



# **ATTACHMENTS**

**Strategy, Finance and Risk Committee  
Meeting  
Separate Attachments 1**

**Monday, 1 November 2021**



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# DRAFT ANNUAL REPORT

PŪRONGO O TE TAU 2020/21





## About this report

This annual report provides a review of the work we carried out from 1 July 2020 to 30 June 2021.

It outlines our operational and financial performance (especially with regards to our budget) and our progress in relation to the third year of our 2018-28 Long-term Plan.

It also provides an overview of our highlights, our challenges, and our future prospects – including our plans to ensure the sustainability of our organisation, our city and the community we serve.

### Our audience

This report will be of interest to a broad range of people – including residents, ratepayers, local iwi and hapū, businesses, non-government organisations, our partners, and other government departments and agencies.

Our Commissioners and staff will find information on how well we have performed over the year, how their efforts have contributed to achieving our vision, and what we can expect in the year ahead.

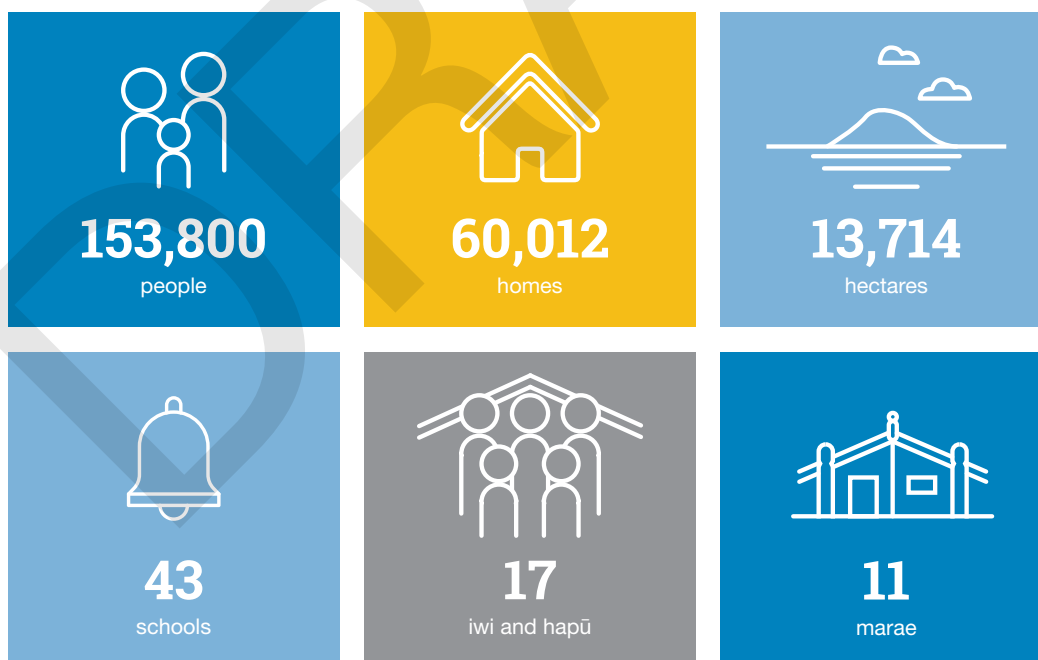
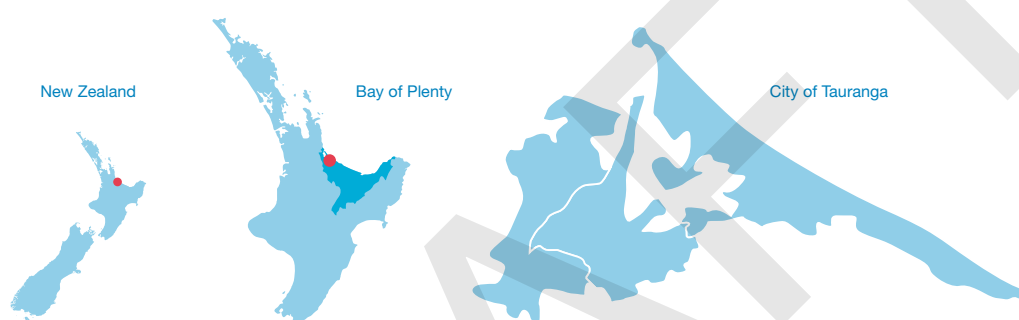
### Acknowledgements

We acknowledge the work of the many staff who contributed to this report.

