

Whakaekengia tēnei waka **Join our journey**

Te Mahere Tūroa **Long Term Plan 2021 - 2031**

WĀHANGA TUATAHI - VOLUME ONE

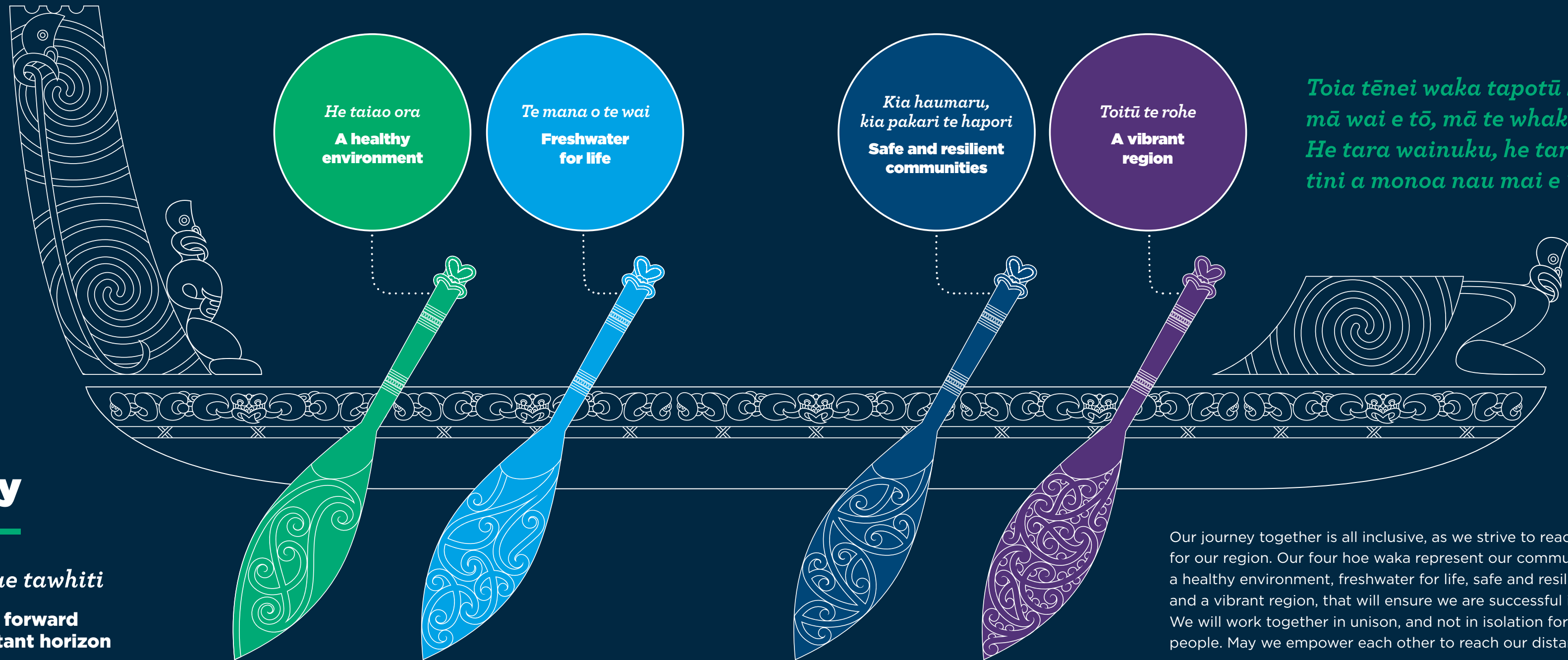


Whakaekengia tēnei waka

Join our journey

Kia hoe ngātahi atu ki te pae tawhiti

**Let us paddle in unison to move forward
as one, so we may reach the distant horizon**



*Toia tēnei waka tapotū ki te moana
mā wai e tō, mā te whakaranga ake e tō.
He tara wainuku, he tara wairangi
tini a monoa nau mai e Tāne.*

Our journey together is all inclusive, as we strive to reach our aspirations for our region. Our four hoe waka represent our community outcomes, a healthy environment, freshwater for life, safe and resilient communities, and a vibrant region, that will ensure we are successful in achieving our vision. We will work together in unison, and not in isolation for the betterment of our people. May we empower each other to reach our distant horizons, together.

Engā manukura, e ngā tātarariki
o te rohe whānau, tēnā koutou katoa

Mai i Ngā Kurī-ā-Whārei ki Tīhirau

Mai i Maketū ki Taupō-nui-ā-Tia
Ko te rohe kaunihera tēnei o Toi Moana

Toi tū te whenua

Toi tū te moana

Toi tū te taiao

Toi tū te tangata

Koia nei te Mahere Tūroa a Toi Moana e
whakarārangi ana i ngā mahinga nui mō
tō tātou rohe, e pae ai tō tātou waka ki uta.

Greetings to all our people
throughout our great region

From the ridges of Whārei to Tīhirau

From Maketū to just inland of Taupō-nui-ā-Tia
This is the region of the Bay of Plenty Regional Council

Let the land remain

Let the oceans and lakes remain

Let the environment remain

Let humankind remain

Here is the Toi Moana Long Term Plan and
all the significant activities for our region,
ensuring our region is a great place.

Te rārangi kaupapa
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Te ahunga whakamua

Our strategic direction



OUR WELLBEINGS



He korowai tiaki taiao
Environmental wellbeing



He korowai aroha
Social wellbeing



He korowai whakamana tangata
Economic wellbeing



He korowai mātauranga
Cultural wellbeing

STRATEGIC PRIORITIES

- Assisting the region to recover from COVID-19 while delivering lasting well-being for the community
- Ensuring we deliver on natural resource regulatory reform and our work programmes that deliver results on the ground
- Ensuring the region is adapting to a changing climate and helping to facilitate a transition to a low carbon economy
- Integrating land-use and transport planning in the region, including the intersection with natural hazards, climate change, and natural resource limits
- Working effectively with Māori in partnerships to deliver outcomes for the region
- Making the best use of Bay of Plenty Regional Council's resources to deliver on all of our community outcomes, including supporting others to deliver
- Taking a regional view while recognising important sub-regional variations and ensuring constructive relationships: nationally, regionally, and sub-regionally
- Ensuring effective community participation in decision making and in the delivery of our roles

THE WAY WE WORK

- We look to add value regionally
- We think integrated
- What we do we do well
- We provide great customer service
- We honour our obligations to Māori
- We deliver value to our ratepayers and our customers
- We continually seek opportunities to innovate and improve
- We look to partnerships for best outcomes
- We use robust information, science and technology

OUR VALUES

- Trust, Integrity, Courage, Manaakitanga, Kotahitanga and Whanaungatanga

Enabling democratic decision-making

Te timatatanga

Introduction

From the Chair and Chief Executive

As we plan for the next 10 years, we must balance long-standing issues with preparing for the unknown.

Our environment

We have a huge task before us, and we recognise we cannot do it alone. There is a need for increased action both from us, and from the people of the region. This will require a significant budget. Between now and 2031, Bay of Plenty Regional Council will invest around \$1.86 billion.

The Bay of Plenty is growing rapidly, and population growth is creating challenges, notably in terms of housing, transport, and urban development, but also in creating additional environmental pressures.

The local government landscape is changing. The Government has announced a significant review programme that will potentially lead to transformation in three to four years.

COVID-19 has had substantial economic and social effects, and remains Central Government's most immediate focus.

There is significant regulatory reform underway. Freshwater is the Government's first priority, but other issues such as urban development are following close behind. There is change to the Resource Management Act, and even more significant change coming to the roles and responsibilities of local government in managing the 'three waters'.

Rapid change, and increasing requirements, are driving us to evolve our relationships with tangata whenua. To this end, we are looking to engage more closely with iwi and hapū through the major regulatory reforms, and work with them to increase their capacity and capability.

This complex environment means that adaptation is vital. The plan we have set is right for the current time, but depending on the degree of change we encounter, we may need to consider annual amendments and variances,

and engage in further consultation with our communities. To avoid the needed expenditure becoming a burden on our communities, we have kept our rates rises as low as possible.

In 2020/21, we set a 0% real general rates increase to minimise the economic effects of COVID-19. The economic situation has improved since then, and moderate rates increases are now feasible. To deliver the services required, we are increasing general rates by 5.8% (an average of \$23 per property) in 2021/2022. There is an increase in real targeted rates in 2021/2022 which includes a new targeted rate for Regional Safety and Rescue Services. The average increase to targeted rates, which affects the total rates you pay, depends on the area in which you live and the services you receive.

We have a range of funding sources available to us (general and targeted rates, investment income, fees and charges, grants and subsidies, borrowings and reserves). Our goal is to ensure we achieve the best possible outcomes for our communities without creating an inequitable financial model.

As part of the Council Group, we are the 100% owner of Quayside Holdings Limited. Quayside manages our majority shareholding in the Port of Tauranga and other investments. In this plan, Quayside has forecast a significant increase in the dividend to Council from \$33.1 million in 2020/2021 to \$40 million in 2021/2022. This allows us to offset general rates increases by an average of \$347 per property in 2021/2022. This ensures our communities benefit from these investments.

Our priorities

Over the next 10 years, we will be spending at least \$41 million on freshwater activities, with additional related expenditure on compliance, science, and engagement. There is still some uncertainty around timeframes and requirements, so our goals and resourcing will remain flexible.

To assist with recovery from COVID-19, we will focus on job creation and boosting the economy in ways that align with our core functions. This will include projects that create jobs and have direct environmental impact.

When it comes to climate change we want to work towards transformational change - but in the immediate future we will focus on practical, real actions, working with our communities and collaborating with our partners. This will include a menu of small-scale, practical projects, with us learning from them to identify what could be scaled up.

We recognise the significant implications that climate change will have for the Bay of Plenty, and as such the need for mitigation and adaptation actions. After declaring a climate change emergency, we committed to working with our sectors and communities on transitioning to a low-carbon future and preparing ourselves for a changing climate.

Our largest area of expenditure is public transport. Getting people around, and onto buses, not only has economic and social benefits, but is also a key contributor to environmental wellbeing. The Climate Change Commission's report confirmed for us that we must provide better public transport and work to get people out of their cars and onto buses and other forms of transport.

We want to ensure the community participates directly in the work of local government. As such, we are focusing on ensuring that we engage with a representative sample of the community, so that we meet the needs of everybody - not just the few. We are looking to transform how we work with volunteers, particularly by providing them with administrative support and co-ordination. We know how valuable volunteer groups are in creating environmental and cultural wellbeing.

We look forward to working with our communities on the journey to bring this plan to life.



Doug Leeder
Chair



Fiona McTavish
Chief Executive



Ko wai mātou

Who we are (and what we do!)

Regional Councils have slightly different functions to those performed by city and district councils. We have a strong focus on the environment, and deliver a range of services to achieve our four community outcomes.



He taiao ora A healthy environment

Through our **Resource Regulation and Monitoring** group of activities, we make decisions on resource consents to ensure people are carrying out activities in line with key environmental standards, and then monitor their compliance with those consents. We help monitor air quality as well as our geothermal systems.

Through our **Catchment Management** group of activities, we protect native biodiversity and biosecurity – controlling plant and animal pests.




Te mana o te wai Freshwater for life

Through our **Catchment Management** group of activities, we maintain and improve water quality in rivers, lakes, and streams, primarily through working with landowners on more sustainable land use.

Our **Support Services** group of activities provides technical advice and analysis, which includes sharing data and information so the public are more knowledgeable about their environment.

Our **Democracy, Engagement and Planning** group of activities helps set key environmental rules managing freshwater, with a focus on implementing the new national statements on freshwater management.



Kia haumaru, kia pakari te hāpori Safe and resilient communities

Through our **Flood Protection and Control**, and **Regional Flood Risk Co-ordination** group of activities, we monitor rivers during heavy rain events and provide warnings. We manage a number of defences against flooding, which include things like stopbanks, pump stations and spillways. These help us adapt to some of the more significant effects of climate change. We are also responsible for a bylaw that aims to stop people damaging those defences.

Through our **Emergency Management** group of activities, we help administer and co-ordinate a range of civil defence services with key partners.

Through our **Resource Regulation and Monitoring** group of activities, we provide education on, and enforce, key water-related safety laws, such as wearing lifejackets or keeping to a safe speed. We maintain navigation aids so that vessels can get where they need to go, safely.



Toitū te rohe A vibrant region

Our **Transportation and Urban Planning** group of activities run bus services in Tauranga, Whakatāne, Rotorua and rural areas, and also work with other groups, such as city and district councils and central government, to help develop urban areas and necessary transport networks. Good public transport and well planned travel routes help reduce the negative effects of climate change.

Through our **Democracy, Engagement, and Planning** group of activities, we work with our diverse communities to ensure their voices are heard in our work, and that the democratic process is maintained.

Our **Catchments Management** group of activities manage regional parks, where members of the public can appreciate our natural environmental heritage.

Ngā aronga matua ki te taiao-pīroiroi


Our priorities in a complex environment

The current local government landscape is particularly changeable. COVID-19 has had substantial economic and social effects, and has become Central Government’s most immediate focus. There is significant regulatory reform underway at the Central Government level, with freshwater the first priority, but other issues such as urban development following close behind. There is legislative change underway with the Resource Management Act, and potentially even more significant change coming to the roles and responsibilities of local government in the ‘three waters’ space. This complexity makes our relationships with tangata whenua even more important.

In managing this complexity, adaptation will be vital. The plan we set now may need to consider annual amendments and variances, and involve further engagement and consultation with our communities.




This symbol recognises the eight strategic priorities that we will focus on over the next 10 years.



1. Regulatory reform

Our number one priority in the short term is responding to the significant regulatory reform programme set by Central Government. Over the next 10 years, we will be spending at least \$41 million on freshwater activities, with additional related expenditure on compliance, science, and engagement. Because of changes to the laws that set out how we look after areas like water quality, air quality, resource management, consents and compliance, we are preparing to change the way we work as this will ultimately impact the local government landscape. Of particular importance are the new National Environmental Standards for Freshwater and Air Quality.

