

Te whai hua o te mahi ināianei me te āpōpō

Delivering now and for the future

Te Mahere Tūroa - Long Term Plan 2024 - 2034 *WĀHANGA TUATAHI – VOLUME ONE*

He mihi

**E ngā manukura, e ngā tātarariki
o te rohe whānui, tēnā koutou katoa
Mai i Ngā Kurī-ā-Whārei ki Tihirau
Mai i Maketū ki Taupō-nui-ā-Tia
Ko te rohe kaunihera tēnei o Toi Moana
Toitū te whenua
Toitū te moana
Toitū te taiao
Toitū te tangata
Koia nei te Mahere Tūroa a Toi Moana e whakarārangi
ana i ngā mahinga nui mō tō tātou rohe, e pae ai tō
tātou waka ki uta.**

**Greetings to all our people
throughout our great region
From the ridges of
Bowtown Heads to Cape Runaway
From Maketū to just inland of Taupō
This is the region of the Bay of Plenty Regional Council
Let the land remain
Let the oceans and lakes remain
Let the environment remain
Let humankind remain
Here is the Toi Moana Long Term Plan and all the
significant activities for our region, ensuring our region
is a great place.**



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Ko wai mātou me ā matou mahi Who we are and what we do

Looking after the environment is at the heart of what we do. Our region is made up of unique features and natural resources that we must protect and maintain for future generations.

What we do – our role

At Toi Moana Bay of Plenty Regional Council our work guides and supports the region's sustainable development. It is focused around five outcomes we're working towards for the community: a healthy environment, future ready communities, connected and enabled communities, sustainable development and Te Ara Poutama.

Our role is different to that of other local councils in the region. Our focus is at a regional level which means we have a broader responsibility to work with others to enable the environmental, social, cultural and economic wellbeing of the regional communities. The growing population within our region has created a significant demand on our natural resources. Through developing and enforcing regional rules, policies, and the resource consent process we look after the region's freshwater, land use, air quality and coastal water (e.g. responding to oil spills). We also manage some of the region's rivers with responsibility for flood management. Due to the significant coastline and lakes within our region we coordinate navigation safety to ensure people are kept safe and our maritime environment is protected. Ensuring our communities are connected and sustainable, we plan the regional transport network and provide public transport services. We support the emergency management in the region by building capability within our staff to respond to events within the region.

This work is organised into eight areas within Council which are described in more detail on page 28. As a Regional Council we are bound by national legislation which sets out our responsibilities to the whole regional community. This legislation also sets out how we must engage with and build Māori capacity and capability to contribute to our decision-making processes. More information about this can be found on page 27.

As a regional council we are responsible for land, air and water, as well as public transport and economic development. Here's what we've been up to!



Natives seedlings
planted for
environmental
protection

1.3+ M



Visitors to
Regional Parks

99,288



Spoke with

4,200

harbour and lake users
to educate them and
keep them safe

Pollution hotline
calls responded to

2,300+



Environmental
consent checks

3,962



Number of public
transport trips taken

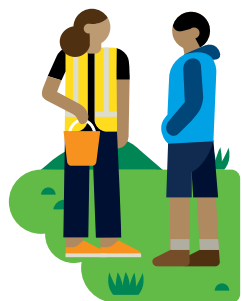
2.73 M



Maintaining

382km

of stopbanks for
flood protection



Volunteer groups or
projects supported

100+

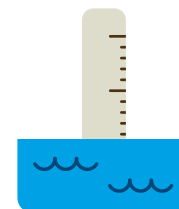


Water samples analysed
under swimming sites
monitoring programme

1,679

Water monitoring sites to
understand and safeguard
our environment

270



Inspections for pests

4,694



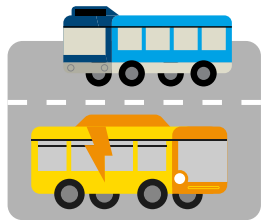
Ā mātou mahi i tō tātou rohe

Our mahi in your region

The work we do across the Bay of Plenty reaches from Waihi Beach to Waihou Bay and includes Western Bay of Plenty District, Tauranga City, Kawerau District, Rotorua Lakes District, Whakatāne District, Ōpōtiki District and part of Taupō District.

From providing public transport to working with communities to tackle the challenges of climate change, the services we provide and the work we do covers a broad spectrum.

You can find more details on page 29, however here's a quick snapshot of what we do and where.



Public Transport

Across the region.



Biosecurity

Across the region.



Partnerships with Māori

Across the region.



Climate Change

Across the region.



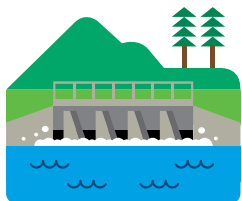
Air Quality

Across the region.



Regulatory Compliance

Across the region.



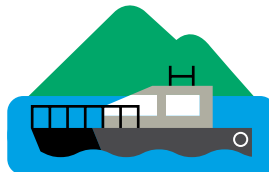
Flood Risk Co-ordination

Across the region.



Coastal Catchments

Western Bay, Tauranga, Whakatāne and Ōpōtiki.



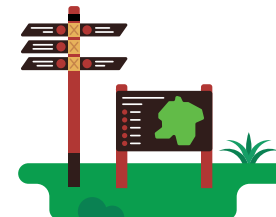
Maritime

Western Bay, Tauranga, Rotorua, Whakatāne and Ōpōtiki.



Rotorua Catchments

Rotorua.



Regional Parks

Western Bay (Pāpāmoa Hills Regional Park) and Ōpōtiki District (Onekawa Te Mawhai Regional Park).



Rivers and Drainage

Western Bay, Rotorua, Kawerau, Whakatāne and Ōpōtiki.

Kupu whakataki Introduction

From the Chair and Chief Executive



Your Bay – delivering now and for the future.

We are pleased to present our Long Term Plan for 2024-2034 which sets our strategic direction for the next decade, including the work we will deliver and how that work will be funded. We have developed this Long Term Plan against a challenging backdrop:

- The country is facing a cost of living crisis with increased costs due to interest rates and inflation.
- Our land and water environments are under pressure through changes in land use along with adverse effects from pollution, climate change and invasive species.
- Our natural infrastructure is crucial to our economy in many ways. For our primary production sectors, the basis of our export economy depends on healthy land and soil.
- Navigating central government policy change.

Needless to say, there is significant pressure to continue to deliver the important mahi for our community while keeping rates affordable. The current economic climate calls for tough financial decisions to be made throughout the community, and Toi Moana is no exception. This plan focuses on maintaining infrastructure, delivering core services efficiently and carefully managing finances. Given the current operating environment prioritisation is critical and we have carefully considered the timing and prioritisation of our work.

The theme for this Long Term Plan 2024-2034, **Your Bay – delivering now and for the future**, highlights the importance of collective decision-making to shape the future of the Bay of Plenty, ensuring positive outcomes for generations to come. We asked some important questions when we developed this Long Term Plan then listened very carefully to you, our community, to make sure we developed a roadmap that would serve the region both today and into the future.

Community and environment are central

Good strategy underpins good performance. Our updated strategic direction puts the community at its core as we strive to create and enhance a resilient, healthy and sustainable Bay of Plenty. This, together with our financial strategy and how we prioritise our work, has enabled us to focus on delivery over the next 10 years.

We remain steadfast in our support of volunteer groups across the region. Each year thousands of volunteers invest their own time to ensure the local environment is looked after and protected for the future. Our support and funding of volunteer groups and projects through Environmental Enhancement Fund grants help us to amplify this important mahi.

Doing more with less

To deliver the projects, works, and services we need now, our organisation must work effectively. The expectations of our communities need to be carefully considered with their impact on our ratepayers and our need for a balanced budget. When developing our financial strategy, rates affordability was at the centre along with ensuring financial resilience to respond to climate change, extreme weather events and other challenges.

In these extraordinary times we have been doing a lot of thinking about which of the services we provide are essential, where we can be more efficient, and how best to fund our region's future. Council sets general rates to fund activities that benefit everyone, and targeted rates to fund activities which have local or specific benefits. To deliver the services required in year one, our planned expenditure requires a 2.9% real increase in general rates (\$13 extra per year for a median Bay of Plenty residential property) or 8.2% including growth and inflation. The average increase in targeted rates, which affects the total rates you pay, depends on the area in which you live and the services you receive.

In 1991, Quayside Holdings Limited (Quayside) was established as an arm's length organisation to manage Regional Council's shareholding in the Port of Tauranga. Over time Quayside has evolved as the investment arm of Bay of Plenty Regional Council, providing long term financial security to the Bay of Plenty Regional Council through a diversified investment portfolio. Quayside is a Council Controlled Organisation (CCO), and we are proud that today it has the second largest investment portfolio of any Regional Council in Aotearoa New Zealand and is one of the Bay of Plenty's largest investors. In these challenging economic times, we are thankful for the strong financial stewardship Quayside and our Council have provided over the past 30 years.

In the 2024/25 year Bay of Plenty Regional Council will receive a dividend of \$47 million from Quayside, which comprises 23.3% of our Council's revenue, enhancing service delivery for the community while reducing the financial burden for ratepayers. To look at it another way, dividends from Quayside reduced the rates bill by an average of \$400 per household. These annual dividends will continue to serve ratepayers well through this Long Term Plan.

One of the topics we consulted on was whether to enable a managed sell down of Quayside's Port of Tauranga shareholding to a minimum of 28% to support a more diversified investment portfolio. This was a weighty decision for Council to make and followed considerable specialist advice, consultation and deliberation. Council supported the proposal but before a sale can go ahead it still needs to consider and approve the details of the process that will be followed and approve the conditions of any sale of shares. The Council, through Quayside, will remain a significant cornerstone and strategic shareholder in the Port of Tauranga through retaining at least a 28% shareholding.

Working more efficiently is one way we have worked to minimise rates increases as we respond to increased levels of work required by Central Government and to meet expectations from our growing community. One key initiative we implemented through the 2021-2031 Long Term Plan was bringing our rates collection in-house (rather than collecting through District and City Councils) and we are on track to save more than \$7 million over the 10 years 2021-2031.

Through this Long Term Plan we remain committed to finding more efficient ways of working. This Long Term Plan includes an immediate reduction of \$4.5 million per annum in operating costs that were determined to be non-essential and a further \$5 million budgeted savings from working more efficiently and sharing services with our partners.

We developed this Long Term Plan during a period of change, working with the best information available. As the operational landscape evolves, we are ready to be agile so we can respond to our changing landscape.



Doug Leeder
Chairman



Fiona McTavish
Chief Executive

Ngā whakataua matua

Key decisions

We consulted on our Long Term Plan from 8 March – 9 April 2024.

During the consultation period we used a variety of methods and channels to engage with our communities throughout the region. This included attending community festivals and markets, one-to-one hui, meeting with local city and district Councillors, presenting at tangata whenua forums, running drop-in sessions, online hui and through direct email outreach. A Friends of the Submitter service was made available to anyone who required assistance in completing their submission.

At the end of the consultation period we received 391 formal submissions, the most we have ever received for our Long Term Plan. The hearings were held on 10, 14, 15 and 16 May 2024 where 105 submitters spoke at the hearings.

Council deliberated on the feedback provided by submitters on 28 May 2024 and made decisions on the options set out in its consultation document and on other matters raised by submitters. In considering its decisions, Council noted the constrained economic environment and cost of living challenges facing many residents.

The final plan was adopted on 26 June 2024.

Consultation Topics

How should we fund Public Transport in urban centres across the region?

We proposed that rates funding for public transport in urban areas should be 90% from targeted rates and 10% from general rates. After considering submissions on this topic, of which just over half were in support, Council confirmed the proposal. This recognises the region-wide benefits of public transport including reduced traffic congestion for all road users, lower regional carbon emissions and improved air quality, as well as public health and social wellbeing benefits.

Do you agree with our proposal to enable a managed sell down in our Port of Tauranga Limited shareholding to no less than 28%?

We consulted on a proposal to enable a managed sell down in the Port of Tauranga Limited shareholding from 54.14% to a minimum of 28%. Public feedback on the proposal was evenly split, and several matters were raised relating to the process for divestment. After carefully considering these views, Council has decided to enable this managed sell down process. Before a sale can go ahead Council still needs to consider and approve the details of the process that will be followed and approve the conditions of any sale of shares. Further detail is provided in our Financial Strategy which is included in Volume 2 of the Long Term Plan 2024-2034.

Should Regional Council investigate new opportunities for regional parks?

On 9 May 2024 the Noble family gifted land on Hot Springs Road, Katikati, to Council. This generous donation means that Council will not need to undertake all the investigations originally planned and has chosen to redistribute the initial budget of \$450,000. This means that the investigations for a Rotorua regional park will be allocated \$250,000 and the Hot Springs Road property will be allocated \$200,000 to fund capital works to ensure compliance with safety and environmental standards. An additional \$50,000 per year will be budgeted for years 3-10 of the Long Term Plan for property management and maintenance for the Hot Springs Road property.

Other key decisions

A healthy environment - Ohau Wall

Council agreed to form a technical working group to assess potential solutions to repair the Ohau Diversion Wall in Lake Rotoiti. Any future changes to budgets and timing of the work will depend on the recommendations of this group and approval by Council.

Future ready communities - Rivers and Drainage

Council approved the addition of three rainfall gauges in the Waioeka Otara River catchments to improve flood forecasting for Ōpōtiki and will support improved community resilience to natural hazards.

Connected and enabled communities

Community funding

Council received a large number of funding requests through submissions to the Long Term Plan. Through its deliberations, Council agreed the following changes to the budgets for community funding.

- **Community Initiatives Fund** - Increased funding available from \$200,000 to \$300,000 per year. This fund supports projects that complement or enhance the work of Council and are not eligible for other Council funding. Council also confirmed funding allocations to organisations that applied to the Community Initiatives Fund and Volunteers initiatives Fund through the Long Term Plan. Details of these allocations can be found on the Community Funding page of our website www.boprc.govt.nz/living-in-the-bay/community-funding
- **Environmental Enhancement fund** - Increased funding from \$250,000 to \$300,000 per year. This fund supports local, grass-roots projects that have a vision to improve or protect the natural or historical features of the rohe (region) and will be allocated each year.
- **Regional Safety and Rescue Services Fund** - Increased funding by \$228,500 to \$628,500 in 2024/25, adjusting for inflation in subsequent years. This fund supports organisations that provide vital safety and rescue services to local people in our community and visitors to our region.

Public Transport

- **Community Connect Funding** - Council will revert to the pre-June 2023 fare structure which will maintain free fares for 6-18 years olds in peak hours during the school terms, while 19-24 year-olds will pay full price. This will mean that school aged customers can travel to and from school for free which will maintain accessibility for all children irrespective of their socio-economic circumstances.
- **Tertiary Services** - Council will introduce tertiary student fares. This is aligned to direction within the draft Government Policy Statement on land transport to increase the fare recovery ratio. It will also reduce funding required from Regional Council, the University of Waikato and Toi Ohomai by \$24,000 in total.
- **Increasing School Bus Services** - Council has allocated funding to provide an additional 11 daily dedicated school bus trips, serving nine schools. This enables school students to continue benefiting from free and safe bus travel, supports equitable access to education for all children in the region, and helps reduce congestion and emissions caused by private vehicles.

Sustainable development - Waste management and enabling a circular economy

- Council approved an additional \$50,000 per year towards the refresh and implementation of the regional waste strategy, subject to additional funding being contributed by territorial authorities. This will allow Council to take a leading role in collaborative regional waste initiatives, in alignment with regional and national activity. It will build on prior work, notably Circular Economy in the Western Bay of Plenty (2024) and Regional Waste Stocktake (2021).
- A dedicated two-year fixed term role was approved to coordinate the refresh and implementation of the regional waste strategy at a total cost of \$288,000, subject to full cost recovery from external funding.

Te Ara Poutama (The Pursuit of Excellence) - Te Amorangi (Māori Strategy) and Te Pae Tawhiti (Māori capability and capacity building)

Council received a large number of submissions in support of Te Ara Poutama (Pursuit of Excellence) which is a new Community Outcome for the Long Term Plan 2024-2034. Through its deliberations, Council agreed the following changes to the draft Long Term Plan budget to support work to embed this outcome.

- **Establish a new Māori Initiatives Fund with funding of \$200,000 per annum for the first three years of the Long Term Plan.** This fund will support initiatives that help to build partnerships via formal and informal agreements, enhance and sustainably grow Māori capacity and technical capability, and enable proactive working relationships with Council.
- **Increase funding to support development and review of Iwi/Hapū Management Plans from \$70,000 to \$140,000 per annum.** Through these plans tangata whenua interests can be considered and incorporated into Council operations and decision making processes. Council is legally required to take these plans into account, and they are regularly used to inform Council's functions and operations.
- **Establish a Regional Co-governance Support Fund and allocate funding of \$200,000 per year for the first three years of the Long Term Plan.** These funds will be used to support the functions and operations of co-governance/management fora, as a key statutory mechanisms used to recognise the relationship of tangata whenua with the natural environment.

Tō mātou aronga rautaki Our strategic direction

Council's strategic direction has been developed to support the well-being of communities across the region and ties together our vision, community outcomes, strategic priorities and the way we work.

Supporting the Council's strategic direction is the:

- **Group of Activities** (page 29) which guides our work programmes.
- **Infrastructure Strategy** (page 71) which guides the work needed to deliver agreed levels of service.
- **Financial Strategy** (page 73) which outlines how we will manage our financial resources so we can implement the work.

