

Long Term Plan 2018-2028 Activity Work Plans

DRAFT FOR ADOPTION - June 2018



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Introduction

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

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

1. A summary of each of the nine Groups of Activities
 - This includes a list of the Activities in the group, which Community Outcomes the Group of Activities contributes to, the Levels of Service that will be delivered by the Group of Activities, and the Key Performance Indicators that will be used to measure progress and performance. Financial estimates for operating and capital expenditure, and resourcing (full time equivalents) for Years 1-10 for each Group of Activity is also included.
2. An Activity Work Plan for each of the 33 Activities
 - Each Activity Work Plan includes a description of the work the Council plans to deliver under each activity, the key projects that will be delivered and financial estimates for operating and capital expenditure, and resourcing (full time equivalents) for Years 1-10 for each activity. The work outlined in the Work Plans align to and are focused on delivering the Council's Strategic Framework which has been developed through consideration of the Council's operating environment and strategic challenges facing the organisation.

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

Our Vision, and Community Outcomes - Strategic Framework

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

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

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

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

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



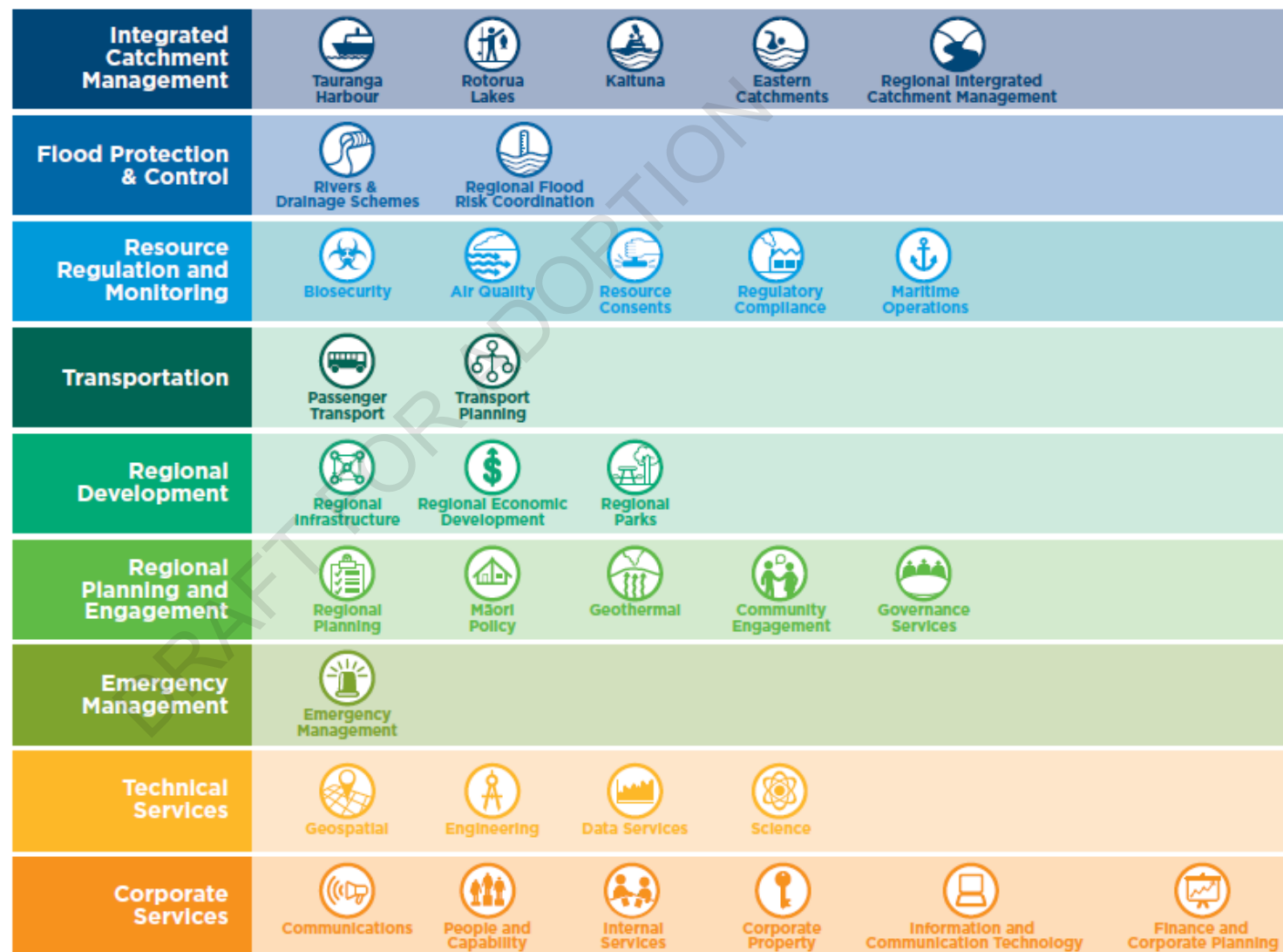
Groups of Activities and Activities Structure

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

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

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

Detail on work carried out under each activity is provided in the Activity Work Plans.



Integrated Catchment Management Group of Activities





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Integrated Catchment Management Group of Activities

Activities

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

This Group of Activities contributes to the following

				
Tauranga Harbour	■	□		
Rotorua Lakes	□	■		
Kaituna	■	□		
Eastern Catchments	■	□		
Regional ICM	□	■		

What the community can expect

Key	Strongest Link	
	Contributes to	

Level of Service: Improve the indigenous biodiversity and waterbodies in the Bay of Plenty catchments										
Measure:	Number of new Priority Biodiversity Sites actively managed									
Targets										
2016/17 result New	2018/19 4	2019/20 4	2020/21 4	2021/22 4	2022/23 4	2023/24 4	2024/25 4	2025/26 4	2026/27 4	2027/28 4
Measure:	Number of Rotorua Lakes that have reached their Trophic Level Index (TLI), based on the three year rolling TLI									
Targets										
2016/17 result New	2018/19 2	2019/20 2	2020/21 3	2021/22 3	2022/23 4	2023/24 4	2024/25 5	2025/26 5	2026/27 6	2027/28 6
Measure:	Percentage of monitored river and stream sites that meet the 'swimmability' requirements under the National Policy Statement for Freshwater Management									
Targets										
2016/17 result New	2018/19 75%	2019/20 75%	2020/21 75%	2021/22 80%	2022/23 80%	2023/24 80%	2024/25 85%	2025/26 85%	2026/27 85%	2027/28 90%

Integrated Catchment Management Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Operating revenue										
14,653	General funds	12,695	13,668	15,140	15,692	16,481	16,964	17,360	17,223	17,396	17,616
3,107	Targeted rates	3,134	3,134	3,275	3,466	3,979	4,006	4,215	4,158	4,177	4,203
5,021	Other revenue	6,002	5,643	5,291	6,799	272	165	168	172	176	180
22,780	Total operating revenue	21,831	22,446	23,705	25,956	20,731	21,135	21,744	21,554	21,749	21,999
	Operating expenditure by activity										
5,034	Tauranga Harbour	3,597	3,685	3,773	3,820	3,899	3,985	4,061	4,154	4,232	4,296
15,936	Rotorua Lakes	16,354	15,660	16,190	19,821	7,538	7,506	7,883	7,671	7,594	7,585
2,840	Kaituna	2,326	2,750	3,091	3,235	3,302	3,333	3,436	3,339	3,291	3,285
3,717	Eastern Catchments	2,410	2,465	2,536	2,588	2,645	2,712	2,767	2,837	2,901	2,944
3,110	Regional Integrated Catchment Management	2,059	2,242	2,488	2,431	2,490	2,633	2,593	2,424	2,460	2,528
30,637	Total operating expenditure	26,747	26,803	28,079	31,895	19,874	20,169	20,739	20,426	20,478	20,638
7,856	Net (surplus) deficit	4,916	4,357	4,374	5,939	(857)	(966)	(1,004)	(1,128)	(1,271)	(1,361)
	Operating funding										
7,856	(Increase) / decrease in reserves	4,916	4,357	4,374	5,939	(857)	(966)	(1,004)	(1,128)	(1,271)	(1,361)
7,856	Total operating funding	4,916	4,357	4,374	5,939	(857)	(966)	(1,004)	(1,128)	(1,271)	(1,361)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
684	Tikitere Diversion	500	4,300	2,800	-	-	-	-	-	-	-
-	Kaituna Catchment Capital Fish Projects	20	21	21	22	22	23	23	24	25	25
-	Buoy Okareka - Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Buoy Rotoiti Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Nutrient Assessment Benchmarking Database	255	-	-	-	-	-	-	-	-	-
-	Lake Okareka Pipeline Upgrade	326	-	693	-	-	-	-	-	-	-
-	Te Pourepo o Kaituna (Wetland Creation)	930	962	883	975	-	-	-	-	-	-
5,625	2017 0018 Kaituna Re-diversion	5,975	7,500	-	-	-	-	-	-	-	-
6,309	Total capital expenditure	8,078	12,783	4,397	997	22	23	23	24	25	25
342	Grants, subsidies and insurance revenue	250	2,150	1,400	-	-	-	-	-	-	-
-	Increase (decrease) in debt	7,828	10,633	2,997	997	22	23	23	24	25	25
5,967	Other capital funding	-	-	-	-	-	-	-	-	-	-
6,309	Total capital Funding	8,078	12,783	4,397	997	22	23	23	24	25	25

Resourcing by activity

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

Tauranga Harbour Activity

Work plan and financial estimates

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

Key	Strongest Link	
	Contributes to	

What we do

In Tauranga Harbour, we support the Tauranga Moana Programme to coordinate, prioritise and deliver on our work related to improving the health of the Harbour and its catchment. This work is in partnership

with Tauranga City Council and Western Bay of Plenty District Council and is overseen by the Tauranga Moana Advisory Group which includes representatives from Tauranga Moana Iwi Collective and Councillors from the three councils. We also work closely with the Kaimai Mamakū Catchments Forum. Volunteers assist us in clearing sea lettuce and litter from around the Harbour as well as helping manage and prevent the spread of mangroves, in conjunction with our dedicated hovercraft which keeps areas clear of new seedlings. We also maintain Tauranga Harbour management and research partnerships with the University of Waikato Chair of Coastal Science and Manaaki Te Awanui.

Operating work programme

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

Operating work programme budget

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	3,597	3,685	3,773	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
				4 We deliver solutions to local problems to improve water quality and manage water quantity.

Resourcing

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

Tauranga Harbour Activity financial estimates



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,251	General rates	1,404	1,451	1,487	1,519	1,599	1,685	1,790	1,895	2,038	2,170
56	Operating grants and subsidies	57	58	59	61	62	63	65	67	68	70
1,921	Investment income allocated	2,136	2,176	2,226	2,240	2,239	2,236	2,206	2,193	2,126	2,056
3,228	Total operating revenue	3,597	3,685	3,773	3,820	3,899	3,985	4,061	4,154	4,232	4,296
Operating expenditure											
974	Employee benefit expenses	871	889	906	923	940	958	975	992	1,009	1,026
4,060	Trading and other expenses	2,726	2,796	2,867	2,897	2,959	3,027	3,086	3,162	3,224	3,270
5,034	Total operating expenditure	3,597	3,685	3,773	3,820	3,899	3,985	4,061	4,154	4,232	4,296
1,806	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
1,806	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
1,806	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

8.0 Resources (FTEs)	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
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Rotorua Lakes Activity

Work plan and financial estimates

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

What we do

The Rotorua Te Arawa Lakes Programme has been established to coordinate, prioritise and deliver on all our work related to improving the health of the Rotorua Te Arawa Lakes. We partner with Te Arawa Lakes Trust and Rotorua Lakes Council in the Programme, which is

Key	Strongest Link	■
	Contributes to	□

part-funded through a Deed of Funding Agreement with the Crown. We set targets in all lake catchments so that we are able to monitor the health of the water and the impact of our work. Across our lakes, we undertake a range of interventions to proactively minimise algal blooms and improve water quality. We operate a number of programmes specifically focused on improving the water quality of the Rotorua Te Arawa Lakes: purchasing nitrogen in the Lake Rotorua catchment alongside converting gorse covered land to trees to reduce nitrogen entering the lake and operating phosphorous locking plants in Lake Rotorua and Lake Rotoehu. We plan to implement engineering solutions to remove nitrogen from Lake Rotorua. We also provide advice and support to landowners affected by Plan Change 10 to the Regional Natural Resources Plan (RNRP), which places nitrogen limits on rural land use in the Lake Rotorua catchment.

Operating work programme

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

- Continuing to implement restoration and action plans for our lakes to deliver water quality outcomes.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	16,354	15,660	16,190	1 We develop and implement regional plans and policy to protect our natural environment.
				4 We deliver solutions to local problems to improve water quality and manage water quantity.