We have set up a freshwater implementation team which includes staff from various functions, including policy, consents, compliance, data services, and science. Late in 2020 we decided to accelerate the programme to complete it by July 2024, six months earlier than first planned. There is still some uncertainty, so we will need to be flexible. We will also aim to transform how we work with our communities in implementing freshwater reform.



2. Climate change

On 27 June 2019, Regional Councillors acknowledged climate change as a serious issue for the region by declaring a climate emergency and making a commitment to work with the community on transitioning to a low carbon future and adapting to our changed climate.

We recognise the importance of our leadership and advocacy role but we are also committing to:

- Supporting new and additional community initiatives
- Working with other local authorities as they engage with their communities
- Engaging with sectors and industry to find solutions
- Exploring ideas and opportunities with others
- Sharing our information and knowledge

Read our climate change statement on page 16.



! 3. Regional recovery

COVID-19 significantly impacted our rohe. We will focus on job creation and boosting the economy in ways that align with our core functions, such as supporting local economic agencies. We want to work towards transformational change for the region over the course of this plan.

! 4. Sub-regional/regional view

While we are a Regional Council, not all parts of our region have the same aspirations, goals and challenges. We will identify ways we can adjust our services to ensure we're providing the right things, to the right areas, in the right way, having maximum impact.

We are looking to support the region through regional spatial planning, with an initial focus on the eastern Bay of Plenty. Alongside this, we will develop principles and policy for regional benefit investment, so that we can use our financial reserves to support major infrastructure projects developed by other partners.

! 5. Land use and transport

We are continuing to develop a transport system that is environmentally sustainable, resilient, efficient, and which enables safe, multi-modal access (e.g. buses, bikes, and cars) for our diverse and growing communities.

We are involved with the Urban Form and Transport Initiative (UFTI) in the Western Bay (with Tauranga City Council, Western Bay of Plenty District Council, iwi and community leaders). UFTI sets a 'Connected Centres' vision out to 2090. The Transport System Plan (TSP) takes this vision and focuses on the first 30 years of transport planning, design, and implementation. In turn, the TSP links with the Regional Land Transport Plan (RLTP) and National Land Transport Programme (NLTP), and through them to Waka Kotahi NZ Transport Agency.

In the first year of this Long Term Plan, we will work with our partners on a range of projects. These are likely to include investigating the relationship between bus fares and parking charges, refreshing the Regional Public Transport Plan, addressing single-occupancy car use, an electric and hydrogen vehicle strategy, and analysis on emerging transport technologies.

Over the first three years, we are likely to work with our partners on projects involving optimising bus services in Rotorua and the western Bay of Plenty, implementing real-time information at bus stops, and minor network improvements.

After year one of the Long Term Plan, we will ensure that there is a fully-resourced and aligned plan across all of the partner organisations. We will also carry out further specific and targeted consultation with the community on potential public transport service improvements to ensure our investment is achieving the best outcomes for regional ratepayers and western Bay communities.

! 6. Partnerships with Māori

The Treaty principles and the partnership upon which it is founded are an established part of our local government framework. As Treaty partners, Māori hold a unique role in shaping and contributing to regional leadership and direction.

Collectively, Māori contribute significantly to the region through ownership of notable assets: economic investment initiatives, participation in co-governance arrangements with councils, and a growing influence in natural resource management.

We are focused on continuing to work collaboratively with Māori over the next 10 years, as key contributors to strategic direction and leadership in the region.

Māori Participation in decision making

As Council, we share an obligation to support the development of Māori capacity and capability to contribute to Council decision making processes. Central to achieving this is Komiti Māori, which provides leaderships and guidance on key kaupapa including: partnership opportunities with Māori, and measures to support the delivery of our strategic priorities and Māori outcomes.

Komiti Māori facilitates Māori participation in decision making through:

- Leading Council to identify strategic partnership opportunities with Māori and developing a work programme to support initiatives in this space.

- Facilitating tangata whenua input into community outcomes, policy development and implementation work across the local government framework.
- Identifying and providing direction on any emerging issues for the region relating to the principles of Te Tiriti o Waitangi or other legislative obligations to Māori.
- Monitoring, advising, and reporting on Regional Council's responsiveness to Māori and compliance with its obligations to Māori under the Local Government Act 2004 and Resource Management Act 1991.
- Providing direction on effective Māori engagement and on actions to enhance Māori capacity to contribute to Council's decision making.

In managing natural resources, we work in partnership with Māori through several Treaty settlement based co-governance/management arrangements (i.e. Te Arawa Lakes Strategy Group, Rangitāiki River Forum, Te Maru o Kaituna River Authority) enabling iwi to participate directly in decision making. We also hold obligations under other legislative arrangements i.e. Te Urewera Act 2014, to work with iwi in a specific manner regarding particular natural resources.

Recent amendments to the Resource Management Act also facilitate a much more integrated role for Māori in the resource management decision making process. These include enhancements to engagement, methods of communication, representation on hearing panels, and specific participatory processes regarding resource consent applications. We also fund and support hapū/iwi to develop a hapū/iwi Resource Management Plans which detail resource management issues of importance to them as tangata whenua and are a recognised instrument under the resource management framework.



! **7. Making best use of our resources**

We have a range of funding sources available to us (general rates, targeted rates, Quayside dividends, investment income, and others) and we want to explore what the right mix of funding levers is. Currently our dividend from our shareholdings will offset general rates by an average of \$347 per property in the first year of the Long Term Plan.

Our goal is to ensure we achieve the best possible outcomes for our communities without creating an inequitable financial model.

We have conducted a comprehensive Financial Framework Review – at a level of detail greater than anything done in the past decade – to explore the implications of altering how we fund our activities, and what we fund.

! **8. Community participation and constructive relationships**

Community participation is a critical element of local government. We’re focusing on ensuring that we engage with a representative sample of the community so that we meet the needs of all our region’s communities.

We’re also looking to transform how we work with volunteers – we know how valuable the work they deliver is in terms of environmental and cultural wellbeing.

We’re looking at increasing participation in our work and decision making by doing more with our communities.

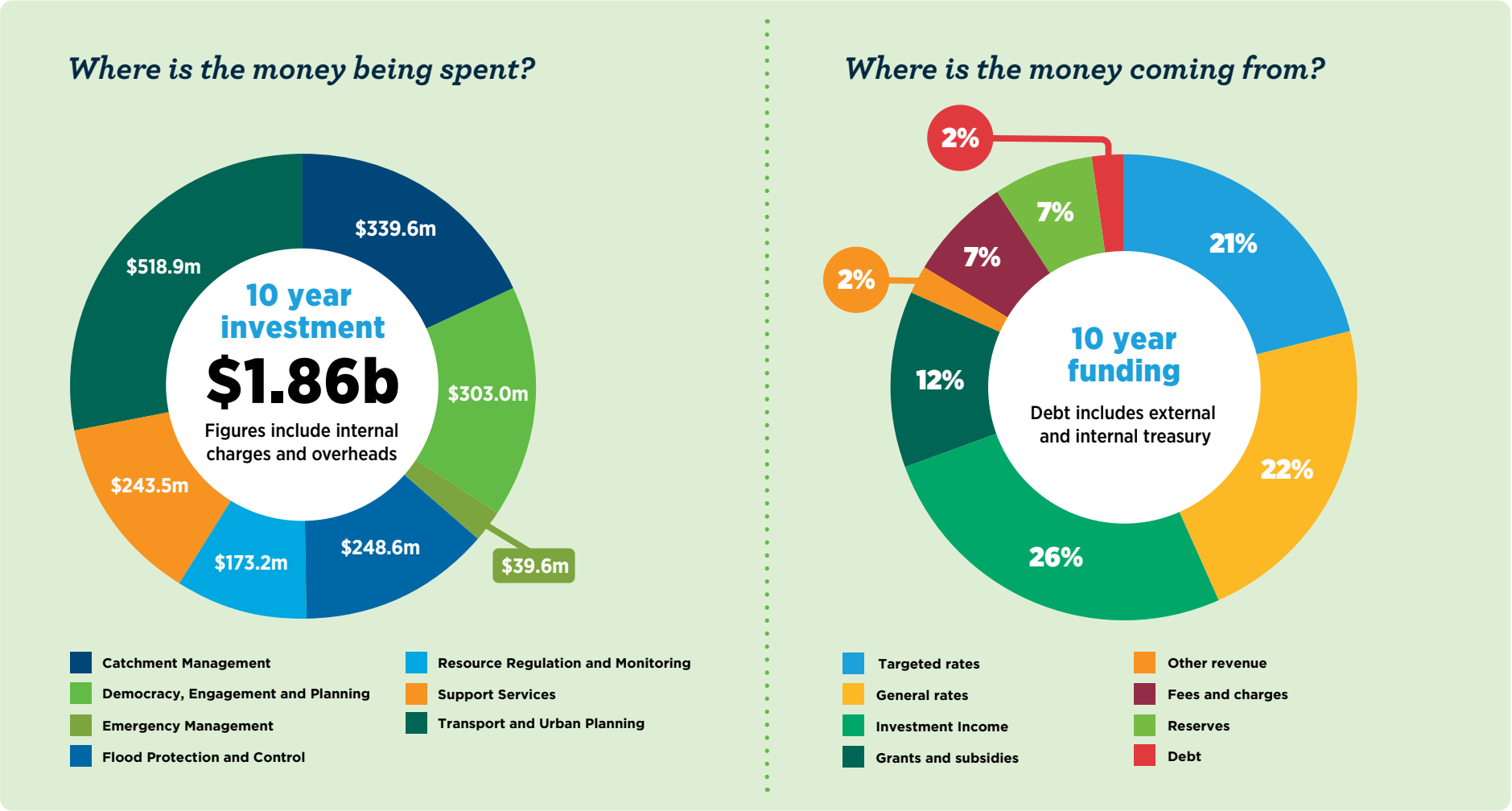
This includes getting your perspectives and thoughts, but also supporting you to deliver some of the work we do through community and volunteer groups.

Transforming volunteers

The Bay of Plenty has a long-established network of environmental care groups, led by passionate local volunteers across the region. Sixty of these volunteer groups are supported in some way by the Regional Council through being provided with equipment or direct funding. We have included an additional \$500,000 per annum in this plan for focused work with volunteer groups.

Transforming community engagement

Our new engagement policy aims to trial new (for us) approaches. These could include participatory budgeting, where we ask the community how to allocate a portion of our budget, or citizen juries, where people are provided the time and resources to make an informed recommendation to the Regional Council. We will be implementing these new approaches over the course of our Long Term Plan.



Te whakatau whakatika āhuarangi **Our climate change statement**



Toi Moana Bay of Plenty Regional Council recognises the significant implications that climate change will have for the Bay of Plenty and the need for mitigation and adaptation actions locally and region-wide.

Following our declaration of a climate change emergency in June 2019, we committed to working with our sectors and communities on transitioning to a low carbon future and preparing ourselves for the changing climate. Our Climate Change Action Plan and Work Programme guides our work in this area, including a strong focus on reducing our emissions as a Toitu CarbonReduce certified organisation.

This Climate Change Statement outlines Toi Moana/Bay of Plenty Regional Council's view of what needs to occur in our region and the transformational changes needed to respond to climate change. The Statement will inform and guide how we can work in partnership with Māori and support conversations around the regional climate change challenges.

Our vision

Bay of Plenty Regional Council strengthens the long-term resilience and sustainability of the Bay of Plenty region through climate change action and awareness.

Our objectives

1. Risks from climate change-related impacts are managed and resilience is increased through consistent adaptation planning based on best scientific information;
2. Community awareness of climate change mitigation and adaptation solutions increases, and organisations and individuals know what they can do to improve the long term resilience and sustainability of the region; and
3. Bay of Plenty Regional Council greenhouse gas emissions reduce across all areas of influence, including its own operations, helping to create the conditions for a just transition to a smart, innovative, low-carbon regional economy.

Transformational shifts required for the Bay of Plenty

We recognise that transformational shifts are required in order to meet the region's climate change challenges. These include:

1. An engaged and aware community, enabled to take action.
2. Transport emissions are significantly reduced across the region.
3. Lower carbon energy supply and demand challenges are addressed.
4. Land use planning results in emissions reductions and adaptation.
5. Investors in our region support low carbon transitions.
6. Significant investment occurs in natural carbon storage, including planting native trees and the preservation or creation of wetlands.

We will:

- Act proactively and with urgency to address climate change risks.
- Raise awareness of climate change and its anticipated impacts, and show leadership in climate change action response.
- Work collaboratively.
- Put science based evidence front and centre.
- Value māturanga and te ao Māori in our approach.
- Align with national direction and commitments.
- Stimulate debate and innovative thinking.
- Factor in carbon footprints into our decision making.

New initiatives we are funding

- Set aside additional funding towards climate change initiatives to tackle the risk exposure within the region to climate change issues.

Ngā kaupapa miramira

Highlights

These are some of the levels of service our communities can expect over the next 10 years.



Resource Consents

Processing 95% of consents within timeframes.



Public Transport

Increasing trip numbers year on year, every year.



Catchments

Ensuring 75% of monitored river and stream sites meet swimmability requirements.



Flood Protection and Control

Delivering 85% of scheduled maintenance works.



Maritime Operations

Having a vessel on call 95% of the time in Tauranga, Rotorua, and Whakatāne.



Biosecurity

Eliminating satellite wallaby populations within four years.



Regional Parks

Increasing visitor numbers to 126,000 by 2024.



Regulatory Compliance

Responding to 95% of calls within 12 hours or 3 days depending on urgency.



Community Engagement

Increasing the representativeness of our community engagement.



Air Quality

Investigating air pollution incidents within 10 days.



Governance Services

Livestreaming 90% of Council meetings held in our chambers.