Our wellbeings



He korowai
tiaki taiao
Environmental
wellbeing



He korowai
aroha
Social
wellbeing



He korowai
whakamana
tangata
Economic
wellbeing



He korowai
mātauranga
Cultural
wellbeing

Te pae tawhiti

Ka eke panuku, ka eke
ngātahi Te Moana a Toi –
mō te taiao, mō ngā tāngata

Our vision

Bay of Plenty Thriving Together
- mō te taiao, mō ngā tāngata

Te whāinga

E tū ai, e wana ai te rohe
o Te Moana a Toi, he manawaroa,
he ora, he mauri tū roa

Our mission

To create and enhance a resilient, healthy
and sustainable Bay of Plenty region

Ō mātou mātāpono

- Whakapono • Ngākau Pono • Hautoa
- Manaakitanga • Kotahitanga
- Whanaungatanga

Our values

- Trust • Integrity • Courage
- Showing care and respect
- Working together as one
- Forming and maintaining relationships and strengthening ties with communities



Ō tātou whāinga ā-hapori – Our community outcomes



HUANGA HAPORI 1

He taiao ora

*Ka whakaū, ka whakawana mātou i te taiao kikokiko me ngā pūnaha
rauropi māori mō ō mātou hapori mengā whakatupuranga o āpōpō.
Ka tautokohoki mātou i ētahi atu ki te mahi i ēnei mahi.*

COMMUNITY OUTCOME 1

A healthy environment

*We maintain and enhance our physical environment and
natural ecosystems for our communities and future generations.
We support others to do the same.*

HUANGA HAPORI 2

He hapori mata-hī awatea

*Ka arataki, ka tautoko ā mātou mahi ki Te Moana a Toi te whakapakaritanga
o te tū ki ngā mōreareatanga māori, ā, kia pai ai te tahuritanga mauri ora
ki te āpōpō puhanga-warō iti.*

COMMUNITY OUTCOME 2

Future ready communities

*Our work in the Bay of Plenty guides and supports improved resilience to
natural hazards and an equitable and sustainable transition to a
low emissions future.*

HUANGA HAPORI 3

Ngā hapori e honoa ana, e whakamanatia ana hoki

Ka āwhina mātou ki te hanga hapori tūhonohono, hapori mauri tū roa.

COMMUNITY OUTCOME 3

Connected and enabled communities

We help provide connected and sustainable communities.

HUANGA HAPORI 4

He whanaketanga mauri tū roa

Ka tautoko, ka manaaki hoki mātou i te whanaketanga mauri tū roa.

COMMUNITY OUTCOME 4

Sustainable development

We support and advocate for sustainable development.

HUANGA HAPORI 5

Te Ara Poutama

*Te mahi tahi ki te tangata whenua me te hapori ki te anamata
taurikura me te anamata tautika.*

COMMUNITY OUTCOME 5

The Pursuit of Excellence*

*Partnering with tangata whenua and community towards a
prosperous and equitable regional future.*

*Whilst not a direct translation, 'Pursuit of Excellence' is a close approximation to Te Ara Poutama. Te Ara Poutama has its origins in Te Ao Māori and references the pathway ascended by Tāne to retrieve the three baskets of knowledge that represent humanity's consciousness. From a contemporary perspective, Te Ara Poutama serves to inspire a commitment to innovation, excellence, and continuous improvement.

Our community outcome goals

He taiao ora

- Whāinga 1** E ora ana te taiao kikokiko me ngā pūnaha rauropihuhua o te rohe.
- Whāinga 2** E whakatūturu ana i te mana o te wai mā te ora, me te pikinga tonutanga o te ora o ngā rerenga wai me ngā pūnaha rauropi e kauawhi atu ana.
- Whāinga 3** E takea ana ā mātou whakatau i te kōrero taunaki – katoa katoa ngā mahi ka whāngaia ki ngā korero pūtaiao pai katoa, tae atu ki te mātauranga Māori.
- Whāinga 4** Ka tautoko mātou i ngā hapori ki te manaaki i tō tatou taiao.

A healthy environment

- Goal 1** The region's diverse range of physical environments and natural ecosystems are in a healthy state.
- Goal 2** Enabling te mana o te wai through healthy and improving waterways and their ecosystems.
- Goal 3** We use evidence based decision making – all work is informed by the best available science and mātauranga Māori.
- Goal 4** We support communities to nurture our environment.

He hapori mata-hī awatea

- Whāinga 5** Ka aro i ngā hapori, ka takatū hoki mō te pānga o ngā mōreareatanga māori, mō te hurihanga āhuarangi hoki.
- Whāinga 6** Ka whakamana mātou i ngā hapori kia kaha ai ki te mahi i ngā whakatau mauri tū roa, me te tahuri hoki ki te ōhanga waro iti.
- Whāinga 7** Ka whai mātou ki te hoatu rongoa i ahu mai i te ao tū roa, i ngā wā e tika ana, hei whakawana i te taiao, hei tiaki hoki i ō mātou hapori.

Future ready communities

- Goal 5** Communities are aware of and prepared for the impact of natural hazards and climate change.
- Goal 6** We will empower communities to make sustainable choices and transition towards a low emissions economy.
- Goal 7** We seek to provide nature based solutions as appropriate to enhance the environment and protect our communities.

Ngā hapori e honoa ana, e whakamanatia ana hoki

- Whāinga 8** E tūhonohono ana ngā hapori mā te pūnaha kawenga whitake, me te pai o te whakamahinga whenua me te hoahoanga tāone, e piki ai te ora, te pai o te noho, e eke ai hoki ngā whāinga taiao hoki.
- Whāinga 9** Ka poipoi mātou i ngā hapori pakari mā te whai wāhi ki ngā whakatau whakahirahira ki a rātou.
- Whāinga 10** He kāhui tūao tō mātou, he mata rau, ā, he mea tautoko hoki.
- Whāinga 11** Te tautoko i ngā tōpūtanga hapori kia whakatutukia ngā hua hapori tautika.

Connected and enabled communities

- Goal 8** Communities are connected through an effective transport system, land use and urban design that improves wellbeing, livability and environmental outcomes.
- Goal 9** We foster strong communities through engagement in decisions that are important to them.
- Goal 10** We have a diverse and supported network of volunteers.
- Goal 11** Supporting community organisations to achieve equitable community outcomes.

He whanaketanga mauri tū roa

Whāinga 12 Ka tautoko mātou i te whanaketanga me te tupuranga e aro ana ki ngā oranga e whā o te tangata me te hapori; te hiahia ki te whakaū, ki te whakapiki hoki i te ora o te taiao; me ngā hiahia hoki o ngā whakatupuranga o āpōpō, otirā ngā mea e taea noa nei te matapae.

Whāinga 13 Ka tautoko, ka manaaki kia taea ai ngā mahere whaitua pakari ki ngā karawhiu a te āhuarangi, e whai ana i te huarahi whanaketanga mauri tū roa.

Whāinga 14 He manawaroa, he māia, he pāhekoheko ngā hanganga tūmatanui o te rohe.

Sustainable development

Goal 12 We support development and growth that takes into account the four wellbeings of people and communities, the need to maintain and enhance the quality of the environment, and the reasonably foreseeable needs of future generations.

Goal 13 Enable and advocate for climate resilient spatial plans that take a sustainable development approach.

Goal 14 Regional infrastructure is resilient, efficient and integrated.

Te Ara Poutama

Whāinga 15 Ko te tautoko kia whai wāhi nui atu ai ngā iwi Māori ki ngā mahi whakatutuki whāinga, me te kōkiri hoki i ngā āheinga e hua ake ana i ngā mahi e haere ana.

Whāinga 16 Te tautoko i te raukaha me te āheinga o te Māori me te hapori ki te whakamana i ngā hononga whaihua.

Whāinga 17 Ko te whakaū i te ahunga tauriterite ki ngā oranga e whā, me te whakatutuki hoki i ngā putanga hapori.

Whāinga 18 Ko te piri ki ngā iwi Māori hei whakawana i te whakatinanatanga, hei whakawhānui hoki i te mana whakatau ki ētahi.

The Pursuit of Excellence

Goal 15 Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations.

Goal 16 Supporting Māori and community capacity and capability building to empower proactive relationships.

Goal 17 Ensuring an equitable approach to the four wellbeings and delivery of community outcomes.

Goal 18 Partner with Māori to enhance delivery and share decision making.



Ā mātou mahi

- Whai ai mātou ki te whakapakari i te rohe
- Ka kimi mātou i ngā kaupapa pāhekoheko, ā, ka mahi tahi hoki ki ētahi
- Tā mātou e mahi ai, mahia paitia ai
- He pai rawa ā mātou ratonga kiritaki
- Whakamana ai mātou i ngā herenga ki ngā iwi Māori
- Taki ai mātou i ngā mahi atamai hou, ā, kāore e wehi ki te whai huarahi kē kia oti ai te mahi
- Whakamahi ai mātou i ngā korero whai tikanga, tae atu ki te hangarau me te mātauranga Māori

How we work

- We look to add value regionally
- We seek integrated solutions and we collaborate
- What we do, we do well
- We provide great customer service
- We honour our obligations to Māori
- We innovate and are not afraid to do things differently
- We use robust information, including technology and mātauranga Māori

Ngā kaiwhakakaha

Whakatinanatanga

He horo, he whaitake tā mātou whakatinana i ngā kaupapa mā te tautohu i ngā mea nui, i ngā huanga hoki.

Haumitanga

Ka whakakaha mātou i te oranga o ngā whakatupuranga mā te haumitanga atamai o te pūtea ki ō mātou tāngata, ki ō mātou wāhi.

Whakahoanga me te whai wāhitanga

Mahi tahi ai mātou ki ngā hoa, ngā kaiwhaipānga me te hāpori hei tiaki, hei whakawana i ngā pūnaha rauropi kia pai ake ai te taiao me te ōhanga.

Enablers

Delivery

We deliver in an efficient and effective manner by identifying priorities and outcomes.

Investment

We empower intergenerational wellbeing through prudent investment with our people and places.

Partnership and engagement

We work with partners, stakeholders and the community to protect and enhance ecosystems for a better environment and economy.





Te Ara Poutama **The Pursuit of Excellence**

The use of the poutama design represents the journey Tāne took to retrieve the baskets of knowledge to achieve a prosperous future for all. The rope is symbolic of a strong partnership underpinning success.



He hapori mata-hī awatea **Future ready communities**

The niho taniwha (sharks tooth) design has been used to represent this outcome. Shark's are revered for resilience, adaptability and the ability to never give up. This outcome is about remaining resilient for future generations.



Ngā hapori e honoa ana, e whakamanatia ana hoki **Connected and enabled communities**

The whakarare design represents the interweaving of whakapapa (ancestry). It interlocks, showing strong and unbreakable connections within a community.



He whanaketanga mauri tū roa **Sustainable development**

The kōwhaiwhai design includes mangōpare which represents the hammerhead shark. Mangōpare signifies strength, determination, and leadership as well as the connection between people and the environment.



He taiao ora **A healthy environment**

This kōwhaiwhai design represents the healthy state of an environment that is teeming with life.

Ō tātou whāinga ā-hapori **Our community outcomes**

*Ka ora te taiao, ka ora te tangata.
If we look after the environment,
it will in turn look after us.*

This pou whenua (land marker) represents our five community outcomes. The base of the pou begins with he taiao ora (a healthy environment) to show the connection to the land and importance of a healthy taiao (the environment) for everything to thrive.

It then moves to outcomes connected to people and places and ensuring everything can thrive and is protected in our region. Te Ara Poutama sits at the top due to the kōrero tuku iho (narrative) it is based upon. The pursuit of excellence inspires a commitment to innovation, excellence, and continuous improvement.

HUANGA HAPORI COMMUNITY OUTCOME 1



He taiao ora Healthy environment

Ka whakaū, ka whakawana mātou i te taiao kikokiko me ngā pūnaha rauropi māori mō ō mātou hapori mengā whakatupuranga o āpōpō. Ka tautokohoki mātou i ētahi atu ki te mahi i ēnei mahi.

We maintain and enhance our physical environment and natural ecosystems for our communities and future generations. We support others to do the same.



He korowai
tiaki taiao
Environmental
wellbeing

Whāinga – Goals	What we do
01 E ora ana te taiao kikokiko me ngā pūnaha rauropihuhua o te rohe. The region's diverse range of physical environments and natural ecosystems are in a healthy state.	• Help to eradicate, or manage the impact of, introduced pests (plants and animals). • Manage activities that may have an effect on the natural environment. • Provide compliance education, monitoring and enforcement to prevent and address pollution.
02 E whakatūturu ana i te mana o te wai mā te ora, me te pikinga tonutanga o te ora o ngā rerenga wai me ngā pūnaha rauropi e kauawhi atu ana. Enabling te mana o te wai through healthy and improving waterways and their ecosystems.	• Protect and restore biodiversity and water quality. • Work with landowners, tangata whenua, industry and the wider community to improve the sustainability of primary industry land uses. • Clean up oil spills to reduce impact on the environment.
03 E takea ana ā mātou whakatau i te kōrero taunaki – katoa katoa ngā mahi ka whāngaia ki ngā korero pūtaiao pai katoa, tae atu ki te mātauranga Māori. We use evidence based decision making – all work is informed by the best available science and mātauranga Māori.	• Support the Freshwater programme with science and the support of partners' mātauranga advice. • Develop strategies, policies and plans to enhance how natural and physical resources in the region are cared for and managed.
04 Ka tautoko mātou i ngā hapori ki te manaaki i tō tatou taiao. We support communities to nurture our environment.	• Support our large volunteer community to protect and restore the environment. • Own and manage regional parks (Pāpāmoa Hills, Onekawa and Hot Springs Rd to be developed). • Run a 24/7 Pollution Hotline where you can report environmental incidents or concerns.

Looking after our environment now, for the future

In the Bay of Plenty less than 10% of original wetlands remain, and those remaining wetlands are under pressure from the impacts of land use, and pest plants and animals.

Wetlands are important ecosystems for environmental, economic and cultural reasons. Wetlands help to maintain water quality by filtering our contaminants and support biodiversity (including many threatened native species of plants and animals). They can help store carbon, which fosters better climate resilience, and can reduce the impacts of flooding and heavy rainfall by helping to stabilise shorelines and riverbanks.

Wetlands are also considered to be of great cultural value to Māori and are taonga.

Through restoring wetlands by retiring wet areas that are not suitable for farming, landowners can better utilise their land while supporting the surrounding environment.

Across the region, Regional Council works with tangata whenua, farmers, and care and community groups to help restore and protect these taonga. Part of this work includes several large-scale projects, including the development of a new 20ha coastal wetland in Pukehina (Cutwater Road). This is a joint project between Regional Council and iwi collective Te Wahapū o Waihi to help improve the health of the Waihi Estuary. Construction is expected to begin in late 2024.

Relevant
outcomes:



Healthy environment



Sustainable development



Future ready communities



Te Ara Poutama - The Pursuit of Excellence

HUANGA HAPORI COMMUNITY OUTCOME 2



He hapori mata-hī awatea Future ready communities

*Ka arataki, ka tautoko ā mātou mahi ki Te Moana a
Toi te whakapakaritanga o te tū ki ngā mōreareatanga
māori, ā, kia pai ai te tauritanga mauri ora ki te
āpōpō puhanga-warō iti.*

*Our work in the Bay of Plenty guides and supports
improved resilience to natural hazards and an equitable
and sustainable transition to a low emissions future.*



He korowai
aroha
Social
wellbeing

Whāinga – Goals	What we do
05 Ka aro i ngā hapori, ka takatū hoki mō te pānga o ngā mōreareatanga māori, mō te hurihanga āhuarangi hoki. Communities are aware of and prepared for the impact of natural hazards and climate change.	• Support Civil Defence Emergency Management for region-wide readiness, response and recovery work. • Maintain flood protection schemes to protect people, property and livelihoods from flooding and to reduce the impact of major floods. • Support community-led climate change adaptation. • Provide timely warning of potential flooding via our Flood Room.
06 Ka whakamana mātou i ngā hapori kia kaha ai ki te mahi i ngā whakatau mauri tū roa, me te tauri hoki ki te ōhanga warō iti. We will empower communities to make sustainable choices and transition towards a low emissions economy.	• Support communities to adapt to our changing climate through regional networks and groups. • Provide funding to community led projects including schools and early childhood education centres to deliver projects focused on sustainability that help prepare for the impacts of climate change, natural hazards and that reduce greenhouse gas emissions.
07 Ka whai mātou ki te hoatu rongoa i ahu mai i te ao tū roa, i ngā wā e tika ana, hei whakawana i te taiao, hei tiaki hoki i ō mātou hapori. We seek to provide nature based solutions as appropriate to enhance the environment and protect our communities.	• Restoration and creation of salt marsh and coastal wetland habitat to enhance biodiversity, provide protection from storm surges and sea level rise, and to sequester carbon. • Rehabilitation of healthy dune systems to enhance habitat and provide protection from storm effects and sea level rise. • Restoration of planted riparian buffers on rivers, streams and drains to enhance biodiversity, treat contaminants and reduce bank erosion. • Progressively adopting more of a Room for the Rivers approach to river management to allow rivers to gradually reclaim some of their natural flood flow-paths that have been constrained over time.

Infrastructure to protect communities

A core role of Regional Council is to minimise the risk of flooding to people, property and livelihoods.

Regional Council's rivers and drainage function manages and maintains nearly \$440m worth of flood protection defences (including stopbanks, floodwalls, floodgates and pump stations). This is across five major river and drainage schemes, which provide flood protection and drainage for more than 54,500 targeted ratepayers.

The rivers and drainage team is responsible for building new flood defences and an ongoing maintenance programme to keep the defences in working order.