Operating projects

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

Capital projects

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

Resourcing

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

Rotorua Lakes Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,107	Targeted rates	3,134	3,134	3,275	3,466	3,979	4,006	4,215	4,158	4,177	4,203
1,274	General rates	1,106	1,141	1,311	1,401	1,658	1,722	1,888	1,928	2,045	2,158
4,775	Operating grants and subsidies	5,378	5,040	4,870	6,545	-	-	-	-	-	-
1,464	Investment income allocated	1,683	1,712	1,963	2,065	2,321	2,284	2,327	2,230	2,132	2,045
10,620	Total operating revenue	11,301	11,027	11,419	13,477	7,957	8,012	8,430	8,316	8,355	8,406
Operating expenditure											
1,494	Employee benefit expenses	1,467	1,497	1,525	1,554	1,583	1,549	1,577	1,605	1,632	1,660
469	Finance costs	603	858	1,061	1,362	1,507	1,419	1,460	1,356	1,247	1,134
802	Depreciation and amortisation	811	916	1,028	1,099	1,124	1,122	1,119	1,120	1,050	1,078
13,172	Trading and other expenses	13,474	12,390	12,576	15,806	3,324	3,416	3,727	3,590	3,665	3,712
15,936	Total operating expenditure	16,354	15,660	16,190	19,821	7,538	7,506	7,883	7,671	7,594	7,585
5,317	Net (surplus) deficit	5,053	4,633	4,771	6,344	(419)	(506)	(547)	(645)	(761)	(821)
Operating funding											
5,317	(Increase) / decrease in reserves	5,053	4,633	4,771	6,344	(419)	(506)	(547)	(645)	(761)	(821)
5,317	Total operating funding	5,053	4,633	4,771	6,344	(419)	(506)	(547)	(645)	(761)	(821)


Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
684	Tikitere Diversion	500	4,300	2,800	-	-	-	-	-	-	-
-	Buoy Okareka - Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Buoy Rotoiti Rotorua Lakes	36	-	-	-	-	-	-	-	-	-
-	Nutrient Assesment Benchmarking Database	255	-	-	-	-	-	-	-	-	-
-	Lake Okareka Pipeline Upgrade	326	-	693	-	-	-	-	-	-	-
684	Total capital expenditure	1,153	4,300	3,493	-	-	-	-	-	-	-
342	Grants, subsidies and insurance revenue	250	2,150	1,400	-	-	-	-	-	-	-
-	Increase (decrease) in debt	903	2,150	2,093	-	-	-	-	-	-	-
342	Other capital funding	-	-	-	-	-	-	-	-	-	-
684	Total capital funding	1,153	4,300	3,493	-	-	-	-	-	-	-

Resourcing

15.7 Resources (FTE's)	15.8	15.8	15.8	15.8	15.8	15.8	15.2	15.2	15.2	15.2	15.2
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Kaituna Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

In the Kaituna catchment, we are implementing the prioritised actions identified in the Kaituna River and Ongatoro/Maketū Estuary Strategy (2009), and will implement priorities in Te Maru o Kaituna River Authority's new Kaituna River Document and subsequent action plan. We continue to work on the project to divert the Kaituna River through the Ongatoro/Maketū Estuary project, creating new wetlands and maximising the ecological and cultural benefits to the area. We

also have a strong focus on preparing for and implementing Plan Change 12 to the RNRP, which is Council's response to the National Policy Statement for Freshwater Management, in the Katiuna-Pongakwa and Waitahanui catchments.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	2,326	2,750	3,091	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				2 We listen to our communities and consider their values and priorities in our regional plans.
				3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.

Resourcing

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

Operating projects

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

Capital projects

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

Kaituna Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,053	General rates	968	1,201	1,388	1,462	1,548	1,620	1,733	1,761	1,850	1,952
33	Operating grants and subsidies	23	23	23	23	23	23	23	23	23	23
1,548	Investment income allocated	1,472	1,802	2,078	2,156	2,168	2,150	2,137	2,038	1,929	1,849
2,634	Total operating revenue	2,463	3,026	3,488	3,641	3,739	3,793	3,893	3,822	3,802	3,825
Operating expenditure											
444	Employee benefit expenses	486	496	506	515	525	534	544	554	563	573
163	Finance costs	195	545	784	898	909	888	953	928	902	875
-	Depreciation and amortisation	2	6	11	15	20	23	23	24	25	25
2,233	Trading and other expenses	1,643	1,702	1,790	1,806	1,848	1,888	1,916	1,834	1,801	1,812
2,840	Total operating expenditure	2,326	2,750	3,091	3,235	3,302	3,333	3,436	3,339	3,291	3,285
206	Net (surplus) deficit	(137)	(276)	(397)	(406)	(438)	(460)	(457)	(483)	(511)	(540)
Operating funding											
206	(Increase) / decrease in reserves	(137)	(276)	(397)	(406)	(438)	(460)	(457)	(483)	(511)	(540)
206	Total operating funding	(137)	(276)	(397)	(406)	(438)	(460)	(457)	(483)	(511)	(540)



Annual Plan											
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	20	21	21	22	22	23	23	24	25	25	25
-	930	962	883	975	-	-	-	-	-	-	-
5,625	5,975	7,500	-	-	-	-	-	-	-	-	-
5,625	6,925	8,483	904	997	22	23	23	24	25	25	25
-	6,925	8,483	904	997	22	23	23	24	25	25	25
5,625	-	-	-	-	-	-	-	-	-	-	-
5,625	6,925	8,483	904	997	22	23	23	24	25	25	25

Resourcing

5.0 Resources (FTE's)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
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Eastern Catchments Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

In the Eastern Catchments, we support the Rangitāiki catchment programme as an integral part of our role within the Rangitāiki River Forum, a co-governance partnership. The Forum's purpose is to coordinate, prioritise and deliver our work related to improving the health of the Rangitāiki catchment through implementation of Te Ara Whānui O Rangitāiki – Pathways to the Rangitāiki. In the Rangitāiki catchment, we also have a strong focus on preparing for and implementing Plan Change 12 to the RNRP. We support the Ōhiwa Harbour Implementation Forum and associated industry/ iwi partnership projects with the implementation of the Ōhiwa Harbour

Strategy. We also support landowners and the community in several biodiversity projects such as the Whakatāne Ōhope Reserves and Pūtauaki maunga projects, and work with landowners in riparian management. We work with the Waiōtahe Land Care Group and the Coast Care community dune restoration programme in the Waiōtahe catchment.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	2,410	2,465	2,536	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Resourcing

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

Operating projects

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

Eastern Catchments Activity financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,371	General rates	740	777	880	977	1,024	1,132	1,203	1,277	1,379	1,467
-	Operating grants and subsidies	474	451	265	95	110	-	-	-	-	-
20	Fees and charges	21	21	22	22	23	23	24	24	25	26
2,010	Investment income allocated	1,126	1,166	1,318	1,441	1,434	1,502	1,483	1,477	1,438	1,390
51	Other revenue	50	51	52	53	54	55	57	58	60	61
3,453	Total operating revenue	2,410	2,465	2,536	2,588	2,645	2,712	2,767	2,837	2,901	2,944
Operating expenditure											
575	Employee benefit expenses	585	597	609	620	632	643	655	666	678	689
3,142	Trading and other expenses	1,825	1,868	1,928	1,967	2,013	2,069	2,112	2,171	2,223	2,255
3,717	Total operating expenditure	2,410	2,465	2,536	2,588	2,645	2,712	2,767	2,837	2,901	2,944
264	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
264	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
264	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

6.0 Resources (FTEs)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
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Regional Integrated Catchment Management Activity

Work plan and financial estimates

This activity contributes to the following Community Outcomes	
Outcomes	Objectives
	<input type="checkbox"/> <ul style="list-style-type: none"> 2 We manage our natural resources effectively through regulation, education and action. 3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources. 4 Our environmental monitoring is transparently communicated to our communities.
	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> 1 Good decision making is supported through improving knowledge of our water resources. 2 We listen to our communities and consider their values and priorities in our regional plans. 3 We collaborate with others to maintain and improve our water resource for future generations, 4 We deliver solutions to local problems to improve water quality and manage water quantity 5 We recognise and provide for Te Mana o Te Wai (intrinsic value of water).

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

What we do

The Regional Integrated Catchment Management activity operates across all the catchments and delivers the regional work associated with sustainable water and land use, including biodiversity. This activity facilitates the sustainable management of natural and physical resources in an integrated way within the region, ensuring coordination of biodiversity and sustainable land use projects. We facilitate research initiatives to expand the region's scientific knowledge base for freshwater and monitor the effectiveness of water related policy in managing the ecological, cultural and social value of the region's waterways. We support the protection of indigenous biodiversity by the community with a focus on those sites of highest ecological value and the setting of Water Management Area limits.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	2,059	2,242	2,488	1 Good decision making is supported through improving knowledge of our water resources.
				2 We listen to our communities and consider their values and priorities in our regional plans.
				3 We collaborate with others to maintain and improve our water resource for future generations,
				5 We recognise and provide for Te Mana o Te Wai (intrinsic value of water).

Resourcing

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

Operating projects

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

Regional Integrated Catchment Management financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,120	General rates	817	897	996	982	1,037	1,131	1,161	1,124	1,204	1,298
50	Operating grants and subsidies	-	-	-	-	-	-	-	-	-	-
1,640	Investment income allocated	1,242	1,345	1,492	1,449	1,453	1,501	1,432	1,300	1,256	1,230
36	Other revenue	-	-	-	-	-	-	-	-	-	-
2,846	Total operating revenue	2,059	2,242	2,488	2,431	2,490	2,633	2,593	2,424	2,460	2,528
Operating expenditure											
655	Employee benefit expenses	754	770	785	799	814	829	844	859	873	888
2,455	Trading and other expenses	1,305	1,472	1,704	1,632	1,676	1,803	1,749	1,565	1,586	1,639
3,110	Total operating expenditure	2,059	2,242	2,488	2,431	2,490	2,633	2,593	2,424	2,460	2,528
264	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
264	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-

Resourcing

9.0 Resources (FTE's)	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
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Flood Protection and Control Group of Activities





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Flood Protection and Control Group of Activities

Activities

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

This Group of Activities contributes to the following

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

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

What the community can expect

Level of Service: Provide flood protection and drainage										
Measure:	Percentage of maintenance, repairs and renewals completed in accordance with the Rivers and Drainage Asset Management Plan (Note: or based on approved changes to the work programme)									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
99%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

Level of Service: Provide the community with timely warning of potential flooding										
Measure:	Percentage of flood warnings at pre-determined levels are given in accordance with the flood warning manual									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
98%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

Flood Protection and Control Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,599	General funds	4,069	4,352	5,046	5,175	5,046	5,202	5,377	5,520	5,658	5,770
8,369	Targeted rates	10,110	11,222	12,434	13,212	13,573	14,008	14,571	14,970	15,320	15,637
1,015	Other revenue	1,001	324	367	380	360	359	402	451	458	460
12,982	Total operating revenue	15,180	15,898	17,846	18,767	18,979	19,569	20,350	20,940	21,437	21,867
Operating expenditure by activity											
14,341	Rivers & Drainage Schemes	12,602	13,589	14,265	16,299	15,857	16,158	16,439	15,307	16,511	16,345
1,695	Regional Flood Risk Coordination	698	714	732	748	766	785	803	823	845	863
16,036	Total operating expenditure	13,300	14,303	14,997	17,046	16,623	16,943	17,241	16,130	17,356	17,208
3,054	Net (surplus) deficit	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)
Operating funding											
3,054	(Increase) / decrease in reserves	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)
3,054	Total operating funding	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)





Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
4,287	Rangitāiki Floodway	1,442	2,428	2,558	-	-	-	-	-	-	-
733	Whakatane River Capital New	734	334	160	30	56	1,481	41	120	1,693	-
300	Rangitāiki Drainage Schemes Renewals	260	115	192	229	212	120	123	244	250	257
9,220	Kopeopeo Canal Remediation Capital	5,400	-	200	200	225	200	200	200	200	225
52	Waioeka Otara Capital Renewal	202	104	107	109	1,108	-	117	-	-	-
4,873	Rangitāiki Tarawera Capital Renewal	1,683	1,616	-	653	1,337	34	-	-	-	189
537	Kaituna River Capital New	1,222	3,044	5,135	212	301	171	2,334	968	-	334
52	Waioeka Otara Capital New	102	1,657	-	-	852	-	-	-	-	-
-	Rangitāiki Tarawera Flood Damage Repairs	5,498	5,989	7,911	-	-	-	-	-	-	-
-	Kaituna Flood Damage Repairs	1,250	797	-	-	-	-	-	-	-	-
-	Whakatane Tauranga Flood Damage Repairs	3,366	3,211	3,257	-	-	-	-	-	-	-
-	Waioeka Otara Flood Damage Repairs	1,234	1,720	465	-	-	-	-	-	-	-
-	Rangitāiki Drainage Flood Damage Repairs	122	-	-	-	-	-	-	-	-	-
20,053	Total capital expenditure	22,515	21,013	19,985	1,434	4,090	2,006	2,814	1,532	2,144	1,005
-	Grants, subsidies and insurance revenue	12,272	2,984	5,701	-	-	-	-	-	-	-
-	Increase (decrease) in debt	10,243	18,030	14,284	1,434	4,090	2,006	2,814	1,532	2,144	1,005
20,053	Other capital funding	-	-	-	-	-	-	-	-	-	-
20,053	Total capital Funding	22,515	21,013	19,985	1,434	4,090	2,006	2,814	1,532	2,144	1,005

Resourcing by activity

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

Rivers and Drainage Schemes Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

Our Flood Protection and Control work covers the management of four river schemes, one major drainage scheme and 37 small drainage schemes. The management of these is supplemented by our regional flood risk coordination activities.

Our river and drainage scheme responsibilities, as set out in our asset management plans, include providing flood protection stop banks, flood pump stations, floodgates and erosion control structures, and constructing flood ways. We carry out regular maintenance of structures, stream clearing and lake level monitoring and management of Lakes Rotorua and Rotoiti. We also undertake gravel management operations including resource consent renewals and allocating extractions to commercial operators. These extractions are managed to ensure flood and erosion risk is controlled.