Ngā whakataua matua

Key decisions

The Long Term Plan consultation document was adopted for consultation on 18 February 2021, with formal consultation taking place from 22 February to 22 March 2021. The consultation document and supporting documents were publicly available on 22 February via our website. Copies were made available at public libraries throughout the region and posted to key stakeholders, as well as to those who requested a copy.

The public were invited to provide feedback in a variety of ways including an online submission form, emailing a copy of their feedback or delivering it to any Regional Council office, and 319 submissions were received on the seven consultation topics.

Submitters were invited to speak to councillors about their feedback during hearings held from 12 to 16 April 2021. In total, 73 submitters indicated they wished to present their feedback in person. The Regional Council deliberated on the feedback provided by submitters during a meeting on 12 May and made decisions on the options set out in its consultation document. It then adopted the final plan on 24 June 2021. Community feedback and the Regional Council's response to key consultation topics are outlined in this section.

Public Transport

- *Implementing a one-year trial of free bus fares for school children in Tauranga, at any time or day, fully-funding revenue shortfalls using targeted rates.*
- *Implementing one-year trials of free bus fares for school children in Rotorua and Whakātane, at arrival and departure times, fully funding revenue shortfalls using targeted rates.*
- *Implementing permanent free bus fares for tertiary students, subject to confirmation of co-funding from tertiary providers.*
- *Not implementing free fares for Community Services Card holders, preferring to wait until the completion of a full regional fare review.*
- *Not implementing flat fares for public transport, preferring to wait until the completion of a full regional fare review.*
- *Allocating additional funds for public transport programme management, investigations into decarbonizing the bus fleet, reviewing and enhancing the Rotorua bus network, and a trial in Tauranga of 'Car Free Wednesday'.*

Flood Protection and Control

- *Allocating increased capital funds for flood protection works, including Rangitāiki River floodwalls and the Ford Road pump station.*

Climate Change

- *Allocating funds for a series of small-scale climate change initiatives.*
- *Implementing a scheme to subsidise the installation of sustainability initiatives in private households.*

Community Engagement

- *Increasing dedicated funding for community engagement, with a specific focus on youth.*

Other key decisions

- *Implementing a regional funding mechanism for safety and rescue services, with the first funding round in the second half of calendar year 2021.*
- *Allocating funds for enhanced regulation of the Motiti exclusion area and maritime activities in the eastern Bay of Plenty.*
- *Providing a grant to the Rotorua Museum / Te Whare Taonga o Te Arawa of \$4.1 million.*
























He aha kei te rautaki

About this plan

This plan is structured around our four community outcomes (as outlined on page 10). In each chapter, you will read about the activities we deliver against those outcomes, including their performance goals.

We deliver our community outcomes through our groups of activities and activities. In the table opposite, we’ve shown the primary community outcome that each activity contributes to, but most of them contribute to two, three, or even all four of our community outcomes.

To meet statutory requirements, we present detailed funding impact statements by group of activity (GOA), after the chapters focused on outcomes. You can use the different icons and colours for outcomes, activities, and groups of activities, as well as the table on the next page, to see how everything fits together.

Group of Activities	Community outcomes and activities			
	He taiao ora A healthy environment Page 24	Te mana o te wai Freshwater for life Page 34	Kia haumaru, kia pakari te hapori Safe and resilient communities Page 44	Toitū te rohe A vibrant region Page 50
Catchment Management	 Biosecurity Page 27  Regional Parks Page 31	 Rotorua Lakes Page 37  Coastal Catchments Page 38		
Flood Protection and Control			 Rivers and Drainage Schemes Page 46  Regional Flood Risk Co-ordination Page 47	
Resource Regulation and Monitoring	 Resource Consents Page 28  Air Quality Page 29  Regulatory Compliance Page 39		 Maritime Operations Page 49	
Transportation and Urban Planning				 Public Transport Page 53  Transport and Urban Planning Page 54
Democracy, Engagement and Planning	 Policy and Planning Page 32  Environmental Strategy Page 33			 Māori Policy Page 55  Community Engagement Page 57  Governance Services Page 58  Regional Development Page 59
Emergency Management			 Emergency Management Page 45	
Support Services	 Technical Support Page 41			
	 Corporate Support Page 60			

Note: We have allocated activities to the outcome they primarily contribute to, but the majority of our activities contribute to multiple outcomes.



He taiao ora A healthy environment

*Ko tā te taiao ora he
whakaatu i ēnei kōwhaiwhai
e tupu ana, ā, e puāwai mai
nā i te puna kotahi.*

Healthy environment is
represented by the kowhaiwhai
growing and flourishing from
the one source.



*We protect and enhance
our air, land, freshwater,
geothermal, marine and
coastal resources, and
biodiversity for our
communities. We support
others to do the same.*

Objectives

Our community understands
the state of our environment and
is involved in its care

The diverse range of ecosystems
in the region are in a healthy state

Resource users implement good
practice in using our natural resources

A sound science base, including
mātauranga Māori, supports
decision making

Effective natural resource limits are
in place, enforced and monitored

Prioritised actions are in place
where natural resources do not
meet community expectations



He korowai tiaki taiao Environmental wellbeing

Environmental wellbeing is central to our purpose as a Regional Council. We aim to maintain and enhance the air, land, freshwater, geothermal, coastal, and biodiversity aspects of our natural environments. We support a range of other groups, including volunteers, to do the same.



Our strategic priorities for a healthy environment



Natural resource regulatory reform

Delivering our regulatory responsibilities is core business, but the environment we are working in is changing rapidly. A number of national reforms are underway, recently established, or expected to start in the near future. These include Resource Management Act 1991 amendments (and future removal), National Policy Statements (NPS), National Environmental Standards (NES), and National Planning Standards (NPStds) and associated regulations.

Adapting to this evolving regulatory environment, and ensuring we can deliver what's required, is one of our strategic priorities for this Long Term Plan. It's a key contributor to our outcome of 'a healthy environment'.



Climate change

Climate change was highlighted as a strategic challenge when we developed our last Long Term Plan, which led to Council declaring a 'climate emergency' in June 2019 and adopting a Climate Change Action Plan. Actions include both mitigating the effects of climate change (for example by reducing climate emissions), as well as adapting to the effects of climate change (for example by building bigger flood control assets). Moving forward on climate change is one of our strategic priorities for this Long Term Plan. It's a key contributor to our outcome of 'a healthy environment'.



Biosecurity

This activity manages pests through the Regional Pest Management Plan (RPMP). This includes monitoring and management actions that help to protect ecosystem services to support our environment, our people, and our economy from the negative impacts of pests. During Budget 2020, this activity received a substantial boost in Central Government funding to manage wallabies and wildling conifers. The Biosecurity Act is currently under review, and any revision will likely affect operations during the Long Term Plan period.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Deliver effective pest management</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Proportion of wallaby satellite populations (outside progressive containment area) where wallabies no longer detected*	Not available	70%	80%	90%	100%
Reduction in wallaby progressive containment area*	Not available	Target applies for FY 24/25	Target applies for FY 24/25	Target applies for FY 24/25	7.5%
The percentage of RPMP programmes that are on-track*	78%	85%	85%	85%	85%
*New measure					

What do the measures mean?

Our first measure is about eradicating satellite populations of wallabies – areas they have infested outside their core range – with a goal of elimination by year four of this plan. The second measure is about slowly reducing the core population of wallabies, which we will start in year four once we have eliminated the satellite populations. The third measure is an index of all the different pest species we control through our Regional Pest Management Plan, and shows what percentage of those species have a plan that’s on-track.



Resource Consents

The Resource Consent activity processes and makes decisions on resource consent applications, which are permissions required for activities that may have an effect on the environment. This ensures statutory requirements are fulfilled and a fair process for decision-making on regional natural and physical resource use is followed. Key beneficiaries include consent applicants, affected parties to the consent, members of the public, Regional Council staff (as part of the consent lifecycle) and tangata whenua. Over the last four years, statutory timeliness has increased from 67% to 95%. Central Government regulatory reform will likely influence future demands.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide a clear and timely resource consent process consistent with our regional planning documents</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The percentage of non-notified consents issued within statutory timeframes*	95%	95%	95%	95%	95%
The number of consent decisions overturned at appeal or judicial review where the proposal has not significantly changed between Council and Court decisions*	Not available	Nil	Nil	Nil	Nil
The percentage of customers who are satisfied overall with the service provided during the consent process	84%	84%	84%	84%	84%

*New measure

What do the measures mean?

Our first measure is about processing resource consent applications within the statutory timeframe, which depends on the consent type, whether sufficient information was provided, and the level of community involvement required. The second measure is about the quality of our decisions, with the goal of having no decisions that are overturned at appeal or judicial review. The third measure is about ensuring that we provide a customer-focused process, appreciating that at times we need to reject applications.

Air Quality

The Air Quality activity is focused on the Mount Maunganui and Rotorua airsheds. Historical work has included regulation and funding to assist with the removal of solid fuel burners from the Rotorua airshed. The current focus is the monitoring and enforcement of air discharges, and investigation of exceedances when they occur. Air quality standards are likely to change in the next few years as a result of the current Central Government programme of regulatory reforms.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Improve air quality</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The number of exceedances of air quality limits in priority air sheds*	21	Reduce from prior year	Reduce from prior year	Reduce from prior year	<3
The percentage of recorded exceedances of National Environmental Standards for Air Quality (NESAQ) standards in the Mount Maunganui airshed where investigation has started within 10 working days*	Not available	90%	90%	90%	90%

*New measure

What do the measures mean?

Our first measure is about reducing the number of exceedances of the PM₁₀ limit – times when the quantity of small particles in the air exceeds safe limits – over the next three years. The second measure is about investigating exceedances of the PM₁₀ limit in Mount Maunganui in a timely fashion so we can find out why they occurred and help prevent them recurring.





Regional Parks

The Regional Parks activity provides two regional parks (Pāpāmoa Hills Regional Park and Onekawa Te Mawhai Regional Park), primarily for the protection of cultural heritage values, but also with significant environmental benefits through the protection of native plants and the planting of steep slopes to assist with the mitigation of climate change. Regional park visitor numbers have increased in recent years. Current work (both capital and operational) is focused on enhancing the visitor experience as well as our sustainable management of the parks' natural resources.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Manage our regional parks sustainably</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The number of visitors to regional parks	119,250	121,635	124,068	126,549	131,662
Visitor satisfaction for visitors to regional parks*	Not available	75%	Not measured**	80%	80%**

*New measure ** Measured every second year

What do the measures mean?

Our first measure is about the number of visitors we get at our regional parks, and the second measure is about whether or not those visitors are satisfied with the overall experience they receive there.



New initiatives we are funding

- Scoping the work required to update the spatial plan for the Eastern Bay.
- Increasing engagement with Māori in relation to the freshwater reforms being proposed by central government and have set aside \$1m.

Policy and Planning

The Policy and Planning activity ensures that development occurs in a sustainable way that achieves positive social, environmental and cultural outcomes. We do this through policy analysis and plan-making, focusing on fresh water, air quality and coastal management.

This includes planning documents under the Resource Management Act 1991, such as the Regional Policy Statement, the Biosecurity Act 1993 and the Local Government Act 2002. We promote integrated regional resource management by providing input on district consent applications, district plans and other policy from Central and local government. A current focus is working with tangata whenua, the community and key stakeholders to maintain and improve water quality and manage water quantity through a series of changes to the Regional Natural Resources Plan.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide robust and legislatively compliant planning and policy</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	100%	90%	90%	90%	90%
Percentage of proposed Plan Changes and other Policy Statements agreed through the Regional Council approved policy work programme that are approved for notification by Regional Council without substantive changes and within agreed timeframes*†	Not available	100%	100%	100%	100%

*New measure

†Noting the work programme incorporates community engagement and input

What do the measures mean?

Our first measure is about the quality of our policy advice. We send a sample of the reports we produce to an independent assessor and they grade them against quality standards. The second is about the timeliness of our work. We know we have a significant amount of upcoming work related to plan changes and policy statements and this measure is about ensuring we deliver them on time.

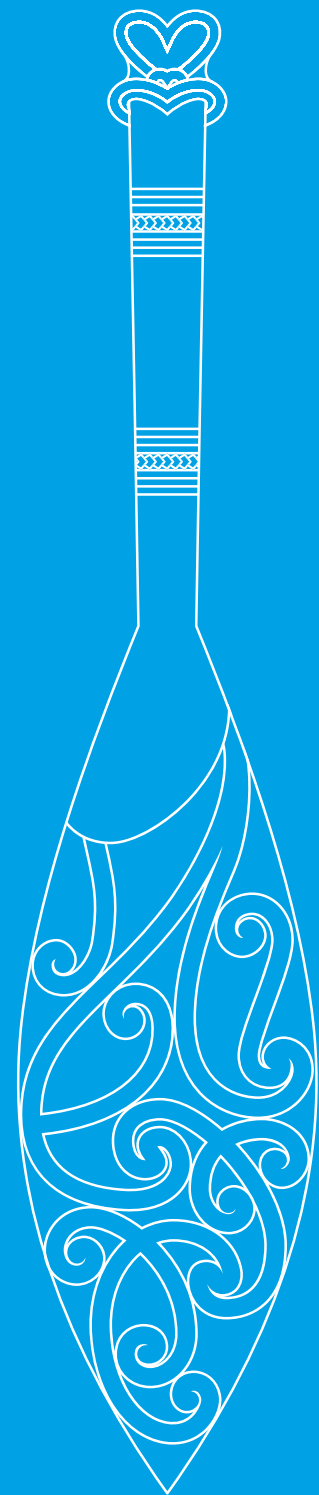
Environmental Strategy

The Environmental Strategy activity provides advice and support for climate change, regional development, and strategy development.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide robust and legislatively compliant planning and policy</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	100%	90%	90%	90%	90%





Te mana o te wai **Freshwater for life**

*E whakaaturia ana te wai
Māori ki te kōripo o te kōwhaiwhai.
Ko tā te rauru hoki, he tohu i te
oroko tīmata o te ao.*

Fresh water is displayed in the
swirling patterned kōwhaiwhai.
The rauru can also represent
the beginning of life.