Current work includes building new or upgrading existing flood defences, with a particular focus on the Rangitāiki River area and the Whakatāne township, with completion of the Rangitāiki River Floodway project on track for late 2024. Once this is finished, the Floodway and soon-to-be completed Spillway will help divert water from the river during a flood event, reducing the risk to downstream communities, such as Edgecumbe.

Good progress is also being made on Project Future Proof, a multi-stage, multi-year project to improve the stopbanks and floodwalls in the Whakatāne CBD.

Further work is planned in rural areas of the Tarawera River, the lower Kaituna, and around the township of Ōpōtiki.

Relevant outcomes:



Healthy environment



Sustainable development



Future ready communities



Te Ara Poutama - The Pursuit of Excellence

HUANGA HAPORI COMMUNITY OUTCOME 3



Ngā hapori e honoa ana, e whakamanatia ana hoki

Connected and enabled communities

*Ka āwhina mātou ki te hanga hapori
tūhonohono, hapori mauri tū roa.*

*We help provide connected and
sustainable communities.*



He korowai
aroha
Social
wellbeing



He korowai
whakamana
tangata
Economic
wellbeing

Whāinga – Goals	What we do
08 E tūhonohono ana ngā hapori mā te pūnaha kawenga whaitake, me te pai o te whakamahinga whenua me te hoahoanga tāone, e piki ai te ora, te pai o te noho, e eke ai hoki ngā whāinga taiao hoki. Communities are connected through an effective transport system, land use and urban design that improves wellbeing, livability and environmental outcomes.	• Operate the Baybus network, delivered in partnership with our bus operators, including Bayhopper buses in the Western and Eastern Bay, school services in Tauranga, Cityride buses in Rotorua, as well as regional services. • Lead transport planning and policy development across the region. • Continue to support spatial plans/ growth strategies and their implementation programmes • Building regional profiles/information and associated data access.
09 Ka poipoi mātou i ngā hapori pakari mā te whai wāhi ki ngā whakatawhakahirahira ki a rātou. We foster strong communities through engagement in decisions that are important to them.	• Ensure fair engagement processes for the community to have their say and help shape Council decisions. • Support the democratic structure and processes of Council, so the public can have confidence in open, transparent, and fair governance
10 He kāhui tūao tō mātou, he mata rau, ā, he mea tautoko hoki. We have a diverse and supported network of volunteers.	• Provide grants to support community led projects which enhance the environment and community wellbeing.
11 Te tautoko i ngā tōpūtanga hapori kia whakatutukia ngā hua hapori tautika. Supporting community organisations to achieve equitable community outcomes.	• Through our Volunteer Initiatives Fund and care group funding we help grow the capability, capacity of volunteers and support them to deliver work that supports Council outcomes.

Keeping people and the local economy moving

An effective transport system does more than just move people from A to B — it connects lives and livelihoods.

Every day the transport system supports travelling – whether it's by bus, bike, scooter or car. An effective transport system provides access to essential services and keeps the wheels of the local economy turning smoothly, by enabling the flow of goods to and from businesses.

Through our partnership with local bus operators, our Baybus network provides a vital link throughout the region. Whether you're traveling on a Bayhopper in the Western and Eastern Bay or taking a Cityride bus in Rotorua, our goal is to make your journey safe, efficient, and affordable.

Our bus service prioritises accessibility, offering full bus fare waivers for residents with permanent impairments and subsidising taxi services through our Total Mobility Scheme for those who find public transport challenging. This is part of supporting people to reach essential destinations — like supermarkets, appointments, airports, or a friend's house – safely and with dignity.

Public transport also supports the region's growth. It reduces congestion and emissions and provides an effective option for people to get to work, school or places to have fun.

Funded from customer fares, targeted rates, general funds, and from NZ Transport Agency Waka Kotahi, this work is part of keeping communities and the local economy moving.

Relevant
outcomes:



Healthy environment



Connected and enabled communities



Future ready communities



Te Ara Poutama - The Pursuit of Excellence

HUANGA HAPORI COMMUNITY OUTCOME 4



He whanaketanga mauri tū roa Sustainable development

*Ka tautoko, ka manaaki hoki mātou i te
whanaketanga mauri tū roa.*

*We support and advocate for
sustainable development.*



He korowai
whakamana
tangata
Economic
wellbeing



He korowai
aroha
Social
wellbeing

Whāinga – Goals	What we do
12 Ka tautoko mātou i te whanaketanga me te tupuranga e aro ana ki ngā orange e whā o te tangata me te haporī; te hiahia ki te whakaū, ki te whakapiki hoki i te ora o te taiao; me ngā hiahia hoki o ngā whakatupuranga o āpōpō, otirā ngā mea e taea noa nei te matapae. We support development and growth that takes into account the four wellbeings of people and communities, the need to maintain and enhance the quality of the environment, and the reasonably foreseeable needs of future generations.	• Identify and address issues and challenges facing the region – such as population growth. • Continue to support spatial plans/growth strategies and their implementation programmes. • Build regional profile information and associated data access.
13 Ka tautoko, ka manaaki kia taea ai ngā mahere whaitua pakari ki ngā karawhiu a te āhuarangi, e whai ana i te huarahi whanaketanga mauri tū roa. Enable and advocate for climate resilient spatial plans that take a sustainable development approach.	• Work in collaboration and support local councils to develop spatial plans. • Ensure spatial planning documents and implementation plans encourage sustainable development and climate resilient communities. • Ensure spatial and implementation plans include resilient regional infrastructure that is integrated and efficient.
14 He manawaroa, he māia, he pāhekoheko ngā hanganga tūmatanui o te rohe. Regional infrastructure is resilient, efficient and integrated.	• Ensure Council-supported regional infrastructure supports delivery of our community outcomes and an assessment of benefits and costs is weighed up for each project.

**I'm here
to check
the air**

A quality environment to live, work and play in

As a regional council, it's our role to monitor air quality and manage air pollution. To help improve air quality in Mount Maunganui, a legally designated air quality management area, known as an airshed, was introduced to better manage industrial discharges and enable tighter rules and resource consent decisions.

Our Mount Maunganui air quality work programme includes extensive 24/7 air quality monitoring, a 24/7 Pollution Hotline and response team, an industry audit programme, odour monitoring and the strengthening of air quality plans, policies and regulations.

This work supports an integrated approach with Iwi, central government, industry and other councils, to ensure 'the Mount' remains one of New Zealand's best places to live, visit and do business.

The result of this work and our joined up approach is beginning to come to fruition, with significant reductions in negative air quality exceedances relating to New Zealand standards and stricter rules limiting pollution.

The budgeted amount for the monitoring programme across the region is approximately \$500,000 per year.

Relevant
outcomes:



Healthy environment



Future ready communities



Sustainable development



Te Ara Poutama - The Pursuit of Excellence



Connected and enabled communities



HUANGA HAPORI COMMUNITY OUTCOME 5



Te Ara Poutama The Pursuit of Excellence

*Te mahi tahi ki te tangata whenua me te hapori ki
te anamata taurikura me te anamata tautika.*

*Partnering with tangata whenua and community
towards a prosperous and equitable regional future.*



He korowai
tiaki taiao
Environmental
wellbeing



He korowai
aroha
Social
wellbeing



He korowai
whakamana
tangata
Economic
wellbeing



He
korowai
mātauranga
Cultural
wellbeing

Whilst not a direct translation, 'Pursuit of Excellence' is a close approximation to Te Ara Poutama. Te Ara Poutama has its origins in Te Ao Māori and references the pathway ascended by Tāne to retrieve the three baskets of knowledge that represent humanity's consciousness. From a contemporary perspective, Te Ara Poutama serves to inspire a commitment to innovation, excellence, and continuous improvement.

Whāinga – Goals	What we do
15 Ko te tautoko kia whai wāhi nui atu ai ngā iwi Māori ki ngā mahi whakatutuki whāinga, me te kōkiri hoki i ngā āheinga e hua ake ana i ngā mahi e haere ana. Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations.	Strengthen Māori capacity and capability to contribute to Council's decision-making processes.
16 Te tautoko i te raukaha me te āheinga o te Māori me te hapori ki te whakamana i ngā hononga whaihua. Supporting Māori and community capacity and capability building to empower proactive relationships.	- Provide strategic advice and leadership on Māori outcomes, partnerships and organisation integration of Te Ao Māori, to support Council's statutory responsibilities. - Through our Māori, Volunteer and Community Initiative community funding programmes we sustainably grow the capacity and capability of Māori and community organisations.
17 Ko te whakaū i te ahunga tauriterite ki ngā oranga e whā, me te whakatutuki hoki i ngā putanga hapori. Ensuring an equitable approach to the four wellbeings and delivery of community outcomes.	Equitably engaging with our community and working collaboratively with our partners for greater community impact.
18 Ko te piri ki ngā iwi Māori hei whakawana i te whakatinanatanga, hei whakawhānui hoki i te mana whakatau ki ētahi. Partner with Māori to enhance delivery and share decision making.	Treaty settlement arrangement implementation and post settlement co-governance forums

Recreation for all

Since its establishment in 2004, the 182-hectare Pāpāmoa Hills Cultural Heritage Regional Park has been an exemplar of what can be achieved through integrated planning and partnership between local government and tangata whenua.

Fundamental to this is SmartGrowth, the 50-year growth management strategy for Tauranga City and the Western Bay of Plenty District that brings together the elements of live, work, learn and play in one of the fastest growing sub-regions in Aotearoa.

Through the SmartGrowth partnership, which includes Central Government, local councils and tangata whenua, Regional Council has been enabled to develop the park into a premier destination for locals and visitors to learn and play. Whether walking the park's 10.5km of tracks, enjoying the view from on top of one of the eight registered pā sites, learning about the area's rich cultural history, or picnicking in the paddocks, the park has it all.

At the heart of the park's recent revitalisation, completed in November 2023, has been Te Uepū, the shared decision-making entity made up of representatives from Regional Council, Waitaha, Ngā Pōtiki, Ngāti Pūkenga and Ngāti Hē.

This co-governance model was fundamental to ensuring all partners could deliver on the expectations of their organisations, whether financial, legislative or governance, and the groups they were mandated to represent.

The \$5.1 million project has delivered a safer, richer and more varied park user experience to accommodate twice the number of visitors as the old facilities, while setting the park up for the next two decades.

"Nurturing any taonga, requires a constant balance of challenge and reward. While the revitalisation project did bring challenge, sound co-governance, rigorous project management and a commitment to sensitively nurture this precious Bay of Plenty taonga has delivered rewards that will benefit generations to come." Te Uepū

Relevant
outcomes:



Healthy Environment



Sustainable Development



Connected and enabled communities



Future Ready Communities



Te Ara Poutama - The Pursuit of Excellence

**Te mahi tahi me te Māori kia whakapakari raukaha,
kia whakapakari āheitanga hoki ki te whai wāhi atu
ki ngā tukanga whakatau whakaaro**
**Partnering with Māori to build capacity and strengthen
capability to contribute to decision making processes**



Partnerships with Māori

The principles of the Treaty of Waitangi and the partnership upon which it is founded are an established part of the local government framework. Māori hold a unique role in shaping and contributing to regional leadership and direction and Māori cultural capacity and capability adds a further dimension to the unique dynamic of the Bay of Plenty.

Collectively, Māori contribute significantly to the region through ownership of notable assets, economic investment initiatives, leadership and participation in co-management and co-governance arrangements, and a growing influence in natural resource management. Through Te Ara Poutama (a dedicated Long Term Plan outcome) we are focused on continuing to work collaboratively with Māori over the next 10 years.



Māori Participation in decision making

Council has responsibilities to support the development of Māori capacity and capability to contribute to Council decision making processes. Central to achieving this is Komiti Māori (Māori Standing Committee of Toi Moana Bay of Plenty Regional Council), providing leadership and guidance on key kaupapa including partnership opportunities with Māori, and measures to support the delivery of key strategic priorities and Māori outcomes.

Komiti Māori facilitates Māori participation in decision making through:

- Leading Council to identify strategic partnership opportunities with Māori and developing a work programme to support initiatives in this space.
- Facilitating tangata whenua input into community outcomes, policy development and implementation work across the local government framework.
- Identifying and providing direction on any emerging issues for the region relating to the principles of Te Tiriti o Waitangi or other legislative obligations to Māori.
- Monitoring, advising, and reporting on Council's responsiveness to Māori and compliance with its legislative obligations to Māori particularly in regard to the Local Government Act and Resource Management legislation.
- Providing direction on effective Māori engagement and on actions to enhance Māori capacity to contribute to Council's decision making.

In managing natural resources, we work in partnership with Māori through several Treaty based co-governance/ management arrangements (Te Arawa Lakes Strategy Group, Rangitāiki River Forum, Te Maru o Kaituna River Authority, Tarawera Awa Restoration Strategy Group) and non-statutory advisory committees, promoting Māori participation in decision making.

Through environmental management we help facilitate integrated roles for Māori in resource management decision making processes. These include enhancements to engagement, methods of communication, and representation on hearing panels. We also fund and support RMA tools such as the development of hapū/iwi Resource Management Plans and Mana Whakahono ā Rohe (iwi participation agreements) and promote the involvement of Māori in operational functions recognising their role as kaitiaki.

Ā mātou mahi

The work we do

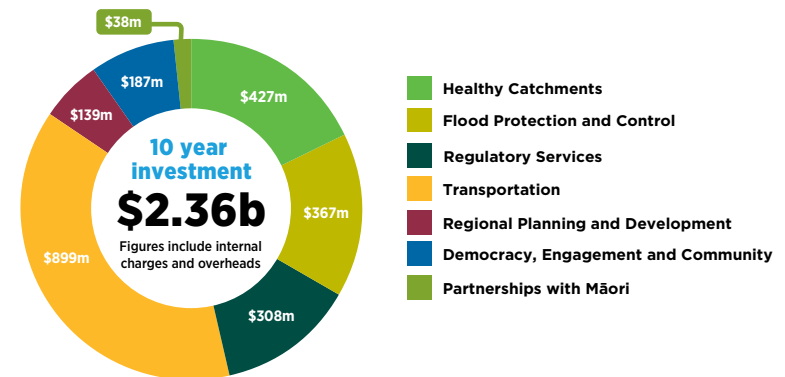
We are mindful of the importance of fiscal responsibility and the need to work efficiently.

The development of the activity plans and financial requirements to implement the plans were prepared based on the need for prudence, doing more with less and seeking out efficiencies where possible.

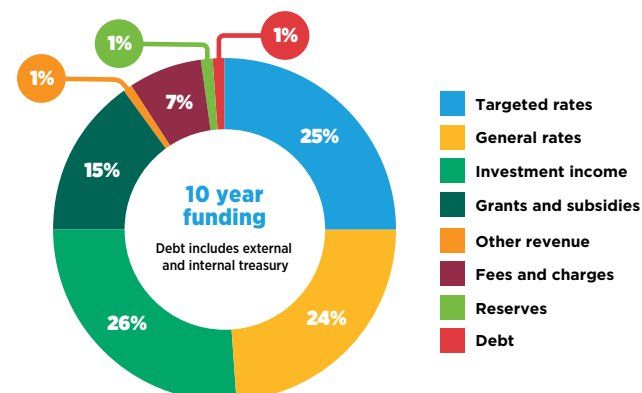
To implement the activity plans, the following graphs identify:

- The cost to deliver the activities
- How the costs are funded.

Where the money is being spent



Where is the money coming from?



The work we do is carried out across 21 activities, split into 8 groups. This supports reporting to the community on progress and performance.

Community outcomes and activities

Groups of Activities	He taiao ora A healthy environment Goals 1 - 4	He hāpori mata-hi awatea Future ready communities Goals 5 - 7	Ngā hāpori e honoa ana, e whakamanatia ana hoki Connected and enabled communities Goals 8 - 11	He whanaketanga mauri tū roa Sustainable development Goals 12 - 14	Te Ara Poutama The Pursuit of Excellence Goals 15 - 18
Healthy Catchments	Biosecurity Coastal Catchments (Incl Regional Parks) Rotorua Catchments Freshwater Programme	Climate Change Programme Co-ordination			
Flood Protection and Control		Flood Protection and Control Rivers and Drainage Schemes			
Regulatory Services	Resource Consents Regulatory Compliance Maritime Operations	Emergency Management			
Transportation			Transport Service Deliveries Transport Planning		
Regional Planning and Development	Policy and Planning			Spatial Planning Regional Development	
Democracy, Engagement and Community Participation			Community Engagement Governance Services		
Partnerships with Māori					Te Amorangi (Māori strategy) Te Pae Tawhiti (Māori capability and capacity building)
Support and Technical Services	Science	Data Management	Collaboration and Shared Services	Corporate	

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

NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Ngā riu hopuwai ora Healthy Catchments



What's included

- Biosecurity
- Climate Change Programme
- Coastal Catchments (including Regional Parks)
- Freshwater Programme
- Rotorua Catchments

Contribution to community outcomes



Healthy environment



Future ready communities

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

The Healthy Catchments group of activities demonstrates our commitment to environmental stewardship, environmental wellbeing, and responsible resource management. These efforts contribute to a healthy environment and future ready communities.