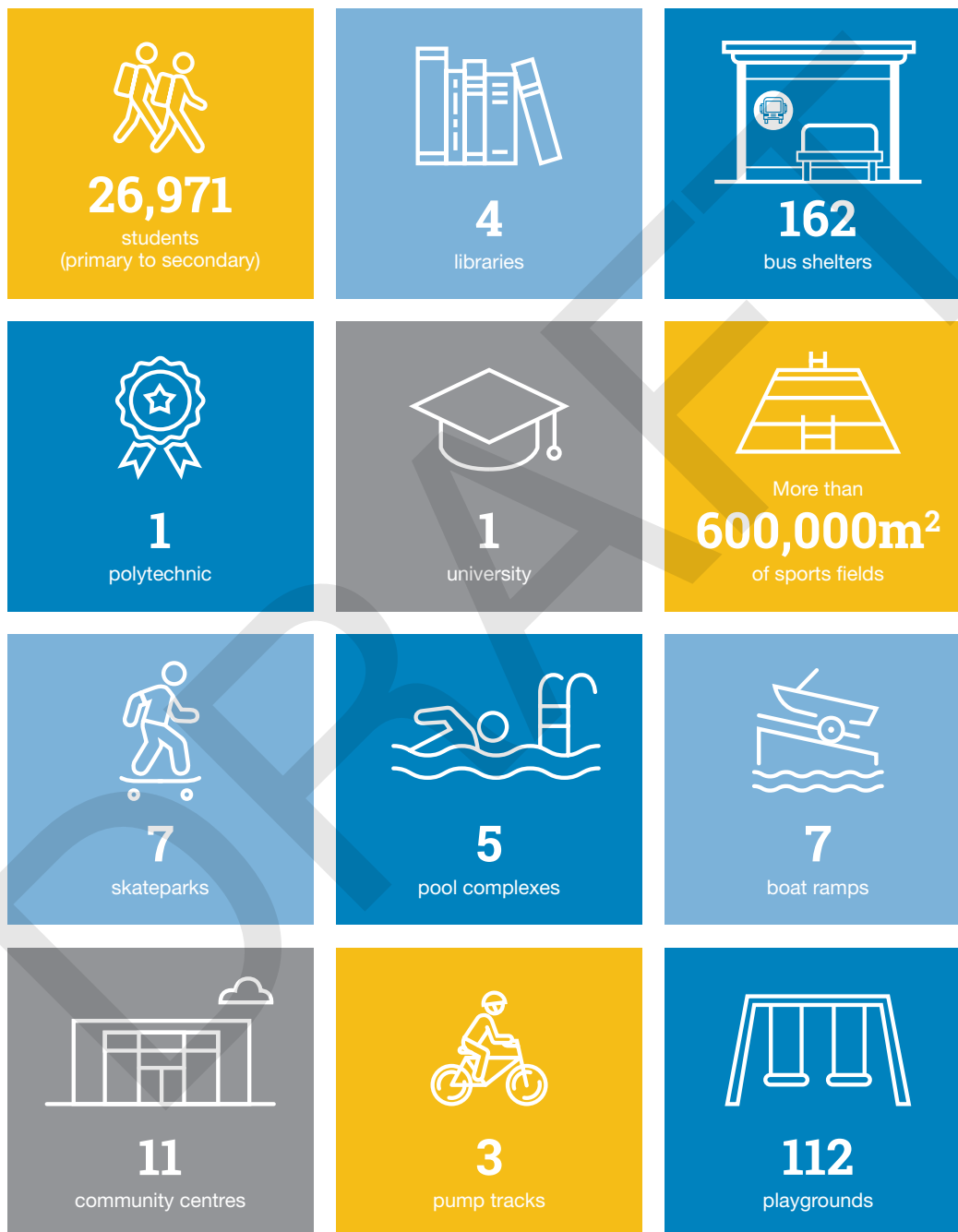


## INTRODUCTION

# Tauranga<sup>2020/21</sup>



## INTRODUCTION





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## INTRODUCTION

## Commissioners' message

### A year without precedent

Tēnā koutou katoa

Welcome to Tauranga City Council's Annual Report for 2020/21.

It's fair to say that this has been a year without precedent for Tauranga City Council, and for the way our city is governed.

The Minister of Local Government's decision to replace the council's elected members with an appointed commission was not taken lightly. And inevitably, it had significant ramifications for the organisation, not least being the loss of preparation time for the 2021-31 Long-term Plan (LTP) as a result of the governance transition.

The LTP is hugely important, because it sets out the council's proposed workplan and budgets for the next 10 years and provides an opportunity for the community to submit on and influence the city's direction. Before we took the draft plan out for feedback, we had to learn about the council's business and get a sense of the community's priorities. That put the overall process back by a month and meant that the final LTP could not be adopted before the end of June, as would normally be the case.

Taking that additional time was vital, however, because it meant that we could engage comprehensively with the wider community, to ensure that we have a robust, future-focused long-term plan that will meet the needs of our fast-growing city. As a result, we have a workplan that corrects our historic underinvestment in community facilities and the infrastructure we need to cater for our existing population and allow the city to grow.