*Our water and land
management practices
maintain and improve
the life giving ability
of the region's
freshwater resources.*

Objectives

Our community is connected
to freshwater and involved
with its management

Freshwater ecosystems, along
with estuarine and coastal connections
in the region, are thriving

Freshwater provides for intrinsic
well-being, along with cultural,
recreational and economic well-beings



He korowai tiaki taiao **Environmental wellbeing**

Protecting our freshwater resources is key to environmental wellbeing. We work with landowners across the region to help them reduce pollutants in our streams, rivers, and lakes – whether it's nitrogen, E.Coli, or other pollutants. We also work through our plan setting, resource consents, and compliance functions to ensure we are only extracting the right amount of freshwater from our aquifers and ensuring there is enough for sustained use. We also consent and monitor other discharges to water from industrial and commercial activities.





Rotorua Lakes

The Rotorua Lakes activity integrates the delivery of services within Rotorua Te Arawa Lakes that focus on ensuring the lakes are thriving by recognising and providing for te mana o te wai (the intrinsic value of water). We protect and restore biodiversity and water quality by working with landowners, tangata whenua, industry, and the wider community through environmental programmes and other activities, including implementation of Plan Change 10 requirements. Work includes fencing and planting of biodiversity sites and stream margins, wetland enhancement and a range of other controls designed to intercept contaminants and help control animal and plant pests. We implement work for the Rotorua Te Arawa Lakes Programme, agreed by the Programme partners (Te Arawa Lakes Trust and Rotorua Lakes Council) and part-funded through a Deed of Funding Agreement with Central Government.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Improve indigenous biodiversity and waterbodies in the Bay of Plenty catchments</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The percentage of monitored river and stream sites that meet the swimmability requirements under the National Policy Statement for Freshwater Management (NPSFM) (GOA-level)	79%	75%	75%	75%	75%
The percentage of all identified Priority Biodiversity Sites that are actively managed (GOA-level)	42%	43%	44%	45%	46%
Number of Rotorua Lakes that have reached their Trophic Level Index (TLI), based on the three year rolling TLI	4	3	3	3	3

What do the measures mean?

Our first measure is shared with our Coastal Catchments activity. It is about the level of E.Coli (a dangerous pathogen) in specified swimming spots. The second measure is also shared with Coastal Catchments. It is about the percentage of the 430 identified Priority Biodiversity Sites that are actively managed. One percent a year translates to four new sites under management each year. The third measure is an index of various aspects of water quality, which is measured on a three-year rolling basis to account for significant seasonal climactic effects.



Coastal Catchments

We protect and restore biodiversity and water quality by working with landowners, tangata whenua, industry, and the wider community, usually via Environmental Programmes. These involve a range of interventions, including fencing and planting of biodiversity and stream margins, wetland enhancement, treatment wetland construction, improved drain management, and a range of other controls designed to intercept contaminants and help control animal and plant pests. We work closely with four co-governance bodies: Ōhiwa Harbour Implementation Forum, Rangitāiki River Forum, Te Maru o Kaituna River Authority, and the Tauranga Moana Advisory Group.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Improve indigenous biodiversity and waterbodies in the Bay of Plenty catchments</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The percentage of monitored river and stream sites that meet the swimmability requirements under the NPSFM (GOA-level)	79%	75%	75%	75%	75%
The percentage of all identified Priority Biodiversity Sites that are actively managed (GOA-level)	42%	43%	44%	45%	46%

What do the measures mean?

Our first measure is shared with our Rotorua Lakes activity. It is about the level of E.Coli (a dangerous pathogen) in specified swimming spots. The second measure is also shared with the Rotorua Lakes activity. It is about the percentage of the 430 identified Priority Biodiversity Sites that are actively managed. One percent a year translates to four new sites under management each year.

New initiatives we are funding

- Aerial wetlands mapping to collect oblique imagery to help assess wetland loss and disturbance and to keep to the recommended specifications of the National Policy Statement for Freshwater Management 2020 for \$300,000 per annum.

Regulatory Compliance

The Regulatory Compliance activity promotes good environmental outcomes and environmental stewardship by delivering three core services: compliance monitoring of resource consents, responding to environmental complaints and enforcing compliance with the RMA, regional plans, and national regulations and standards. In addition, we work to promote compliance and the effective implementation of plans.

Our aim is to ensure development activities involving water, geothermal, air, land and coastal resources do not negatively impact on the natural environment or put people’s health at risk.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Ensure consent conditions are monitored and complied with; and respond to environmental incident complaints</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The percentage of scheduled compliance monitoring assessments conducted as per Regional Council’s annual compliance monitoring programme	85%	90%	91%	93%	95%
The percentage of urgent complaints made to the pollution hotline that are responded to within 12 hours	100%	99%	99%	99%	99%
The percentage of non-urgent complaints made to the pollution hotline that are responded to within three working days*	97%	99%	99%	99%	99%

*New measure

What do the measures mean?

Our first measure is about how well we meet our schedule for monitoring consents – each consent has a monitoring schedule (monthly, annually, every five years and so on) and this measure tracks whether we are achieving that schedule. The second and third measures relate to the speed of our response to calls to the pollution hotline; we aim to respond to urgent calls within 12 hours, and non-urgent calls within three working days.



New initiatives we are funding

- Funding towards the education and compliance monitoring of the Motiti Protection Area, which will prohibit a number of activities, most notably fishing and anchoring, on a set of reefs around Motiti Island. We have set aside \$74,000 per annum for the first three years of this Long Term Plan for this work.



Technical Support

The Technical Support activity is focused on providing accessible, relevant and trusted data and science, as well as technical engineering expertise and design advisory services. These are both delivered directly to the community and as support to other Regional Council activities. The NPSFM and the proposed amendments to some provisions of the National Environmental Standards for Air Quality are expected to have implications on monitoring requirements.

What we will achieve

LEVEL OF SERVICE STATEMENT: *Provide the community with ready access to environmental data*

	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The percentage of State of the Environment reports published*	Not available	90%	90%	90%	90%
The percentage of available online real-time deliverable environmental data	98%	95%	95%	95%	95%
The percentage of designated swimming sites monitored for recreational water quality*	Not available	90%	90%	90%	90%

*New measure

What do the measures mean?

Our first measure looks at the percentage of planned State of the Environment reports we publish (for example if we planned 10 and delivered nine, we would score 90%). The second is about how much of the information we collect is published on our website. The third is about how well we are monitoring swimming sites – not the results (which is a goal for our catchments activity) but rather the coverage, because we need good coverage to get reliable results.



Kia haumaru, kia pakari te hapori **Safe and resilient communities**

*Mehemea kua haoa te mangōpare,
ka whawhai mō te hemo tonu atu.
Ka tāraia hei taniwha, hei kaitiaki
rānei. Ko te mahi a te kaitiaki he
haumaru i ngā mea hei tiakina
mōna. He tohu hoki i te pakari.*

The caught hammerhead shark, it fights to the bitter end. Often used as a kaitiaki or guardian. The role of a kaitiaki is to keep safe that which it is protecting. It can also represent resilience.



Our planning and infrastructure supports resilience to natural hazards so that our communities' safety is maintained and improved.

Objectives

Our communities understand the natural hazard and climate change risks they live with

Our partners and our organisation incorporate climate change and hazard risk into planning and decision making

Our region has the capacity and capability to respond to and recover from emergencies

Our region's natural hazard risks, in particular flood risk, are managed through how we work, in a way that is affordable and takes a long term perspective

Navigation and water activities within our region strive to keep people safe



He korowai aroha
Social wellbeing



He korowai whakamana tangata
Economic wellbeing

Protecting communities from excess flooding is the primary way we contribute to our outcome of safe and resilient communities. This in turn contributes to social and economic wellbeing by keeping people safe, homes safe, and also mitigating any economic loss. We primarily do this through our flood control functions. We also contribute to safe and resilient communities by delivering and co-ordinating emergency management services, and providing maritime services, including maintaining navigation aids and responding to emergency situations.





Emergency Management

Emergency Management is a combination of directly provided services and the co-ordination of services provided by a range of parties. The Bay of Plenty Civil Defence Emergency Management (CDEM) Group partnership agreement came into force 1 July 2020 and identifies the key parties involved: Emergency Management Bay of Plenty (EMBOP), Regional Council and Bay of Plenty CDEM Group (Group) which includes the six district and city councils in the region.

EMBOP through the CDEM Group Emergency Management Office (GEMO), is responsible for delivery of services on behalf of the Group, including the development of plans and policies, response capability planning and hazard and risk analysis functions. This is funded through a CDEM regional targeted rate.

Regional Council is the administering authority for the Group and is responsible for providing administrative services for EMBOP and the Group. This includes providing facilities and a sufficient number of trained staff to enable Group Emergency Coordination Centre (GECC) capability and operational excellence, and building community resilience including through leading the identification of communities at risk. The administering authority also provides financial management for the CDEM Group, including budgeting and reporting.

What we will achieve

LEVEL OF SERVICE STATEMENT: *We will maintain capability to effectively respond to an emergency; and provide community education initiatives to increase public awareness and readiness for local and regional hazards*

	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The level to which the region is prepared for and can effectively respond to an emergency*	Not available	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
Percentage of residents that have a good understanding of what the effects would be if a disaster struck their area*	Not available	Not measured**	80%	Not measured**	85%
Percentage of residents that have taken any action to prepare for an emergency*	Not available	Not measured**	80%	Not measured**	85%

*New measure ** Measured every two years

What do the measures mean?

The first measure looks at how well people are prepared for emergencies such as earthquakes, pandemics, or floods. The second and third are based on biennial surveys, and measure the level to which residents are aware of disaster risks and have taken proactive action.



Rivers and Drainage Schemes

This activity delivers a range of services designed to protect people, property, and livelihoods from flooding, and to provide land drainage to some of the region’s most productive land. Services include the creation and maintenance of flood protection and drainage assets, and implementation of the Flood Protection and Drainage Bylaws

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide flood protection and drainage</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of maintenance and repairs completed in accordance with the Rivers and Drainage Asset Management Plan*	Not available*	85%	85%	85%	85%
Percentage of renewals completed in accordance with the Rivers and Drainage Asset Management Plan*	Not available*	75%	75%	75%	75%

*New measure, previously reported as a combined measure with a 90% result

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

What do the measures mean?

Both measures look at how well we are completing work against our plan. The first looks at maintenance and repairs (smaller fixes, preventive maintenance) and the second looks at bigger capital works, such as building new stopbanks. Both are measured financially – the number of dollars spent compared to the number of dollars budgeted.

New initiatives we are funding

- An upgrade of the Ford Road pump station to maintain levels of service for drainage and flood mitigation, improve operational issues, improve water quality of the Ongatoro/Maketū Estuary and allow for climate change, at a cost of around \$10.5 million in this Long Term Plan.
- Rangitāiki River flood walls remedial measures and upgrade in keeping with the Regional Council’s level of service and flood protection responsibilities costing \$3.9 million.

Regional Flood Risk Coordination

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

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide the community with timely warning of potential flooding</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of flood warnings at pre-determined levels given in accordance with the flood warning manual	100%	100%	100%	100%	100%

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

What do the measures mean?

This measure looks at the timeliness of our flood warning service. The warning manual specifies a process to be followed in the event of a significant weather event warning, and this measure calculates how well we follow that process.





New initiatives we are funding

- Funding towards resourcing in order to address the significant increase in water based activities throughout the eastern Bay at a cost of around \$95,000 per annum.
- Adding a purpose-built work boat to our fleet to make it easier for staff to maintain the navigational aids across the region at a cost of \$900,000 in year two of this plan.

Maritime Operations

The Maritime Operations activity provides a 24/7 navigation safety and maritime oil spill response across the region, as required by regulations and Regional Council requirements. This involves operating an around-the-clock call centre and duty roster, administering mooring and commercial/event licences, and maintaining navigational aids, lights and beacons around the region. We promote navigational safety through a combination of enforcement and education and our aim is to ensure people are kept safe on the water and our maritime environments are protected from spills. The activity also supports other parts of the Regional Council to conduct activities on the water.

What we will achieve

LEVEL OF SERVICE STATEMENT: *Minimising risks and effects of maritime oil spills and navigation hazards*

	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of oil spills in Tauranga responded to within 30 minutes*	100%	95%	95%	95%	95%
Percentage of oil spills outside Tauranga responded to within two hours*	100%	95%	95%	95%	95%
The percentage of time that at least one vessel is available in each of the Tauranga, Rotorua lakes and Whakatāne areas to respond to maritime emergencies**	Not available	95%	95%	95%	95%
The percentage of navigation aids of ‘good’ quality or higher	99%	95%	95%	95%	95%

*New measure, previously reported as a combined measure with a 100% result **new measure

What do the measures mean?

The first two measures are about our response time to oil spills – aiming to respond within 30 minutes in Tauranga, and within two hours outside of Tauranga. The third measure is about our capacity to respond to emergencies, and a target of 95% means we are available roughly 23 hours a day, every single day of the year. The fourth measure is about the quality of our navigation aids – on-water signs, beacons and other similar structures.



Toitū te rohe A vibrant region

*Ko tā te tohu a te kape he
nunui, ā, he huhua. He ngākau
whakapuke, he ngākau whiwhita,
ā, he ngākau nui ki te ao o nāia
nei me ngā rā kei tua.*

The kape represent
abundance and plentifulness.
Vibrant, bustling and full of life,
now and into the future.



*Our stewardship
of natural resources
and the connections
we make provides for
sustainable economic
development across
our region.*

Objectives

Economic development opportunities are
enabled and connected across our region

Regional transport and regional land use
planning is integrated and responsive to
growth and natural resource pressures

A fit for purpose public transport system
enables a growing economy and a safe,
healthy and vibrant region

Our partnerships and collaborative approach
leads to improved environmental outcomes

Our region is reducing net greenhouse gas
emissions in line with national targets and is
transitioning to a low carbon economy

Our region is recovering quickly and
well from COVID-19



He korowai mātauranga **Cultural wellbeing**

Māori policy is vital to ensuring the voice of iwi and hapū is heard in our
decision-making, facilitating strong Māori cultural wellbeing. Our governance
services help safeguard democracy and ensure the transparency of our
processes to the public. Lastly, community engagement provides opportunities
for the public to participate directly in our activities.