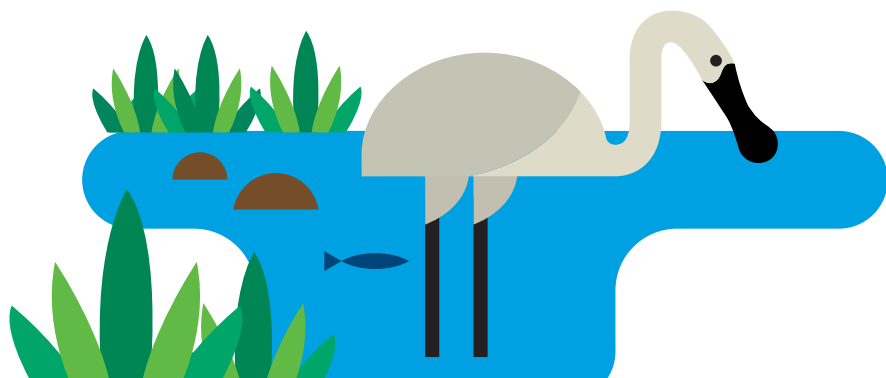
Maintenance and protection of biodiversity and freshwater resources is key to the region's environmental wellbeing. Regular monitoring ensures compliance with relevant standards and to support waterbody health. Council funds and delivers work through the Coastal Catchments and Regional Parks activity to enable positive environmental and community outcomes and to deliver commitments to partners. The works are designed to effectively, efficiently and collaboratively deliver public goods, services and outcomes that are important to the regional community but are not delivered by the free market alone, nor by regulation.

The work of our Rotorua Catchments team promotes the sustainable management of the Rotorua lakes and their catchments for present and future generations, while providing for the ancestral relationship of Te Arawa with their lakes. Similar to Coastal Catchments, the work of the Rotorua Catchments activity helps to implement our Regional Policy Statement and Regional Plans (including Lake Action Plans) to maintain and improve the environmental quality of the Rotorua Te Arawa Lakes.



Under the Biosecurity Act, Council has a statutory role in providing regional leadership for pest management. Pests can impact our environment, economy, and cultural values. They can also impact indirectly on social values and our quality of life. Through the Regional Pest Management Plan for the Bay of Plenty, Council helps to combat the negative impacts of pest species. Biosecurity provides benefits at national, regional, local, and individual property levels. The region is continually threatened by new pest incursions or naturalisations, which requires the regular re-prioritisation of resources and collaborative approaches. Collaboration with Government agencies occurs at a regional and a national level (via the Biosecurity Biodiversity Leadership Group). The regional activity supports work done by the Ministry for Primary Industries and the Department of Conservation.

Council declared a climate emergency in 2019 and then developed a Climate Change Action Plan with goals and objectives (see pages 33 and 70 for more detail on this). The community expects the Bay of Plenty Regional Council to lead on climate action and collaborate with others who share similar concerns and interests. Providing quality information for our communities, risk assessments and community led adaptation planning are part of the action plan response.





Biosecurity

What we do

Through this activity we implement the Regional Pest Management Plan (RPMP). We also support the Ministry for Primary Industries (MPI) in delivering the Tiakina Kauri, Tipu Mātoro National Wallaby Eradication and National Wilding Conifer Control programmes.

Key projects

- **Aquatic pests** – Partnership with Te Arawa Lakes Trust to manage RPMP aquatic pests within the Te Arawa Lakes.
- **Tiakina Kauri** – Support MPI implementation of delivery of National Phytophthora agathidicida Pest Management Plan, while delivering the RPMP kauri dieback exclusion programme.
- **Wilding Conifers** – Support MPI to deliver the National Wilding Conifer programme in conjunction with delivering the RPMP wilding conifer programme.
- **Wallabies** – Support MPI to deliver the Tipu Mātoro programme, in partnership with Waikato Regional Council and Department of Conservation.

What we will achieve

Level of Service Statement: Deliver effective pest management

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of RPMP programmes that are on-track	96%	85%	85%	85%	85%

Climate Change Programme Coordination

What we do

We coordinate and deliver a climate change program based on the Council's Climate Change Action Plan (CCAP). Work covers internal and external efforts, aligning with Council's climate goals. The CCAP outlines a three-year program, emphasising Council's vision, objectives, and goals related to climate challenges. We serve as a knowledge hub, embedding climate change considerations across all Council activities, fostering partnerships, and leading key projects.

Key projects

- **Programme co-ordination and networks** - We manage an action focused, proactive climate programme. This work involves working across the organisation to co-ordinate and drive climate action, leading key climate initiatives, and building relationships regionally and nationally to progress our climate action.
- **Nature based solutions** - We implement nature-based solutions through integrated catchment management to address climate change through ecosystem functions.
- **Facilitating regional adaptation actions** - We facilitate a local government technical working group and work collaboratively on actions to respond to regional climate risks.
- **Community adaptation planning** - We support communities who are ready to start their adaptation journey through our community-led adaptation funding initiative.
- **Community information and awareness** - We provide access to regionally specific climate change information and develop tools and resources to support community understanding and action.

What we will achieve

Level of Service Statement: We will support communities to adapt to our changing climate.

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The number of adaptation projects underway annually with the community or Territorial Authorities.	NEW	3	3	3	3





Photo credit: Stu Attwood

Coastal Catchments (including Regional Parks)

What we do

We collaborate with landowners, tangata whenua, industry and the wider community to protect and restore biodiversity and water quality. Our efforts focus on primary industry land use sustainability. Key components of our work include environmental programme agreements (lasting up to five years), which encompass activities such as biodiversity site fencing, stream margin planting, wetland enhancement, treatment wetland construction, improved drain management, and run-off controls to intercept contaminants. We actively manage animal and plant pests and provide advice on reducing nutrient losses to water. Additionally, we engage directly with more than 65 volunteer community care or catchment groups.

Key projects

- **Manage regional parks** – Pāpāmoa Hills Cultural Heritage Regional Park, Onekawa Te Mawhai Regional Park and Hot Springs Rd to be developed.
- **Coast Care programme** – Council delivers the regional Coast Care programme with volunteers on behalf of the six funding local authorities.
- **Fish Care BOP** – Implement an action plan to improve fish passage in streams. Council is developing the Fish Care BOP programme to bring together owners of in-stream structures and implement a collective action plan to improve fish passage and fulfil the requirements of the NES-F.
- Undertake an inclusive planning process to develop the Hot Springs Road property into a regional park.

What we will achieve

Level of Service Statement: Manage our regional parks sustainably					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The number of visitors to regional parks	99,288	≥100,000	≥100,000	≥100,000	≥100,000
Visitor satisfaction for visitors to regional parks (2 yearly survey)	N/A	N/A	85%	N/A	85%

Level of Service Statement: Improve indigenous biodiversity in the Bay of Plenty catchments

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of all identified Priority Biodiversity Sites that are actively managed	46%	48%	49%	50%	Increase by 1% pa

Freshwater Programme

What we do

We play a crucial role in managing and enhancing freshwater resources in the region. We do this by:

- Monitoring and managing water use and takes to ensure our waterways stay healthy.
- Leading and supporting a range of scientific monitoring and research work to improve understanding about freshwater sources.
- Making changes to regional policies and rules to manage freshwater better in the Bay of Plenty.
- Work with partners and stakeholders to improve water resources for future generations.

Key projects

- **Providing science and mātauranga Māori advice with partners** - to support the update of plans and policy development as part of the Freshwater Programme.
- **Develop National Policy Statement for Freshwater Management (NPSFM) kaupapa Māori action plan** – Year 1: Development of an action plan to support the Regional Plan freshwater plan change notification. Year 2 onwards: Implementation.

What we will achieve

Level of Service Statement: Improve waterbodies in the Bay of Plenty catchments

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of river and stream sites (monitored during periods that exclude heavy rainfall), that meet the national bottom line for bathing sites under the National Policy Statement for Freshwater Management (NPSFM)	NEW	75%	75%	75%	75%





Rotorua Catchments

What we do

Support our community by delivering catchment management, sustainable land use change and biodiversity outcomes across the Rotorua Te Arawa Lakes catchments.

Key projects

- **Lake Rotorua incentive scheme** – Purchase a total of 100 tonne of Nitrogen (37 tonne currently secured) from landowners in the Lake Rotorua Catchment through this scheme or an agreed successor initiative by 2032.
- **Environmental programmes and volunteer support** – Continue to facilitate an annual \$500,000 investment in environmental programmes and care groups across the Rotorua Te Arawa Lakes catchment to support volunteer efforts, sustainable land use and biodiversity outcomes.
- **Alum dosing** – Continue an annual alum dosing programme on lakes Rotorua, Ōkaro and Rotoehu as needed to maintain water quality.
- **Ōhau wall repairs** – Undertake corrosion repair works to the Ōhau wall.
- **Lake outlet and level maintenance** – Continue maintenance of lake level outlets at lakes Ōkāreka, Rerewhakaaitu, Rotomahana, Rotorua and Rotoiti (NB Costs for lakes Rotoiti and Rotorua are included in the Kaituna River Scheme).
- **Lake Rotorua nutrient rules and land use change agreement compliance** – Continue to ensure compliance with the Lake Rotorua nutrient management plan provisions, incentives agreements and other covenants and agreements, to achieve sustainable land use and biodiversity outcomes across the lake's catchments.
- **Science programme** to underpin lake water quality and ecology interventions across our lake catchments. Continue our funding agreement with the University of Waikato, the Lake Water Quality Technical Advisory Group and our research programme underpinning restoration work across our lake catchments.

What we will achieve

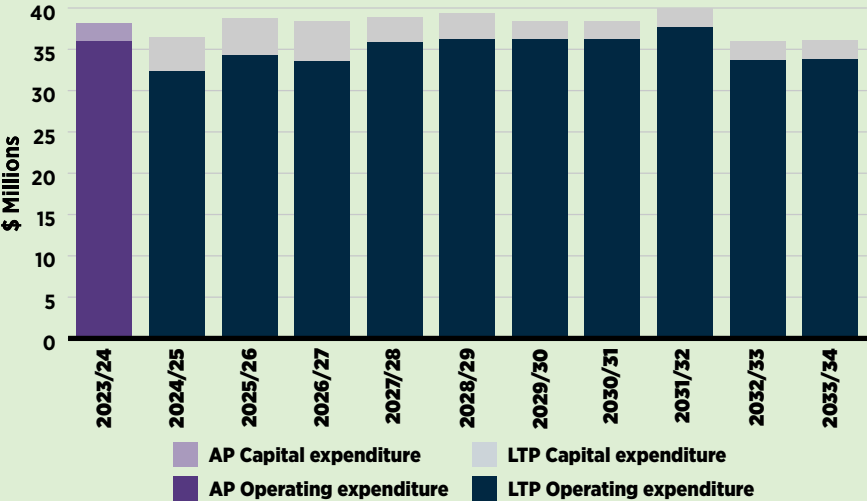
Level of Service Statement: Improve indigenous biodiversity and waterbodies in the Bay of Plenty catchments

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Number of Rotorua Lakes that are no greater than 0.2 TLI units above their target Trophic Level (TLI), based on the three-year rolling TLI.	NEW	8	8	8	8

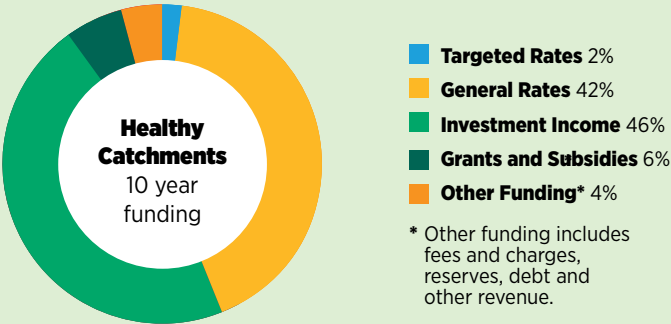
Ngā riu hopuwai ora
Healthy Catchments

- Biosecurity
- Climate Change Programme
- Coastal Catchments (including Regional Parks)
- Freshwater Programme
- Rotorua Catchments

How much it costs



How is it funded



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Te whakamaru waipuke me te whakahaere Flood Protection and Control



What's included

- Flood Protection and Control
- Rivers and Drainage Schemes

Primary contribution to community outcomes



Future ready communities

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

The Flood Protection and Control group of activities focuses on community safety, resilience and social wellbeing by protecting people, property and livelihoods from flood events. These efforts contribute to future ready communities.

We carry out flood forecasting, floodplain monitoring, and river and engineering surveys to develop floodplain management strategies. Collaborating with other parts of the Council, we take an integrated catchment approach. Additionally, we provide flood management systems, flood room functionality, and maintain a flood warning manual.

The increasing severity and frequency of severe weather events and flooding, driven by climate change, necessitate these activities. As a result, additional infrastructure is required for climate adaptation, along with ongoing repairs and maintenance of existing infrastructure.

The direct beneficiaries of our rivers and drainage schemes include landowners within the schemes and communities in low-lying and flood-prone areas. Indirectly, the broader community benefits through avoiding inundation of regionally important roads, railways, electricity and telecommunications networks.



Flood Protection and Control

What we do

We mitigate the impact of flooding on people, property and livelihoods, and provide land drainage to productive land through our rivers and drainage schemes as well as our flood risk coordination activity.

Key projects

- **Flood management** – Provide flood management systems, flood room functionality, maintain a flood warning manual and flood forecasting for storm events.
- **Hydrological modelling** – Updating of hydrological models in response to climate change and recent storm events.
- **River scheme sustainability project** – Project looking at the long-term sustainability of our rivers schemes.
- **Floodplain management strategies** – strategies are developed and maintained to reflect River Scheme Sustainability project outcomes, and capacity reviews.
- **Geotechnical investigations of scheme stopbanks** – Undertake geotechnical investigations of scheme stopbanks in identified areas. Work is spread across the five schemes and ties in with other scheme programmes.
- **Flood risk project** – Working with city and district councils in the Bay of Plenty on managing flood risk.

What we will achieve

Level of Service Statement: Provide the community with timely warning of potential flooding

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28- 33/34
Percentage of flood warnings at pre-determined levels given in accordance with the flood warning manual	100%	100%	100%	100%	100%





Rivers and Drainage Schemes

What we do

We protect communities within rivers and drainage scheme areas by preventing river flooding and providing land drainage for productive land. Our flood protection and drainage infrastructure includes stopbanks, drains, canals, pump stations, and spillways. We respond to service calls, manage day-to-day operations, and address issues such as pump station breakdowns, riparian tree maintenance, streambank repairs, and floodgate maintenance. Additionally, we administer the Flood Protection and Drainage Bylaws.

Key projects

- **Project Future Proof** – Upgrade of flood protection infrastructure through the Whakatāne CBD area in response to the impacts of a changing climate.
- **Ford Road pump station replacement** – Replacement of the Ford Road pump station with a new drainage pump station located next to the diagonal pump station.
- **Stopbank upgrades** – Upgrades of stopbanks due to subsidence and in response to the effects of climate change.
- **Ngongotahā Stream mitigation** – Engineering mitigation in response to the April 2018 flood event in Ngongotahā.
- **Rangitāiki Floodway and Spillway** – Completion of new spillway construction for the Rangitāiki Floodway.
- **All schemes** – Defect remediation, fish passage enhancement and riparian enhancement.

What we will achieve

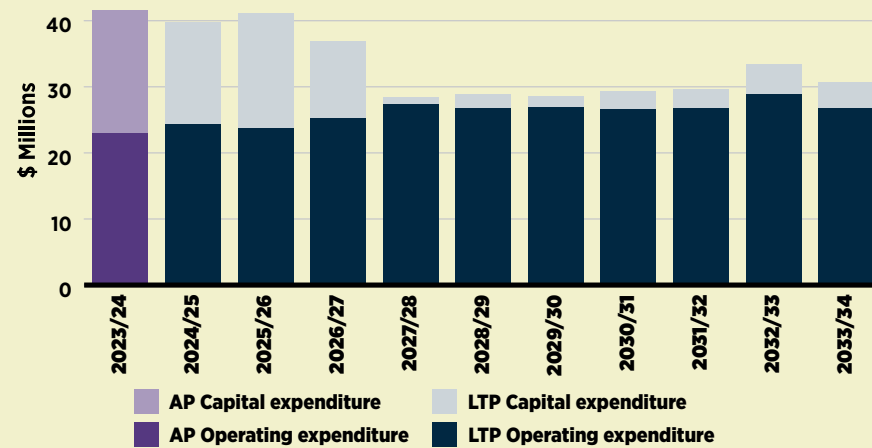
Level of Service Statement: Provide flood protection and drainage					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Percentage of maintenance and repairs completed in accordance with the Rivers and Drainage Asset Management Plan	121%	85%	85%	85%	85%
Percentage of renewals completed in accordance with the Rivers and Drainage Asset Management Plan	32%	70%	70%	70%	75%

Note: Before the Deluge funding is not included because the specifics are not yet confirmed but we expect it will impact year 2 targeted rates for some of the flood schemes.

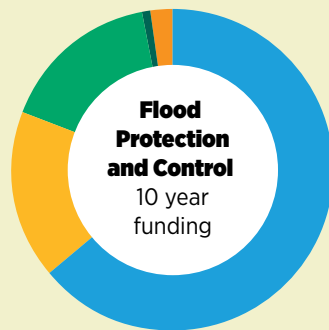
Te whakamaru waipuke me te whakahaere Flood Protection and Control

- Flood Protection and Control
- Rivers and Drainage Schemes

How much it costs



How is it funded



- Targeted Rates 64%
- General Rates 17%
- Investment Income 16%
- Grants and Subsidies 1%
- Other Funding* 2%

* Other funding includes fees and charges, reserves, debt and other revenue.



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Ngā ratonga waeture Regulatory Services



What's included

- Emergency Management
- Maritime Operations
- Regulatory Compliance
- Resource Consents

Primary contribution to community outcomes



Healthy environment



Future ready communities

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

The Regulatory Services group of activities helps protect and maintain our environment, on land, in air and at sea, and this supports our communities' social and environmental wellbeing. These efforts contribute to a healthy environment and future-ready communities.

Effective processing of resource consent applications and compliance monitoring and enforcement are statutory responsibilities under the Resource Management Act (RMA) 1991 and core business for regional councils. Ensuring compliance with the RMA, Regional Plans and national regulations and standards protects our natural resources for future generations. Upholding the standards set in these documents is an important part of ensuring that the outcomes sought by our community are achieved.

