate Planning – provides accounting and organisational planning services across the Council to prudently manage finances and set out the high level, long term direction for the organisation. **Legal Services** – which provide in-house legal advisory services, are also grouped under this activity.

Corporate Services Group of Activities draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
(211)	Targeted rates	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)
(36,440)	General funds	(36,028)	(37,503)	(38,347)	(39,684)	(40,771)	(42,615)	(44,457)	(46,272)	(47,387)	(49,333)
35,897	Other revenue	40,776	44,668	46,414	47,920	49,510	51,318	53,500	55,833	57,411	59,664
(754)	Total operating revenue	4,537	6,955	7,856	8,025	8,528	8,492	8,832	9,350	9,813	10,120
Operating expenditure by activity											
41	Communications	42	43	44	45	46	47	48	49	50	52
84	People and Capability	34	35	36	37	37	38	39	40	41	42
283	Internal Services	14	15	15	15	16	16	16	17	17	18
(222)	Corporate Property	31	386	395	403	413	422	432	443	455	467
53	Information and Communication Technology	230	235	241	246	251	257	263	270	277	285
3	Finance and Corporate Planning	3,396	5,244	6,133	6,643	7,087	7,515	7,869	8,315	8,764	9,086
242	Total operating expenditure	3,748	5,958	6,863	7,389	7,850	8,296	8,668	9,134	9,605	9,949
996	Net (surplus) deficit	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)
Operating funding											
996	(Increase) / decrease in reserves	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)
996	Total operating funding	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
11	Communications	11	12	12	12	12	13	13	13	14	14
11,398	Corporate Property	22,553	7,113	1,773	1,420	1,453	1,486	1,522	1,258	1,600	1,643
3,120	Information and Communication Technology	2,615	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038
14,530	Total capital expenditure	25,180	9,838	3,930	3,519	3,272	3,318	3,421	3,271	3,518	3,695
Capital funding											
14,131	Increase / (decrease) in debt	25,180	9,838	3,930	3,519	3,272	3,318	3,421	3,271	3,518	3,695
14,131	Total capital funding	25,180	9,838	3,930	3,519	3,272	3,318	3,421	3,271	3,518	3,695

Proposed resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
10.2	Communications	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
24.7	People and Capability	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9
23.1	Internal Services	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3
5.8	Corporate Property	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
22.3	Information and Communication Technology	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
24.5	Finance and Corporate Planning	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
110.6	Resources (FTE's)	109.8	109.8	109.8	109.8	109.8	109.8	109.8	109.8	109.8	109.8

Communications Activity

Proposed operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	42	43	44	Contributes to multiple objectives.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	10.2	10.2	10.2

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Display equipment and gazebos	•	•	•	Contributes to multiple objectives.

Communication Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
41	Other revenue	42	43	44	45	46	47	48	49	50	52
41	Total operating revenue	42	43	44	45	46	47	48	49	50	52
Operating expenditure											
871	Employee benefit expenses	898	913	931	948	966	983	1,001	1,018	1,036	1,053
5	Depreciation and amortisation	3	6	8	11	12	13	13	13	14	14
(834)	Trading and other expenses	(859)	(876)	(895)	(914)	(932)	(949)	(966)	(983)	(999)	(1,016)
41	Total operating expenditure	42	43	44	45	46	47	48	49	50	52
- Net (surplus) deficit											
-											
Operating funding											
- (Increase) / decrease in reserves											
-											
- Total operating funding											
-											

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
11	Display equipment and gazebos	11	12	12	12	12	13	13	13	14	14
11	Total capital expenditure	11	12	12	12	12	13	13	13	14	14
Capital funding											
11	Increase/ (decrease) in debt	11	12	12	12	12	13	13	13	14	14
11	Total capital funding	11	12	12	12	12	13	13	13	14	14

Proposed resourcing

Annual Plan	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18										
10.2 Resources (FTEs)	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2

DRAFT

People and Capability Activity

Proposed operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	34	35	36	Contributes to multiple objectives.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	22.9	22.9	22.9

People and Capability Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
84	Other revenue	34	35	36	37	37	38	39	40	41	42
84	Total operating revenue	34	35	36	37	37	38	39	40	41	42
Operating expenditure											
2,365	Employee benefit expenses	1,886	1,925	1,962	1,999	2,036	2,073	2,110	2,147	2,184	2,221
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Depreciation and amortisation	-	-	-	-	-	-	-	-	-	-
(2,281)	Trading and other expenses	(1,852)	(1,890)	(1,926)	(1,962)	(1,998)	(2,034)	(2,070)	(2,106)	(2,142)	(2,178)
84	Total operating expenditure	34	35	36	37	37	38	39	40	41	42
-	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-

Proposed resourcing

24.7 Resources (FTEs)	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9
-----------------------	------	------	------	------	------	------	------	------	------	------	------

Note: Resourcing includes summer students employed by all of Council's activities. The total number of students is equal to 6.1 FTE's.