He korowai whakamana tangata **Economic wellbeing**

Providing integrated planning, public transport and regional development is
key to the economic wellbeing of the Bay of Plenty. Good planning ensures that
people can live and work in relatively close proximity.



Our strategic priorities for a vibrant region



Regional recovery

The COVID-19 outbreak has had an immense economic impact on New Zealand. Central
and local government can help alleviate some of these economic harms through economic
stimulus. We have identified regional recovery from COVID-19 as a new strategic priority,
with a focus on bidding for Central Government stimulus funding that could both create
jobs and deliver long term environmental outcomes, and working with Māori, city and
district councils, and economic development agencies. Key activities contributing towards
this priority include Regional Development and Public Transport, which also supports
our community outcome of 'a vibrant region'.



! Land use and transport planning

As the Bay of Plenty grows and changes, it is facing increasing challenges relating to land use and transport links. We’ve set this as a Strategic Priority to ensure we work closely with territorial authorities and Central Government. This includes analysing the intersections between land use, natural hazards, and natural resource limits. Key activities contributing to this priority include Transportation and Urban Planning, Environmental Strategy, and Planning and Policy. Good land use and transport links contribute directly to our Community Outcome of ‘a vibrant region’.

! Community participation

Community participation is key to effective local democracy. The Regional Council has identified effective community participation in decision making and the delivery of council’s roles as a strategic priority. This is primarily delivered formally by the Community Engagement activity, but many other activities contribute by working with volunteers or engaging in low-level, informal consultation. Regular, representative community participation in the work of Regional Council contributes directly to our community outcome of ‘a vibrant region’.

! Māori partnerships

The Bay of Plenty has a rich and dynamic cultural context that comprises multiple hapū/iwi entities and marae. There is a significant number of Māori land holdings, which contribute to the region’s economy. Working effectively, and in partnership with, Māori to deliver outcomes for the region is one of our strategic priorities. The Regional Council is committed to maintaining and building enduring relationships with Māori, with the delivery of this a focus for all teams across the organisation.

! Taking a regional view

The Bay of Plenty is one region with several distinct sub-regions, each with their own particular character and needs. The Regional Council has identified taking a regional view, while at the same time recognising important sub-regional variations, as a Strategic Priority. This also includes ensuring constructive relationships at national, regional, and sub-regional levels. Strong relationships and better appreciation of local variation contributes directly to our community outcome of ‘a vibrant region’.

Public Transport

The Public Transport activity provides passenger transport services across the region, and transport for people with impairments. The activity looks to improve accessibility to employment, education and essential services for the community, while reducing road congestion and emissions. It plans, contracts, funds and monitors public transport services, including the Bayhopper, Schoolhopper, Cityride networks, and concessionary fare schemes such as Total Mobility. Effective public transport requires a continued collaborative approach between Regional Council and operators, district and city councils and Waka Kotahi NZ Transport Agency. Continued population growth, the Government Policy Statement on Land Transport, and the upcoming review of the Regional Public Transport Plan are factors that are likely to affect the delivery of the activity.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide a quality cost-effective public transport system</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 - 30/31
The number of public transport trips taken in the region (GOA-level) [†]	2.56m [†]	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
Customer satisfaction of bus users ^{**}	Not available	80%	80%	80%	80%

[†]Provisional estimate for FY20/21 based on first nine months of year ^{**} New measure [†]Shared goal with Transport and Urban Planning activity

What do the measures mean?

The first measure is shared with our Transport and Urban Planning activity, and looks at how many people are taking public transport, which is an indication of the quality of the service offered. The second directly asks bus users how satisfied they are with the bus service.

New initiatives we are funding

- A trial of free bus fares for school children at all times for one year in Tauranga, and at arrival and departure times in Whakatāne, and Rotorua at a cost of \$1.44 million per annum in foregone revenue.





Transport and Urban Planning

Integration between urban form and transport is critical across the Bay of Plenty. This activity supports the development of a regional spatial plan, and the development or updating of local spatial plans to help manage growth and demand for housing. A key way we support urban form is by providing an effective and efficient transport network. This activity enables us to meet our obligations under the Land Transport Management Act 2003, such as the Regional Land Transport Plan (RLTP) and Regional Passenger Transport Plan (RPTP). This involves strategic planning for the public transport network, including adding or altering bus routes, or introducing new services.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Provide a quality cost-effective public transport system; and provide robust and legislatively compliant planning and policy</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The number of public transport trips taken in the region (GOA-level) [†]	2.56m [†]	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment	100%	90%	90%	90%	90%

[†]Provisional estimate for FY20/21 based on first nine months of year [‡]Shared goal with Public Transport activity

What do the measures mean?

The first measure is shared with our Public Transport activity, and looks at how many people are taking public transport, which is an indication of the quality of the service offered. The second is about the quality of our policy advice. We send a sample of the reports we produce to an independent assessor and they grade them against quality standards.

New initiatives we are funding

- Performing a feasibility study on the decarbonisation of our bus fleet costing around \$300,000 in year one of this plan.
- Managing and delivering the Bay of Plenty Regional Council projects of the Transport System Plan (TSP) working in collaboration with other councils in the region as well as iwi and community leaders for \$590,000 per annum.

Māori Policy

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. Through solidifying and enhancing our relationships with Māori we are able to support participation by Māori in processes that help deliver Regional Council priorities and outcomes including supporting economic recovery from the impact of COVID-19 and changes to fresh water policy. This activity also facilitates the integration of mātauranga Māori in Regional Council business.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Building Māori participation in Council decision making</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
The number of shared decision making arrangements operationalised and supported by Regional Council*	Not available	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year

*New measure

What do the measures mean?

The measure aims to see how well (and how much) the Regional Council is doing in relation to shared decision making with Māori. It counts how many arrangements are operationalised and supported. To be a shared decision making arrangement, specific criteria must be met.

New initiatives we are funding

- Investing in initiatives to enhance Māori capacity and capability through funding to Toi Kai Rawa for economic development of \$600,000 over the first three years of this plan.
- \$200,000 funding toward initiatives to help to enhance Māori co-governance forums for local government in the Bay of Plenty.





New initiatives we are funding

- Greater engagement with youth and so have set aside \$75,000 per annum.
- Greater assistance to the great work of volunteer groups do across the region and have allocated an additional \$500,000 per annum to this end.
- Exploring new approaches designed to increase community engagement and have set aside an additional \$200,000 per annum.

Community Engagement

The Community Engagement activity facilitates community involvement in council decision making. This helps ensure that our work is more closely aligned to community expectations. This activity manages the Environmental Enhancement Fund (EEF) and Community Initiatives Funding (CIF). This provides funding for community groups to deliver projects that are aligned to council outcomes and leverage the enthusiasm and skills of the community.

What we will achieve

LEVEL OF SERVICE STATEMENT: *Support community projects which help improve our environment; and provide opportunities for community engagement with the work of Regional Council*

	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of completed EEF projects that have achieved their measured goals	100%	90%	90%	90%	90%
Return on investment (\$ Council funds committed: \$ of volunteer labour) on EEF projects based on volunteer labour*	Not available	1:1.5	1:1.5	1:1.5	1:1.5
The degree to which the demographics of the people that take part in formal engagement with Regional Council is representative of the broader community affected by the issue*	0.62	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year

*New measure

What do the measures mean?

The first measure is about our Environmental Enhancement Fund, and shows what percentage of those funded projects achieved their specified goals by their deadlines. The second measure looks at the “return on investment” for Regional Council-funded community projects, and is the ratio between the value of Regional Council funds committed and the value of volunteer labour received. The third measure looks at the match between the demographics of the region (ethnicity, gender, location, age) and the demographics of the people we engage with; a score of 1.0 would be a perfect match.



Governance Services

The Governance Services activity supports the democratic structure and processes of the Regional Council. The activity assists the Regional Council in decision making processes and supports elected members in providing good governance in an open and transparent manner. The Governance activity is responsible for the administration of the triennial elections, reviewing the representation structure, elected members’ remuneration and expenses, and ensuring Regional Council, committee and co-governance meetings comply with legislative requirements. It also provides governance advice, support and guidance to Regional Council and the Chief Executive.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Promote good governance and democratic decision making</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Percentage of Regional Council and Committee meeting agendas for all scheduled meetings that are available at least two working days before meetings	97%	100%	100%	100%	100%
Percentage of draft Regional Council and Committee meeting minutes that are published on our website within 10 working days after the meeting	89%	95%	95%	95%	95%
Percentage of reports on Regional Council agendas that are public excluded*	Not available	Reduce from prior year	Reduce from prior year	Reduce from prior year	Reduce from prior year
Percentage of Regional Council and Committee meetings live streamed to members of the public via a public website*	Not available	90%	90%	90%	90%

*New measure

What do the measures mean?

The first two measures are about our timeliness in publishing agendas and minutes, which is key to keeping the public informed. The third and fourth are about improving the visibility of the political process. The third looks at what percentage of items considered by Council are ‘public-excluded’ i.e. private. The fourth looks at what percentage of our meetings that we live stream so people can watch and listen from anywhere.

Regional Development

This activity provides leadership, facilitation, and support across the region for economic development. A significant focus is economic development through Bay of Connections. The activity works with Māori, industry, and local and Central Government to align the region’s approach to economic development. Future key projects include a regional Transitions Plan that sets out a path for the region to move towards a low carbon economy, support for COVID-19 recovery projects, and funding for third party infrastructure projects.

What we will achieve

LEVEL OF SERVICE STATEMENT: <i>Facilitate regional economic development</i>					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Number of new jobs created through the support of Bay of Connections and/or Bay of Plenty Regional Council*	Not available	Increase on prior year	Increase on prior year	Increase on prior year	Increase on prior year

*New measure

What do the measures mean?

This measure counts how many jobs we have created directly or through our support of Bay of Connections. It excludes any Regional Council employees and any jobs of a duration less than six months.

New initiatives we are funding

- A \$4.1 million grant to Te Whare Taonga o Te Arawa Rotorua Museum. This is funded from accumulated reserves.





Ō mātou rauemi

Our Resources

**Strategic priority - best use of resources**

Bay of Plenty Regional Council is relatively unusual amongst local government bodies in New Zealand in having access to a variety of funding levers outside general rates. Council has identified making best of its various financial resources to deliver on its community outcomes, including supporting others to deliver, as a strategic priority. This aligns with key financial principles of prudence and affordability relating to the Long Term Plan.

Corporate Support

The Corporate Support Activity provides support services to enable delivery of all Regional Council activities, thereby contributing indirectly to all community outcomes. The activity includes services such as Communications, Information Technology, People and Leadership, and Corporate Property. Corporate Support also includes the primary point of contact with the community through the Customer Contact Service Centre.

What we will achieve

LEVEL OF SERVICE STATEMENT: Reduce carbon emissions through utilising sustainable and energy efficient solutions					
	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 – 30/31
Change in total council emissions compared to prior year*	Not available	5% reduction from prior year	5% reduction from prior year	5% reduction from prior year	5% reduction from prior year

*New measure.

What do the measures mean?

It measures emissions originating from the delivery of services which are under The Regional Council's direct operational control, as well a number of indirect emission sources such as air travel and freight. It excludes emissions originating from delivery of services which are funded by the Regional Council, but outside our operational control (buses, rivers and drainage works, regional parks).



Te whāinga kei tua

Performance at a glance

The following tables shows you all of our performance goals in a single table for ease of reading. It is organised by our groups of activities and functions as a Statement of Service Performance.

Group of Activities	Activity	Measure	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 –30/31
Democracy, Engagement, and Planning	Community Engagement	Percentage of completed EEF projects that have achieved their measured goals	100%	90%	90%	90%	90%
	Community Engagement	Return on investment (\$ Council funds committed: \$ of volunteer labour) on EEF projects based on volunteer labour*	Not available	1:1.5	1:1.5	1:1.5	1:1.5
	Community Engagement	The degree to which the demographics of the people that take part in formal engagement with Council is representative of the broader community affected by the issue*	0.62	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
	Māori Policy	The number of shared decision making arrangements operationalised and supported by Council*	Not available	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
	Policy and Planning	Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	100%	90%	90%	90%	90%
	Policy and Planning	Percentage of proposed Plan Changes and other Policy Statements agreed through the Council approved policy work programme that are approved for notification by Council without substantive changes and within agreed timeframes (noting the work programme incorporates community engagement and input)*	Not available	100%	100%	100%	100%
	Regional Development	Number of new jobs created through the support of Bay of Connections and/or Bay of Plenty Regional Council	Not available	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
	Governance Services	Percentage of Council and Committee meeting agendas for all scheduled meetings that are available at least two working days before meetings	97%	100%	100%	100%	100%
	Governance Services	Percentage of draft Council and Committee meeting minutes that are published on the Council website within 10 working days after the meeting	89%	95%	95%	95%	95%
	Governance Services	Percentage/Number of Council reports on Council agendas that are publicly excluded*	Not available	Reduce from prior year	Reduce from prior year	Reduce from prior year	Reduce from prior year
	Governance Services	Percentage of Council and Committee meetings live streamed to members of the public via a public website*	Not available	90%	90%	90%	90%
	Environmental Strategy	Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process	100%	90%	90%	90%	90%