Maritime activity is carried out to help keep the community safe on the water, rivers, sea, harbours and lakes in the Bay of Plenty, protect the environment, maintain economic interests and to meet legislative requirements.

The Civil Defence Emergency Management (CDEM) group's vision is *Te Moana-a-Toi Kia Haumarū, Kia Kaha, Mā Tātau Katoa / A safe, strong Bay of Plenty, together*. CDEM works to strengthen the disaster resilience of our rohe by managing risks, being ready to respond to and recover from emergencies, and by supporting individuals, whānau, organisations and communities to act for themselves and others, for the safety and wellbeing of all.



Emergency Management

What we do

Civil Defence is not an organisation as such, but a system of coordinating emergency management. It's a way communities, organisations and government work together to get ready and get through an emergency. In the Bay of Plenty, we have a Bay of Plenty Civil Defence Emergency Management (CDEM) Group that manages activities. The Bay of Plenty CDEM Group is established under section 12 of the CDEM Act 2002 and is made up of the seven local authorities governed by the Bay of Plenty CDEM Group Joint Committee. The Bay of Plenty Regional Council is both a member of the group and the administering authority. As the administering authority we provide the administrative and related services that the CDEM Group may require including employment of Emergency Management Bay of Plenty, which serves as the Group Emergency Management Office for the Bay of Plenty CDEM Group.

What we will achieve

Level of Service Statement: We will maintain capability to effectively respond to an emergency and provide community education initiatives to increase public awareness and readiness for local and regional hazards. *Note: All seven Councils in the Bay of Plenty have committed to these performance measures which will be set via the Long Term Plan and reported on via the Annual Report.*

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The level to which the region is prepared for and can effectively respond to an emergency	53%	80%	80%	80%	80%
Percentage of residents that have a good understanding of what the effects would be if a disaster struck their area (2 yearly survey)	79%	85%	N/A	85%	85%
Percentage of residents that have taken any action to prepare for an emergency (2 yearly survey)	83%	85%	N/A	85%	85%





Maritime Operations

What we do

This activity manages the implementation of the Navigation Safety Bylaws so that maritime users and the maritime environment are kept safe. Examples of the work carried out through this activity includes:

- Enforcement of the Navigation Safety Bylaws
- Oil spill response services across the Bay of Plenty
- Providing education to the community including working with tangata whenua
- Providing and maintaining aids to navigation, removal of hazards and safe ship management of Regional Council owned vessels.
- Providing training, navigation safety licensing and hot work permits/approvals.
- Administering aquatic events.

Key projects

- **Kia marutau ki te wai / Iwi Safer Boating initiative** – A multi-year program designed to deliver safer boating education to Māori in the form of the CBE Day Skipper course and supported with resource materials created by Council.

What we will achieve

Level of Service Statement: Minimising risks and effects of maritime oil spills and navigation hazards

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Percentage of oil spills in Tauranga responded to within 30 minutes	100%	95%	95%	95%	95%
Percentage of oil spills outside Tauranga responded to within two hours	100%	95%	95%	95%	95%
The percentage of navigation aids of 'good' quality or higher	99%	95%	95%	95%	95%
The percentage of life jacket and towing without observer breaches that resulted in infringement.	NEW	40%	46%	53%	60%

Regulatory Compliance

What we do

The Regulatory Compliance activity promotes good environmental outcomes and environmental stewardship by delivering three core services;

- Compliance monitoring of resource consents (around 5,000 a year)
- Responding to environmental complaints (around 2,000-3,000 a year)
- Enforcing compliance with the RMA, Regional Plans and national regulations and standards.

In addition, we work to promote compliance with and the effective implementation of plans.

Key projects

- The Regulatory Compliance activity delivers project driven works associated with issues of significant regulatory risks including air quality in Mount Maunganui (facilitates the Mount Air Quality Working Party) and Local Water Done Well.

What we will achieve

Level of Service Statement: Improve air quality					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The number of exceedances of air quality limits in priority airsheds	3	≤5	≤5	≤5	≤5
The percentage of Mount airshed air quality complaints that are responded to within 24 hours	NEW	90%	90%	90%	90%
The percentage of recorded exceedances of National Environmental Standards for Air Quality (NESAQ) standards in the Mount Maunganui airshed which are investigated, and outcomes communicated publicly	NEW	100%	100%	100%	100%





Level of Service Statement: Ensure consent conditions are monitored and complied with and respond to environmental incident complaints

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of scheduled compliance monitoring visits conducted as per Regional Council's annual compliance monitoring programme	89%	90%	90%	90%	90%
The percentage of urgent complaints that are responded to within 12 hours	100%	99%	99%	99%	99%
The percentage of non-urgent complaints that are responded to within 24 hours	NEW	90%	90%	90%	90%

Resource Consents

What we do

Our team processes resource consent applications, offering advice to customers during the consenting process. We also provide comments on consent applications to district and city councils and contribute input to plan changes, legislative updates, and policies. Additionally, we actively participate in court processes and handle fast-track consents.

Key projects

- **Essential Freshwater plan change** – Consents staff input into plan changes to contribute to evidence-based decision making.
- **Relationships with tangata whenua** – Continue working with tangata whenua to enhance Māori participation in operational activities and support Māori capacity and capability building to empower proactive relationships.

- Collaboration on consent processing with other councils** – Currently Toi Moana processes consent applications on behalf of Rotorua Lakes Council for lake structures. We have been working towards processing other consent applications for district and city councils within the region, starting with contaminated land and earthworks consents that require consent from both the district/city council and Toi Moana. We are also promoting district/city council planners to process consent applications for Toi Moana.
- 2026 re consenting** – Programme to manage the 700+ pre-RMA consents expiring in October 2026 which may need replacement consent applications processed.

What we will achieve

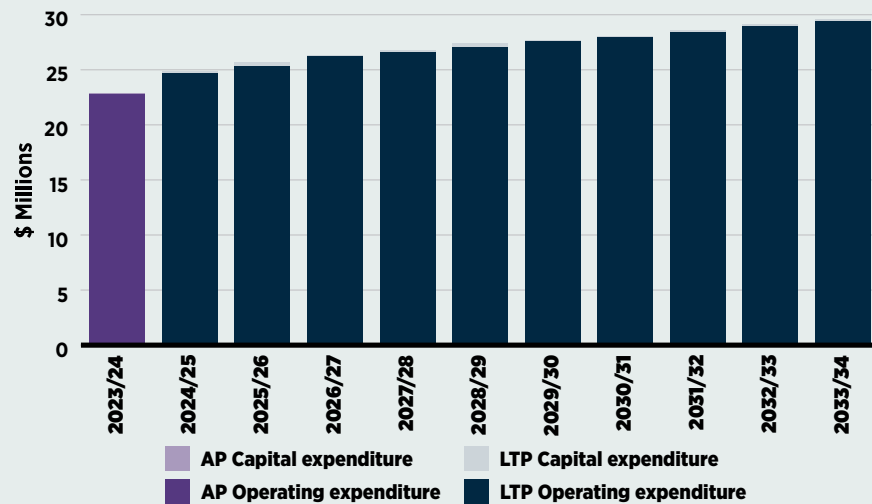
Level of Service Statement: Provide a clear and timely resource consent process consistent with our regional planning documents					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of non-notified consents issued within statutory timeframes	96%	95%	95%	95%	95%
The number of consent decisions overturned at appeal or judicial review where the proposal has not significantly changed between Council and Court decisions	0	0	0	0	0
The percentage of customers who are satisfied overall with the service provided during the consent process	87%	84%	84%	84%	84%



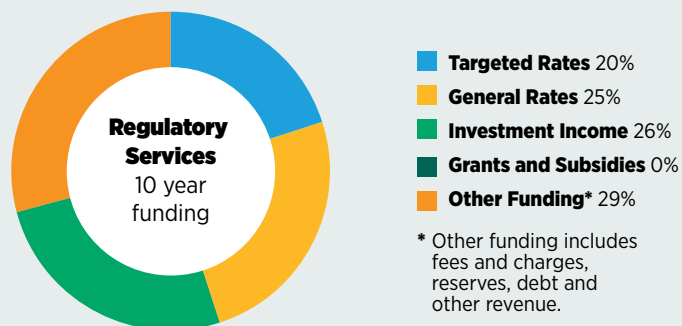
Ngā ratonga waeture Regulatory Services

- Emergency Management
- Maritime Operations
- Regulatory Compliance
- Resource Consents

How much it costs



How is it funded



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Tūnuku Transportation



What's included

- Transport service delivery
- Transport planning

Primary contribution to community outcomes



Connected and enabled communities

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

We provide the transportation group of activities to support an effective and efficient transport network supporting social and economic wellbeing. These efforts contribute to connected and enabled communities.

We deliver these services in support of key social, economic and environmental goals:

- **Accessibility** – public transport and Total Mobility provide people with access between their homes and the places where they work, study, shop, play and make use of community services. Public transport provides independence, supports social inclusiveness, and reduces isolation for many in the community who rely on it as their only means of travel.
- **Economic efficiency** – public transport moves large numbers of people in cities more efficiently than private vehicles. More people choosing to use public transport instead of driving, means less demand on the road network, and less congestion. Public transport benefits everyone, including non-users, as it enables the people and goods that must travel by road, to do so more efficiently.
- **Environment** – public transport contributes to positive environmental outcomes because many people in one vehicle produce less emissions than the same number of people in several cars. These environmental outcomes are further enhanced when the public transport trip is in a zero-emission vehicle.

We also undertake transport planning to meet our statutory obligations under the Land Transport Management Act (LTMA), and to deliver efficient and effective regional land transport and public transport systems for Bay of Plenty communities in support of key social, economic and environmental goals. 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.



Transport service delivery

What we do

We provide public transport services throughout the region, including main urban networks in Tauranga and Rotorua. We offer Total Mobility services through providers based in Tauranga, Rotorua and Whakatāne, to support coverage across the region. There are dedicated school services in the Tauranga urban area and a range of customer response, operations management, and transport information and technology services to support delivery of quality public transport.

Key projects

- **Onboard Wi-Fi** – Free onboard Wi-Fi service on selected bus services.
- **Security** – Security staff at Durham St interchange on the Tauranga urban network. This coverage will remain until the recommendations from the Tauranga City Council Safer Communities Action and Investment Plan are in place.
- **Public transport services and infrastructure business case** – Sets out the future network for public transport and identifies infrastructure required over a 10-year time horizon.
- **National Ticketing Solution and RITS costs and decommission** – The National Ticketing Solution (NTS) will introduce a standardised public transport ticketing system across New Zealand. The current ticketing system (RITS) will need to be decommissioned following the rollout of the NTS.
- **Tauranga bus interchange relocation** – The relocation of bus operations from the temporary facility on Durham Street to a permanent interchange is likely to incur additional operating costs.
- **Baybus OnDemand Trial** – An 18-month trial of on-demand public transport in Tauranga South.
- **Tauranga refresh** – Implement route and timetable adjustments in the West of Tauranga to improve service for customers and use of existing resources.

What we will achieve

Level of Service Statement: Provide a quality cost-effective public transport system

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Number of public transport trips taken in the region	2.37m	Increase from prior year	Increase from prior year	Increase from prior year	Increase from prior year
Customer satisfaction of bus users	68%	80%	80%	80%	80%
Percentage of public transport trips that are punctual	NEW	76%	77%	78%	80%

Transport planning

What we do

We deliver integrated regional land transport planning and public transport network planning to create liveable communities supported by a convenient and sustainable transport system.

Key projects

- **Tauranga school services refresh** – Undertake a detailed review of the Tauranga school bus network to identify efficiencies and better utilise existing resources where possible.
- **Network refreshes and improvements** – Undertake a detailed review of the Eastern and Western Bay networks to improve service for customers and make better use of existing resources.
- **Tauranga park and ride trial** – Request from Tauranga City Council to fund operational costs associated with a 24-month park and ride trial, located in Pāpāmoa East.
- **Route 85 – Waihi town connector** – Proposal to extend the current service (linking Katikati, Waihi and Waihi Beach) to Paeroa.
- **Community transport forum** – An initiative to bring together Bay of Plenty community transport providers and related organisations to enhance community transport across the region.

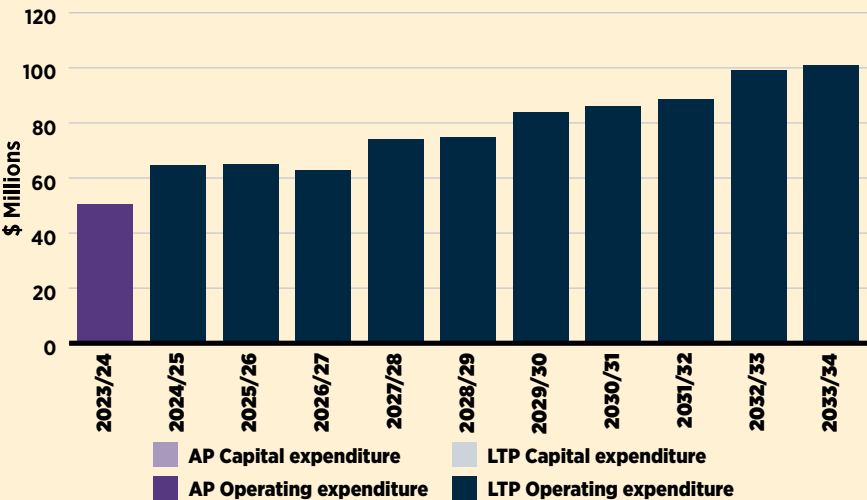
What we will achieve

We undertake transport planning to meet our statutory obligations under the Land Transport Management Act, and to deliver efficient and effective regional land transport and public transport systems for Bay of Plenty communities to support of key social, economic and environmental goals.

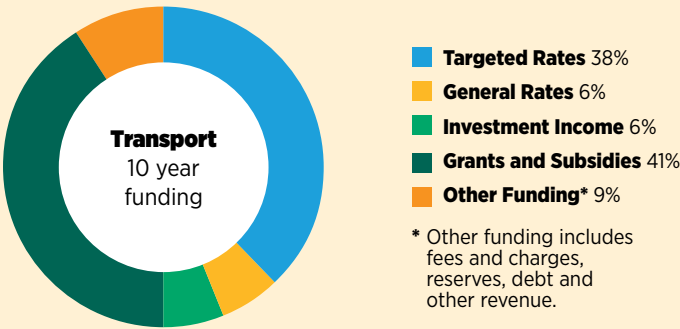
Tūnuku Transportation

- Transport service delivery
- Transport planning

How much it costs



How is it funded



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Te whakamaheretanga ā-rohe me te whakawhanaketanga Regional Planning and Development

What's included

- Policy and planning
- Regional development
- Spatial planning

Primary contribution to community outcomes



Healthy environment



Sustainable development

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

Our Regional Planning and Development group of activities involves collaborating with community stakeholders to develop policies and initiatives to improve regional social, environmental and economic wellbeing. These efforts contribute to a healthy environment and sustainable development.

Guided by the Resource Management Act (RMA), which prioritises sustainable environmental management, we work with community, iwi/hapū, and sector interests to create cohesive policies and planning frameworks. The Regional Infrastructure sub-activity helps to drive more effective outcomes than Council could deliver directly. Examples include transport infrastructure to enhance passenger transport and reduce congestion and greenhouse gas emissions, and various initiatives supporting economic development.

Spatial planning work covers three key purposes: managing finite natural resources for current and future generations, addressing 21st-century challenges (such as climate change, housing crises, social cohesion, and geographic poverty), and fostering collaborative efforts.



Policy and Planning

What we do

The Policy and Planning activity develops strategies, policies, and plans for managing natural and physical resources in the region. This includes planning documents under various acts such as the Resource Management Act 1991, Biosecurity Act 1993, and Local Government Act 2002. This work promotes integrated regional resource management by providing input on district consent applications and plans, implementing other policy from Central and local government, collaborating with stakeholders, and offering strategic advice to the organisation. They also act as strategic advisors, providing problem-solving, strategic thinking, horizon scanning, and specialist services.

Key projects

- **Working with key stakeholders, tangata whenua, and the community to maintain and improve water quality and manage water quantity through a series of changes to the Regional Policy Statement (RPS) and the Regional Natural Resources Plan (RNRP).** This work involves drafting policy and associated Section 32 Resource Management Act analysis, that implements national direction that aligns with national regulations, and is National Planning Standards compliant. Although central government changes to the RMA and the NPS FM are coming over the next 18-plus months, the fundamental environmental issues and problems with our ecosystems and water ways remain and need to be addressed. The timeframe has been extended for notifying Proposed Regional Policy Statement Change 7 (Freshwater) and Proposed Regional Natural Resources Plan Change 19 (Freshwater) from December 2024 to September 2025.
- **Mount Maunganui Airshed (MMA), Plan Change 13 and s293 extension –** Develop policies and plans to manage contaminants discharged to air in the Mount Maunganui Airshed. This will most likely include development and implementation of a non-regulatory Airshed Management Plan and potentially a regulatory plan change to the RNRP (PC18). Carry out Environment Court s293 extension to PC13 for unsealed yards in the MMA.
- **Geothermal Plan Change 11 –** Deliver Geothermal Programme including developing updated geothermal framework and System Management Plans for Tauranga, Rotorua and Kawerau and give effect to RPS policies.