Internal Services Activity

Proposed operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	14	15	15	3 We work with and connect the right people to create a prosperous region and economy.
				1 We develop and implement regional plans and policy to protect our natural environment.
				4 Our environmental monitoring is transparently communicated to our communities.

Proposed operating projects

	2018/19	2019/20	2020/21	Objectives
Customer feedback system	•	•		3 We work with and connect the right people to create a prosperous region and economy.
Outsource afterhours calls	•	•	•	3 We work with and connect the right people to create a prosperous region and economy.
Customer services training		•		3 We work with and connect the right people to create a prosperous region and economy.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	21.3	21.3	21.3

Internal Services Activity draft financial estimates

Annual Plan 2017/18 \$000	2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000
Operating revenue										
- Other revenue	14	15	15	15	16	16	16	17	17	18
- Total operating revenue	14	15	15	15	16	16	16	17	17	18
Operating expenditure										
944 Employee benefit expenses	1,250	1,273	1,298	1,322	1,347	1,371	1,396	1,420	1,445	1,469
4 Depreciation and amortisation	3	-	-	-	-	-	-	-	-	-
(852) Trading and other expenses	(1,239)	(1,259)	(1,283)	(1,307)	(1,331)	(1,355)	(1,379)	(1,403)	(1,427)	(1,451)
96 Total operating expenditure	14	15	15	15	16	16	16	17	17	18
96 Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding										
96 (Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
96 Total operating funding	-	-	-	-	-	-	-	-	-	-

Proposed resourcing

23.1 Resources (FTEs)	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3
------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

Corporate Property Activity

Proposed operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	31	386	395	3 We work with and connect the right people to create a prosperous region and economy.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	6.0	6.0	6.0

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Rotorua Buildings		•		Contributes to multiple objectives.
Plant Replacement	•	•	•	Contributes to multiple objectives.
Vehicle Replacement	•	•	•	Contributes to multiple objectives.
Regional Building	•	•		Contributes to multiple objectives.
Quay Street Building	•	•	•	Contributes to multiple objectives.
General Building	•	•		Contributes to multiple objectives.

Corporate Property Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
83	Other revenue	31	386	395	403	413	422	432	443	455	467
83	Total operating revenue	31	386	395	403	413	422	432	443	455	467
Operating expenditure											
449	Employee benefit expenses	469	479	488	497	507	516	525	534	543	553
378	Finance costs	747	1,412	1,653	1,632	1,600	1,565	1,700	1,661	1,620	1,577
1,191	Depreciation and amortisation	1,582	1,857	1,965	2,011	2,121	2,200	2,174	2,171	2,149	2,151
(1,934)	Trading and other expenses	(2,767)	(3,362)	(3,712)	(3,737)	(3,814)	(3,859)	(3,967)	(3,924)	(3,858)	(3,814)
83	Total operating expenditure	31	386	395	403	413	422	432	443	455	467
- Net (surplus) deficit											
		-	-	-	-	-	-	-	-	-	-

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	Rotorua Buildings	-	1,772	-	-	-	-	-	-	-	-
467	Plant Replacement	476	487	498	508	520	532	545	559	573	589
947	Vehicle Replacement	854	872	892	911	932	954	977	700	1,027	1,055
7,288	Regional Building	17,140	724	-	-	-	-	-	-	-	-
2,429	Quay Street Building	4,050	-	384	-	-	-	-	-	-	-
268	General Building	34	130	-	-	-	-	-	-	-	-
-	Land Purchase (Region wide)	-	3,127	-	-	-	-	-	-	-	-
11,398	Total capital expenditure	22,553	7,113	1,773	1,420	1,453	1,486	1,522	1,258	1,600	1,643
Capital funding											
11,000	Increase/ (decrease) in debt	22,553	7,113	1,773	1,420	1,453	1,486	1,522	1,258	1,600	1,643
11,000	Total capital funding	22,553	7,113	1,773	1,420	1,453	1,486	1,522	1,258	1,600	1,643

Proposed resourcing

5.8 Resources (FTE's)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
-----------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DRAFT

Information and Communication Technology Activity

Proposed operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	230	235	241	Contributes to multiple objectives.