*New measure ** Measured every second year

Group of Activities	Activity	Measure	Previous Result	Goal 21/22	Goal 22/23	Goal 23/24	Goal 24/25 –30/31
Emergency Management	Emergency Management	The level to which the region is prepared for and can effectively respond to an emergency*	Not available	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
	Emergency Management	The percentage of residents that have a good understanding of what the effects would be if a disaster struck their area*	Not available	Not measured**	80%	Not measured**	85%
	Emergency Management	The percentage of residents that have taken any action to prepare for an emergency*	Not available	Not measured**	80%	Not measured**	85%
Support Services	Technical Support	The percentage of State of the Environment reports published*	Not available	90%	90%	90%	90%
	Technical Support	The percentage of available online real-time deliverable environmental data	98%	95%	95%	95%	95%
	Technical Support	The percentage of designated swimming sites monitored for recreational water quality*	Not available	90%	90%	90%	90%
	Corporate Support	Change in total council emissions compared to prior year*	Not available	5% reduction from prior year	5% reduction from prior year	5% reduction from prior year	5% reduction from prior year

*New measure ** Measured every second year



*Ngā momo tūmahi me ngā utu,
ā, ki hea toro atu ai*
**What our groups of activities
cost and how we fund them**



Catchment Management funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
7,261	General rates, uniform annual general charges, rates penalties	8,204	8,782	9,433	11,002	11,502	12,015	12,574	13,181	13,832	14,516
2,930	Targeted rates	3,382	3,625	3,815	4,134	4,184	4,333	4,387	4,281	4,345	4,397
5,752	Subsidies and grants for operating purposes	7,567	5,487	4,682	2,947	2,949	3,306	244	246	249	249
30	Fees and charges	30	31	31	32	33	33	34	35	36	36
560	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
11,055	Local authorities fuel tax, fines, infringement fees, and other receipts	13,223	12,767	13,162	13,446	13,658	14,269	14,619	15,114	15,460	15,874
26,006	Total operating funding (A)	32,406	30,691	31,124	31,561	32,326	33,956	31,859	32,858	33,922	35,071
	Applications of operating funding										
26,025	Payments to staff and suppliers	29,358	25,441	25,131	24,881	24,650	25,760	19,847	20,206	20,388	20,853
922	Finance costs	756	870	929	1,008	1,068	1,112	1,074	1,031	983	936
5,725	Internal charges and overheads applied	4,493	4,623	4,872	4,968	5,154	5,367	5,388	5,544	5,662	5,812
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
32,652	Total applications of operating funding (B)	34,606	30,934	30,932	30,857	30,872	32,238	26,308	26,780	27,033	27,601
(5,064)	Surplus (deficit) of operating funding (A - B)	(2,200)	(242)	192	704	1,454	1,718	5,551	6,078	6,889	7,470
	Sources of capital funding										
3,404	Subsidies and grants for capital expenditure	98	1,050	1,050	1,100	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
6,051	Increase (decrease) in debt	4,350	1,735	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
9,455	Total sources of capital funding (C)	4,447	2,785	1,050	1,100	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
9,455	- to improve the level of service	4,089	5,156	4,355	5,708	3,213	1,687	1,717	1,029	1,083	1,189
0	- to replace existing assets	260	0	0	0	51	0	0	0	0	0
(5,064)	Increase (decrease) in reserves	(2,102)	(2,614)	(3,113)	(3,904)	(1,810)	31	3,833	5,050	5,805	6,281
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
4,391	Total applications of capital funding (D)	2,247	2,542	1,242	1,804	1,454	1,718	5,551	6,078	6,889	7,470
5,064	Surplus (deficit) of capital funding (C - D)	2,200	243	(192)	(704)	(1,454)	(1,718)	(5,551)	(6,078)	(6,889)	(7,470)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
	Note 1: This financial statement excludes:										
1,182	Depreciation and amortisation	1,273	1,397	1,417	1,415	1,385	1,406	1,311	774	781	789
	Note 2: This financial statement includes:										
922	Internal interest	756	870	929	1,008	1,068	1,112	1,074	1,031	983	936

Flood Protection & Control funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
2,068	General rates, uniform annual general charges, rates penalties	2,988	3,199	3,436	4,007	4,189	4,376	4,580	4,801	5,038	5,287
10,649	Targeted rates	11,025	12,102	13,105	14,269	14,810	15,245	15,698	16,227	16,705	17,299
1,400	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
12	Fees and charges	12	13	13	13	14	14	14	15	15	15
1,457	Internal charges and overheads recovered	1,681	1,773	1,815	1,857	1,900	1,942	1,986	2,033	1,872	1,922
3,296	Local authorities fuel tax, fines, infringement fees, and other receipts	5,030	4,798	4,948	5,121	5,342	5,570	5,782	6,033	6,297	6,442
18,882	Total operating funding (A)	20,737	21,884	23,316	25,267	26,255	27,146	28,059	29,109	29,926	30,964
	Applications of operating funding										
9,484	Payments to staff and suppliers	8,321	12,012	10,369	10,449	9,480	9,870	12,351	11,687	12,029	11,767
2,135	Finance costs	1,691	1,755	1,823	1,795	1,733	1,628	1,535	1,453	1,374	1,283
3,509	Internal charges and overheads applied	6,206	6,775	7,056	7,333	7,668	7,928	8,058	8,287	8,259	8,485
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
15,128	Total applications of operating funding (B)	16,219	20,541	19,249	19,577	18,882	19,426	21,944	21,428	21,661	21,535
3,754	Surplus (deficit) of operating funding (A - B)	4,518	1,343	4,067	5,690	7,373	7,720	6,115	7,681	8,265	9,429
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	5,020	1,574	652	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
30,015	Increase (decrease) in debt	12,988	5,460	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
3,740	Other dedicated capital funding	1,848	363	0	0	0	0	0	0	0	0
33,755	Total sources of capital funding (C)	19,856	7,398	652	0	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	4,198	0	0	0	0	0	0	0	0	0
16,301	- to improve the level of service	5,682	11,517	3,563	4,343	786	231	1,801	1,440	258	318
13,714	- to replace existing assets	3,108	4,710	1,629	224	380	355	862	730	3,068	185
7,494	Increase (decrease) in reserves	11,386	(7,487)	(473)	1,123	6,207	7,135	3,452	5,511	4,939	8,925
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
37,509	Total applications of capital funding (D)	24,374	8,741	4,719	5,690	7,373	7,720	6,115	7,681	8,265	9,429
(3,754)	Surplus (deficit) of capital funding (C - D)	(4,518)	(1,343)	(4,067)	(5,690)	(7,373)	(7,720)	(6,115)	(7,681)	(8,265)	(9,429)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
	Note 1: This financial statement excludes:										
1,874	Depreciation and amortisation	1,456	1,584	1,704	1,713	1,729	1,740	1,747	1,766	1,781	1,791
	Note 2: This financial statement includes:										
2,135	Internal interest	1,691	1,755	1,823	1,795	1,733	1,628	1,535	1,453	1,374	1,283

Resource Regulation & Monitoring funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
3,749	General rates, uniform annual general charges, rates penalties	3,673	3,932	4,224	4,926	5,150	5,380	5,630	5,902	6,193	6,500
808	Targeted rates	616	495	381	278	223	169	141	99	99	100
60	Subsidies and grants for operating purposes	60	60	60	60	60	60	60	60	60	60
5,260	Fees and charges	5,827	5,864	6,042	6,192	6,366	6,498	6,614	6,809	6,991	7,055
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
5,397	Local authorities fuel tax, fines, infringement fees, and other receipts	5,905	5,432	5,596	5,690	5,898	6,197	6,398	6,707	6,942	7,185
15,273	Total operating funding (A)	16,080	15,783	16,302	17,146	17,698	18,304	18,842	19,577	20,286	20,900
	Applications of operating funding										
9,783	Payments to staff and suppliers	11,249	10,717	10,986	11,225	11,496	11,766	12,048	12,345	12,662	12,929
82	Finance costs	49	44	39	33	31	30	29	30	32	32
5,171	Internal charges and overheads applied	4,454	4,731	4,965	5,075	5,275	5,469	5,496	5,675	5,777	5,935
175	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
15,211	Total applications of operating funding (B)	15,752	15,492	15,990	16,333	16,803	17,265	17,573	18,049	18,471	18,895
62	Surplus (deficit) of operating funding (A - B)	329	291	313	814	895	1,038	1,269	1,528	1,815	2,005
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
111	Increase (decrease) in debt	113	94	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
111	Total sources of capital funding (C)	113	94	0	0	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- to improve the level of service	0	0	0	0	0	0	0	0	0	0
111	- to replace existing assets	113	280	120	123	305	130	134	330	141	141
(523)	Increase (decrease) in reserves	(234)	(366)	(168)	429	382	753	1,009	1,113	1,589	1,779
585	Increase (decrease) of investments	563	472	361	261	208	155	127	85	85	85
173	Total applications of capital funding (D)	442	386	313	814	895	1,038	1,269	1,528	1,815	2,005
(62)	Surplus (deficit) of capital funding (C - D)	(329)	(292)	(313)	(814)	(895)	(1,038)	(1,269)	(1,528)	(1,815)	(2,005)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
	Note 1: This financial statement excludes:										
81	Depreciation and amortisation	67	62	70	71	75	81	85	92	94	96
	Note 2: This financial statement includes:										
82	Internal interest	49	44	39	33	31	30	29	30	32	32

Transport and Urban Planning funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
1,126	General rates, uniform annual general charges, rates penalties	2,158	2,310	2,481	2,894	3,025	3,160	3,307	3,467	3,638	3,818
11,589	Targeted rates	14,616	15,251	15,765	19,965	20,228	20,351	20,674	21,089	21,792	22,642
12,276	Subsidies and grants for operating purposes	15,778	16,942	18,987	19,608	19,978	20,157	20,442	20,797	21,364	22,075
3,619	Fees and charges	3,957	3,466	3,601	4,038	4,464	4,909	5,318	5,713	6,089	6,441
764	Internal charges and overheads recovered	322	331	341	351	362	372	383	394	405	416
2,785	Local authorities fuel tax, fines, infringement fees, and other receipts	4,305	4,104	4,212	4,471	4,618	4,796	5,030	5,267	5,421	5,513
32,160	Total operating funding (A)	41,136	42,404	45,388	51,326	52,676	53,745	55,154	56,726	58,709	60,905
	Applications of operating funding										
32,667	Payments to staff and suppliers	40,242	41,689	45,985	47,938	49,145	50,108	51,443	52,762	54,573	56,585
28	Finance costs	38	43	42	51	49	47	45	43	41	38
2,316	Internal charges and overheads applied	2,176	2,269	2,378	2,426	2,513	2,611	2,630	2,707	2,768	2,837
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
35,011	Total applications of operating funding (B)	42,456	44,001	48,404	50,415	51,707	52,766	54,118	55,512	57,382	59,460
(2,851)	Surplus (deficit) of operating funding (A - B)	(1,320)	(1,597)	(3,016)	912	969	980	1,036	1,214	1,327	1,445
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	595	351	35	550	35	35	35	35	35	35
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
869	Increase (decrease) in debt	1,168	232	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
869	Total sources of capital funding (C)	1,763	583	35	550	35	35	35	35	35	35

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
869	- to improve the level of service	1,168	688	68	1,102	68	68	68	68	68	68
0	- to replace existing assets	0	0	0	0	0	0	0	0	0	0
(2,851)	Increase (decrease) in reserves	(725)	(1,703)	(3,050)	359	936	946	1,003	1,181	1,294	1,412
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
(1,982)	Total applications of capital funding (D)	442	(1,015)	(2,982)	1,462	1,004	1,014	1,071	1,249	1,362	1,480
2,851	Surplus (deficit) of capital funding (C - D)	1,320	1,598	3,016	(912)	(969)	(980)	(1,036)	(1,214)	(1,327)	(1,445)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
	Note 1: This financial statement excludes:										
390	Depreciation and amortisation	377	434	429	520	455	241	185	185	93	0
	Note 2: This financial statement includes:										
28	Internal interest	38	43	42	51	49	47	45	43	41	38

Democracy, Engagement and Planning funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
9,081	General rates, uniform annual general charges, rates penalties	9,511	10,182	10,937	12,756	13,336	13,930	14,579	15,283	16,037	16,830
0	Targeted rates	400	400	400	400	400	400	400	400	400	400
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0	Fees and charges	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
12,914	Local authorities fuel tax, fines, infringement fees, and other receipts	14,078	13,884	14,245	14,780	15,477	15,675	16,088	16,187	16,780	17,219
21,995	Total operating funding (A)	23,990	24,466	25,581	27,936	29,213	30,005	31,067	31,869	33,217	34,449
	Applications of operating funding										
18,988	Payments to staff and suppliers	27,074	30,480	17,477	18,104	18,891	18,452	18,743	18,053	18,489	18,831
0	Finance costs	0	0	0	0	0	0	0	0	0	0
6,959	Internal charges and overheads applied	8,570	8,935	9,362	9,512	9,825	10,125	10,162	10,429	10,638	10,835
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
25,946	Total applications of operating funding (B)	35,644	39,416	26,840	27,616	28,716	28,577	28,905	28,482	29,128	29,666
(3,951)	Surplus (deficit) of operating funding (A - B)	(11,654)	(14,950)	(1,258)	320	497	1,427	2,162	3,388	4,090	4,783
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
0	Total sources of capital funding (C)	0	0	0	0	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- to improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- to replace existing assets	0	0	0	0	0	0	0	0	0	0
(3,952)	Increase (decrease) in reserves	(11,654)	(14,950)	(1,258)	320	497	1,427	2,162	3,388	4,090	4,783
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
(3,952)	Total applications of capital funding (D)	(11,654)	(14,950)	(1,258)	320	497	1,427	2,162	3,388	4,090	4,783
3,952	Surplus (deficit) of capital funding (C - D)	11,654	14,950	1,258	(320)	(497)	(1,427)	(2,162)	(3,388)	(4,090)	(4,783)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
0	Note 1: This financial statement excludes: Depreciation and amortisation	0	0	0	0	0	0	0	0	0	0
0	Note 2: This financial statement includes: Internal interest	0	0	0	0	0	0	0	0	0	0