What we will achieve

Level of Service Statement: Provide robust and legislatively compliant planning and policy

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Percentage of Council committee (includes co-governance and joint committee) reports that are rated satisfactory or higher via an independent assessment process – biennially	NEW	N/A	90%	N/A	90%
Percentage of proposed Plan Changes and Policy Statement changes that are approved for notification by Regional Council within agreed timeframes	NEW	100%	100%	100%	100%

Regional Development

What we do

This activity provides funding for infrastructure projects delivered and owned by third parties in the Bay of Plenty. Council considers funding projects that deliver outcomes more effectively than we could deliver directly. Projects undergo an assessment under the Third Party Infrastructure Funding Policy. Alignment with Council outcomes and an assessment of benefits and costs are conducted for each project.

Spatial Planning

What we do

Spatial planning supports where and how the region should grow and develop. Our work includes the development of spatial plans and strategies. We also identify and address regional challenges such as, population growth, urbanisation, environmental protection, infrastructure planning and funding, engagement and collaboration, integration/coordination, incorporating Māori perspectives, place shaping, adaptive management and climate change, and promoting wellbeing outcomes. We provide an integrated approach to urban land use, infrastructure and planning within the region, alongside managing tensions related to land use and coastal marine activities.

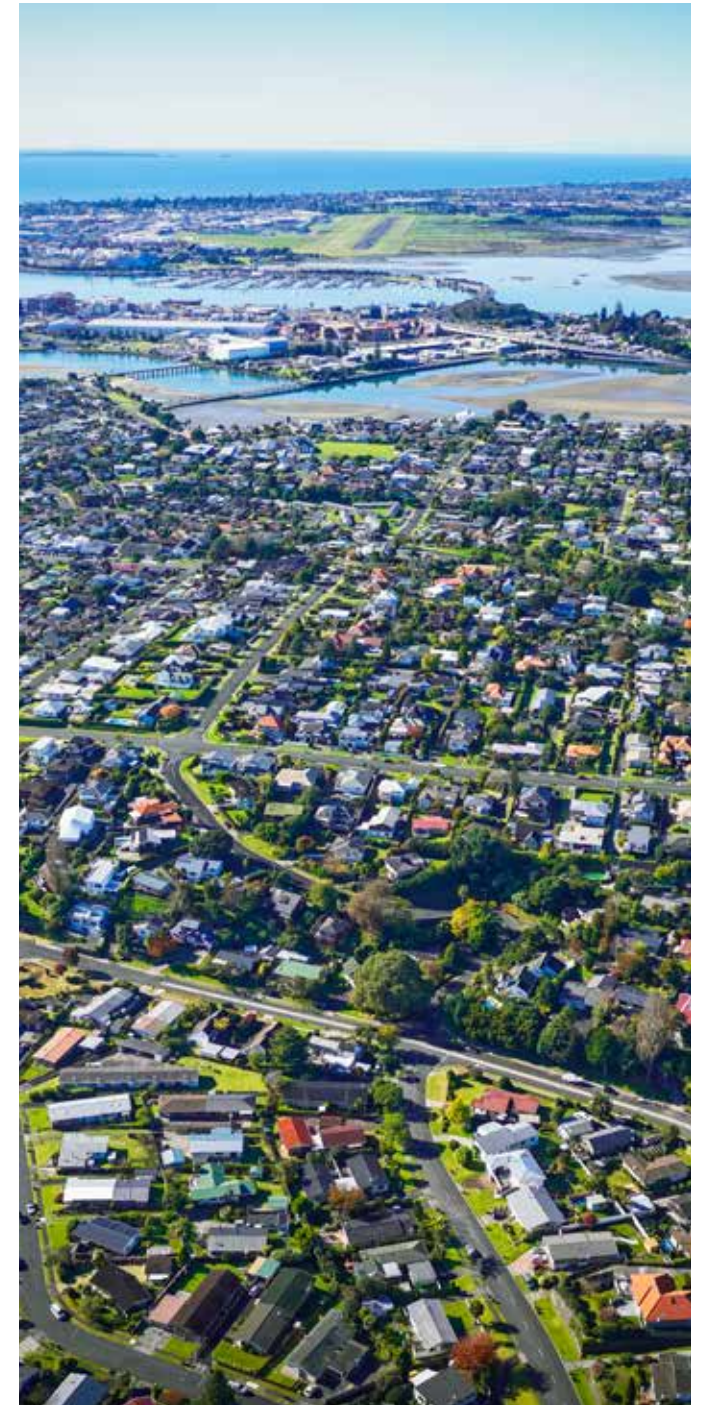
Key projects

- **SmartGrowth strategy implementation** – The implementation of the 50-year SmartGrowth Strategy that sets out the strategic vision and direction for the growth and development of the sub-region through the lens of the transformation shifts and the fundamental principle of Ngā Wai ki Mauao me Maketū, a commitment to environmental sustainability to ensure that population growth and social and economic development can be accommodated within natural resource limits.
- **Rotorua Future Development Strategy implementation** – The implementation of a 30-year Future Development Strategy in partnership with Rotorua Lakes Council guiding future growth planning, investment decisions, place-based plans and strategies, regional alignment, for a well-functioning urban environment.
- **Eastern Bay of Plenty Spatial Plan** – A collaborative spatial plan with Whakatāne District Council, Kawerau District Council, Ōpōtiki District Council and Iwi to enable growth and support future planning decisions and outcome-oriented investment decisions for the wellbeing of the community.
- **Regional profiles** – The communication of regional profiles to external audiences.
- **Urban planning advice** – Professional assistance and advice for the preparation of local spatial plans, specified development projects (Kainga Ora), urban plan changes and transport projects.
- **Iwi/hapū spatial planning** – The support and professional assistance for the development of iwi and hapū spatial plans.
- Internal and external governance and institutional support for spatial planning and strategic integration.
- **Urban Development (NPS-UD)** – The implementation of the NPS-UD is primarily through a change to the Regional Policy Statement Change 6. Decisions were released in February 2024. Four appeals were received. A Strategy and Policy sub committee has been established to guide the resolution of Environment Court appeals. Support is provided to subregional spatial planning for Tauranga and Western Bay of Plenty (Tier 1) through the SmartGrowth Strategy Rotorua (Tier 2) through a Future Development Strategy Whakatane, Opotiki and Kawerau (Tier 3) through the development of the Eastern Bay Spatial Plan.

What we will achieve

Level of Service Statement: Provide robust and legislatively compliant strategy, planning and policy

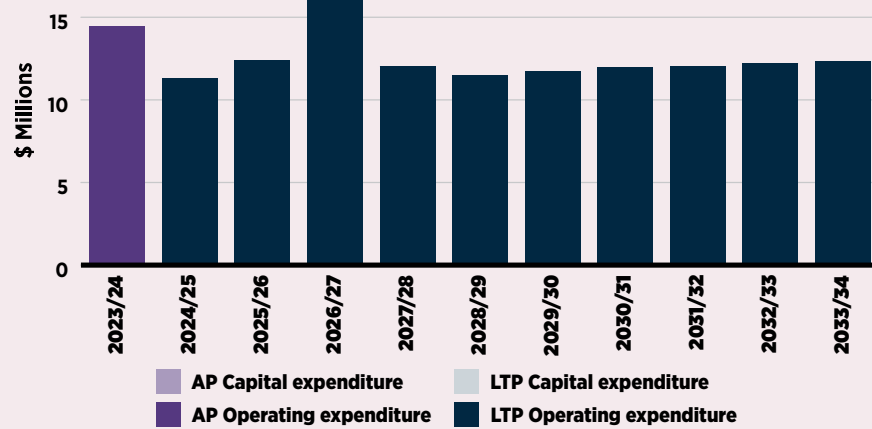
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28- 33/34
The number of growth strategies and spatial plans that are operational	NEW	2	3	3	3



Te whakamaheretanga ā-rohe me te whakawhanaketanga Regional Planning and Development

- Policy and planning
- Regional development
- Spatial planning

How much it costs



How is it funded



- Targeted Rates 0%
- General Rates 48%
- Investment Income 50%
- Grants and Subsidies 0%
- Other Funding* 2%

* Other funding includes fees and charges, reserves, debt and other revenue.



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Te manapori, te whai wāhitanga me te mahi ngātahi ā-hapori Democracy, Engagement and Community Participation

What's included

- Community engagement
- Governance services

Primary contribution to community outcomes



Connected and enabled communities

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

The Democracy Engagement and Community Participation group of activities supports our democratic structure and processes. It also engages with communities to build awareness, facilitate involvement and improve our social and economic wellbeings. This contributes to our Connected and enabled communities community outcome.

Involving communities in decisions that affect them results in:

- Broader consideration of issues
- Wider range of options evaluated
- Greater support for decisions/solutions including volunteering, co-funding etc
- Meeting legal obligations

Democratic processes and decision-making sit at the heart of community participation. For Council, transparent and fair democratic processes ensures there is a mandate for the work that we do on behalf of ratepayers. When fair and open elections take place and elected members are supported to make well-informed decisions in an open manner, people can have confidence in the work of Council.





Community Engagement

What we do

Community engagement enables diverse communities to help shape decisions about proposed plans and actions. This happens through informal and formal engagement processes and funding.

Key projects

- **Delivery of engagement projects** – Plan and deliver priority engagement projects on time, at appropriate level of engagement, in a way that reduces barriers to engagement with all demographics.
- **Delivery of Community Funding Programmes**
 - Environmental Enhancement Fund (EEF)
 - Community Initiatives Fund
 - Regional Safety and Rescue Services Fund
 - School Sustainability and Resilience Fund

What we will achieve

Level of Service Statement: Support community projects which help improve our environment and provide opportunities for community engagement with the work of Regional Council					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Percentage of completed EEF projects that have achieved their measured goals	100%	90%	90%	90%	90%
Percentage of EEF projects that utilise volunteer labour	NEW	90%	90%	90%	90%
The percentage of people participating in formal engagement represents the demographics of the broader community affected by the issue.	NEW	60%	60%	60%	60%

Governance Services

What we do

We support the democratic structure and processes of Council, to build public confidence in open, transparent, and fair governance. We assist the Council in decision-making processes and support elected members in providing good governance in an open and transparent manner. This enables the community to better understand and participate in Council processes and helps deliver outcomes that support community wellbeing.

Key projects

- **Representation review** – Every second triennium councils are required to undertake a representation review to ensure that representation arrangements (number of members, number of constituencies and boundaries) fairly represent the population and communities of interest in the region. Toi Moana has started the work for the review which will be completed in Q2 of 2024/25. Costs will be met within Governance team baselines.
- **2025 Election** – Significant programme of work to run the election and brief and induct incoming Council.

What we will achieve

Level of Service Statement: Promote good governance and democratic decision making

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Percentage of Regional Council and Committee meeting agendas for all scheduled meetings that are available at least two working days before meetings	100%	100%	100%	100%	100%
Percentage of draft Regional Council and Committee meeting minutes that are published on our website within 10 working days after the meeting	90%	95%	95%	95%	95%
Percentage of reports on Regional Council agendas ¹ that are open to the public	NEW	90%	90%	90%	90%
Percentage of Regional Council and Committee meetings live streamed to members of the public via a public website	91%	90%	90%	90%	90%

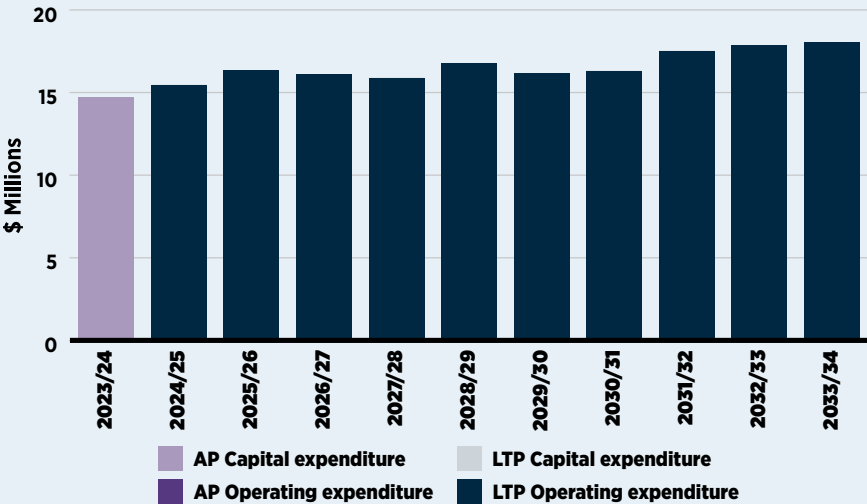
1. Excluding the Executive Employment Committee and Council or Committee workshops.



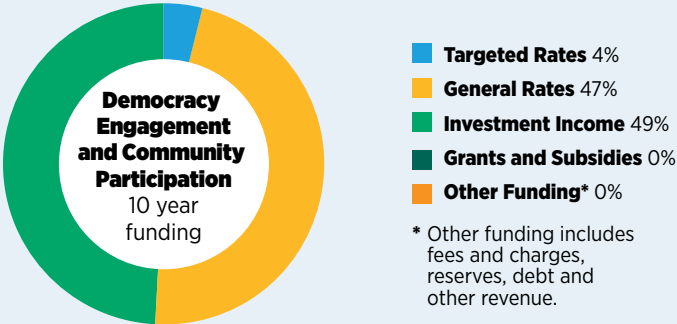
Te manapori, te whai wāhitanga me te mahi ngātahi ā-hapori Democracy Engagement and Community Participation

- Community engagement
- Governance services

How much it costs



How is it funded



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Ngā rangapū mahitahi ki te Māori Partnerships with Māori



What's included

- Te Amorangi
- Te Pae Tawhiti

Primary contribution to community outcomes



Te Ara Poutama - The Pursuit of Excellence

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

This group of activities supports partnerships with Māori and enables capacity for Māori to contribute to Council decision making processes that support cultural wellbeing and an equitable approach to social, economic and environmental well being. The group of activities primarily contributes to Te Ara Poutama – The Pursuit of Excellence outcome.

Māori are a Treaty partner, and the role of Te Amorangi supports Council in meeting its obligations in this regard. Our work aims to achieve statutory responsibilities and foster Māori capacity to contribute to decision-making processes and participate in the operational functions of the Council. As Māori capacity and capability grows, our relationships with Māori will strengthen, enabling further opportunities for partnership and collaboration to improve environmental outcomes.





Te Amorangi

What we do

We provide strategic advice and leadership on Māori outcomes, partnerships and organisation integration of Te Ao Māori, to support Council’s statutory responsibilities and key priorities.

Key projects

- **Enhanced tangata whenua provisions** – Supporting tangata whenua to navigate, and internal leads to implement, enhanced tangata whenua provisions per resource management reforms.
- **Mana whakahono** – Leading the development of mana whakahono a rohe agreements and establishing a streamlined process for future templating and efficiency (Note – Implementation of component matters will be led through the relevant subject area).
- **Treaty settlement arrangement implementation** – Supporting the implementation of existing arrangements and initial establishment of two new Treaty Settlement arrangements in the Eastern Bay of Plenty.

What we will achieve

Level of Service Statement: Support the building of Māori participation in Council decision making					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The number of Māori participation initiatives facilitated and/or operationalised.	NEW	Increase on prior years	Increase on prior years	Increase on prior years	Increase on prior years

Te Pae Tawhiti

What do we do

Te Pae Tawhiti is a new activity to support and strengthen Māori capacity and capability to meet key statutory obligations under the Local Government Act, Resource Management Act, and other relevant legislation. The focus is to strengthen Māori capacity and capability to contribute to decision making processes of Council, and internal responsiveness towards achieving that.

Key Projects

- **Te Ara Poutama Strategy and Action Plan** – The development of a strategy and action plan will provide direction and identify key actions to deliver the strategic direction.

What we will achieve

Level of Service Statement: Enhancing Māori participation in Council decision making

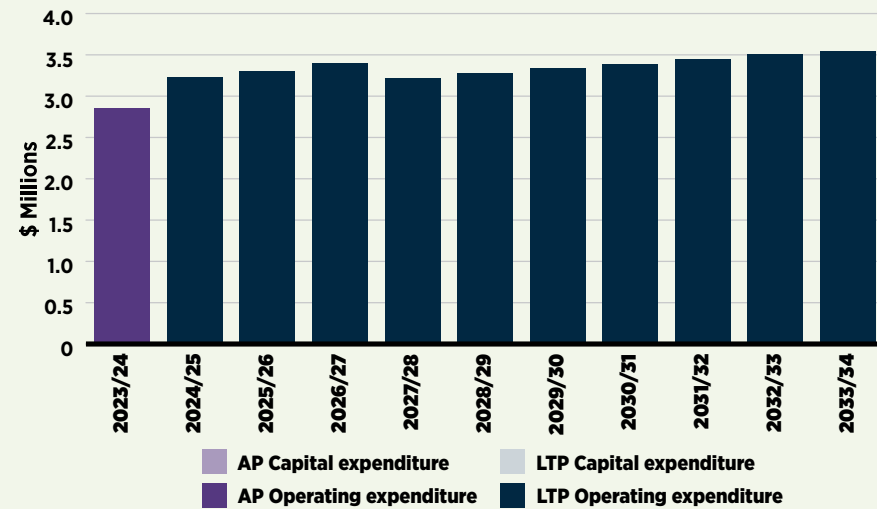
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Number of Māori capacity / capability initiatives supported or operationalised by Council	NEW	Baseline established	Increase on prior years	Increase on prior years	Increase on prior years
Number of significant shared decision-making arrangements initiated or implemented by Council	NEW	Increase on prior years	Increase on prior years	Increase on prior years	Increase on prior years
Number of adopted core strategies, policies, and plans incorporating Māori outcomes or developed with Māori participation	NEW	Baseline established	Increase on prior years	Increase on prior years	Increase on prior years
The percentage of Māori who feel they can participate meaningfully in council decision making	NEW	Baseline established	N/A	Increase on prior years	Every second year



Ngā rangapū mahitahi ki te Māori Partnerships with Māori

- Te Amorangi
- Te Pae Tawhiti

How much it costs



How is it funded



- Targeted Rates 0%
- General Rates 49%
- Investment Income 51%
- Grants and Subsidies 0%
- Other Funding* 0%

* Other funding includes fees and charges, reserves, debt and other revenue.