By their nature, long-term plans can never please everyone and the Commission and the organisation are acutely aware of the financial impact of increased rates, particularly for people living on fixed incomes and for those businesses that are struggling in our post-COVID economic environment. That makes it even more important that we live up to our workplan and deliver the assets and services that we have said we will provide, that will allow Tauranga to regain its status as a great place to live, work, play and learn – now and in the future.

This report provides a comprehensive description of our highlights and challenges, and the council's operating and financial performance for the year that ended on 30 June 2021. Within that detail, there is much that we can be proud of, and a base that we can continue to build from.

Our city has an exciting future, and we all have the opportunity to contribute to and benefit from the tasks we have in front of us.

The Commissioners wish to thank everyone who has shared their concerns, priorities, and above all else their positivity and commitment to the city they are passionate about.

Ngā mihi, nui



**Anne Tolley**  
Commission Chair



**Bill Wasley**  
Commissioner



**Stephen Selwood**  
Commissioner



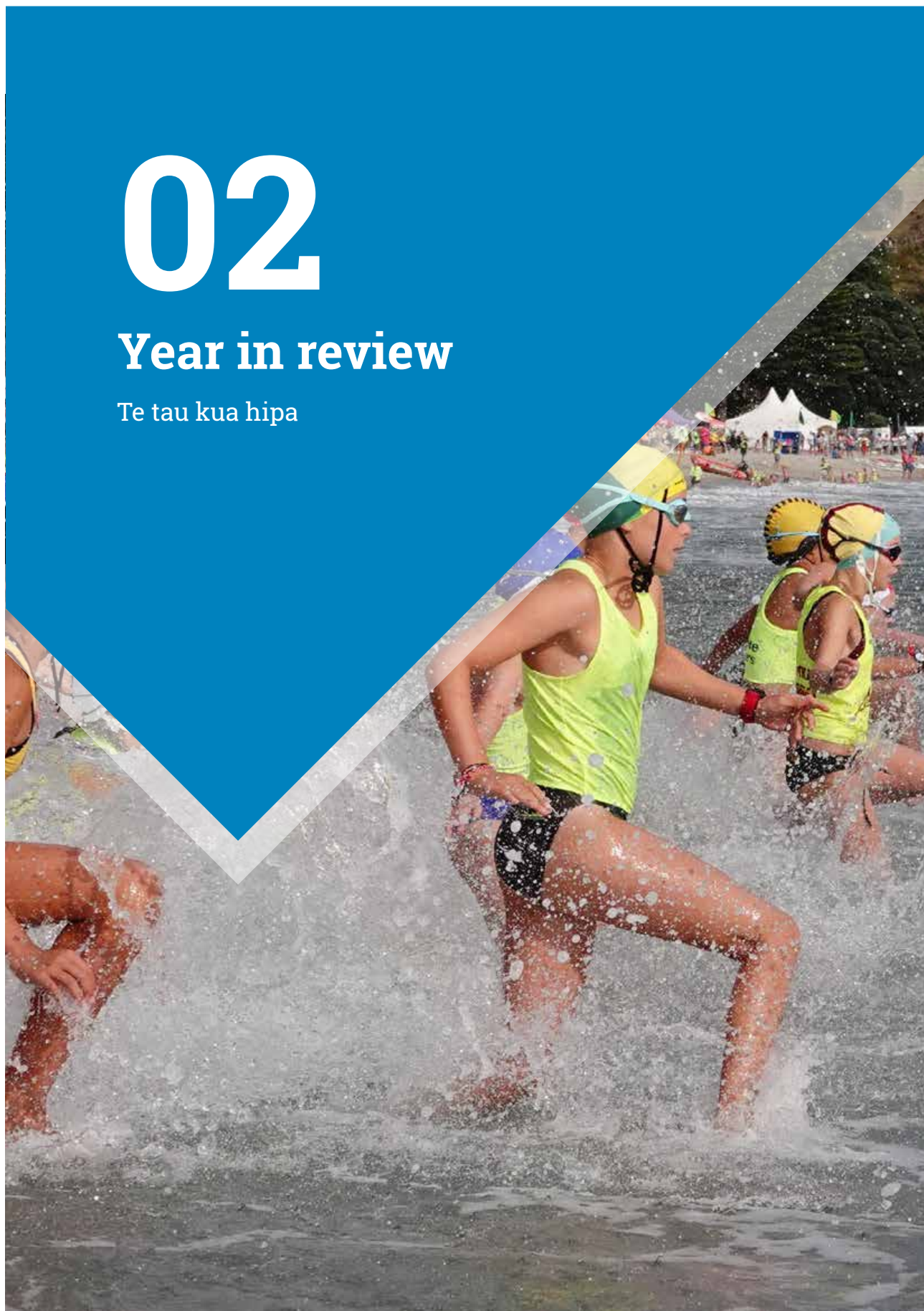
**Shadrach Rolleston**  
Commissioner



# 02

## Year in review

Te tau kua hipa







## Council planning and reporting cycle

### Reporting on our progress

Every year council produces an annual report. This provides the community, council leadership and our team with a summary of the work we have completed during the year. The report aims to deliver a transparent insight into our operations and decision-making processes.