We offer river and stream management advisory services to landowners across the region and provide flood warning and flood response activities to river and drainage scheme stakeholders. We also have responsibility for managing activities associated with the Floodway and Drainage Bylaws.

This activity includes the Kopeopeo Canal Remediation Project.

Operating work programme

- Undertaking maintenance, renewals, and capital projects for rivers and drainage schemes.
- Providing river and stream management advisory services to landowners across the region.
- Developing and maintaining asset management plans which set out the long-term maintenance and management of the river and drainage scheme assets.
- Managing activities associated with Floodway and Drainage Bylaws.

- Undertaking gravel management operations including resource consent renewals and allocating extractions to commercial operators.
- Providing flood warning and flood response activities to scheme stakeholders.

Resourcing

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

Operating work programme budget

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	12,602	13,589	14,265	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
				2 We support community safety through flood protection and navigation safety.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				4 We invest appropriately in infrastructure to support sustainable development.

Capital projects

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

Rivers and Drainage Schemes Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
8,369	Targeted rates	10,110	11,222	12,434	13,212	13,573	14,008	14,571	14,970	15,320	15,637
757	General rates	1,337	1,455	1,727	1,789	1,783	1,898	2,049	2,177	2,356	2,520
530	Operating grants and subsidies	714	-	-	-	-	-	-	-	-	-
11	Fees and charges	11	12	12	12	12	13	13	13	14	14
1,263	Investment income allocated	2,034	2,183	2,586	2,638	2,497	2,518	2,526	2,519	2,457	2,387
474	Other revenue	276	312	355	368	348	346	389	437	445	446
11,404	Total operating revenue	14,482	15,184	17,114	18,020	18,214	18,784	19,548	20,117	20,592	21,004
Operating expenditure											
1,528	Employee benefit expenses	1,839	1,876	2,011	2,049	2,087	2,125	2,163	2,200	2,238	2,276
1,832	Finance costs	2,302	2,915	3,567	4,140	4,059	4,007	4,281	4,142	3,953	3,742
1,016	Depreciation and amortisation	1,410	1,248	1,465	1,272	1,275	1,282	1,292	1,287	1,289	1,294
9,964	Trading and other expenses	7,052	7,549	7,222	8,838	8,437	8,745	8,704	7,678	9,031	9,033
14,341	Total operating expenditure	12,602	13,589	14,265	16,299	15,857	16,158	16,439	15,307	16,511	16,345
2,937	Net (surplus) deficit	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)
Operating funding											
2,938	(Increase) / decrease in reserves	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)
2,938	Total operating funding	(1,880)	(1,595)	(2,849)	(1,721)	(2,356)	(2,626)	(3,109)	(4,810)	(4,081)	(4,659)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
4,287	Rangitāiki Floodway	1,442	2,428	2,558	-	-	-	-	-	-	-
733	Whakatane River Capital New	734	334	160	30	56	1,481	41	120	1,693	-
300	Rangitāiki Drainage Schemes Renewals	260	115	192	229	212	120	123	244	250	257
9,220	Kopeopeo Canal Remediation Capital	5,400	-	200	200	225	200	200	200	200	225
52	Waioeka Otara Capital Renewal	202	104	107	109	1,108	-	117	-	-	-
4,873	Rangitāiki Tarawera Capital Renewal	1,683	1,616	-	653	1,337	34	-	-	-	189
537	Kaituna River Capital New	1,222	3,044	5,135	212	301	171	2,334	968	-	334
52	Waioeka Otara Capital New	102	1,657	-	-	852	-	-	-	-	-
-	Rangitāiki Tarawera Flood Damage Repairs	5,498	5,989	7,911	-	-	-	-	-	-	-
-	Kaituna Flood Damage Repairs	1,250	797	-	-	-	-	-	-	-	-
-	Whakatane Tauranga Flood Damage Repairs	3,366	3,211	3,257	-	-	-	-	-	-	-
-	Waioeka Otara Flood Damage Repairs	1,234	1,720	465	-	-	-	-	-	-	-
-	Rangitāiki Drainage Flood Damage Repairs	122	-	-	-	-	-	-	-	-	-
20,053	Total capital expenditure	22,515	21,013	19,985	1,434	4,090	2,006	2,814	1,532	2,144	1,005
-	Grants, subsidies and insurance revenue	12,272	2,984	5,701	-	-	-	-	-	-	-
-	Increase (decrease) in debt	10,243	18,030	14,284	1,434	4,090	2,006	2,814	1,532	2,144	1,005
20,053	Other capital funding	-	-	-	-	-	-	-	-	-	-
20,053	Total capital funding	22,515	21,013	19,985	1,434	4,090	2,006	2,814	1,532	2,144	1,005

Resourcing

18.8 Resources (FTE's)	24.0	24.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
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Regional Flood Risk Coordination Activity

Work plan and financial estimates

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

Key	Strongest Link	Contributes to
	■	□

What we do

We provide leadership, management, information and advice to manage flood risks and flood hazards in the Bay of Plenty. We carry out flood forecasting, floodplain monitoring and river and engineering surveys to support the development of floodplain management strategies, taking an integrated catchment approach. Alongside this, we provide flood management systems, flood room functionality and maintain a flood warning manual.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	698	714	732	2 We support community safety through flood protection and navigation safety.

Operating projects

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

Resourcing

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

Regional Flood Risk Coordination Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
644	General rates	277	286	293	302	319	337	359	382	413	443
935	Investment income allocated	421	429	439	446	447	448	443	442	431	420
1,579	Total operating revenue	698	714	732	748	766	785	803	823	845	863
Operating expenditure											
1,695	Trading and other expenses	698	714	732	748	766	785	803	823	845	863
1,695	Total operating expenditure	698	714	732	748	766	785	803	823	845	863
116	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
116	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
116	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resource Regulation and Monitoring Group of Activities

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Resource Regulation and Monitoring Group of Activities

Activities

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

This Group of Activities contributes to the following

	 A healthy environment	 Freshwater for life	 Safe and resilient communities	 A vibrant region
Biosecurity	■			□
Air Quality	■			
Resource Consents	■	□		
Regulatory Compliance	■	□		
Maritime Operations			■	

Key	Strongest Link	■
	Contributes to	□

What the community can expect

Level of Service: Improve air quality										
<i>Measure:</i>	<i>Replacement of non-compliant burners in Rotorua Airshed attributed to the Rotorua Air Quality programme</i>									
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	200	200	200	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Note: the Rotorua Air Quality programme finishes in 2021

Level of Service: Deliver effective pest management										
<i>Measure:</i>	<i>Council maintains a current Regional Pest Management Plan, develops management plans for new pest incursions and prepares annual reports in accordance with the Biosecurity Act</i>									
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Level of Service: Provide a clear and timely resource consent process consistent with our regional planning documents										
<i>Measure:</i>	<i>Percentage of new consent applications issued discounts due to Council exceeding statutory processing timeframes (lower is better, measure is achieved when the result is less than or equal to the target)</i>									
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

<i>Measure:</i>	<i>Percentage of customers who are satisfied overall with the service provided during the consents process</i>									
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
72%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Respond to environmental incident complaints										
<i>Measure:</i>	<i>Percentage of urgent complaints made to the pollution hotline that are responded to within 12 hours</i>									
Targets										
<i>2016/17 result</i> 100%	2018/19 95%	2019/20 95%	2020/21 95%	2021/22 95%	2022/23 95%	2023/24 95%	2024/25 95%	2025/26 95%	2026/27 95%	2027/28 95%
<i>Measure:</i>	<i>Percentage of customers satisfied with staff response to substantiated complaints about Resource Management Act non-compliance</i>									
Targets										
<i>2016/17 result</i> 86%	2018/19 80%	2019/20 80%	2020/21 80%	2021/22 80%	2022/23 80%	2023/24 80%	2024/25 80%	2025/26 80%	2026/27 80%	2027/28 80%
Level of Service: Ensure consent conditions are monitored and complied with										
<i>Measure:</i>	<i>Percentage of compliance monitoring inspections that occur as per the frequency specified in the Resource Management Act and Building Act Charges Policy</i>									
Targets										
<i>2016/17 result</i> New	2018/19 80%	2019/20 85%	2020/21 90%	2021/22 90%	2022/23 90%	2023/24 90%	2024/25 90%	2025/26 90%	2026/27 90%	2027/28 90%
Level of Service: Minimise risks and effects of maritime oil spills and navigation hazards										
<i>Measure:</i>	<i>Percentage of navigation aids rated as 'good' quality or higher</i>									
Targets										
<i>2016/17 result</i> New	2018/19 90%	2019/20 90%	2020/21 90%	2021/22 90%	2022/23 90%	2023/24 90%	2024/25 90%	2025/26 90%	2026/27 90%	2027/28 90%
<i>Measure:</i>	<i>Spills in Tauranga are responded to within 30 minutes and all others are responded to within two hours</i>									
Targets										
<i>2016/17 result</i> New	2018/19 95%	2019/20 95%	2020/21 95%	2021/22 95%	2022/23 95%	2023/24 95%	2024/25 95%	2025/26 95%	2026/27 95%	2027/28 95%

Resource Regulation and Monitoring Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
10,573	General funds	12,358	13,280	14,099	15,027	15,092	15,461	15,989	16,440	16,691	16,871
1,157	Targeted rates	1,031	1,161	1,327	1,470	1,378	1,354	1,340	1,317	1,281	1,293
4,421	Other revenue	5,028	5,142	5,239	5,190	5,291	5,399	5,477	5,586	5,685	5,771
16,152	Total operating revenue	18,417	19,582	20,666	21,687	21,761	22,214	22,806	23,343	23,657	23,935
Operating expenditure by activity											
3,492	Biosecurity	4,006	4,358	4,734	4,826	4,933	4,943	5,150	5,234	5,383	5,474
1,307	Air Quality	653	764	755	683	499	450	423	378	306	329
3,820	Resource Consents	4,736	4,923	5,102	5,121	5,259	5,402	5,524	5,671	5,737	5,794
4,822	Regulatory Compliance	5,137	5,391	5,589	5,849	6,098	6,259	6,408	6,583	6,661	6,729
2,942	Maritime Operations	3,153	3,341	3,508	4,033	3,772	3,916	4,040	4,184	4,256	4,311
16,384	Total operating expenditure	17,685	18,776	19,688	20,512	20,562	20,970	21,544	22,050	22,343	22,637
232	Net (surplus) deficit	(732)	(806)	(977)	(1,175)	(1,199)	(1,243)	(1,262)	(1,293)	(1,314)	(1,298)
Operating funding											
232	(Increase) / decrease in reserves	(732)	(806)	(977)	(1,175)	(1,199)	(1,243)	(1,262)	(1,293)	(1,314)	(1,298)
232	Total operating funding	(732)	(806)	(977)	(1,175)	(1,199)	(1,243)	(1,262)	(1,293)	(1,314)	(1,298)


Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
104	Navigational assets	106	261	111	113	278	119	121	299	128	131
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
56	Clean heat loan repayments	548	726	922	1,052	1,093	982	873	841	804	804
2,170	Total capital expenditure	2,664	2,996	3,043	1,166	1,372	1,100	994	1,140	931	935
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
104	Increase (decrease) in debt	106	261	111	113	278	119	121	299	128	131
56	Clean heat loan repayments	548	726	922	1,052	1,093	982	873	841	804	804
2,170	Total capital Funding	2,664	2,996	3,043	1,166	1,372	1,100	994	1,140	931	935

Resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
13.0	Biosecurity	11.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
24.3	Resource Consents	29.0	29.0	29.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
25.0	Regulatory Compliance	28.0	28.0	28.0	29.0	30.0	30.0	30.0	30.0	30.0	30.0
8.8	Maritime Operations	10.8	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4
71.1	Resources (FTE's)	78.8	81.4	81.4	80.4	81.4	81.4	81.4	81.4	81.4	81.4

Air Quality Activity

Work plan and financial estimates

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

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

What we do

The Air Quality activity focuses on the region's air quality in two ways – by regional planning for air management under the Resource Management Act 1991 and through monitoring of air issues. A key initiative is the Rotorua Air Quality programme which aims to improve the quality of the Rotorua urban airshed through incentive packages supporting clean heat, education and regulation. These incentives are made up of rates remissions, Hot Swap loans, low income heating grants and one-off grant initiatives.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	653	764	755	2 We manage our natural resources effectively through regulation, education and action.