NGĀ RŌPŪ MAHINGA GROUP OF ACTIVITIES

Tautoko me ngā ratonga hangarau Support and Technical Services



What's included

- Data management
- Science
- Collaboration and shared services
- Corporate

Primary contribution to community outcomes



Healthy environment



Future ready communities



Sustainable development



Connected and enabled communities



Te Ara Poutama - The Pursuit of Excellence

Note: Activities primarily support the outcomes above, however most of our activities contribute to multiple outcomes.

Why we do it

Our Science, Data Management and Shared Services work includes technical advice, information and services to Council and direct to the community. Our Corporate Services work provides support services to all activities across Council.

Data Management (includes Data Services and Engineering) helps ensure that council decisions on the management of natural resources are made from a strong evidence base. This benefits the community and tangata whenua who all benefit from the sustainable management of natural resources.

We are committed to working effectively and efficiently. Council is budgeted to have significant savings over the ten years of the Long Term Plan 2024-2034 with the implementation of new software (IRIS NextGen) as well as through improved processes in terms of good practice, resilience and customer experience. Working with our partners provides opportunity to deliver at a faster pace and scale. The combined implementation allows us to share scarce project resources, knowledge and capability.

The Corporate activity provides the support to enable Council to function and provide efficient and effective services to our community, in a reasonable, accountable, and transparent manner. We also include a strong focus on implementing environmentally sustainable practices in our delivery of these services.





Data Management

What do we do

This activity is focused on providing accessible, relevant and trusted data as well as technical engineering expertise and design advisory services. These are both delivered directly to the community and as support to other Council activities.

Data services enables collected information to be used in real-time by communities and councils to support decision making that effects the environmental, community welfare and business decisions. Information is also used by a range of government and non government organisations to provide longer term trends and understanding of the environment and the impacts that affect it. For environmental and regulatory data, we provide services covering collection, management, delivery, and reporting. This enables evidence-based analysis and decision making. The activity also includes an operational IANZ laboratory.

Engineering includes technical reviews and submissions that are vital in ensuring developments are not undertaken in hazardous areas and that the standard of development is sustainable and does not impact negatively on other properties. Providing technical guidelines and advisory services helps to achieve regional standards.

What we will achieve

Level of Service Statement: Provide the community with ready access to environmental data					
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of data sets approved for publication that are available on the environmental data portal	96%	95%	95%	95%	95%
The percentage of designated swimming sites monitored for recreational water quality	92%	90%	90%	90%	90%

Visit the Bay of Plenty Regional Council Environmental Data Portal at www.envdata.boprc.govt.nz/data

Science

What do we do

Provide timely and high-quality science advice, coordinate and enable science direction, and use sound scientific tools and methods. Our science work includes, supporting policy implementation, real-time data collection, internal advice, and community engagement. We also monitor freshwater, groundwater, biodiversity and air quality.

Key projects

- **Implementation of the National Policy Statement for Freshwater Management** – Provide advice and implementation support for new monitoring sites and attributes to support freshwater policy.
- **Tangata whenua engagement** – Support tangata whenua capacity and capability in environmental monitoring.
- **Preparation for the National Planning Framework and RMA Law reform changes** – Provide science advice and implementation support for the transition phase from RMA to new legislative frameworks.
- **Groundwater and geothermal monitoring improvements** – Install new monitoring sites as required.

What we will achieve

Level of Service Statement: Provide the community with ready access to environmental data and information

Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
The percentage of scheduled State of Environment summaries publicly available	100%	90%	90%	90%	90%

Collaboration and Shared Services

What do we do

We aim to enhance efficiency and effectiveness in service delivery through regional collaboration and shared services. We will calculate the current and future savings from our collaboration networks and identify areas for improvement. This includes savings from the development and implementation of IRIS NextGen software that supports regional sector regulatory functions and standardises processes across the sector. IRIS NextGen will enable flexible, mobile, and digital end-to-end processes for multiple Regional Council business functions.



Corporate

What do we do

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

Internal Emissions – Council has a target of net zero emissions by 2050. The Climate Change Action Plan (page 70) uses the term net zero greenhouse gas emissions to mean that we will balance the emissions from scope 1 (fuel) and scope 2 (electricity) with those removed from the atmosphere through sequestration activities, e.g. plantings, on land Council owns. This means that significant emission sources such as carbon embodied in the capital goods we purchase, and scope 3 emissions such as those generated from public transport operations, are not included. The target relates to Council only, rather than the Council Group.

We are planning a pathway towards our net zero target and have completed a three-year project to quantify and understand our emissions. We are concentrating on managing emissions that we can accurately measure and can take steps to reduce. Although we cannot influence the emissions included in our electricity consumption, we can reduce the amount of electricity we use.

Our target in the period of this LTP is a 5% decrease of gross emissions for fuel and electricity. The 2023 baseline is 1570 tonnes of carbon equivalent per annum based on actual usage, converted to tCO₂ using the 2022 Ministry for the Environment emission factor table.

We undertake monthly monitoring to help us understand and respond to changes in our emissions, for example, heavy rainfall drives energy demand to power drainage and flood pumps.

Our vehicle fleet is being converted to electric power with 24 electric vehicles now in use, or 17% of the fleet. Further electrification will address our main source of emissions. On average \$1.57 million is budgeted each year of the LTP for vehicle replacements.

We are also investigating how to electrify our drainage pumps to address this area of unpredictable emissions. In year one of the LTP, one of the largest diesel pumps will be converted to electricity which will reduce diesel emissions for that pump by around 90%.

Finally, sequestering carbon through our land management activities will be an important part of meeting our net zero goal. We have completed some planting at the Pāpāmoa Hills Regional Park and the new regional park (Hot Springs Road) will have some land available for native regeneration / carbon sequestration. This will also form part of the business case assessment for a potential Rotorua Regional park.

Key projects

- **IRIS NextGen programme and implementation** – Savings generated through shared ownership and delivery of the project.

What we will achieve

Level of Service Statement: We are working towards Council being net zero greenhouse gas emissions by 2050.

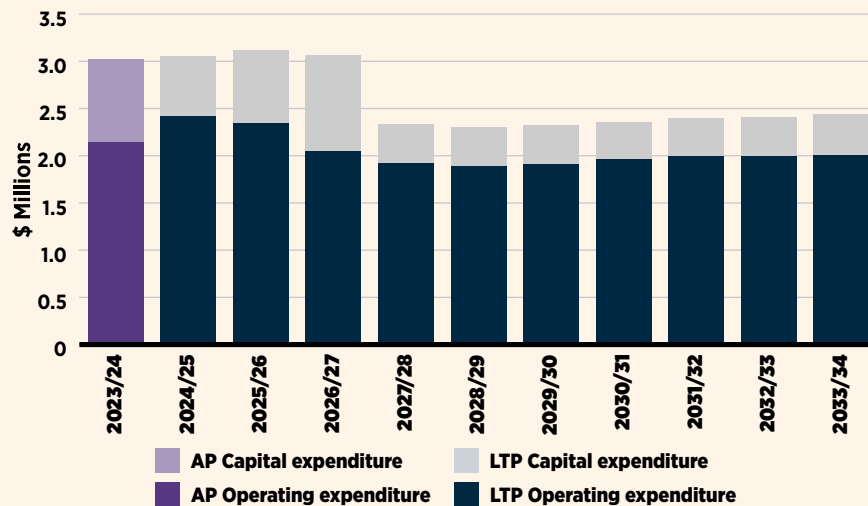
Measure	Previous result 22/23	Targets			
		24/25	25/26	26/27	27/28-33/34
Reduce gross Council emissions (scopes 1 and 2) by 5% per annum (tCO ₂)	NEW	<1417 tCO ₂	<1346 tCO ₂	<1279 tCO ₂	<893 tCO ₂



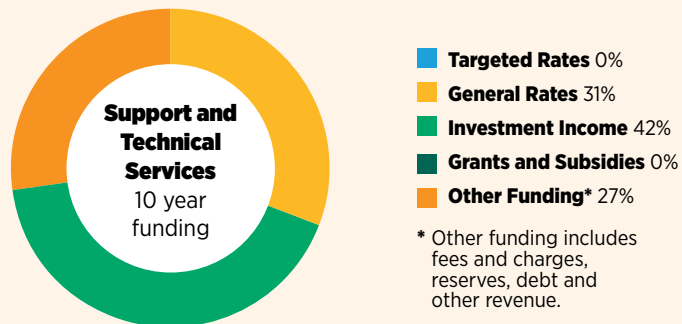
Tautoko me ngā ratonga hangarau Support and Technical Services

- Data management
- Science
- Collaboration and shared services
- Corporate

How much it costs



How is it funded



Te whakatau whakatika āhuarangi

Our climate change statement



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

Following our declaration of a climate change emergency in June 2019, we committed to working with our sectors and communities on transitioning to a low emission future and preparing ourselves for the changing climate. Our Climate Change Action Plan and Work Programme guides our work in this area.

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

Our vision

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

Our objectives

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

How we work

- Show leadership in climate change response and take a regional approach where appropriate.
- Consider climate change in our decision making.
- Act proactively to address climate change risks and advocate for climate resilient and sustainable development.
- Raise awareness of climate change and its anticipated impacts, and empower communities to take action.
- Identify opportunities for nature-based solutions and enhancing biodiversity.
- Work innovatively, collaboratively and add value regionally.
- Put science-based evidence front and centre.
- Value mātauranga and Te Ao Māori in our approach.

Our goals

1. BOPRC is net zero greenhouse gas emissions by 2050.
2. Reducing regional greenhouse gas emissions.
3. As a region we understand, are preparing for and adapting to a changing climate.
4. Our BOP community is aware, engaged and resilient.
5. Economic transition: we support land use change, innovation and adaptation along with waste and circular economy initiatives.

A copy of Council's full Climate Change Action Plan is available at boprc.govt.nz/climate-change

Ngā rawa me te tūāhanga Assets and infrastructure

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

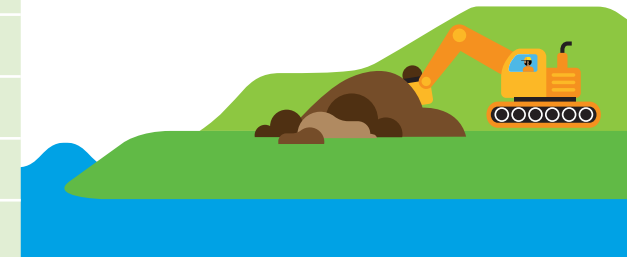
Regional Council owns, operates, and maintains flood protection and control assets with an Optimised Depreciated Replacement Cost (ODCR) of approximately \$438 million*. Our Infrastructure Strategy is focused on managing these assets and sets out capital and operating spend required to meet current levels of service.

Over the next 30 years, we are planning for significant challenges in this space. These include:

- The impact of climate change leading to sea level rise and increased intensity and frequency of storm events leading to increased insurance, maintenance and construction costs.
- Geotechnical issues including subsiding ground levels, ground shrinkage in floodplains, and stopbanks that could be geotechnically unstable during high and prolonged river levels.
- Affordability due to increasing costs to maintain service levels as a result of climate change and potentially declining populations in the east (where the greatest risk of flooding is).

Key Assets	Quantity
Stopbanks	382 km
Erosion protection	482 km
Waterways	498 km
Pump stations	15
Structures	597

**Excludes an impairment of \$2.15m relating to the Whakatane-Tauranga River scheme. ODCR including impairment is \$436m.*



Infrastructure strategy investment

We will continue to do regular capacity reviews of our various rivers and drainage schemes. We are also implementing the Rivers Scheme Sustainability Project. This project addresses long-term flood mitigation issues using an integrated, catchment-wide approach to create a modern, 100-year framework for each rivers scheme.

This approach includes investigating alternative engineering options, such as moving away from simply raising our existing stopbanks to keep pace with higher water levels associated with climate change. This approach means long-term flood management options may be different to the hard engineering, capital intensive, structural solutions that are currently the core components of the schemes. Structural, non-structural and other alternative, nature-based solutions have been identified for some of the rivers and drainage schemes and are being evaluated to enable a sustainable strategy.

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

Capacity review timeframes:

1. Waioeka-Otara Rivers Scheme – 2028/2029 (year 5).
2. Rangitāiki-Tarawera Rivers Scheme – 2028/29 (year 5).
3. Whakatāne-Tauranga Rivers Scheme – 2029/2030 (year 6).
4. Lower Kaituna Catchment Control Scheme – 2033/34 (year 10).
5. Kaituna Catchment Control Scheme – 2035/36 (year 12).

It is also likely that there will be changes when the Rivers Scheme Sustainability Project is completed. The Rangitāiki catchment has already had options developed and considered by the community. Other schemes are yet to be fully considered.

Expenditure over the next 30 years

Between 2024 and 2054, we expect to spend \$131 million on new or replacement structures in our rivers and drainage schemes (capital expenditure) and \$712 million on maintenance, repairs, analysis and modelling (operational expenditure).

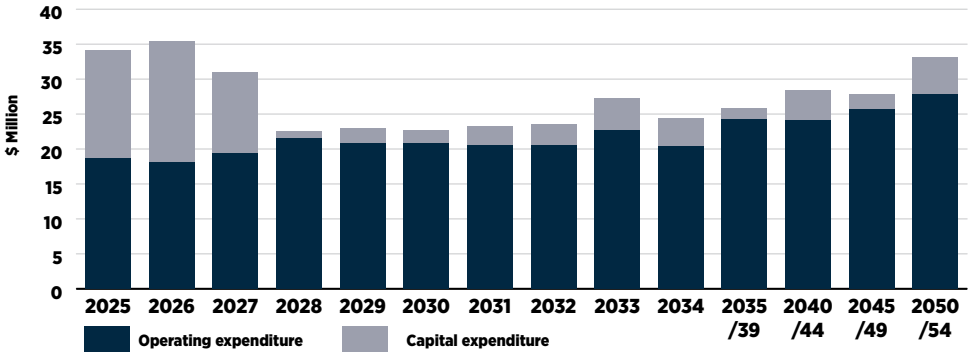
In recent years there has been significant investment in new or upgraded flood protection and control assets, this recent investment plus the capital work planned over the next three years in particular means less investment is planned in the latter part of the Infrastructure Strategy.

Significant capital work deliverability risks

The risks for the Regional Council's capital work program would include the potential fallout from major flooding events. Should such a disaster unfold, priorities could swiftly shift, necessitating rapid resource reallocation to effectively address emergent needs. In this dynamic operational landscape, agile decision-making and resource management become paramount to ensure uninterrupted delivery of essential flood protection services to the community.

International supply chain challenges further underscore the vulnerability of the Council's capital projects to disruptions. The Council is taking proactive steps to mitigate these risks. By stockpiling essential resources, it aims to minimise the impact of potential disruptions in the international supply chain. Additionally, the Council has prudently aligned the capital expenditure for Year 1 of the Long Term Plan to levels achieved on average in recent years.

Flood Protection and Control Capital and Operational Expenditure Budget 2024-2054



Note: \$ figures in years 2035-2055 are averaged annual planned expenditure for each respective five-year period.

Te ahunga o ngā pūtea Our budget approach



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

Our financial strategy informs how our finances will be managed over the next ten years. The full financial strategy is provided in volume two of the Long Term Plan 2024-2034 and can be found on our website. The key aspects of our budget approach for this Long Term Plan are summarised below.

Our financial strategy will ensure:

- **We keep rates affordable.**
- **We have the financial resilience to respond to climate change, extreme weather events and other challenges.**

We have a wide range of challenges coming in the future. We acknowledge these uncertainties and are planning to create the financial resilience to respond to any major events. We acknowledge that our rates income must be affordable and sustainable, and have reviewed all of our services to determine what is essential and where we can make savings. We have maintained our investments to provide another income source to provide for this.

The council group – who we are

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

- Quayside manages our shareholding in the Port of Tauranga and a diversified investment portfolio. Quayside provides an annual dividend to Council to offset rates and its growing diversified investment portfolio provides for financial resilience.
- The Toi Moana Trust manages a \$70 million investment to provide income distributions to offset rates.
- BOPLASS provides access to shared service arrangements and joint procurements to reduce costs.
- RSHL provides a framework for collaboration and shared services on behalf of Te Uru Kahika (the Regional and Unitary Council sector) to reduce costs.
- The LGFA enables us to borrow at low interest rates.

Tā tātou ara - te āhuatanga kia tae atu tātou ki te āpōpō

Our path – how we will get to our future

We will focus on efficiency and effectiveness

Council is committed to reducing costs and ensuring that we deliver value for money wherever possible.

This Long Term Plan includes an immediate reduction of \$4.5 million per annum in operating costs that were determined to be non-essential and a further \$5 million budgeted savings from working more efficiently and sharing services.

As more information becomes available, we will continue to rigorously review the budget for each Annual Plan and will closely monitor expenditure and value for money through our performance monitoring reports to Council.

We will ensure the right people are paying for services

Council's Revenue and Financing Policy sets out how each activity is funded i.e. what is the right mix from fees and charges, general rates across the region, investment income, subsidies and targeted rates. We have reviewed all our funding sources for equity and fairness and undertook public consultation on our draft Fees and Charges Policy and our draft Revenue and Financing Policy, alongside consultation on this Long term Plan. Key changes made following consultation are:

- Increase most of our regulatory fees and charges to cover a higher proportion of the cost of these services. This has a corresponding decrease to funding received from general rates.
- Increase general rates funding for some activities including Passenger Transport (refer page 8), Rotorua Lakes Catchment and Rotorua Air Quality. This has corresponding decreases in targeted rates for these same activities. The changes for the Rotorua Lakes Catchment are being phased in over several years to avoid large one-off changes.