This annual report covers the period 1 July 2020 to 30 June 2021, which is the third year of our 2018-28 Long-term Plan.

In between annual reports, we produce regular reports to our Strategy, Finance and Risk Committee to track our progress against targets and budgets.

### What is a long-term plan?

Every three years we develop a Long-term plan in consultation with our community. This sets council's vision, direction, budgets and work plans for the following 10 years. The LTP was finalised in June 2018, after substantial community input.

The LTP is our lead document and provides detail on all our activities. It sets out council's financial strategy, details our performance measures and provides the rationale for delivery of our activities. This should be the first port of call if you require additional information.

### What is an annual plan?

In the two years between adopting our LTP, we develop annual plans. Essentially these plans update what we agreed through the LTP, highlighting any changes to our budgets and workplans for each specific year.

For significant or material changes, we consult with the community. This process ensures that our budgets and workplans are flexible and responsive to our community's needs and the demands of growth.



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YEAR IN REVIEW

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## Highlights, opportunities and challenges

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Our community's quality of life and opportunities are enhanced by a combination of social, cultural, economic and environmental factors.

Council's Community Outcomes show the way we are taking a holistic, interconnected and strategic approach to creating the city our community has told us they want to live in.

During 2020/21 there have been many highlights, along with opportunities and a range of challenges, which are summarised in the following sections.

### HIGHLIGHTS

Our highlights from 2020/21 are grouped under these key themes:

- Urban form
- Community amenity
- Planning for growth
- Sustainability
- Partnerships
- Future delivery models

#### Urban form

By using a coordinated approach to bring together the different plans and projects from across the western Bay of Plenty and take us forward as a unified sub-region council was involved in the Urban Form and Transport Initiative (UFTI).

The aims of UFTI are to deliver an integrated, strategic and shared investment programme which defines the immediate and future priorities and funding opportunities for key social and economic areas, including:

- transportation, and the support of sub-region and regional transport flows
- urban development
- education
- housing

As part of our commitment to advancing this vision, we have been considering new ideas and partnership and collaboration opportunities.

Highlights from council's investment in urban form projects in 2020/21, include:

### Te Papa Peninsula - Futureproofing Cameron Road

The Te Papa Spatial Plan provides for increasing housing choice throughout the Te Papa peninsula, with a focus on increased height and higher densities close to key centres, public transport and amenities. This will enable people to choose from more housing types and encourage more people to walk, cycle and take public transport to get to where they need to go.

Key to increasing the density of the Te Papa peninsula is developing Cameron Road into a multimodal transport corridor with frequent rapid transit bus stops, active modes and amenity improvements

Cameron Road is also one of our city's main arteries, connecting residents in Tauranga's southern suburbs to the city centre. To futureproof this important road, council secured \$45 million from central government's Crown Infrastructure Projects (CIP) initiative. This project aligns with the initiative's overarching objectives to enable recovery from COVID-19, including supporting growth, safety, alternate transport choices and creating attractive public spaces for the community.

Improvements to Cameron Road will include new part-time bus lanes, a two-way cycleway, and making it more walkable, attractive and community friendly. Native plantings will reflect the history of the area and attract bird life, and there will be new community spaces and areas for outdoor dining so businesses can interact with their street. Existing traffic lanes will be retained.

Other proposed improvements include layout changes to some of the side-road intersections connecting with Cameron Road, more pedestrian crossings and upgrades to stormwater and wastewater. Investigatory works started in April 2021, with wastewater and stormwater works due to begin at the end of July 2021. The main works will get underway in September 2021.

### Wharf Street upgrade

The Wharf Street upgrade was completed in December 2020, on time and well within budget. The street upgrade was a collaborative effort with businesses, the contractor and council working together to achieve a space that can be enjoyed by residents and visitors alike.

This project is part of council's ongoing effort to create inviting and people-friendly spaces within the city centre – to support business, strengthen community and enhance the city centre's vibrancy. The design celebrates a wharf aesthetic through layout and materials, and the unique lighting has been a major factor contributing to the success of the street.

The new Wharf Street now features limited vehicle access, more space for pedestrians and an enhanced outdoor dining experience. The upgrade connects the city to the harbour, with a focus on providing a flexible space with multiple uses, as was demonstrated by the recent National Jazz Festival.

### Elizabeth Street upgrade

Council is upgrading Elizabeth Street to create an attractive, safe and people-friendly environment. The upgrade will contribute to our city centre revitalisation through better amenity to support and attract new business and investment in additional residential development.