Emergency Management funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
0	General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0
2,962	Targeted rates	3,384	3,540	3,660	3,745	3,853	3,960	4,024	4,128	4,223	4,321
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0	Fees and charges	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
40	Local authorities fuel tax, fines, infringement fees, and other receipts	41	42	43	44	45	47	48	49	51	51
3,001	Total operating funding (A)	3,425	3,582	3,703	3,789	3,898	4,006	4,072	4,177	4,274	4,372
	Applications of operating funding										
2,814	Payments to staff and suppliers	2,434	2,498	2,559	2,621	2,683	2,744	2,809	2,877	2,950	3,015
0	Finance costs	0	1	1	2	2	3	3	4	4	5
1,033	Internal charges and overheads applied	984	1,073	1,127	1,146	1,189	1,234	1,235	1,271	1,294	1,327
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
3,847	Total applications of operating funding (B)	3,419	3,571	3,687	3,768	3,874	3,982	4,047	4,152	4,249	4,347
(846)	Surplus (deficit) of operating funding (A - B)	6	11	16	21	24	25	25	25	25	25
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
11	Increase (decrease) in debt	22	9	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
11	Total sources of capital funding (C)	22	9	0	0	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
11	- to improve the level of service	22	27	27	28	29	30	31	31	32	32
0	- to replace existing assets	0	0	0	0	0	0	0	0	0	0
(846)	Increase (decrease) in reserves	6	(7)	(12)	(7)	(5)	(5)	(5)	(6)	(7)	(7)
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
(835)	Total applications of capital funding (D)	28	20	16	21	24	25	25	25	25	25
846	Surplus (deficit) of capital funding (C - D)	(6)	(11)	(16)	(21)	(24)	(25)	(25)	(25)	(25)	(25)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
	Note 1: This financial statement excludes:										
0	Depreciation and amortisation	6	11	16	21	24	25	25	25	25	25
	Note 2: This financial statement includes:										
0	Internal interest	0	1	1	2	2	3	3	4	4	5

Support Services funding impact statement

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Sources of operating funding										
5,186	General rates, uniform annual general charges, rates penalties	4,584	4,922	5,302	6,489	6,751	7,050	7,377	7,732	8,112	8,511
(211)	Targeted rates	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
2,194	Fees and charges	2,902	3,137	3,278	3,280	3,320	3,307	3,342	3,395	3,444	3,527
32,717	Internal charges and overheads recovered	35,162	37,249	39,146	39,884	41,277	42,790	42,930	44,172	45,068	46,273
10,735	Local authorities fuel tax, fines, infringement fees, and other receipts	10,647	11,555	11,992	12,295	11,898	12,146	12,659	13,420	14,446	15,337
50,620	Total operating funding (A)	53,085	56,653	59,508	61,736	63,036	65,082	66,098	68,509	70,859	73,438
	Applications of operating funding										
30,177	Payments to staff and suppliers	33,820	34,631	35,797	36,292	37,475	38,772	39,267	40,438	41,452	42,772
4,403	Finance costs	4,562	6,246	7,188	7,655	7,250	7,443	7,708	7,929	7,990	8,121
10,786	Internal charges and overheads applied	10,314	10,972	11,541	11,644	11,935	12,364	12,335	12,700	12,955	13,287
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
45,366	Total applications of operating funding (B)	48,695	51,849	54,526	55,590	56,660	58,579	59,310	61,067	62,397	64,180
5,254	Surplus (deficit) of operating funding (A - B)	4,389	4,804	4,982	6,146	6,375	6,503	6,787	7,442	8,462	9,258
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
11,044	Increase (decrease) in debt	15,933	2,898	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
11,044	Total sources of capital funding (C)	15,933	2,898	0	0	0	0	0	0	0	0

Annual Plan 2020/21 \$000		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Applications of capital funding										
	Capital expenditure										
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
7,772	- to improve the level of service	11,385	3,730	4,948	8,309	2,845	2,770	2,929	3,028	3,046	3,078
3,272	- to replace existing assets	4,547	4,882	2,132	2,121	2,196	2,044	2,189	2,065	2,208	2,256
5,254	Increase (decrease) in reserves	4,389	(910)	(2,099)	(4,284)	1,334	1,689	1,669	2,350	3,207	3,924
0	Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0
16,299	Total applications of capital funding (D)	20,322	7,702	4,982	6,146	6,375	6,503	6,787	7,442	8,462	9,258
(5,254)	Surplus (deficit) of capital funding (C - D)	(4,389)	(4,804)	(4,982)	(6,146)	(6,375)	(6,503)	(6,787)	(7,442)	(8,462)	(9,258)
0	Funding balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0
5,603	Note 1: This financial statement excludes: Depreciation and amortisation	4,526	5,283	5,766	5,792	5,617	5,407	5,153	4,953	4,786	4,740
(3,167)	Note 2: This financial statement includes: Internal interest	(2,535)	(2,713)	(2,834)	(2,888)	(2,884)	(2,820)	(2,686)	(2,560)	(2,434)	(2,294)



Tō mātou rautaki ki ngā tūhangahanga

Our infrastructure strategy

Infrastructure refers to the long-lasting facilities that support our day-to-day living, such as buildings, roads, and network services. As a Regional Council, the main area of infrastructure we are directly responsible for is flood protection assets - things such as stopbanks and pump stations. These structures are an important part of how we manage the risk of flooding across the region.

Because of this, our infrastructure strategy is focused on the issues we face in operating flood protection and control assets. Regional Council owns, operates and maintains approximately \$336 million worth of flood protection and control assets as part of our Rivers and Drainage Operations activity. Our infrastructure strategy sets out the capital and operating spend required to meet currently delivered levels of service for those flood control assets.

Flood protection and control faces significant issues over the next 30 years. These include sea level rise, more intense and frequent storms, subsiding ground levels, potentially declining populations in the east (where the greatest risk of flooding is), and stopbanks that are often geotechnically unstable during high and prolonged river levels.

We will continue to conduct rolling capacity reviews of our various schemes and we are also implementing a River Scheme Sustainability Project. This project addresses long-term flood mitigation issues, using an integrated catchment-wide approach to create a modern, 100-year framework for each river scheme.

This approach includes investigating alternative engineering options, including moving away from simply raising our existing stopbanks to keep pace with higher water levels associated with climate change. In recent years, there has been significant investment in flood protection and control assets, which has front-loaded the capital works programme, meaning less investment is needed in the latter part of the Long Term Plan.

It is possible that when capacity reviews and geotechnical investigations are completed for the various schemes, that there will be identified shortfalls requiring additional investment.

The timing of the capacity reviews is as follows:

- Upper Kaituna Catchment Control Scheme – 2021/22 (year one)
- Lower Kaituna Catchment Control Scheme – 2023/24 (year three)
- Whakatāne-Tauranga Rivers Scheme – 2025/2026 (year five)
- Rangitāiki-Tarawera Rivers Scheme – 2027/28 (year seven)
- Waioeka-Otara Rivers Scheme – 2028/2029 (year eight)

It is also likely that there will be changes when the River Scheme Sustainability Project is completed. The Rangitāiki Catchment has already had options developed and considered by the community, but the other four are yet to be fully considered. The first, Whakatāne-Tauranga, will be consulted on in year one of the Long Term Plan.

Between 2021 and 2051, we expect to spend \$104.7 million on new or replacement structures in our river schemes (capital expenditure) and \$611.7 million on maintenance, repairs, analysis and modelling (operational expenditure).



Te ahunga o ngā pūtea Our budget approach

Our financial strategy supports the delivery of our strategic direction and work plans.

Our financial strategy informs our decisions on how to manage our finances over the next ten years and pay for the work that we are doing. The full financial strategy is provided in volume two of the Long Term Plan 2021-2031 and can be found on our website at www.boprc.govt.nz. The key aspects of our approach for this Long Term Plan are summarised in our budget approach.

It also manages a portfolio of other investments, which has grown to be worth \$380 million as at June 2020.

The Toi Moana Trust manages a \$45 million investment to provide a dividend to offset rates. BOPLASS guarantees us access to shared service arrangements and joint procurements to reduce costs. The LGFA enables us to borrow at low interest rates.

Our financial strategy

Our financial strategy will ensure:

- We keep rates affordable
- We have the financial resilience to respond to climate change and other challenges

We have a wide range of challenges coming in the future. These include responding to the impacts of climate change, delivering on environmental and legislative requirements, and meeting the expectations of our communities today and into the future. We acknowledge these significant uncertainties and we are planning to create the financial resilience to respond as we need to.

Even in the face of these challenges we acknowledge that our rates income must be affordable and sustainable for our communities. We are maintaining and building our Council Group investments to provide a long term funding source to support our work programmes over the next 10 years.

The Council Group – who we are

As part of the Council Group, Regional Council is the 100% owner of Quayside Holdings Limited (Quayside), 100% owner of the Toi Moana Trust, a part owner of Bay of Plenty Local Authority Shared Services (BOPLASS), and a part owner of the Local Government Funding Agency (LGFA).

Quayside manages our 54.14% shareholding in the Port of Tauranga.

Financial framework – what informed our strategy?

We carried out a comprehensive review of our financial framework as part of this Long Term Plan. We have a range of options available to fund work and manage financial risk. These are referred to as our financial levers.

This review included the following steps:

1. Reviewing our expenditure requirements
2. Identifying our financial levers and benchmarking with other regional councils
3. Setting the financial results we aim to achieve
4. Receiving and considering submissions from the community, stakeholders and partners on the work required to deliver our community outcomes and financial goals
5. Finalising our Long Term Plan

After consideration of all factors, options and feedback, the Regional Council has decided to set the following key results to ensure our financial sustainability and financial prudence in the long term.

Our future – what we must achieve

We must increase our financial resilience to respond to climate change and other challenges

We must increase our financial resilience to respond to the impact of climate change and other challenges.

We have budgeted based on current forecasts for climate change and other challenges. As forecasts are updated there may be changes to existing services, like increased capacity for flood protection, and new requirements imposed on the Regional Council.

Other potential major changes for the Regional Council include:

- Legislative changes, especially the replacement of the Resource Management Act
- New environmental standards
- Managing the effects of population growth, urban form and transport
- Economic recovery from COVID-19
- Increased inflationary and interest rate pressures
- Three waters and wider local government reforms

We must keep rates affordable

General rates are used to fund our work that benefits the whole region. Investment income and dividends from Quayside will be used to reduce the overall amount of general rates we need to collect. This means relatively small increases in general rates can lead to high percentage changes.

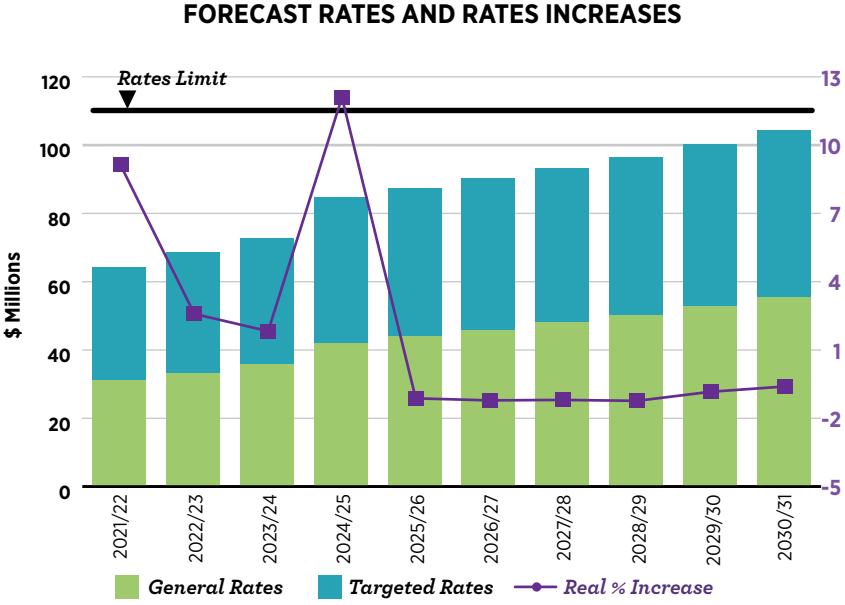
Council set a 0% real general rates increase for 2020/21 to minimise the economic impacts of COVID-19. Current forecasts for economic recovery have improved since early 2020 and moderate rates increases appear to be feasible.

To deliver the services required, we are increasing general rates by 5.8% (an average of \$23 per property) in 2021/22 then 3% per annum for the next two years allowing for inflation and growth. These rates increases have been kept low to assist with the region’s economic recovery by using some of our accumulated reserves in each of the first three years. In addition, dividend received from Quayside allows us to offset general rates increases by an average of \$347 per property in 2021/2022.