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	25.4	25.4	25.4

Proposed capital projects

	2018/19	2019/20	2020/21	Objectives
Tech 1 One Council	●	●	●	Contributes to multiple objectives.
Accelerate Project IS	●	●	●	Contributes to multiple objectives.
End User Computer	●	●	●	Contributes to multiple objectives.
Network Infrastructure	●	●	●	Contributes to multiple objectives.
Servers	●	●	●	Contributes to multiple objectives.
Business Continuity/DR	●	●	●	Contributes to multiple objectives.
VC and Telephony	●	●	●	Contributes to multiple objectives.
Information Management Strategy Projects	●	●	●	Contributes to multiple objectives.
Data/BI Project IS	●	●	●	Contributes to multiple objectives.
Lakes Nutrients Database	●	●	●	Contributes to multiple objectives.
ICT Security and Process Audit	-	●	-	Contributes to multiple objectives.
Customer Services Systems	●	●	●	Contributes to multiple objectives.
Mobility	●	●	●	Contributes to multiple objectives.
Objective Enhancements	●	-	●	Contributes to multiple objectives.
Testing Systems	●	●	●	Contributes to multiple objectives.
People and Capability System	-	●	-	Contributes to multiple objectives.
EM Systems - Wallingford House	-	●	-	Contributes to multiple objectives.

Information and Communication Technology Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
226	Other revenue	230	235	241	246	251	257	263	270	277	285
226	Total operating revenue	230	235	241	246	251	257	263	270	277	285
Operating expenditure											
2,846	Employee benefit expenses	2,356	2,404	2,450	2,497	2,543	2,589	2,635	2,682	2,728	2,774
2,416	Depreciation and amortisation	2,478	2,653	2,567	2,664	2,707	2,695	2,651	2,679	2,419	2,259
(5,036)	Trading and other expenses	(4,604)	(4,822)	(4,777)	(4,914)	(4,998)	(5,027)	(5,023)	(5,091)	(4,870)	(4,749)
226	Total operating expenditure	230	235	241	246	251	257	263	270	277	285
- Net (surplus) deficit											
		-	-	-	-	-	-	-	-	-	-

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
400	Technology 1 Projects	306	313	320	327	-	-	-	-	-	-
-	Accela Projects	153	156	160	163	167	171	175	179	184	189
317	End User Computing	367	375	384	392	401	410	420	431	442	454
403	Network Infrastructure	153	57	59	60	61	63	64	66	67	69
78	Servers	82	83	85	87	89	91	93	96	98	101
16	Business Continuity	20	78	21	22	22	23	23	24	25	25
367	Video Conferencing and Telephony	204	94	96	98	100	103	105	108	110	113
-	Information Management Strategy Projects	326	334	341	348	356	365	373	383	393	403
586	Data/Business Intelligence Projects	301	236	200	205	209	214	219	225	231	237
954	Lakes Nutrients Database	102	52	53	54	56	57	58	60	6	63
-	ICT Security & Process Audit	-	85	-	-	28	-	-	30	-	-
-	Customer Services Systems	247	63	32	33	33	34	35	36	37	38
-	Mobility Projects	227	164	178	163	167	171	175	179	184	189
-	Objective Enhancements	20	-	107	22	-	-	23	60	-	25
-	Testing Systems	106	108	111	113	116	119	121	124	128	131
-	People and Capability Systems	-	278	-	-	-	-	-	-	-	-
-	Emergency Management Systems	-	237	-	-	-	-	-	-	-	-
3,120	Total capital expenditure	2,615	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038
Capital funding											
3,120	Increase/ (decrease) in debt	2,615	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038
3,120	Total capital funding	2,615	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038

Proposed resourcing

22.3 Resources (FTEs)	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
-----------------------	------	------	------	------	------	------	------	------	------	------	------

Finance and Corporate Planning Activity

Proposed operating programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Proposed operating work programme	3,396	5,244	6,133	Contributes to multiple objectives

Proposed resourcing

	2018/19	2019/20	2020/21
FTEs	24.0	24.0	24.0

Finance and Corporate Services Activity draft financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
(211)	Targeted rates	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)
(36,440)	General funds	(36,028)	(37,503)	(38,347)	(39,684)	(40,771)	(42,615)	(44,457)	(46,272)	(47,387)	(49,333)
35,450	Other revenue	40,424	43,955	45,685	47,174	48,747	50,537	52,701	55,014	56,571	58,800
(1,201)	Total operating revenue	4,185	6,241	7,126	7,279	7,765	7,711	8,033	8,531	8,973	9,257
Operating expenditure											
2,286	Employee benefit expenses	2,218	2,264	2,307	2,351	2,394	2,438	2,481	2,525	2,568	2,612
-	Finance costs	3,553	5,394	6,262	6,791	7,228	7,633	8,008	8,447	8,871	9,215
(2,587)	Trading and other expenses	(2,375)	(2,414)	(2,435)	(2,499)	(2,535)	(2,555)	(2,620)	(2,656)	(2,675)	(2,741)
(301)	Total operating expenditure	3,396	5,244	6,133	6,643	7,087	7,515	7,869	8,315	8,764	9,086
900	Net (surplus) deficit	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)
Operating funding											
900	(Increase) / decrease in reserves	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)
900	Total operating funding	(789)	(996)	(993)	(636)	(678)	(196)	(164)	(216)	(208)	(171)

Proposed resourcing

24.5 Resources (FTE's)	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
-------------------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

DRAFT