Resourcing

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

Operating projects

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



Air Quality Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,157	Targeted rates	1,031	1,161	1,327	1,470	1,378	1,354	1,340	1,317	1,281	1,293
253	General rates	140	164	162	149	115	109	107	100	88	99
381	Investment income allocated	213	246	243	220	162	144	132	116	92	93
1,792	Total operating revenue	1,385	1,570	1,733	1,839	1,655	1,606	1,579	1,534	1,462	1,485
Operating expenditure											
230	Finance costs	175	259	314	362	309	256	230	183	108	131
1,077	Trading and other expenses	478	505	442	321	190	194	193	195	198	198
1,307	Total operating expenditure	653	764	755	683	499	450	423	378	306	329
(484)	Net (surplus) deficit	(732)	(806)	(977)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)
Operating funding											
(484)	(Increase) / decrease in reserves	(732)	(806)	(977)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)
(484)	Total operating funding	(732)	(806)	(977)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)	(1,156)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
56	Clean heat loan repayments	548	726	922	1,052	1,093	982	873	841	804	804
2,066	Total capital expenditure	2,558	2,736	2,932	1,052	1,093	982	873	841	804	804
2,010	Clean heat programme	2,010	2,010	2,010	-	-	-	-	-	-	-
56	Clean heat loan repayments	548	726	922	1,052	1,093	982	873	841	804	804
2,066	Total capital funding	2,558	2,736	2,932	1,052	1,093	982	873	841	804	804

Biosecurity Activity

Work plan and financial estimates

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

What we do

Key	Strongest Link	■
	Contributes to	□

The Biosecurity activity manages pests in the region through the Regional Pest Management Plan (RPMP), providing regional leadership in pest management. This includes regional surveillance and management, biological control research and controlling identified 'eradication pests'.

We provide an advisory and complaints service, with information and

support for landowners, agencies and industries on effective pest control. We work closely with the Integrated Catchment Management group of activities, providing advice to Care Groups and community initiatives, such as Predator Free 2050. The Biosecurity activity also supports national initiatives under agreements with external agencies, including the Department of Conservation and the Ministry for Primary Industries, such as new pest incursion responses.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	4,006	4,358	4,734	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.

Resourcing

	2018/19	2019/20	2020/21
FTEs	11.0	13.0	13.0

Operating projects

	2018/19	2019/20	2020/21	Objectives
Containing the spread of wallabies.	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Prevent further catfish incursions to waterbodies outside of Lakes Rotoiti, Rotorua and the Kaituna River.	•	•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
Support community-led pest programmes.		•	•	3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Biosecurity Activity financial estimates



Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,259	General rates	1,490	1,657	1,808	1,860	1,960	2,024	2,199	2,313	2,512	2,679
1,819	Investment income allocated	2,266	2,487	2,707	2,743	2,745	2,685	2,711	2,676	2,619	2,537
193	Other revenue	250	214	218	223	228	234	239	245	252	258
3,272	Total operating revenue	4,006	4,358	4,734	4,826	4,933	4,943	5,150	5,234	5,383	5,474
Operating expenditure											
961	Employee benefit expenses	997	1,187	1,209	1,232	1,255	1,278	1,301	1,324	1,346	1,369
2,531	Trading and other expenses	3,009	3,171	3,524	3,594	3,678	3,665	3,849	3,910	4,036	4,105
3,492	Total operating expenditure	4,006	4,358	4,734	4,826	4,933	4,943	5,150	5,234	5,383	5,474
220	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
220	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
220	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

13.0 Resources (FTEs)	11.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
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Resource Consents Activity

Work plan and financial estimates

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

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

What we do

The Resource Consents activity processes and makes decisions on resource consent applications. It must meet the requirements of the Resource Management Act 1991 and also make sure the rules and policies in our regional planning documents are being followed. This means statutory requirements are fulfilled and a fair process for decision-making on regional natural resource use is followed. As part of this work we provide advice and information to resource users and participate in consent decision appeals and objections to provide a regional perspective on acceptable environmental outcomes.

Operating work programme

- Processing resource consent applications within agreed time frames following best practice.

- Providing accurate and timely advice and information to resource users about the requirements of our regional plans and consents.
- Providing expert regulatory advice and direction to inform development of our regional plans.
- Participating in consent decision appeals and objections to ensure acceptable environmental outcomes.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	4,736	4,923	5,102	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.
				1 Good decision making is supported through improving knowledge of our water resources.

Resourcing

	2018/19	2019/20	2020/21
FTEs	29.0	29.0	29.0

Operating projects

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

Resource Consent Activity financial estimates



Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
807	General rates	967	1,032	1,086	1,121	1,193	1,269	1,361	1,452	1,542	1,628
1,685	Fees and charges	2,298	2,342	2,389	2,346	2,396	2,449	2,485	2,539	2,586	2,624
1,177	Investment income allocated	1,471	1,549	1,626	1,653	1,671	1,684	1,678	1,680	1,608	1,542
3,669	Total operating revenue	4,736	4,923	5,102	5,121	5,259	5,402	5,524	5,671	5,737	5,794
Operating expenditure											
1,856	Employee benefit expenses	2,346	2,394	2,440	2,362	2,405	2,449	2,493	2,537	2,580	2,624
1,964	Trading and other expenses	2,390	2,529	2,662	2,759	2,854	2,953	3,031	3,134	3,156	3,170
3,820	Total operating expenditure	4,736	4,923	5,102	5,121	5,259	5,402	5,524	5,671	5,737	5,794
150	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
150	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
150	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

24.3 Resources (FTEs)	29.0	29.0	29.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
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Regulatory Compliance Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

There are three key parts to our Regulatory Compliance work:

- compliance monitoring of resource consents
- responding to environmental complaints
- enforcing compliance with the Resource Management Act 1991, our regional plans and with national regulations and standards

We also provide advice on such things as how to minimise waste – including hazardous waste – on-site effluent treatment, industrial best practice and identifying and monitoring contaminated land. 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.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	5,137	5,391	5,589	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.

Resourcing

	2018/19	2019/20	2020/21
FTEs	28.0	28.0	28.0

Operating projects

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

Regulatory Compliance Activity financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,135	General rates	1,408	1,504	1,573	1,703	1,847	1,961	2,101	2,242	2,393	2,535
1,867	Fees and charges	1,588	1,631	1,660	1,635	1,665	1,697	1,717	1,747	1,772	1,792
1,630	Investment income allocated	2,141	2,256	2,356	2,511	2,586	2,601	2,590	2,594	2,496	2,402
4,632	Total operating revenue	5,137	5,391	5,589	5,849	6,098	6,259	6,408	6,583	6,661	6,729
Operating expenditure											
2,538	Employee benefit expenses	2,667	2,722	2,774	2,922	3,066	3,121	3,177	3,233	3,289	3,344
2,284	Trading and other expenses	2,470	2,669	2,815	2,927	3,032	3,138	3,230	3,351	3,372	3,385
4,822	Total operating expenditure	5,137	5,391	5,589	5,849	6,098	6,259	6,408	6,583	6,661	6,729
190	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
190	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
190	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

25.0 Resources (FTE's)	28.0	28.0	28.0	29.0	30.0	30.0	30.0	30.0	30.0	30.0
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Maritime Operations Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

The Maritime Operations activity provides a 24/7 navigation safety and maritime oil spill response across the region, as required by regulations and Council requirements. This involves operating an around-the-clock call centre, administering mooring and commercial licences, and maintaining navigational aids, lights and beacons around the region. Our aim is to ensure people are kept safe on the water and our maritime environments are protected from spills.

Operating work programme

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

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	3,153	3,341	3,508	2 We support community safety through flood protection and navigation safety.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.

Resourcing

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

Capital projects

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

Maritime Operations Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
861	General rates	897	954	1,016	1,239	1,172	1,283	1,393	1,514	1,635	1,724
60	Operating grants and subsidies	60	60	60	60	60	60	60	60	60	60
554	Fees and charges	770	831	845	858	873	888	904	921	939	958
1,250	Investment income allocated	1,363	1,431	1,521	1,827	1,641	1,702	1,717	1,752	1,705	1,633
62	Other revenue	63	65	66	68	69	71	72	74	76	78
2,787	Total operating revenue	3,153	3,341	3,508	4,051	3,815	4,004	4,146	4,321	4,415	4,453
Operating expenditure											
730	Employee benefit expenses	890	955	974	992	1,010	1,029	1,047	1,065	1,084	1,102
-	Finance costs	1	9	16	21	26	32	35	38	41	39
141	Depreciation and amortisation	85	92	99	72	79	73	79	86	93	98
2,071	Trading and other expenses	2,177	2,284	2,419	2,948	2,657	2,782	2,878	2,995	3,038	3,072
2,942	Total operating expenditure	3,153	3,341	3,508	4,033	3,772	3,916	4,040	4,184	4,256	4,311
155	Net (surplus) deficit	-	-	-	(19)	(43)	(87)	(106)	(137)	(158)	(142)
Operating funding											
155	(Increase) / decrease in reserves	-	-	-	(19)	(43)	(87)	(106)	(137)	(158)	(142)
155	Total operating funding	-	-	-	(19)	(43)	(87)	(106)	(137)	(158)	(142)

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

Resourcing

8.8 Resources (FTE's)	10.8	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4	11.4
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Transportation Group of Activities





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Transportation Group of Activities

Activities

- Passenger Transport Activity
- Transport Planning Activity

This Group of Activities contributes to the following

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

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

What the community can expect

Level of Service: Provide a quality cost-effective public transport system										
Measure:	Number of passenger transport trips taken in the region									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	2,800,000	2,877,000	2,954,000	3,031,000	3,108,000	3,185,000	3,262,000	3,339,000	3,416,000	3,493,000
Measure:	New Zealand Transport Authority (NZTA) Audit recommendations implemented									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Measure:	Percentage of Tauranga and Rotorua bus users whose overall satisfaction with the bus service is rated as satisfactory or higher (triennial survey)									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
n/a	n/a	n/a	77%	n/a	n/a	77%	n/a	n/a	77%	n/a
Measure:	Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Transportation Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
4,774	General funds	2,034	1,803	1,885	2,192	2,131	2,204	2,403	2,331	2,406	2,593
3,612	Targeted rates	8,405	9,834	9,912	10,392	10,509	10,567	10,660	10,830	10,981	11,114
12,884	Other revenue	15,026	16,567	17,077	17,948	18,483	19,014	19,588	20,163	20,790	21,423
21,271	Total operating revenue	25,466	28,204	28,875	30,531	31,123	31,785	32,651	33,324	34,177	35,130
Operating expenditure by activity											
21,353	Passenger Transport	25,702	28,264	28,697	30,353	30,949	31,595	32,433	33,102	33,973	34,899
638	Transport Planning	331	163	178	178	174	190	190	187	204	202
21,991	Total operating expenditure	26,033	28,427	28,875	30,531	31,123	31,785	32,624	33,289	34,177	35,102
720	Net (surplus) deficit	567	223	-	-	-	-	(27)	(35)	-	(29)
Operating funding											
720	(Increase) / decrease in reserves	567	223	-	-	-	-	(27)	(35)	-	(29)
720	Total operating funding	567	223	-	-	-	-	(27)	(35)	-	(29)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
638	Electronic Ticketing Tauranga	-	-	-	-	710	-	-	-	-	-
658	Real Time Passenger Information Tauranga	518	-	-	-	-	-	-	-	-	-
170	Electronic Ticketing Rotorua	-	-	-	-	189	-	-	-	-	-
43	Electronic Ticketing Rural	-	-	-	-	47	-	-	-	-	-
-	Rotorua Passenger Transport - Wifi CCTV	194	-	-	-	-	-	-	-	-	-
1,508	Total capital expenditure	712	-	-	-	947	-	-	-	-	-
-	Increase (decrease) in debt	712	-	-	-	947	-	-	-	-	-
1,508	Other capital funding	-	-	-	-	-	-	-	-	-	-
1,508	Total capital Funding	712	-	-	-	947	-	-	-	-	-



Resourcing by activity

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

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Passenger Transport Activity

Work plan and financial statement

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

Key	Strongest Link	■
	Contributes to	□

What we do

We provide public passenger transport services across the region and transport for people with impairments. We plan, contract, fund and monitor passenger transport services in the region, including the Bayhopper and Schoolhopper services, and concessionary fare schemes such as Total Mobility. We also support national and local road safety programmes and fund on-going maintenance of an existing stock truck effluent facility.

Operating work programme

- Planning, contracting, funding and monitoring passenger transport services in the region, including the Bay Hopper and

School Hopper services.

- Developing, implementing and funding marketing of contracted passenger transport services and regional road safety campaigns.
- Supporting national and local road safety programmes.
- Funding on-going maintenance of existing stock truck effluent facilities.
- Funding concessionary fare schemes such as Total Mobility.
- Funding taxi wheelchair hoists.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	25,702	28,264	28,697	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.