Significantly, the upgrade will complement the Thirty-Eight Elizabeth development, which is set to bring major anchor store Farmers back to the city centre, as well as hundreds of new city centre residents. The streetscape enhancements include a new public green space at the south end of the CBD, better access between Elizabeth Street and First Ave, and some safety improvements at the First Ave and Devonport Road intersection.

We are coordinating work on the overlapping site boundaries between the Thirty-Eight Elizabeth development and our streetscape upgrade by using the same lead contractor. Construction on the project began in November 2020 with upgrades to wastewater and water mains on First Ave, Devonport Road and Elizabeth Street. By the end of June 2021, the wastewater and water upgrades were 95% complete. Streetscape works on First Ave started in May 2021 and by the end of June, trees and ground level planting were in the ground and construction was underway on all frontages – Elizabeth Street, Devonport Road, First Ave, and the accessway between Elizabeth Street and First Ave.

Completion of the streetscape project will be done in stages as sections of the Farmers site area become available. Farmers retail is expected to open for Christmas 2021 shopping and Elizabeth Towers are due to be completed in early 2022, with the streetscape upgrade set to be finished approximately three months later.

## YEAR IN REVIEW

**Community amenity**

Community facilities are an integral part of our infrastructure network. They contribute to building strong, healthy and vibrant communities by providing spaces where people can connect, socialise, learn and participate in a wide range of social, cultural, art, sporting and recreational activities. These activities help to improve wellbeing and create a sense of belonging and pride in our community.

Highlights from council's investment in community amenity during 2020/21, include:

**Hartford Avenue Reserve pump track and playground**

Council was pleased to upgrade Hartford Avenue Reserve with a new pump track and playground this year. Community feedback has been positive, with the reserve becoming a hub for locals.

During the pre-construction phase we engaged extensively with the community, and Ngā Pōtiki and Tahatai Coast School presented a range of ideas. The final playground design incorporates the legend of Mangatawa, the Three Whales, which is significant to local Māori. Colours represent the surrounding Pāpāmoa hills, beach and sea.

The pump track includes options for younger riders as well as more advanced sections for confident riders. It follows the existing contour of the reserve to minimise environmental impact. The picnic structure and basketball area were refurbished with new furniture, and we relocated the barbeque to be more accessible.

Together with the Mount Pump Track Society community group, we also established a large pump/jump track at Arataki Park. The project was community driven and proudly supported by council alongside several public and private organisations. The track was opened in November 2020 and has proven to be hugely popular.

**Trail Rider – Te Kaiwhakare**

Te Kaiwhakare (Trail Rider) takes accessibility and unique experiences to the next level. This innovative all-terrain wheelchair enables families, whānau and volunteers to come together in support of our community members who have additional mobility needs. It provides them with access to sites, heights and views that they have previously been unable to enjoy.

Prior to the implementation of Te Kaiwhakare, people with additional accessibility and mobility needs could not easily access walking tracks and the summit of Mauao. A four-wheel drive vehicle was required to reach the summit, and access was limited and only granted in special circumstances.

Te Kaiwhakare has provided our disabled and elderly community with the opportunity to choose to be active participants, on their own schedule, with their own whānau and support networks.

The project was highly commended at the LGFA Taituarā Awards 2021. This recognised not only the community outcome, but also the relationships formed between council and project partners Ngā Poutiriao o Mauao, Halberg Foundation and Mount Maunganui Beachside Holiday Park.

**Mobile library**

The replacement of the end-of-life mobile library bus with a new mobile library was a major achievement this year. The service brings library materials to schools, preschools, rest homes and neighbourhoods where people find it difficult to access our physical libraries.

The mobile library breaks down barriers to use and contributes to a liveable city by visiting people in the places and neighbourhoods where they live. To ensure the new mobile library is fit for purpose, ideas were gathered from current customers, other local and overseas mobile libraries, and Tauranga-based company Kiwi Bus Builders.

The Mobile Library - Te Ao Mārama o Tauranga Moana was blessed and launched in March 2021. With wider aisles, seating, bright shelving, cabinetry, soft music and coloured lights, it has given users an accessible and fun library experience and has been very well-received by the community.

## Planning for growth

Tauranga continues to grow quickly as people move here from other regions, attracted by the lifestyle options our city offers.

In general, well-managed growth is good. It creates jobs, increases economic activity and can improve efficiency. However, it also increases the cost of providing roads, water, parks, libraries and most other services and infrastructure that a modern city requires to meet its community's needs.

To tackle these long-term challenges, in 2020/21 we focused our efforts on initiatives to help better plan for growth, including:

### Completion of the Western Bay of Plenty Transport System Plan

Council together with tangata whenua, Waka Kotahi NZ Transport Agency, Bay of Plenty Regional Council, Port of Tauranga, Priority One and KiwiRail contributed to the development of the Western Bay of Plenty Transport System Plan (TSP), which was completed this year.