The breakdown of our rates for median properties in each district is shown over the page. In addition, you can access the rates for individual properties for 2024/25 through our online calculator at www.boprc.govt.nz/ltp-2024

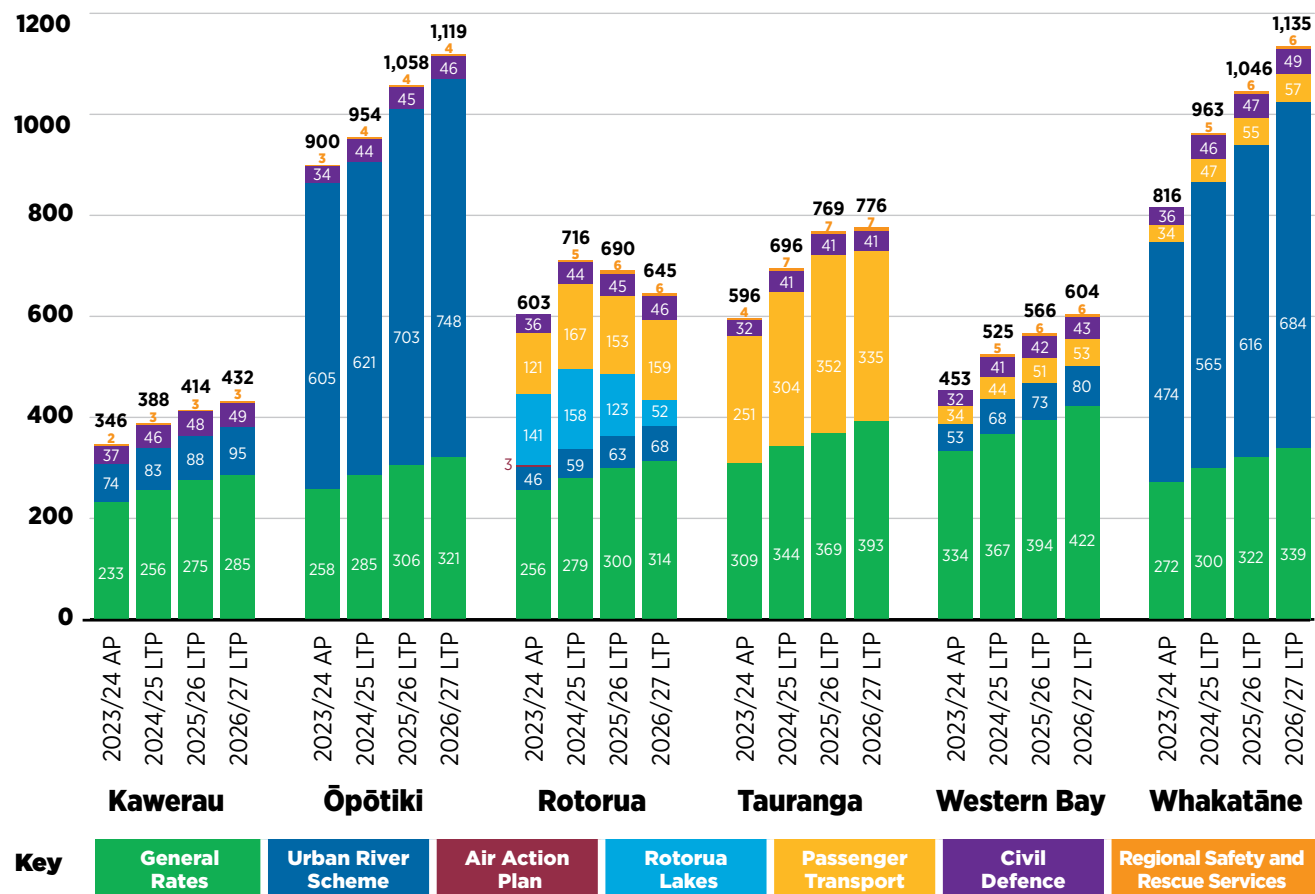
We will use financial reserves where appropriate

Through good financial management and careful budgeting over time we have accumulated financial reserves. Some of these can only be used for specific activities (e.g., flood repair reserves funded by targeted rates), and some are for general purposes (including the asset replacement reserve which can be used for capital funding or repaying borrowings).

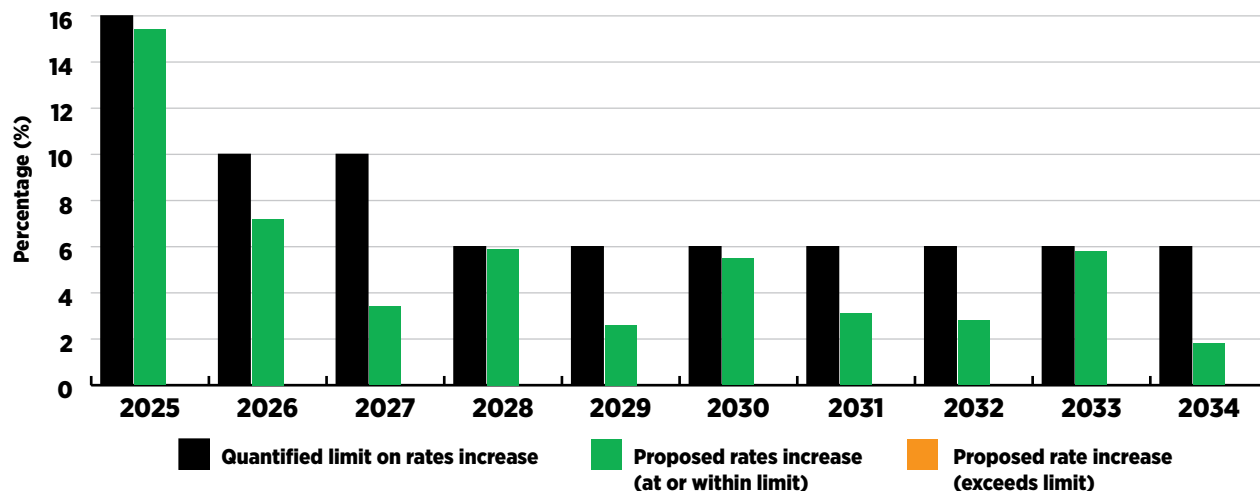
Over the next three years we plan to use some of our accumulated reserves to reduce rates. Rates will need to increase in the future, but we can use some of our savings to phase in these changes over time. We intend to replenish the Regional Fund over the later years of this Long Term Plan. We have currently budgeted to increase this fund to \$64 million by 2034. The purpose of the Regional Fund is to fund infrastructure and projects with long-lasting benefits.

We intend to hold our \$70 million investment in the Toi Moana Trust for the longer term and continue to use the income from this to reduce rates. We also budget to accumulate reserves to fund asset replacements and/or repay borrowing in the future.

Annual total rates by territorial authority – median properties 1000m² GST inclusive



We have set the following limits on our total rates increases



Our financial strategy includes enabling a managed sell down of our shareholding in the Port of Tauranga Limited, a proposal we consulted on during development of the Long Term Plan.

We use the dividend from Quayside to subsidise general rates. This enables everyone to benefit from the regional funds that we control and helps keep rates affordable. Quayside has also retained a portion of its profits for investment and has achieved strong growth for many years.

Council has consulted on enabling the reduction of the shareholding in the Port of Tauranga Limited (PoTL) from 54% to a minimum of 28%. After carefully considering public feedback, Council has decided to enable this managed sell down process. Council still needs to approve the details of the process that will be followed and approve the final sale conditions of any shares. This will include further consideration of any submissions received that commented on the potential process, determination of any imperatives for strategic control and engagement with Tangata Whenua.

Quayside issued \$200 million of perpetual preference shares in 2008. The proposal to diversify Quayside's investments could require Quayside to use part of the proceeds of any sell down of the PoTL shares to repurchase these shares, which would reduce costs.

Diversifying Quayside's investments allows us to reduce the risk of changes in investment values and provides more certainty for dividends in the long term.

What is Quayside Holdings Limited

Council holds a 100% shareholding in Quayside, which manages Council's commercial investments. Quayside's vision is to provide long term financial security to Council, through a diversified investment portfolio and through ensuring our shareholding in the Port of Tauranga is managed in an effective and commercial manner.

Quayside manages commercial investments to optimise growth and returns over the long run for the good of the Bay of Plenty.

Quayside provides an annual dividend to Council which is used to reduce rates.

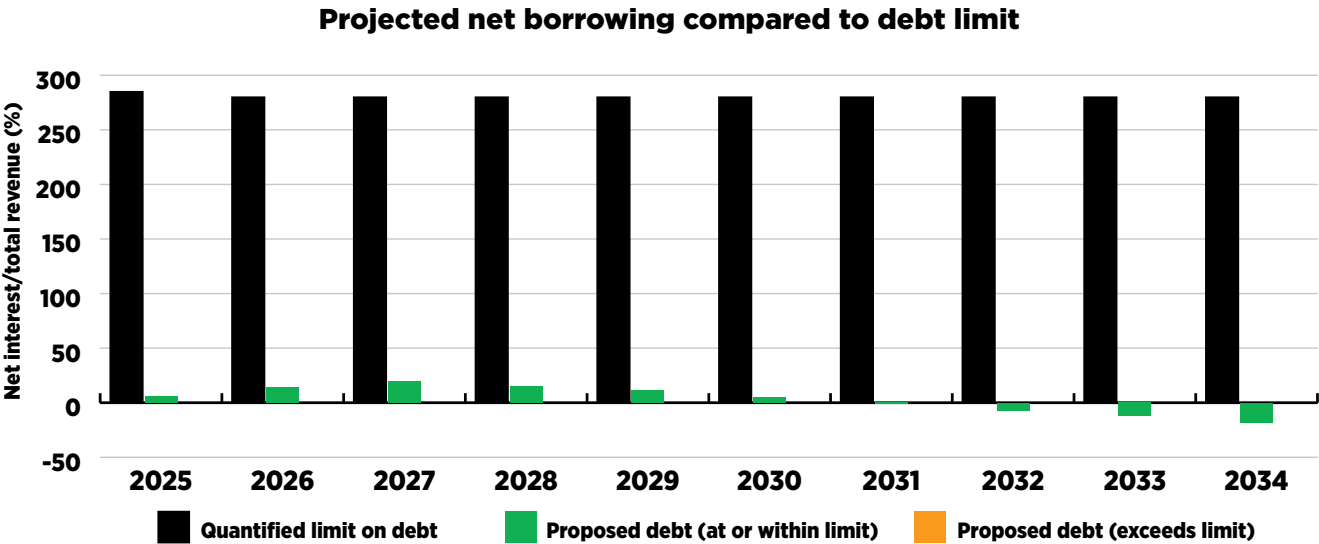


We will maintain the ability to borrow if needed

Council is currently benefitting from low fixed interest rates on most of our borrowing. We do need to borrow more to fund our capital expenditure for the next three years, but plan to reduce borrowing after that. Our planned borrowing increases from \$154 million to \$190 million in 2027, then gradually reduces. We currently plan to use our accumulated asset replacement reserves to reduce our borrowing requirements.

We borrow and on-lend to Quayside as this minimises the interest cost for the Council Group. Quayside has an on-lending facility for general purposes which currently has \$50 million drawn and is intended to increase to \$75 million to replace borrowing that Quayside has from other sources. Quayside also has a facility for up to \$100 million to finance industrial development at Rangioru which will be repaid as parts of the Rangioru development are sold.

Council is well within its borrowing limit which sets a cap on net borrowing (after subtracting liquid investments) as a percentage of revenue. Our projected net borrowing compared to the limit is shown below.



Te arotake Audit

To the reader:

Independent Auditor's Report on Bay of Plenty Regional Council's 2024-2034 Long Term Plan

I am the Auditor-General's appointed auditor for Bay of Plenty Regional Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 26 June 2024.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 124 to 128 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

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

Emphasis of Matter

Uncertainty over the delivery of the capital programme

Without modifying our opinion, we draw attention to page 208 of the long-term plan, which outlines that the Council is proposing capital expenditure of \$149 million over the 10 years of the long-term plan. Although the Council is taking steps to deliver its planned capital programme, there is uncertainty over delivery of the capital work programme due to factors like severe weather events and challenges in sourcing essential resources and suppliers, as outlined on page 208. If the Council is unable to deliver on a planned project, it could affect intended levels of service.

Basis of opinion

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

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

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;

- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

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

Responsibilities of the Council and auditor

The Council is responsible for:

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

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

Independence and quality management

We have complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the requirements of Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board. PES 1 is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour; and
- quality management requirements, which incorporate the requirements of Professional and Ethical Standard 3 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements (PES 3) issued by the New Zealand Auditing and Assurance Standards Board. PES 3 requires our firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

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

Leon Pieterse, Audit New Zealand

On behalf of the Auditor General, Tauranga, New Zealand

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Ōu māngai

Your representatives

Bay of Plenty Regional Council has 14 councillors, with 11 elected from four general constituencies – Tauranga (five councillors), Rotorua, western Bay of Plenty and eastern Bay of Plenty (two each), while voters on the Māori roll elect one councillor from each of the three Māori constituency areas – Kōhi, Mauao and Ōkūrei. It has a chair and deputy chair who are appointed by the Council. The triennium for our current Council started in October 2023



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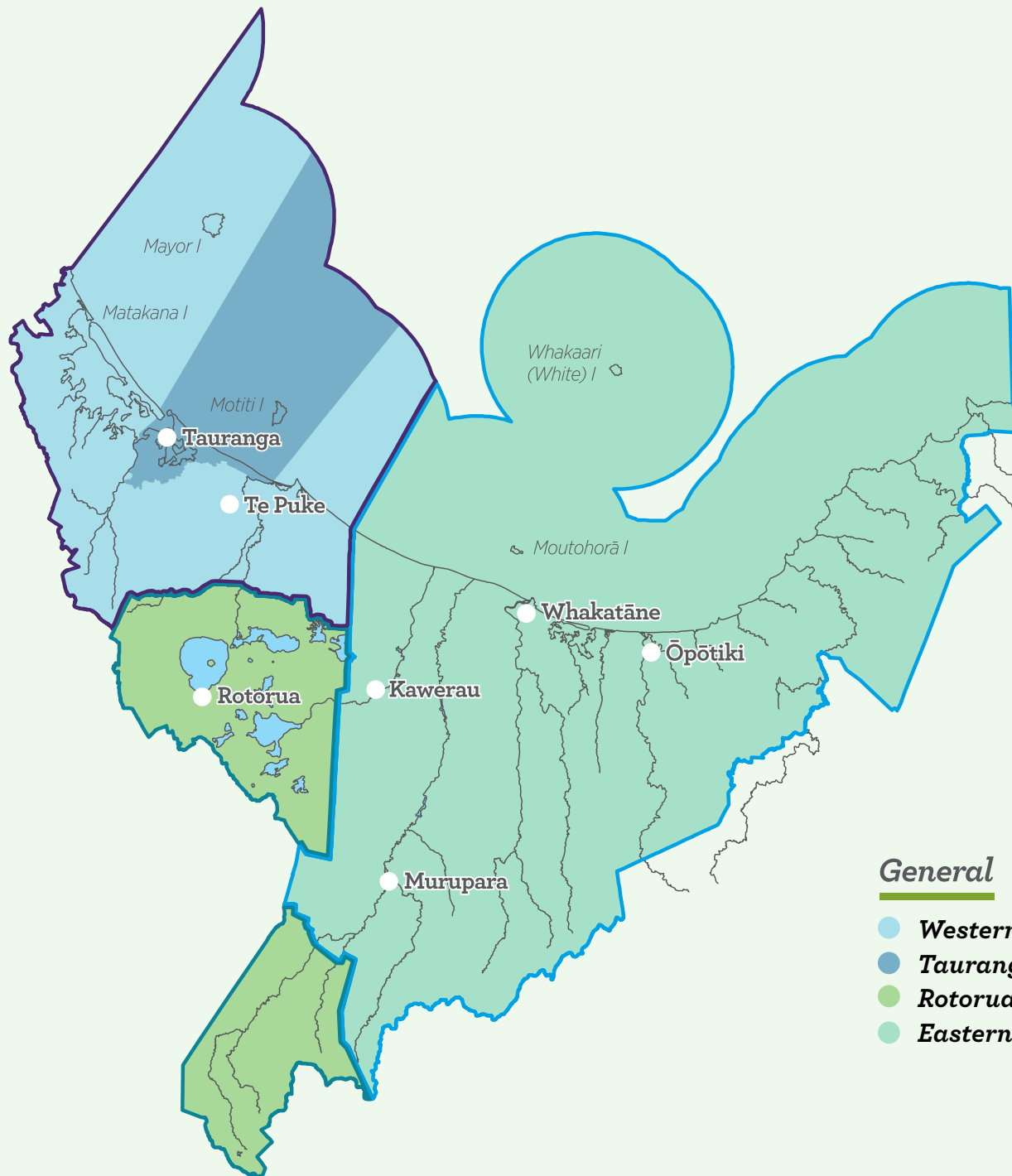


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For more information on the council, local representatives, the committee structure or how we work, visit:
boprc.govt.nz/your-council/council-and-region



General

- Western Bay of Plenty
- Tauranga
- Rotorua
- Eastern Bay of Plenty

Māori

- Mauao
- Ōkūrei
- Kōhī



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