Resourcing

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

Operating projects

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

Passenger Transport Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
3,612	Targeted rates	8,405	9,834	9,912	10,392	10,509	10,567	10,660	10,830	10,981	11,114
1,715	General rates	701	682	709	840	842	893	1,020	1,024	1,110	1,261
7,725	Operating grants and subsidies	9,913	10,984	11,124	11,634	11,809	11,971	12,185	12,400	12,666	12,929
4,394	Fees and charges	4,309	4,780	5,150	5,510	5,870	6,240	6,600	6,960	7,320	7,690
2,526	Investment income allocated	1,066	1,023	1,062	1,238	1,179	1,185	1,258	1,185	1,157	1,195
701	Other revenue	739	739	739	739	739	739	739	739	739	739
20,674	Total operating revenue	25,135	28,041	28,697	30,353	30,949	31,595	32,461	33,137	33,973	34,928
Operating expenditure											
886	Employee benefit expenses	1,244	1,269	1,294	1,440	1,467	1,494	1,520	1,547	1,574	1,600
-	Finance costs	10	29	25	24	36	57	51	39	28	21
66	Depreciation and amortisation	268	346	354	362	357	273	198	203	209	107
20,401	Trading and other expenses	24,180	26,619	27,024	28,528	29,088	29,770	30,663	31,313	32,163	33,171
21,353	Total operating expenditure	25,702	28,264	28,697	30,353	30,949	31,595	32,433	33,102	33,973	34,899
679	Net (surplus) deficit	567	223	-	-	-	-	(27)	(35)	-	(29)
Operating funding											
679	(Increase) / decrease in reserves	567	223	-	-	-	-	(27)	(35)	-	(29)
679	Total operating funding	567	223	-	-	-	-	(27)	(35)	-	(29)



Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
638	Electronic Ticketing Tauranga	-	-	-	-	710	-	-	-	-	-
658	Real Time Passenger Information Tauranga	518	-	-	-	-	-	-	-	-	-
170	Electronic Ticketing Rotorua	-	-	-	-	189	-	-	-	-	-
43	Electronic Ticketing Rural	-	-	-	-	47	-	-	-	-	-
-	Rotorua Passenger Transport - Wifi CCTV	194	-	-	-	-	-	-	-	-	-
1,508	Total capital expenditure	712	-	-	-	947	-	-	-	-	-
-	Increase (decrease) in debt	712	-	-	-	947	-	-	-	-	-
1,508	Other capital funding	-	-	-	-	-	-	-	-	-	-
1,508	Total capital funding	712	-	-	-	947	-	-	-	-	-

Resourcing

9.7 Resources (FTEs)	13.7	13.7	13.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7	14.7
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Transport Planning Activity

Work plan and financial estimates

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

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

What we do

We provide transport planning to meet our obligations under the Land Transport Management Act 2003: our plans are laid out in the Regional Land Transport Plan, which we develop in partnership with the local councils and the New Zealand Transport Agency. Our aim is to support an effective and efficient transport network and establish a more collaborative approach to providing public transport.

Operating work programme

- Preparing and implementing the Regional Land Transport Plan (RLTP) and associated variations.
- Preparing an annual report card for the RLTP.

- Refining and updating the evidence base for the RLTP.
- Providing support for a regional approach to One Network Road Classification implementation.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	331	163	178	1 We lead regional transport strategy and system planning and work with others to deliver a safe and reliable public transport system.
				1 We develop and implement regional plans and policy to protect our natural environment.

Resourcing

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

Operating projects

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

Transport Planning Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
217	General rates	106	40	46	46	46	54	56	57	68	71
65	Operating grants and subsidies	65	65	65	65	65	65	65	65	65	65
316	Investment income allocated	161	59	68	68	64	72	70	66	71	67
597	Total operating revenue	331	163	178	178	174	190	190	187	204	202
Operating expenditure											
30	Depreciation and amortisation	21	-	-	-	-	-	-	-	-	-
607	Trading and other expenses	310	163	178	178	174	190	190	187	204	202
638	Total operating expenditure	331	163	178	178	174	190	190	187	204	202
40	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
40	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
40	Total operating funding	-	-	-	-	-	-	-	-	-	-

Regional Development Group of Activities





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Regional Development Group of Activities

Activities

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

This Group of Activities contributes to the following

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

What the community can expect

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

Level of Service: Facilitate regional economic development										
Measure:	Percentage of industry stakeholders who are satisfied with Bay of Connections (biennial survey)									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
n/a	n/a	80%	n/a	80%	n/a	80%	n/a	80%	n/a	80%
Measure:	Sector strategies are reviewed and updated every three years									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1	1	1	1	1	1	1	1	1	1	1
Level of Service: Manage our Regional Parks sustainably										
Measure:	Number of visitors to our Regional Parks									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000

Regional Development Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,975	General funds	1,510	1,544	1,580	1,766	1,951	2,057	2,105	2,146	2,180	2,141
1	Other revenue	8	8	8	8	8	8	8	8	8	8
1,976	Total operating revenue	1,518	1,552	1,588	1,774	1,959	2,065	2,113	2,154	2,188	2,149
Operating expenditure by activity											
12,134	Regional Infrastructure	11,876	1,250	5,151	750	-	-	-	-	-	-
961	Regional Economic Development	970	919	946	960	983	1,011	1,025	1,050	1,079	1,093
832	Regional Parks	548	634	626	768	893	873	824	816	814	787
13,927	Total operating expenditure	13,394	2,802	6,723	2,478	1,876	1,884	1,849	1,866	1,893	1,879
11,951	Net (surplus) deficit	11,876	1,250	5,135	704	(83)	(181)	(264)	(288)	(294)	(270)
Operating funding											
11,951	(Increase) / decrease in reserves	11,876	1,250	5,135	704	(83)	(181)	(264)	(288)	(294)	(270)
11,951	Total operating funding	11,876	1,250	5,135	704	(83)	(181)	(264)	(288)	(294)	(270)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	Regional Parks	122	300	1,050	1,231	362	253	-	-	-	-
-	Total capital expenditure	122	300	1,050	1,231	362	253	-	-	-	-
-	Increase (decrease) in debt	122	300	1,050	1,231	362	253	-	-	-	-
-	Total capital Funding	122	300	1,050	1,231	362	253	-	-	-	-



Resourcing by activity

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

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Regional Infrastructure Activity

Work plan and financial estimates

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

Key		
	Strongest Link	■
	Contributes to	□

What we do

The Regional Infrastructure activity provides funding for infrastructure projects by third parties in the Bay of Plenty. Funding assistance is provided for projects that were successful through previously run contestable processes. Applications for new funding are managed in accordance with the Third Party Infrastructure Funding Policy.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	11,876	1,250	5,151	3 We collaborate with others to maintain and improve our water resource for future generations, incorporating Te Mana o Te Wai.
				4 We invest appropriately in infrastructure to support sustainable development.

Operating projects

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

Resourcing


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

Regional Infrastructure Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
308	Investment income allocated	-	-	-	-	-	-	-	-	-	-
308	Total operating revenue	-	-	-	-	-	-	-	-	-	-
Operating expenditure											
12,134	Trading and other expenses	11,876	1,250	5,151	750	-	-	-	-	-	-
12,134	Total operating expenditure	11,876	1,250	5,151	750	-	-	-	-	-	-
11,826	Net (surplus) deficit	11,876	1,250	5,151	750	-	-	-	-	-	-
Operating funding											
11,826	(Increase) / decrease in reserves	11,876	1,250	5,151	750	-	-	-	-	-	-
11,826	Total operating funding	11,876	1,250	5,151	750	-	-	-	-	-	-

Regional Economic Development Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

The Regional Economic Development activity provides leadership, facilitation and support across the region for economic development. This activity's focus is our economic development strategy, Bay of Connections. We work with Māori, industry, local and Central Government and other key stakeholders across the region and the country to implement the portfolio of sector strategies, including the Regional Growth Programme in partnership with Central Government. There are currently 13 key industry areas, including Aquaculture, Rugby Sevens, Māori Economic Development, Energy, Forestry and Wood Processing, Freight Logistics, and we work with additional industry sectors as the need arises.

Operating work programme

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

- Managing the Bay of Plenty Regional Growth Programme.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	970	919	946	3 We work with and connect the right people to create a prosperous region and economy.

Resourcing

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

Regional Economic Development financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
368	General rates	385	367	379	388	409	434	459	487	528	561
530	Investment income allocated	585	551	567	572	573	576	566	563	551	532
898	Total operating revenue	970	919	946	960	983	1,011	1,025	1,050	1,079	1,093
Operating expenditure											
120	Employee benefit expenses	111	113	116	118	120	122	124	127	129	131
841	Trading and other expenses	859	805	831	842	863	889	901	924	950	962
961	Total operating expenditure	970	919	946	960	983	1,011	1,025	1,050	1,079	1,093
63	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
63	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
63	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

1.0 Resources (FTE's)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
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Regional Parks Activity

Work plan and financial estimates

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

Key	Strongest Link	
	Contributes to	□

What we do

The Regional Parks activity provides ownership and management of Regional Parks; currently Pāpāmoa Hills Regional Park and Onekawa Te Māwhai Regional Park, for cultural heritage protection and recreation purposes. We are exploring options to create a third park near the mouth of the Kaituna River with other agencies and landowners. We maintain and enhance visitor experiences including

carparking, toilets, signs and interpretation, track development and maintenance, prescribed grazing and associated asset management, programmed native re-vegetation and community events. The Pāpāmoa Hills Upgrade Project is scheduled for implementation in year three, which will see the entrance and carpark upgraded and landscaped with increased capacity and better safety features, improved interpretation and signs and improved recognition of the cultural and historic features of the park.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	548	634	626	3 We work with and connect the right people to create a prosperous region and economy

Resourcing

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

Capital projects

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

Regional Parks Activity financial statements

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
311	General rates	214	250	254	326	404	449	484	508	539	539
1	Fees and charges	8	8	8	8	8	8	8	8	8	8
458	Investment income allocated	326	375	380	481	565	596	596	588	562	510
771	Total operating revenue	548	634	642	814	977	1,054	1,088	1,104	1,108	1,057
Operating expenditure											
-	Finance costs	2	10	34	87	118	116	113	89	64	39
28	Depreciation and amortisation	32	44	79	180	261	218	170	170	169	169
803	Trading and other expenses	514	579	513	501	514	539	541	557	581	579
832	Total operating expenditure	548	634	626	768	893	873	824	816	814	787
61	Net (surplus) deficit	-	-	(16)	(46)	(83)	(181)	(264)	(288)	(294)	(270)
Operating funding											
61	(Increase) / decrease in reserves	-	-	(16)	(46)	(83)	(181)	(264)	(288)	(294)	(270)
61	Total operating funding	-	-	(16)	(46)	(83)	(181)	(264)	(288)	(294)	(270)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	Regional Parks	122	300	1,050	1,231	362	253	-	-	-	-
-	Total capital expenditure	122	300	1,050	1,231	362	253	-	-	-	-
-	Increase (decrease) in debt	122	300	1,050	1,231	362	253	-	-	-	-
-	Total capital funding	122	300	1,050	1,231	362	253	-	-	-	-

Regional Planning and Engagement Group of Activities

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Regional Planning and Engagement Group of Activities

Activities

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

This Group of Activities contributes to the following

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

Key	Strongest Link	■
	Contributes to	□

What the community can expect

Level of Service: Provide robust and legislatively compliant planning and policy										
Measure: Percentage of planning and policy reports that are rated satisfactory or higher via an independent assessment process										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
100%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Note: This KPI relates to both the Regional Planning activity and the Geothermal activity. The 2016/17 result shown is for the Regional Planning activity. This is a new KPI for the Geothermal activity (i.e. no result for 2016/17).

Level of Service: Building Māori participation in Council decision making										
Measure: Level of satisfaction of Komiti Māori that the information provided meets their terms of reference										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Measure: Percentage of Kaupapa Māori that are raised at Komiti Māori are actioned, resolved (within the scope and mandate of the Komiti) and reported back to Komiti										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Support community projects which help improve our environment										
Measure: Percentage of completed projects that have achieved their measured goals										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
100%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

Level of Service: Promote good governance and democratic decision making										
Measure: Percentage of Council and Committee meeting agendas for all scheduled meetings that are available at least two working days before meetings										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
96%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Measure: Percentage of draft Council and Committee meeting minutes that are published on the Council website within 10 working days after the meeting										
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Regional Planning and Engagement Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
16,131	General funds	19,897	20,663	20,920	21,885	22,784	23,389	23,162	24,360	23,940	24,071
38	Other revenue	-	-	-	-	-	-	-	-	-	-
16,169	Total operating revenue	19,897	20,663	20,920	21,885	22,784	23,389	23,162	24,360	23,940	24,071
Operating expenditure by activity											
6,809	Regional Planning	7,255	7,442	7,531	8,142	8,418	8,889	8,464	8,989	8,503	8,518
1,453	Māori Policy	1,814	1,893	1,953	2,027	2,075	2,128	2,165	2,215	2,259	2,285
540	Geothermal	135	124	116	118	121	124	126	130	134	136
1,649	Community Engagement	1,407	1,405	1,439	1,568	1,594	1,626	1,643	1,673	1,701	1,711
7,265	Governance Services	9,287	9,799	9,882	10,030	10,577	10,621	10,763	11,354	11,343	11,420
17,716	Total operating expenditure	19,897	20,663	20,920	21,885	22,784	23,389	23,162	24,360	23,940	24,071
1,546	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
1,546	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
1,546	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
31.4	Regional Planning	32.8	32.8	32.8	37.8	37.8	37.8	37.8	37.8	37.8	37.8
11.0	Māori Policy	11.0	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
4.0	Community Engagement	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
22.8	Governance Services	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
69.2	Resources (FTE's)	71.6	71.6	71.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6

Regional Planning Activity

Key	Strongest Link	■
	Contributes to	□

Work plan and financial estimates

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

What we do

The Regional Planning activity provides us with planning and policy advice and sets our strategic direction. It includes development of strategies, policies and plans to identify how the natural and physical resources in the region are to be managed. These include planning documents under the Resource Management Act 1991, such as the Regional Policy Statement, and under the National Policy Statement for Freshwater Management, 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. We manage growth in the western Bay of Plenty through SmartGrowth and participate in the Upper North Island Strategic Alliance. We are working with tāngata whenua, the community and key stakeholders in catchments to maintain and improve water quality and manage water quantity through a series of changes to the Regional Natural Resources Plan.

Operating work programme

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

- Providing policy advice to the Council on various matters.

	2018/19	2019/20	2020/21	Objectives
Operating work programme	7,255	7,442	7,531	1 We develop and implement regional plans and policy to protect our natural environment.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				4 Our environmental monitoring is transparently communicated to our communities.
				2 We listen to our communities and consider their values and priorities in our regional plans.
				2 We contribute to delivering integrated planning and growth management strategies especially for sustainable urban management.