The TSP focuses on our region's future transport needs and ensures our transport planning keeps all parts of our community in mind. It covers the Western Bay's entire transport system including roads, rail, public transport, walking, cycling, parking and travel demand management, and the impact these have on one another.

The TSP outlines the first 30 years of transport planning required to make the Urban Form and Transport Initiative (UFTI) Connected Centres vision a reality. This includes setting priorities and detailing projects that need to begin in the next 0-3 years, 3-10 years, and 10-30 years respectively.

### Notification of Plan Changes (Housing choice, Flooding and Earthworks)

In November 2020, we publicly notified three plan changes to the Tauranga City Plan. These addressed emerging issues such as the city's need to meet housing supply and changing demographics, ensuring growth is resilient to natural hazards, and providing clarity of rules.

- Housing choice (Plan Change 26): proposes changes to make it easier to build a variety of compact type homes like duplexes, terraced houses, townhouses and apartments, that better suit people's needs.
- Flooding from intense rainfall (Plan Change 27): introduces a new rule framework to manage the effects of flooding in intense rainfall events on people, properties and infrastructure.
- Earthworks (Plan Change 30): clarifies wording of existing provisions to ensure that earthworks are undertaken in a safe manner, avoiding negative environmental effects.

The submission periods have now closed for these plan changes and hearings are scheduled towards the end of 2021.

### Waiāri water supply scheme

The Waiāri water supply scheme is one of the most important projects undertaken in our region in the past decade. It is designed to improve resilience and help meet the future water supply needs of Tauranga and the wider Western Bay of Plenty.

The water treatment plant will enable growth areas by servicing the Pāpāmoa coastal strip/Te Tumu and in time will provide a backup for Western Bay of Plenty District Council's Te Puke water supply.

In the 2020-21 year, all 25km of pipeline was completed and works are now underway on the plant. The intake site construction is also moving ahead, with the scheme planned to be operational in December 2022.

Alongside project construction, council is working with tangata whenua to develop a mauri (life force) model to protect the Waiāri stream into the future.



## YEAR IN REVIEW

**Sustainability**

Significant steps have been undertaken to adapt in response to climate change, however council still has further work to do in order to reduce our own impact on the environment.

We made progress this year, by completing the following:

**Sustainability stocktake**

In 2020/21 a sustainability stocktake was undertaken to review the performance of council and the city so we can develop a Sustainability Framework by the end of 2021. This will provide council with clarity around the outcomes we want for Tauranga, along with measurable objectives and an implementation plan.

Resourcing for this will be proposed through the 2022/23 Annual Plan process for the balance of this Long-term Plan.

**LTP commitment to multi-modal**

Planning for the growth of our city is a key focus for council, our SmartGrowth partners and Waka Kotahi, through processes like the development of the Urban Form and Transport Initiative (UFTI). UFTI describes how growth and transport will be addressed through a 'Connected Centres' concept supported by a multi-modal transport system.

Our 2021-31 LTP provides for \$2 billion investment in transport and roading over the next decade. Included in this expenditure is an objective to achieve a multi-modal transport system, allocating \$192 million for walkways, cycleways and more accessible streets, and \$112 million for bus infrastructure (including park and ride facilities).

This investment aims to generate a noticeable shift from cars onto public transport, improving safety, providing reliable travel times including freight journeys, and creating better walking and cycle connections.

**Kerbside rollout**

In August 2020, council confirmed the details of the rates-funded kerbside collection service that it decided on in-principle in 2018, with the aim being to halve the amount of waste being sent to landfill by 2028.

The new service was established to ensure that 65% of current waste is diverted to composting or recycling. The system consists of a weekly food scraps collection and fortnightly rubbish and recycling collections, with an optional garden waste service (fortnightly or four-weekly). It is in addition to the existing glass collection service that began in October 2018.

Most households will now have their previous waste disposal costs reduced, while receiving a more comprehensive service. This also means a reduction in methane produced by landfills and therefore a reduction in our greenhouse gas emissions.

Throughout the 2020/21 year, our team worked hard to ensure the service would start on 1 July 2021. This included hiring extra staff and communicating with residents to keep them informed and ensure they knew how to use the service when it started. In total, council staff had more than 4,000 face to face interactions with members of our community.

We worked closely with the contractor to ensure that three sets of new bins were delivered to more than 58,000 households (over 170,000 individual bins) in our city; specially designed trucks could service the bins; and staff were trained to deliver the service.

**Partnerships**

To realise our region's ambitions, strategies and plans, we rely heavily on building successful partnerships.