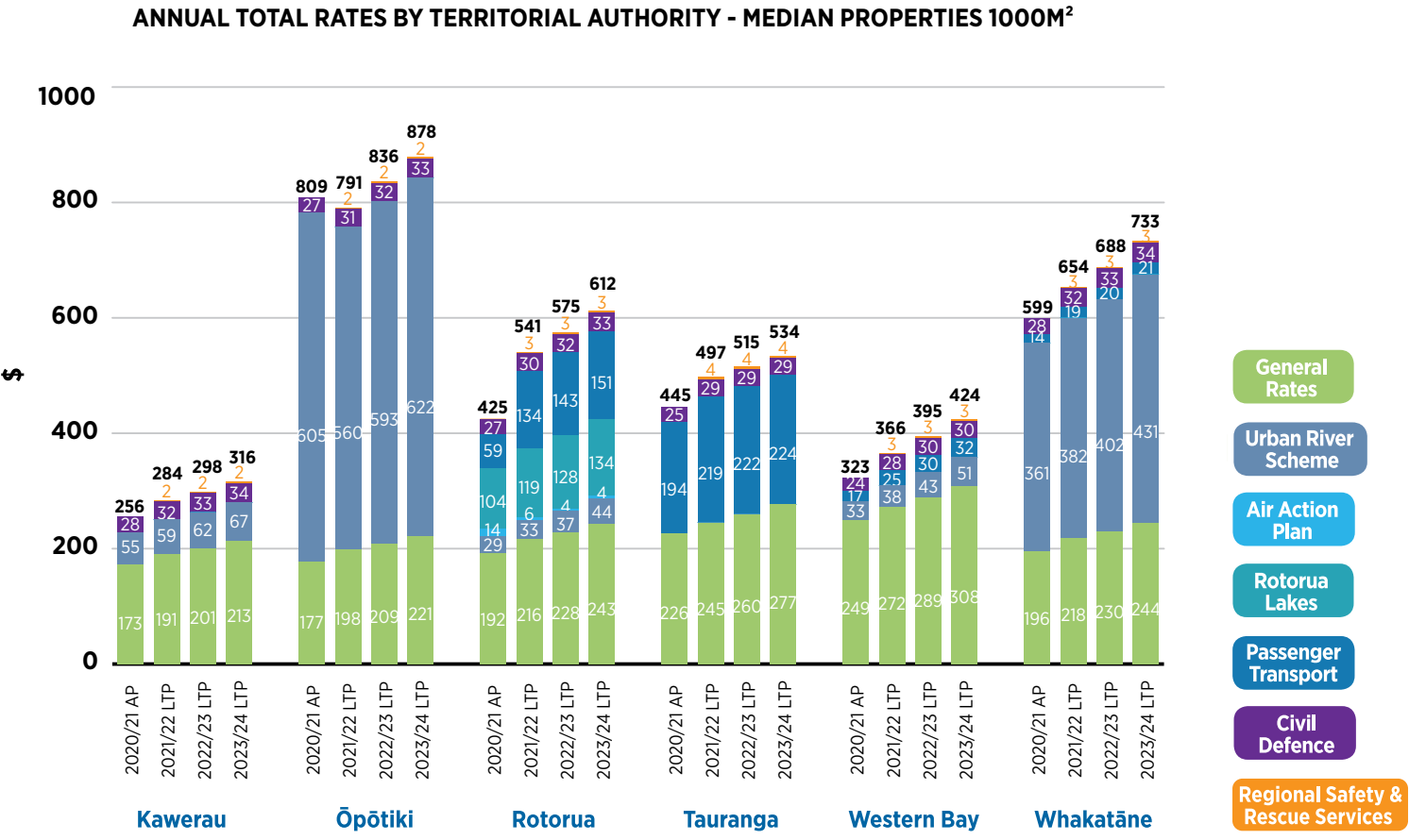
Targeted rates are used to fund work that has a local benefit and ensures the people who benefit pay for that service, making it clearer to everyone where their money is being spent. A new targeted rate has been introduced for Regional Safety and Rescue Services.

The average increase to targeted rates, which affects the total rates you pay, depends on the area in which you live and the services you receive.

The graph below shows total rates, total real rates increases and the quantified limit on rates.



The graph below is an example of how rates will change from what you are paying now to what you will pay in 2021/2022 depending on where you live.



Our path – how we will get to our future?

We will grow dividends from Quayside Holdings

We receive an annual dividend from Quayside Holdings each year, which we use to reduce the amount we need to collect through general rates. Quayside Holdings has been achieving strong profit growth for several years and has retained a portion of its profits for future regional investment. This ensures that our communities benefit from investments.

Quayside has forecast a substantial dividend for each of the next 10 years, which will comprise around 26% of our operating revenue. This has enabled Council to increase the forecast dividend received from Quayside from \$33.1 million in 2020/21 to \$40 million in 2021/22. After year one, the Quayside Holdings dividend is forecast to be maintained at \$40 million in year two, then increase at 3% per annum.

Regional Council has also forecast to receive an average of \$2.25m per annum of distributions from Toi Moana Trust which is a \$45 million investment managed by Quayside Holdings on behalf of Regional Council.

We will use financial reserves where appropriate

Our financial management has meant that we have accumulated financial reserves. We have three main reserves: the Regional Fund, which is available as an alternative funding source, the Toi Moana Fund which is available for long term investment, and the Asset Replacement Reserve which can be used for capital funding or repaying borrowings. We also have reserves which can only be used for specific activities (e.g. flood repair reserves funded by targeted rates). Until these reserves are required to fund expenditure, our aim is to optimise our investment returns which we will continue to use to help reduce our rates.

Since 2018, we have used borrowings to fund capital expenditure because this was more efficient than using our Asset Replacement Reserve. In this Long Term Plan we are planning to use our reserves to fund capital expenditure where possible. This is due to the current and future interest rates forecasts.

We are also planning to use \$59 million of reserves to fund a \$20 million contribution to the Ōpōtiki Harbour Transformation, \$7 million towards bus route optimisation as part of the Western Bay Transport Systems Plan, a \$4 million donation to the Te Whare Taonga o Te Arawa Rotorua Museum, \$15 million to support land use change in the Rotorua Te Arawa Lakes, and \$750,000 on Lake Tarawera sewerage reticulation.

These are investments to improve long term wellbeing. In addition, we have budgeted \$9 million of reserve use to reduce rates increases over the first three years of this Long Term Plan.

In addition to the reserves held by Regional Council, Quayside Holdings has forecast over the period of this Long Term Plan an increase in the value of its non-port investments from \$380 million to \$700 million. This increased value will generate additional profits to fund the dividend to Regional Council, and is also another source of financial resilience in the Council Group.

The value of the Regional Council’s majority shareholding in the Port of Tauranga is not currently included as a source of financial resilience because we have determined that this is a strategic asset for the region that we intend to hold for the long term.

We will maintain the ability to borrow if needed

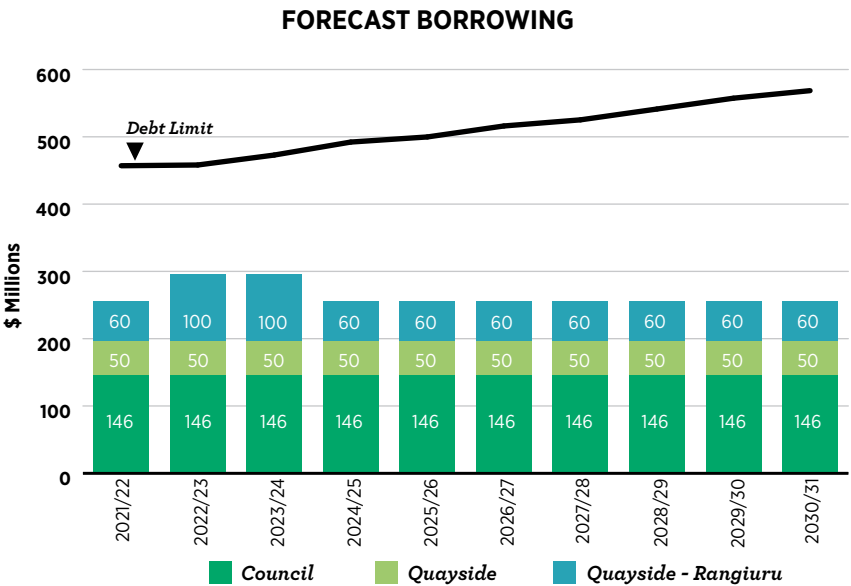
We are forecasting Regional Council borrowing of \$146 million over the next 10 years of which \$111 million relates to financing of new assets in the previous Long Term Plan. In this Long Term Plan, Council is planning to primarily use reserves to fund capital expenditure and limit new borrowing to \$15 million. \$2 million of this will be used to fund sustainability initiatives for households in the Bay of Plenty.

We have sufficient forecast reserve balances and pre-funding from the Local Government Funding Agency to finance the majority of our next 10 year capital works programme of \$158 million, of which \$50 million is for flood protection and control, and resilience projects.

We’ve taken an integrated group approach to our financial management which means working with Quayside to achieve the best funding outcomes and available returns. As part of this, we plan to continue to use \$50 million of borrowing to help optimise the interest costs incurred by Quayside and an additional \$100 million of new borrowing to finance industrial development at Rangiuru which is forecast to be repaid before 30 June 2033.

We have set prudent limits around how much we can borrow and we will be well within our debt to revenue ratio limit of 300%. The 300% limit applies until 30 June 2022, then decreases by 5% per annum until it reaches 280% that applies from 1 July 2025 onwards. This additional capacity to borrow gives us flexibility to respond to unforeseen circumstances.

The graph to the right shows total borrowing and debt limits.



We will be financially prudent

We have forecast an overall operating surplus in this Long Term Plan and will operate an unbalanced budget in each of the ten years.

For the first three years we are forecasting an operating deficit i.e. the money we expect to spend on operating expenditure is more than we expect to receive. The primary reasons for the unbalanced budget are due to our funding contributions to third party infrastructure through the Regional Fund Reserve, and use of the Rotorua Lakes Deed Funding reserve and Regional Fund reserve to support land use change in the Rotorua Te Arawa Lakes. In addition we are using the Regional Fund reserve to fund bus route optimisation for the Western Bay Transport Systems Plan which will deliver long-lasting benefits. We have also budgeted to use the Regional Fund reserve to reduce general rates as an aid to the region’s economic recovery.

We propose to deliver budget surpluses from year four onwards for the reasons noted above. Effective financial management over the 10 years will help ensure we optimise the money we have available in the most efficient way possible.

While Regional Council has an unbalanced budget in the first three years of this Long Term Plan, this is forecast to be offset in the wider Council Group by profits retained by Quayside Holdings.



Te arotake Audit

To the reader:

Independent Auditor’s report on the Bay of Plenty Regional Council’s 2021-31 Long-Term Plan

I am the Auditor General’s appointed auditor for the Bay of Plenty Regional Council (the Council). The Local Government Act 2002 (the Act) requires the Council’s Long term Plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council’s plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 24 June 2021.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long term, integrated decision making and co ordination of the Council’s resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 137 to 142 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor General’s Auditing Standards and the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council’s systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council’s financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council’s infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the Council’s forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council’s knowledge of the assets’ condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council’s key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;

- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council’s activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council’s intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan’s policy content.

Independence and quality control

We have complied with the Auditor General’s:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiaries.

Leon Pieterse, Audit New Zealand

On behalf of the Auditor General, Tauranga, New Zealand

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Ngā mangai

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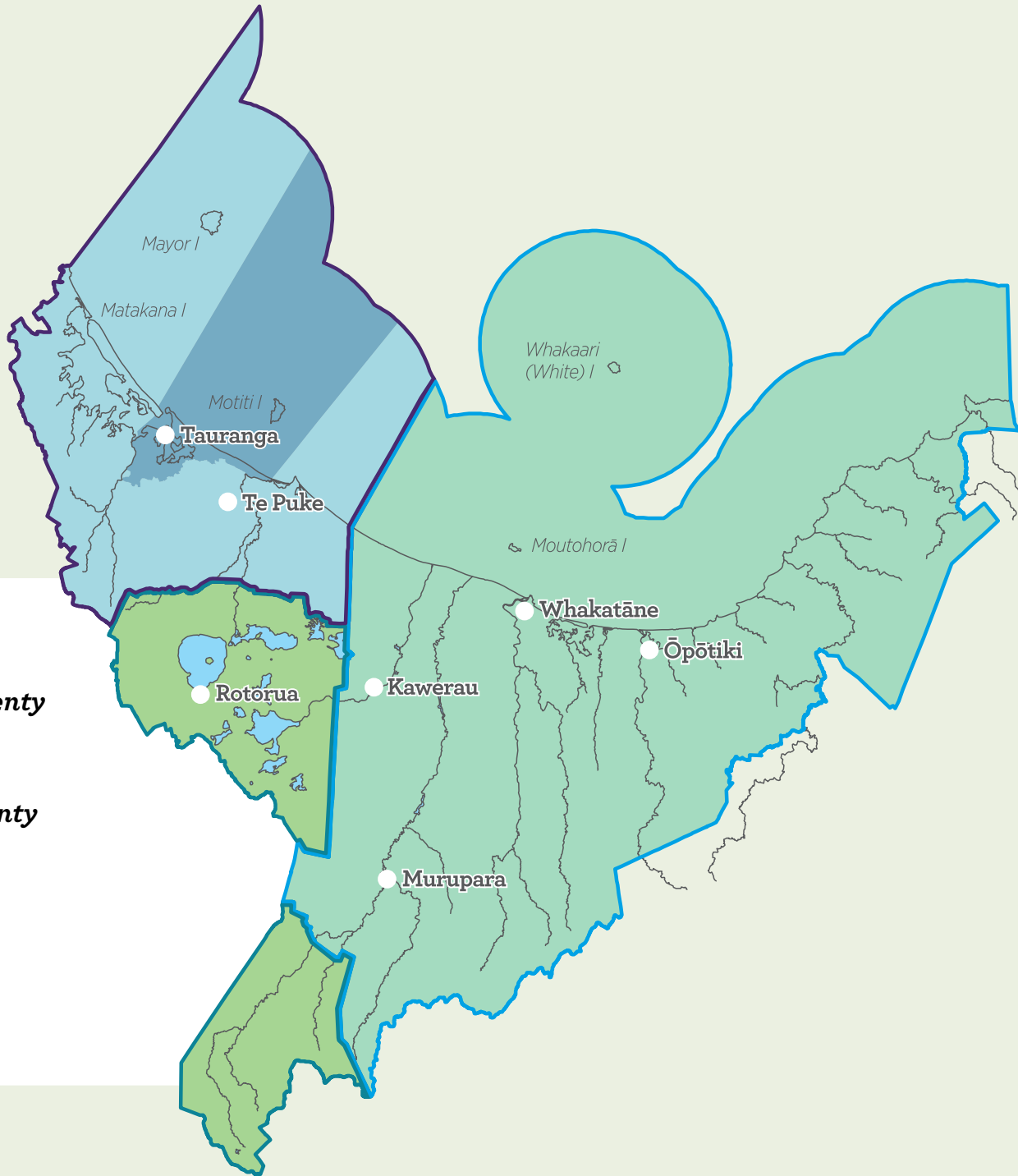
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General

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- Tauranga
- Rotorua
- Eastern Bay of Plenty

Māori

- Mauao
- Ōkurei
- Kōhi







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