Resourcing

	2018/19	2019/20	2020/21
FTEs	32.8	32.8	32.8

Operating projects

	2018/19	2019/20	2020/21	Objectives
Plan Change 12: Rangitāiki and Kaituna Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Tauranga Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Rotorua Water Management Area	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Tarawera Water Management Area			•	1 We develop and implement regional plans and policy to protect our natural environment.
Plan Change: Ōhiwa and Waiotahi Water Management Area			•	1 We develop and implement regional plans and policy to protect our natural environment.
Identification and assessment of sites of significance to Māori in the coastal environment	•	•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Investigate classification of coastal waters	•		•	1 We develop and implement regional plans and policy to protect our natural environment.
Identify coastal vehicle access requirements and restrictions		•	•	1 We develop and implement regional plans and policy to protect our natural environment.
Support research projects aligned with Regional Coastal Environment Plan priorities	•		•	1 We develop and implement regional plans and policy to protect our natural environment.

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

Regional Planning Activity financial estimates



Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,603	General rates	2,878	2,976	3,016	3,290	3,507	3,821	3,791	4,167	4,162	4,374
3,755	Investment income allocated	4,377	4,465	4,515	4,852	4,911	5,069	4,673	4,822	4,341	4,144
6,358	Total operating revenue	7,255	7,442	7,531	8,142	8,418	8,889	8,464	8,989	8,503	8,518
Operating expenditure											
3,058	Employee benefit expenses	3,287	3,354	3,418	3,959	4,032	4,106	4,179	4,252	4,326	4,399
3,751	Trading and other expenses	3,968	4,088	4,112	4,183	4,386	4,784	4,285	4,737	4,177	4,119
6,809	Total operating expenditure	7,255	7,442	7,531	8,142	8,418	8,889	8,464	8,989	8,503	8,518
451	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
451	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
451	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

31.4 Resources (FTE's)	32.8	32.8	32.8	37.8	37.8	37.8	37.8	37.8	37.8	37.8	37.8
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Māori Policy Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

The Māori Policy activity provides strategic advice, support and leadership on Māori relationship management and policy, to ensure we meet our statutory responsibilities to Māori in the region. We focus on enduring relationships, supporting hapū and iwi capacity building initiatives and events, including through sponsorship and funding, and building staff capability and capacity across Council in response to our obligations to Māori. Our role also extends to technical advice across the planning and consenting activities, including matters relating to any legislation that has a particular focus on Māori outcomes. We support the Māori Councillors and Komiti Māori (Māori Committee) and ensure Māori involvement across Council programmes such as Freshwater Futures. We administer the Treaty of Waitangi co-governance forums and provide strategic advice on implementation of Treaty of Waitangi

claims and settlements (co-governance forums, protocols), and hapū/iwi Resource Management Plans. We also manage the Regional Community Outcomes Fund - Hapai Ora and He Toka Tumoana; the Environmental Scholarship established to commemorate the late Councillor Awanuiarangi Black and his passion for the environment.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	1,814	1,893	1,953	2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				2 We listen to our communities and consider their values and priorities in our regional plans.

Resourcing

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

Operating projects

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

Māori Policy Activity financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
549	General rates	720	757	782	819	864	914	970	1,027	1,106	1,174
801	Investment income allocated	1,094	1,136	1,171	1,208	1,210	1,213	1,196	1,188	1,153	1,112
1,350	Total operating revenue	1,814	1,893	1,953	2,027	2,075	2,128	2,165	2,215	2,259	2,285
Operating expenditure											
987	Employee benefit expenses	1,017	1,038	1,058	1,181	1,203	1,225	1,247	1,269	1,291	1,313
466	Trading and other expenses	797	855	895	846	871	902	918	946	968	973
1,453	Total operating expenditure	1,814	1,893	1,953	2,027	2,075	2,128	2,165	2,215	2,259	2,285
103	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
103	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
103	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

11.0 Resources (FTE's)	11.0	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
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Geothermal Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

The Geothermal activity provides coordination of the geothermal programme and the development of a second generation Geothermal Planning framework under the Resource Management Act 1991 (RMA). This activity balances the extractive use of geothermal heat and fluid with the protection of geothermal features such as geysers and mineral pools – features that are of significant cultural and economic value. The Regional Policy Statement requires development of System Management Plans (SMPs) for Tauranga, Kawerau and Rotorua systems. These SMPs will provide the basis for changes to the Regional Natural Resources Plan. The new plan provisions, along with our consenting, compliance monitoring, data services and science activities, all contribute to enhancing our ability to sustainably manage the region's geothermal resource under a programme approach.

Operating work programme

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

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

Resourcing

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

Operating projects

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

Geothermal Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
204	General rates	53	50	47	48	50	53	57	60	65	70
298	Investment income allocated	81	74	70	70	70	71	70	70	68	66
501	Total operating revenue	135	124	116	118	121	124	126	130	134	136
Operating expenditure											
540	Trading and other expenses	135	124	116	118	121	124	126	130	134	136
540	Total operating expenditure	135	124	116	118	121	124	126	130	134	136
38	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
38	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
38	Total operating funding	-	-	-	-	-	-	-	-	-	-

Community Engagement Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

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

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

We also support the Schools (including Enviroschools) and Youth Programmes and produce a quarterly Pollution Busters newsletter.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	1,407	1,405	1,439	1 We develop and implement regional plans and policy to protect our natural environment.
				2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.

Resourcing

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

Operating projects

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

Community Engagement Activity financial estimates


Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
299	General rates	558	562	576	633	664	699	736	775	833	879
915	Investment income allocated	849	843	863	934	930	927	907	897	869	833
1,214	Total operating revenue	1,407	1,405	1,439	1,568	1,594	1,626	1,643	1,673	1,701	1,711
Operating expenditure											
321	Employee benefit expenses	359	367	374	463	471	480	488	497	505	514
1,328	Trading and other expenses	1,047	1,039	1,065	1,105	1,123	1,147	1,155	1,176	1,196	1,197
1,649	Total operating expenditure	1,407	1,405	1,439	1,568	1,594	1,626	1,643	1,673	1,701	1,711
435	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
435	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
435	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

4.0 Resources (FTE's)	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
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Governance Activity

Work plan and financial estimates

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

Key	Strongest Link	Contributes to
	■	□

What we do

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

Operating work programme

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

and employees.

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	9,287	9,799	9,882	3 We work with and connect the right people to create a prosperous region and economy.

Resourcing

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

Operating projects

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

Governance Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
2,722	General rates	3,684	3,919	3,957	4,053	4,406	4,565	4,820	5,264	5,552	5,864
38	Operating grants and subsidies	-	-	-	-	-	-	-	-	-	-
3,985	Investment income allocated	5,603	5,880	5,925	5,977	6,170	6,056	5,943	6,090	5,790	5,556
6,746	Total operating revenue	9,287	9,799	9,882	10,030	10,577	10,621	10,763	11,354	11,343	11,420
Operating expenditure											
2,777	Employee benefit expenses	3,014	3,076	3,135	3,194	3,253	3,312	3,371	3,430	3,490	3,549
4,488	Trading and other expenses	6,273	6,723	6,747	6,836	7,324	7,309	7,391	7,923	7,853	7,871
7,265	Total operating expenditure	9,287	9,799	9,882	10,030	10,577	10,621	10,763	11,354	11,343	11,420
519	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
519	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
519	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

22.8 Resources (FTE's)	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
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Emergency Management Group of Activities





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Emergency Management Group of Activities

Activities

- Emergency Management Activity

This Group of Activities contributes to the following

				
Emergency Management			■	

Key

Strongest Link



Contributes to




What the community can expect

Level of Service: Provide emergency management response and community initiatives										
Measure:	Percentage of roles that have been identified and staffed for 24 hour operation of the Emergency Coordination Centre									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
95%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Measure:	Percentage of staff identified for roles in the Emergency Coordination Centre that are trained to an appropriate level agreed by the Group									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
75%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Measure:	Number of Council delivered initiatives to promote community resilience and safety									
Targets										
2016/17 result	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
8	8	8	8	8	8	8	8	8	8	8

Emergency Management Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

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

Along with all councils in the region, Bay of Plenty Regional Council is a member of the Bay of Plenty Civil Defence Emergency Management Group – and is the administering authority for the Group. This Group establishes and maintains arrangements that ensure coordination and communication happens, and that support is available when it's needed. As part of this Group, we are reviewing the way we deliver our services to implement the Bay of Plenty CDEM Group Plan 2018/2023. As well looking to the outcomes of the Ministerial review (Better Responses to Natural Disasters in New Zealand), developing our partnerships with Māori is a key area we are planning to develop.

Through the Group Emergency Management Office, we coordinate implementation of the region's CDEM Group Plan and provide and operate a Group Emergency Coordination Centre for the coordinated response to emergencies. We invest in growing the capacity and capability of the Bay of Plenty CDEM Group and Regional Council to respond to emergencies through staff training and exercises. The Group Emergency Management Office also provides a support coordination service for the Bay of Plenty Lifelines Utility Group.

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

We work on identifying and reducing the risk from hazards by building and improving knowledge, skills and resilience within communities and businesses to prepare for, get through and recover from emergencies. This includes working with the community and volunteers to develop Community Response and Marae Preparedness Plans.

Operating work programme

- Co-ordinating implementation of the region's Civil Defence and Emergency Management Group Plan.
- Providing administrative functions for the Bay of Plenty Civil Defence Emergency Management Group.
- Providing and operating a Group Emergency Coordination Centre for the coordinated response to emergencies.
- Identifying and reducing the risk from hazards.
- Building and improving knowledge, skills and resilience within communities and businesses to prepare for, get through and recover from emergencies.
- Working with the community to develop Community Response and Marae Preparedness Plans.

- Enhancing cooperation among key CDEM partners and the community, including working with volunteers.
- Growing the capacity and capability of the Bay of Plenty CDEM Group and Regional Council to respond to emergencies through staff training and exercises.
- Integrating response planning across CDEM Stakeholders.
- Planning and preparing to support the Bay of Plenty community to recover from an emergency.
- Providing a support co-ordination service for the Bay of Plenty Lifelines Utility Group.

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	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	3,437	3,536	3,644	1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.

Resourcing

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

Emergency Management Activity financial estimates

Annual Plan										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue										
-	2,311	2,386	2,465	2,537	2,604	2,674	2,748	2,836	2,884	2,932
601	-	-	-	-	-	-	-	-	-	-
1,382	1,087	1,112	1,141	1,159	1,184	1,212	1,228	1,245	1,270	1,287
890	-	-	-	-	-	-	-	-	-	-
40	41	42	43	44	45	46	47	48	49	50
2,913	3,439	3,540	3,649	3,739	3,833	3,932	4,023	4,128	4,204	4,270
Operating expenditure										
1,640	2,037	2,079	2,119	2,159	2,199	2,239	2,279	2,319	2,359	2,400
-	1	1	1	2	3	4	4	4	4	4
4	-	-	-	-	-	-	-	-	-	-
1,463	1,399	1,456	1,523	1,571	1,621	1,676	1,722	1,784	1,821	1,842
3,107	3,437	3,536	3,644	3,732	3,823	3,918	4,006	4,107	4,184	4,245
193	(2)	(4)	(5)	(7)	(10)	(13)	(17)	(21)	(20)	(24)
Operating funding										
193	(2)	(4)	(5)	(7)	(10)	(13)	(17)	(21)	(20)	(24)
193	(2)	(4)	(5)	(7)	(10)	(13)	(17)	(21)	(20)	(24)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
36	Emergency Management Capital Projects	36	-	11	22	27	27	28	28	29	30
36	Total capital expenditure	36	-	11	22	27	27	28	28	29	30
36	Increase (decrease) in debt	36	-	11	22	27	27	28	28	29	30
36	Total capital funding	36	-	11	22	27	27	28	28	29	30

Resourcing

16.0 Resources (FTE's)	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
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Technical Services Group of Activities





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Technical Services Group of Activities

Activities

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

This Group of Activities contributes to the following

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

What the community can expect

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

Level of Service: Provide the community with ready access to environmental data										
<i>Measure: Percentage availability through website of real-time deliverable environmental data</i>										
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Level of Service: Provide accessible, relevant and trusted science										
<i>Measure: Number of environmental indicators with online scorecards</i>										
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5	7	9	10	10	10	10	10	10	10	10

Technical Services Group of Activities financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
6,193	General funds	12,816	13,430	14,101	14,705	15,111	15,483	15,754	16,101	16,177	16,268
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
1,160	Other revenue	1,634	2,213	2,288	2,341	2,385	2,431	2,453	2,478	2,501	2,539
7,353	Total operating revenue	14,450	15,643	16,389	17,046	17,496	17,914	18,207	18,579	18,678	18,806
Operating expenditure by activity											
(0)	Geospatial	1,691	1,807	1,924	2,004	2,087	2,138	2,160	2,187	2,209	2,213
2,399	Engineering	3,117	3,282	3,420	3,531	3,635	3,739	3,822	3,927	3,929	3,937
208	Data Services	5,017	5,343	5,612	5,910	6,005	6,137	6,222	6,291	6,357	6,436
5,190	Science	4,625	5,212	5,434	5,601	5,768	5,900	6,003	6,116	6,112	6,180
7,797	Total operating expenditure	14,450	15,643	16,389	17,046	17,496	17,914	18,207	18,521	18,607	18,766
444	Net (surplus) deficit	-	-	-	-	-	-	-	(58)	(71)	(41)
Operating funding											
444	(Increase) / decrease in reserves	-	-	-	-	-	-	-	(58)	(71)	(41)
444	Total operating funding	-	-	-	-	-	-	-	(58)	(71)	(41)





Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
33	Upgrade and Replacement	130	164	237	240	97	204	77	218	112	178
199	Delivery Enhancement	216	311	176	82	126	85	88	90	92	95
26	Annual Expansion of Network	-	-	-	-	-	-	-	-	-	-
6	Radio Telephones	77	68	69	-	-	-	-	-	-	-
21	NZ/Regional Spatial Data Infrastructure	21	22	22	23	23	24	24	25	25	26
187	Spatial data provision for BOP region	191	195	199	204	208	213	218	224	229	236
300	Monitoring Equipment	331	393	360	327	334	342	350	359	368	378
93	Spatial Modelling	95	97	100	102	104	-	-	-	-	-
865	Total capital expenditure	1,060	1,249	1,162	976	892	868	757	914	827	912
865	Increase (decrease) in debt	1,060	1,249	1,162	976	892	868	757	914	827	912
865	Total capital Funding	1,060	1,249	1,162	976	892	868	757	914	827	912

Resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
7.0	Geospatial	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
12.5	Engineering	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
18.0	Data Services	23.0	24.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5
14.8	Science	14.8	15.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8
52.3	Resources (FTE's)	62.3	64.8	65.8	66.8	66.8	66.8	66.8	66.8	66.8	66.8

Geospatial Activity

Work plan and financial estimates

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

Key	Strongest Link	■
	Contributes to	□

What we do

The Geospatial activity supports Council by providing spatial (location) based services to support good decision making and to better understand the issues facing our community. Services include the management, analysis, interpretation and visualisation of spatial data, map making, procurement of aerial photography and the development of mapping and mobile applications. We collaborate with other councils and Central Government in national and regional geospatial projects.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	1,691	1,8074	1,924	1 We develop and implement regional plans and policy to protect our natural environment.
				1 Good decision making is supported through improving knowledge of our water resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts .
				2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.

Resourcing

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

Capital projects

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

Geospatial Activity financial estimates

Annual Plan										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue										
- General rates	671	723	770	810	870	919	968	1,014	1,082	1,141
- Investment income allocated	1,020	1,084	1,154	1,194	1,218	1,219	1,193	1,173	1,128	1,081
- Total operating revenue	1,691	1,807	1,924	2,004	2,087	2,138	2,160	2,187	2,210	2,222
Operating expenditure										
595 Employee benefit expenses	684	698	711	725	738	752	765	779	792	805
- Finance costs	5	18	29	43	53	58	64	63	60	59
194 Depreciation and amortisation	161	218	270	302	334	332	319	304	289	273
(789) Trading and other expenses	841	873	913	934	962	996	1,012	1,042	1,068	1,075
- Total operating expenditure	1,691	1,807	1,924	2,004	2,087	2,138	2,160	2,187	2,209	2,213
- Net (surplus) deficit	-	-	-	-	-	-	-	-	(1)	(9)
Operating funding										
- (Increase) / decrease in reserves	-	-	-	-	-	-	-	-	(1)	(9)
- Total operating funding	-	-	-	-	-	-	-	-	(1)	(9)

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
21	NZ/Regional Spatial Data Infrastructure	21	22	22	23	23	24	24	25	25	26
187	Spatial data provision for BOP region	191	195	199	204	208	213	218	224	229	236
93	Spatial Modelling	95	97	100	102	104	-	-	-	-	-
301	Total capital expenditure	307	314	321	328	335	237	242	248	255	262
301	Increase (decrease) in debt	307	314	321	328	335	237	242	248	255	262
301	Total capital funding	307	314	321	328	335	237	242	248	255	262





Resourcing

7.0 Resources (FTE's)	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
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Engineering Activity

Key	Strongest Link	■
	Contributes to	□

Work plan and financial estimates

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

What we do

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

We provide technical engineering advice and design advisory services; planning and designing new assets, or modifying existing assets, to modern standards with a long-term view. We carry out technical reviews of consents, including district application consents and comprehensive stormwater consents. We contribute to District Plan reviews and provide expert witness input at consent hearings as well as responding to general enquiries requiring engineering assessment. We are also responsible for managing water levels in Lakes Rotorua and Rotoiti.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	3,117	3,282	3,420	2 We manage our natural resources effectively through regulation, education and action.
				3 We work cohesively with volunteers and others to sustainably manage and improve our natural resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts .
				3 We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
				2 We contribute to delivering integrated spatial planning and growth management strategies especially for sustainable urban management.
				4 We invest appropriately in infrastructure to support sustainable development.

Resourcing

	2018/19	2019/20	2020/21
FTEs	16.5	16.5	16.5

Engineering Activity financial estimates




Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
900	General rates	1,237	1,312	1,369	1,427	1,514	1,607	1,712	1,820	1,923	2,022
1,323	Investment income allocated	1,880	1,969	2,050	2,104	2,121	2,132	2,110	2,106	2,006	1,915
2,223	Total operating revenue	3,117	3,282	3,420	3,531	3,635	3,739	3,822	3,927	3,929	3,937
Operating expenditure											
1,175	Employee benefit expenses	1,554	1,586	1,616	1,647	1,677	1,708	1,738	1,769	1,799	1,830
1,224	Trading and other expenses	1,563	1,696	1,803	1,884	1,958	2,031	2,084	2,158	2,130	2,107
2,399	Total operating expenditure	3,117	3,282	3,420	3,531	3,635	3,739	3,822	3,927	3,929	3,937
176	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
176	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
176	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

12.5 Resources (FTE's)	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
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Data Services Activity

Work plan and financial estimates

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

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

What we do

The Data Services activity provides a trustworthy data collection, management and delivery service that supports activities across Council. As part of this, we provide a sample collection and laboratory analysis service that is also available to the public, and ensure information and data on the current state of natural resources are easily accessible by the Council and community.

This work means Council can meet the increasing standards, data management and reporting requirements that have come from new legislation, particularly the National Policy Statement for Freshwater Management and the National Objectives Framework. We facilitate assessment of the region's performance against such national guidelines and standards, as well as the efficiency and effectiveness of our Regional Policy Statement and regional plans

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	5,017	5,343	5,612	4 Our environmental monitoring is transparently communicated to our communities.
				1 Good decision making is supported through improving knowledge of our water resources.
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts.

Resourcing

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

Capital projects

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

Data Services Activity financial estimates

Annual Plan										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue										
-	1,711	1,665	1,757	1,881	1,972	2,080	2,201	2,334	2,493	2,625
-	514	987	1,026	1,053	1,064	1,085	1,091	1,092	1,107	1,122
-	2,602	2,497	2,631	2,774	2,762	2,760	2,714	2,701	2,600	2,487
208	189	193	198	202	207	211	216	222	228	234
208	5,017	5,343	5,612	5,910	6,005	6,137	6,222	6,349	6,427	6,468
Operating expenditure										
1,578	1,856	1,999	2,037	2,161	2,201	2,241	2,281	2,322	2,362	2,402
-	6	26	45	64	67	67	71	65	61	56
225	310	360	452	503	447	433	379	298	266	259
(1,594)	2,845	2,958	3,077	3,182	3,289	3,395	3,490	3,606	3,669	3,720
208	5,017	5,343	5,612	5,910	6,005	6,137	6,222	6,291	6,357	6,436
-	-	-	-	-	-	-	-	(58)	(70)	(31)
Operating funding										
-	-	-	-	-	-	-	-	(58)	(70)	(31)
-	-	-	-	-	-	-	-	(58)	(70)	(31)




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

Resourcing

18.0 Resources (FTE's)	23.0	24.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5
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Science Activity

Work plan and financial estimates

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

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

What we do

The Science activity provides accessible, relevant and trusted science that empowers others to make informed decisions on water, air, land use and geothermal, for our region's well-being. As part of this, we deliver Natural Environment Regional Monitoring Network (NERMN) management, analysis and public reporting. We support projects across Council by providing clear direction, sound tools and methods, the right expertise, good information management and links that enable the sustainable management of natural resources across the region.

Operating work programme

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

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	4,625	5,212	5,434	4 Our environmental monitoring is transparently communicated to our communities
				1 Good decision making is supported through improving knowledge of our water resources
				1 We provide systems and information to increase understanding of natural hazard risks and climate change impacts

Resourcing

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

Capital projects

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

Science Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1,632	General rates	1,466	1,671	1,750	1,824	1,939	2,048	2,175	2,296	2,421	2,566
921	Fees and charges	930	1,033	1,064	1,087	1,114	1,135	1,146	1,163	1,167	1,183
2,337	Investment income allocated	2,229	2,508	2,620	2,690	2,715	2,718	2,682	2,656	2,524	2,431
31	Other revenue	-	-	-	-	-	-	-	-	-	-
4,921	Total operating revenue	4,625	5,212	5,434	5,601	5,768	5,900	6,003	6,116	6,112	6,180
Operating expenditure											
1,459	Employee benefit expenses	1,502	1,615	1,731	1,763	1,796	1,829	1,861	1,894	1,927	1,959
-	Finance costs	1	21	34	49	58	64	75	77	78	79
342	Depreciation and amortisation	271	276	355	401	447	457	449	440	373	381
3,389	Trading and other expenses	2,851	3,300	3,313	3,387	3,467	3,550	3,617	3,704	3,734	3,760
5,190	Total operating expenditure	4,625	5,212	5,434	5,601	5,768	5,900	6,003	6,116	6,112	6,180
268	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
268	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
268	Total operating funding	-	-	-	-	-	-	-	-	-	-

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

Resourcing

14.8	Resources (FTE's)	14.8	15.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8
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Corporate Services Group of Activities

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Corporate Services Group of Activities

Activities

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

This Group of Activities contributes to the following

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





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

What the community can expect

Level of Service: Reduce carbon emissions through the installation of energy efficient systems in building refurbishments										
Measure: Reduction of carbon emissions in relation to building energy use at the Tauranga and Whakatāne sites (baseline is 2016/17 emissions)										
Targets										
<i>2016/17 result</i>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New	80% of baseline	60% of baseline	50% of baseline	50% of baseline	50% of baseline	50% of baseline	50% of baseline	50% of baseline	50% of baseline	50% of baseline

Corporate Services Group of Activities

Work plan and financial estimates

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

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

What we do

Our Corporate Services work provides support services to all activities across Council. These services include:

Communications – provides information to the community on Council activities and areas of responsibility. This activity enables democratic local decision making and action by our community and seeks feedback on Council initiatives.

People and Capability – provides people management services to Council including employment relations, recruitment and organisational development. We also have our Health and Safety activity to provide occupational health and safety support, along with wellbeing services. Alongside this, our Continuous Improvement activity works on improving the efficiency and effectiveness of our operations and services.

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

Information and Communication Technology (ICT) – provides the Information Technology (IT) people, systems and processes that support the work of Council. This includes our community facing services and support to our shared service partners. We deliver core computing infrastructure, user equipment, business analysis, software development, geospatial (GIS) and project management which together provide innovative ICT support solutions.

Finance and Corporate Planning – provides accounting and organisational planning services across Council to prudently manage finances and set out the high level, long term direction for the organisation. We also have our Legal Services activity which provides in-house legal services.

Corporate Property – manages the Council's assets, including the buildings, equipment and vehicles that enable Council to carry out its

activities efficiently and effectively. As part of the asset management programme for buildings, an upgrade of the Whakatāne and Tauranga buildings is taking place, with completion due in mid-2019. This Building Upgrade Project includes the replacement of systems such as air conditioning and lighting (which are over 30 years old) with energy efficient systems, photo voltaic panels (solar electricity) and wind turbines. The Tauranga building will also harvest rain water from the roof and reuse it on site for flushing toilets and other grey water uses. The target is to reduce our carbon emissions from building use to 50 percent of current levels over the next three years.