In 2020/21 we have been concentrating on strengthening our partnerships with tangata whenua, Waka Kotahi NZ Transport Agency, neighbouring councils, central government and other organisations to make Tauranga a better place to live, work, play and learn.

Some examples of our activities in 2020/21, include:

**Te Rangapū Mana Whenua o Tauranga Moana**

The Te Rangapū Mana Whenua o Tauranga Moana Partnership is an autonomous body made up of 17 representatives from each of the hapū and iwi in the Tauranga City Council area.

This partnership is founded through the principles of Te Tiriti o Waitangi and has seen a longstanding and ongoing relationship developing. The benefits of the partnership can be seen in the calibre of representatives that have been added to the Strategy Finance Audit & Risk Committee adding significant skills and qualifications at the decision making table. This partnership enables council to deliver our obligations to Māori participation at all levels of council and together we build a stronger team than alone. With significant input into all strategies, policies and processes within council we can bring the value of a tangata whenua lens to our activities.

The Rangapū provides a forum for tangata whenua within the Tauranga City Council area to discuss and debate local authority concerns and allow Te Rangapū Mana Whenua o Tauranga Moana to implement initiatives to advance and protect the interests of tangata whenua often enhancing the wider City. This also provides an opportunity for council and the Te Rangapū Mana Whenua o Tauranga Moana Partnership to discuss and develop council concepts, procedures, policies and projects that will impact on Tauranga Moana Tangata Whenua.

### **Dive Crescent – Tauranga City Council and Otamataha Trust**

On 29 March 2021, council resolved to transfer a 50% share in the reclaimed land at 9 Dive Crescent to Otamataha Trust. This milestone was the result of council and the trust working in partnership for more than a decade to legalise and formalise this whenua.

The transfer reflects the existing Memorandum of Understanding between council and the trust. Most administrative requirements have now been completed, and we expect to lodge an application for title with Land Information New Zealand (LINZ) shortly.

Going forward, Otamataha Trust and council plan to better develop the reclaimed land, which forms an integral part of the foreshore experience for all of Tauranga.

### **Māori wards**

Council voted on 25 August 2020 to establish a Māori ward for Tauranga, and the Commissioners confirmed this decision on 12 April 2021. This reflects our commitment to our Treaty of Waitangi partnership and was met with approval from tangata whenua.

One Māori ward will cover the whole of our city and in the next local body election (October 2022) voters on the Māori electoral roll will be able to vote for and be represented by the Māori ward councillor. This ensures a formal voice for local Māori in the council chamber when important decisions are made about our city's future.

The establishment of a Māori ward will help council meet its Local Government Act 2002 obligations to improve Māori participation in decision-making, by having a distinctive Māori perspective on all matters and ensuring that priority issues for Māori are directly brought to council. It will also go towards meeting Local Electoral Act 2001 requirements for fair and effective representation of our communities.

### **Working with the community**

We regularly ask for our community's opinions on a wide range of projects, plans, bylaws and services that affect people across the city. Your contributions and feedback help ensure that council's decisions reflect the aspirations of everyone who lives in Tauranga.

During the past 12 months we have solidified our aim to place the community at the heart of our work. This saw us put additional focus on how we engage with our community.

### **Community relations strategy**

This year we developed a new community relations strategy, centred around putting our community at the heart of everything we do. Our focus will shift to building and maintaining strong relationships with community groups across the city using a place-based model of engagement, rather than project-based. We will also be creating more innovative types of digital and creative content to share the work we are doing with our community.

The strategy includes an enhanced structure to deliver more coordinated and strategic communications across council. A newly created community relations team (in place of the previous communications and engagement teams) will implement our new strategy in 2021/2022.

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 YEAR IN REVIEW
 

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### Working with regional partners

Tauranga City Council works together with Te Rangapū Mana Whenua o Tauranga Moana Partnership, Bay of Plenty Regional Council and Western Bay of Plenty District Council, along with several central government organisations. We recognise that these relationships have great importance, especially as we continue to implement SmartGrowth and jointly achieve the outcomes identified through Urban Form and Transport Initiative (UFTI) and the Western Bay of Plenty Transport System Plan (TSP).

An example of our work with our regional partners in 2020/21, includes:

#### Kāinga Tupu

Kāinga Tupu: Growing Homes is the Western Bay of Plenty's response to support people experiencing homelessness across the sub-region. In March 2020, the Kāinga Tupu: Growing Homes strategy was launched in Tauranga. Its vision is that homelessness is prevented where possible, or is rare, brief and non-recurring.

We believe no one agency can solve homelessness alone – it takes a partnership approach. Our mission is to ensure that all residents have the right to warm, safe, habitable and affordable housing.

With the support of the Kāinga Tupu taskforce, the Kāinga Tupu action groups, and the WBoP Homelessness Provider Network, a total of 13 homelessness projects have been delivered in our first year, 2020/21.