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Corporate Services Group of Activities financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
(36,440)	General funds	(39,650)	(41,456)	(43,839)	(45,759)	(46,061)	(46,259)	(45,566)	(45,331)	(43,317)	(41,719)
(211)	Targeted rates	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)
35,897	Other revenue	42,442	45,676	48,934	52,076	54,255	56,542	59,309	60,344	61,343	62,344
(754)	Total operating revenue	2,580	4,010	4,884	6,106	7,983	10,072	13,532	14,802	17,815	20,415
Operating expenditure by activity											
41	Communications	41	41	41	41	41	41	41	41	41	41
84	People and Capability	34	34	34	34	34	34	34	34	34	34
283	Internal Services	14	15	15	15	16	16	16	17	17	18
(222)	Corporate Property	7	386	395	403	392	352	243	60	(13)	(106)
53	Information and Communication Technology	230	235	240	246	251	257	263	270	277	284
3	Finance and Corporate Planning	1,785	2,984	4,712	5,472	5,875	6,201	6,383	6,155	6,622	6,939
242	Total operating expenditure	2,112	3,695	5,436	6,211	6,609	6,901	6,980	6,576	6,977	7,210
996	Net (surplus) deficit	(469)	(315)	552	106	(1,374)	(3,171)	(6,553)	(8,227)	(10,837)	(13,205)
Operating funding											
996	(Increase) / decrease in reserves	(469)	(315)	552	106	(1,374)	(3,171)	(6,553)	(8,227)	(10,837)	(13,205)
996	Total operating funding	(469)	(315)	552	106	(1,374)	(3,171)	(6,553)	(8,227)	(10,837)	(13,205)

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
11	Display equipment and gazebos	11	12	12	12	12	13	13	13	14	14
400	Technology 1 Projects	495	313	320	327	-	-	-	-	-	-
-	Accela Projects	153	156	160	163	167	171	175	179	184	189
317	End User Computer	367	375	384	392	401	410	420	431	442	454
403	Network Infrastructure	153	57	59	60	61	63	64	66	67	69
78	Servers	82	83	85	87	89	91	93	96	98	101
16	Business Continuity	20	78	21	22	22	23	23	24	25	25
367	Video Conferencing and Telephony	204	94	96	98	100	103	105	108	110	113
-	Rotorua Buildings Capital	-	1,772	3	3	3	3	3	3	3	3
467	Plant Replacement	476	487	498	508	520	532	545	559	573	589
947	Vehicle Replacement	854	872	892	911	932	954	977	1,001	1,027	1,055
7,288	Regional Building Capital	16,549	4,193	55	5	6	6	6	6	6	6
-	Information Management Strategy Projects	326	334	341	348	356	365	373	383	393	403
2,429	Quay Street Building Capital	3,807	2,054	389	5	6	6	6	6	6	6
586	Data/Business Intelligence Projects	464	236	200	205	209	214	219	225	231	237
268	General Building Capital	297	330	-	-	-	-	-	-	-	-
954	Lakes Nutrients Database	408	52	53	54	56	57	58	60	6	63
-	ICT Security & Process Audit	-	85	-	-	28	-	-	30	-	-
-	Customer Services Systems	247	63	32	33	33	34	35	36	37	38
-	Mobility Projects	227	164	178	163	167	171	175	179	184	189
-	Objective Enhancements	20	-	107	22	-	-	23	60	-	25
-	Testing Systems	106	108	111	113	116	119	121	124	128	131
-	People and Capability System	-	278	-	-	-	-	-	-	-	-
-	Emergency Management Systems Wallingford House	-	237	-	-	-	-	-	-	-	-
-	Land Purchase (Region wide)	-	3,127	-	-	-	-	-	-	-	-
-	Tauranga New Capital Projects	-	1,240	-	-	-	-	-	-	-	-
14,530	Total capital expenditure	25,267	16,801	3,994	3,533	3,286	3,333	3,436	3,588	3,534	3,711
4,545	Increase (decrease) in debt	24,232	16,801	3,994	3,533	3,286	3,333	3,436	3,588	3,534	3,711
9,586	Other capital funding	-	-	-	-	-	-	-	-	-	-
398	Gross proceed from sale of assets	1,035	-	-	-	-	-	-	-	-	-
14,530	Total capital Funding	25,267	16,801	3,994	3,533	3,286	3,333	3,436	3,588	3,534	3,711

Resourcing by activity

2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
FTE's		FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
10.2	Communications	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
24.7	People and Capability	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9
23.1	Internal Services	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7
5.8	Corporate Property	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
22.3	Information and Communication Technology	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
24.5	Finance and Corporate Planning	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
110.6	Resources (FTE's)	110.2	110.2	110.2	110.2	110.2	110.2	110.2	110.2	110.2	110.2

Communications Activity

Operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	41	41	41	Contributes to multiple objectives.

Resourcing

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

Capital projects

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

Communication Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
41	Fees and charges	41	41	41	41	41	41	41	41	41	41
41	Total operating revenue	41	41	41	41	41	41	41	41	41	41
Operating expenditure											
871	Employee benefit expenses	917	936	954	972	990	1,008	1,026	1,044	1,062	1,080
-	Finance costs	-	1	1	2	2	2	3	3	3	3
5	Depreciation and amortisation	3	6	8	11	12	13	13	13	14	14
(834)	Trading and other expenses	(880)	(901)	(922)	(943)	(963)	(982)	(1,000)	(1,019)	(1,037)	(1,056)
41	Total operating expenditure	41	41	41	41	41	41	41	41	41	41
- Net (surplus) deficit											
-											
Operating funding											
- (Increase) / decrease in reserves											
-											
- Total operating funding											
-											

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

Resourcing

10.2 Resources (FTE's)	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
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People and Capability Activity

Operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	34	34	34	Contributes to multiple objectives.

Resourcing

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

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People and Capability Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
67	Fees and charges	34	34	34	34	34	34	34	34	34	34
16	Other revenue	-	-	-	-	-	-	-	-	-	-
84	Total operating revenue	34	34	34	34	34	34	34	34	34	34
Operating expenditure											
2,365	Employee benefit expenses	1,886	1,925	1,962	1,999	2,036	2,073	2,110	2,147	2,184	2,221
(2,281)	Trading and other expenses	(1,852)	(1,891)	(1,928)	(1,965)	(2,002)	(2,039)	(2,076)	(2,113)	(2,150)	(2,187)
84	Total operating expenditure	34	34	34	34	34	34	34	34	34	34
- Net (surplus) deficit		-	-	-	-	-	-	-	-	-	-

Resourcing

24.7 Resources (FTE's)	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9	22.9
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Note: Resourcing includes summer students employed by all of Council's activities. The total number of students is equal to 6.1 FTE's.

Internal Services Activity

Operating work programme

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

Resourcing

	2018/19	2019/20	2020/21
FTEs	21.7	21.7	21.7

Operating projects

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

Internal Services Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
14	Other revenue	14	15	15	15	16	16	16	17	17	18
14	Total operating revenue	14	15	15	15	16	16	16	17	17	18
Operating expenditure											
944	Employee benefit expenses	1,268	1,292	1,317	1,342	1,367	1,392	1,417	1,442	1,466	1,491
4	Depreciation and amortisation	3	-	-	-	-	-	-	-	-	-
(665)	Trading and other expenses	(1,257)	(1,278)	(1,302)	(1,327)	(1,351)	(1,376)	(1,400)	(1,425)	(1,449)	(1,474)
283	Total operating expenditure	14	15	15	15	16	16	16	17	17	18
268	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-
Operating funding											
96	(Increase) / decrease in reserves	-	-	-	-	-	-	-	-	-	-
96	Total operating funding	-	-	-	-	-	-	-	-	-	-

Resourcing

23.1 Resources (FTE's)	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7	21.7
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Information and Communication Technology Activity

Operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	230	235	240	Contributes to multiple objectives.

Resourcing

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

Capital projects

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

Information and Communication Technology Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
1	Fees and charges	1	1	1	1	1	1	1	1	1	1
224	Other revenue	229	234	239	244	250	256	262	268	275	283
226	Total operating revenue	230	235	240	246	251	257	263	270	277	284
Operating expenditure											
2,846	Employee benefit expenses	2,356	2,404	2,450	2,497	2,543	2,589	2,635	2,682	2,728	2,774
-	Finance costs	48	179	264	353	392	409	454	447	434	430
2,416	Depreciation and amortisation	2,427	2,654	2,596	2,693	2,708	2,696	2,652	2,680	2,420	2,290
(5,209)	Trading and other expenses	(4,601)	(5,002)	(5,070)	(5,297)	(5,391)	(5,437)	(5,478)	(5,539)	(5,305)	(5,210)
53	Total operating expenditure	230	235	240	246	251	257	263	270	277	284
(173)	Net (surplus) deficit	-	-	-	-	-	-	-	-	-	-

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
400	Technology 1 Projects	495	313	320	327	-	-	-	-	-	-
-	Accela Projects	153	156	160	163	167	171	175	179	184	189
317	End User Computer	367	375	384	392	401	410	420	431	442	454
403	Network Infrastructure	153	57	59	60	61	63	64	66	67	69
78	Servers	82	83	85	87	89	91	93	96	98	101
16	Business Continuity	20	78	21	22	22	23	23	24	25	25
367	Video Conferencing and Telephony	204	94	96	98	100	103	105	108	110	113
-	Information Management Strategy Projects	326	334	341	348	356	365	373	383	393	403
586	Data/Business Intelligence Projects	464	236	200	205	209	214	219	225	231	237
954	Lakes Nutrients Database	408	52	53	54	56	57	58	60	6	63
-	ICT Security & Process Audit	-	85	-	-	28	-	-	30	-	-
-	Customer Services Systems	247	63	32	33	33	34	35	36	37	38
-	Mobility Projects	227	164	178	163	167	171	175	179	184	189
-	Objective Enhancements	20	-	107	22	-	-	23	60	-	25
-	Testing Systems	106	108	111	113	116	119	121	124	128	131
-	People and Capability System	-	278	-	-	-	-	-	-	-	-
-	Emergency Management Systems Wallingford Hous	-	237	-	-	-	-	-	-	-	-
3,120	Total capital expenditure	3,273	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038
3,120	Increase (decrease) in debt	3,273	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038
3,120	Total capital funding	3,273	2,713	2,146	2,087	1,807	1,820	1,887	2,000	1,904	2,038

Resourcing

22.3 Resources (FTE's)	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
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Finance and Corporate Planning Activity

Operating programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	1,785	2,984	4,712	Contributes to multiple objectives

Resourcing

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

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Finance and Corporate Services Activity financial estimates

Annual Plan											
2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
(211)	Targeted rates	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)
(958)	General rates	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)
-	Fees and charges	100	100	100	100	100	100	100	100	100	100
(35,482)	Investment income allocated	(39,442)	(41,248)	(43,631)	(45,551)	(45,853)	(46,051)	(45,358)	(45,123)	(43,109)	(41,511)
35,450	Other revenue	41,992	44,866	48,109	51,237	53,401	55,672	58,423	59,440	60,420	61,401
(1,201)	Total operating revenue	2,230	3,299	4,160	5,367	7,229	9,302	12,746	13,998	16,992	19,571
Operating expenditure											
2,286	Employee benefit expenses	2,218	2,264	2,307	2,351	2,394	2,438	2,481	2,525	2,568	2,612
-	Finance costs	2,827	4,312	6,372	7,545	8,309	8,962	9,524	9,705	9,962	10,195
(2,283)	Trading and other expenses	(3,260)	(3,591)	(3,968)	(4,424)	(4,828)	(5,198)	(5,623)	(6,075)	(5,908)	(5,868)
3	Total operating expenditure	1,785	2,984	4,712	5,472	5,875	6,201	6,383	6,155	6,622	6,939
1,204	Net (surplus) deficit	(445)	(315)	552	106	(1,354)	(3,101)	(6,363)	(7,843)	(10,369)	(12,632)
Operating funding											
900	(Increase) / decrease in reserves	(445)	(315)	552	106	(1,354)	(3,101)	(6,363)	(7,843)	(10,369)	(12,632)
900	Total operating funding	(445)	(315)	552	106	(1,354)	(3,101)	(6,363)	(7,843)	(10,369)	(12,632)

Resourcing

24.5 Resources (FTE's)	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
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Corporate Property Activity

Operating work programme

	2018/19 \$000	2019/20 \$000	2020/21 \$000	Objectives
Operating work programme	7	386	395	3 We work with and connect the right people to create a prosperous region and economy.

Resourcing

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

Capital projects

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

Corporate Property Activity financial estimates

Annual Plan		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2017/18		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating revenue											
83	Other revenue	31	386	395	403	413	422	432	443	455	467
83	Total operating revenue	31	386	395	403	413	422	432	443	455	467
Operating expenditure											
449	Employee benefit expenses	469	479	488	497	507	516	525	534	543	553
378	Finance costs	727	1,511	1,885	2,106	2,095	2,074	2,247	2,201	2,145	2,085
1,191	Depreciation and amortisation	1,558	1,889	2,080	2,127	2,238	2,318	2,294	2,311	2,310	2,315
(2,239)	Trading and other expenses	(2,746)	(3,492)	(4,058)	(4,327)	(4,447)	(4,557)	(4,823)	(4,987)	(5,011)	(5,058)
(222)	Total operating expenditure	7	386	395	403	392	352	243	60	(13)	(106)
(304)	Net (surplus) deficit	(24)	-	-	-	(20)	(70)	(189)	(383)	(468)	(573)
Operating funding											
-	(Increase) / decrease in reserves	(24)	-	-	-	(20)	(70)	(189)	(383)	(468)	(573)
-	Total operating funding	(24)	-	-	-	(20)	(70)	(189)	(383)	(468)	(573)

Annual Plan											
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure											
-	-	1,772	3	3	3	3	3	3	3	3	3
467	476	487	498	508	520	532	545	559	573	589	
947	854	872	892	911	932	954	977	1,001	1,027	1,055	
7,288	16,549	4,193	55	5	6	6	6	6	6	6	
2,429	3,807	2,054	389	5	6	6	6	6	6	6	
268	297	330	-	-	-	-	-	-	-	-	
-	-	3,127	-	-	-	-	-	-	-	-	
-	-	1,240	-	-	-	-	-	-	-	-	
11,398	21,983	14,076	1,836	1,433	1,466	1,500	1,536	1,575	1,615	1,659	
1,414	20,948	14,076	1,836	1,433	1,466	1,500	1,536	1,575	1,615	1,659	
9,586	-	-	-	-	-	-	-	-	-	-	
398	1,035	-	-	-	-	-	-	-	-	-	
11,398	21,983	14,076	1,836	1,433	1,466	1,500	1,536	1,575	1,615	1,659	

Resourcing

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