Projects to date have focused on capability building across the sector, policy and planning advocacy, feasibility studies, a housing campaign, and the publication, When the Dominoes Start to Fall. The strategy is managed through council's Kāinga Tupu Advisor within our Community Partnerships team.

### Future delivery models

Key reforms are currently underway that will impact local government – and we have no certainty about how they will affect us in the future. These are:

- Three Waters reform;
- Resource Management changes; and
- Future for local government.

The following shows how council is responding to the first two reforms, based on information released in 2020/21.

#### Three Waters reform

In July 2020, the Government launched the Three Waters reform programme, which aims to reform the way councils provide water services. As part of this process, we and other councils are working with central government to find ways to improve water management nationwide.

Just prior to our 2021-31 Long-term Plan being adopted, the Minister of Local Government announced what the Three Waters reform would mean, including:

- that water services will be amalgamated into four publicly owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across New Zealand; and
- the proposed boundaries (based on scale and population size) of the four water providers; and
- further details on the proposed water services entities, including governance arrangements, the role of iwi, and how they would be regulated.

The Minister said the Government remains interested in continuing discussion with local government and iwi / Māori most affected by the proposed boundaries, before progressing them in legislation.

The following timeline has been proposed by Government and may be subject to change should a decision be made to make the reform mandatory:

- Late 2021: We expect to engage with our community on the proposed structure and whether we should take part.
- End of 2021: Councils will be asked whether they wish to participate in the new system.
- 2023/24: The structure is likely to take effect.

## Resource Management changes

In 2021, the Government released details on the Proposed Government Policy Statement on Housing and Urban Development, and the Select Committee Inquiry on the Natural and Built Environments Bill: Parliamentary Paper.

### Government Policy Statement on Housing and Urban Development (GPS-HUD)

Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (HUD) is leading the development of the GPS-HUD, which is intended to communicate the long-term vision and change needed in housing and urban development in New Zealand.

The discussion document for the proposed GPS-HUD outlines a vision, outcomes, focus areas, actions, and ways of working to shape housing and urban development over the next 30 years. It sets out how central government and others will work together to make this happen and shape future government policy, investment, and programmes of work.

### Select Committee Inquiry on the Natural and Built Environments Bill: Parliamentary Paper

On 29 July 2021, public submissions were called for the Select Committee Inquiry on the Natural and Built Environments Bill: Parliamentary Paper. This inquiry is the first part of reforming the resource management (RM) system and replacing the Resource Management Act 1991 (RMA) with three new pieces of legislation.

The Parliamentary Paper includes an 'Exposure Draft' of the Natural and Built Environments Bill (NBA). The process is intended to test and improve the contents of the bill before it goes into the formal parliamentary process. The exposure draft provides an early look at key aspects of this legislation, including:

- a) the purpose of the NBA (including Te Tiriti o Waitangi clause) and related provisions;
- b) the National Planning Framework; and
- c) the Natural and Built Environments plans.

Tauranga City Council supports in principle the Government's objectives for RM reform. As with other high growth councils around New Zealand, we have struggled to respond effectively to urban development pressures under the current planning system. We therefore welcome a reformed system that seeks to better enable development within environmental limits, better prepare for adaptation to climate change and risks from natural hazards, and to improve efficiency and reduce complexity.

However, based on the proposed framework set out in the exposure draft (and discussed in the parliamentary paper), we are concerned that the objectives for reform will not be met and that existing challenges will be perpetuated.

## OPPORTUNITIES AND CHALLENGES

Our opportunities and challenges during 2020/21 related to these key themes:

- Leadership
- Community amenity
- Growth
- Sustainability
- Project delivery

Each section below briefly describes council's approach and provides some examples from during the year.

### Leadership

2020/21 has been a challenging year for council leadership. However, new beginnings presented plenty of opportunity to rebuild and create a new spirit of partnership between the council, tangata whenua and the community, with further work undertaken to restore our community's trust and confidence.

Challenges that we faced and the opportunities that arose from these, include:

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**YEAR IN REVIEW**

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**The transition from elected members to an appointed Commission**

On 9 February 2021, council's elected members were replaced by a Commission appointed by the Minister of Local Government, Hon. Nanaia Mahuta. This decision followed an extended period of governance problems marked by infighting, relitigation of council decisions, questioning of recommendations for remedial action provided by independent observers, and the respective resignations of the Mayor and a councillor. Minister Mahuta commented that council faced substantial infrastructure and funding challenges that needed to be addressed in its 2021-31 Long-term plan and specifically addressed this within the Terms of Reference of the Commission.

Since their appointments, Commission Chair Anne Tolley and Commissioners Stephen Selwood, Bill Wasley and Shadrach Rolleston have focused on:

- familiarising themselves with council's business,
- providing decisive and stable governance,
- engaging extensively with key stakeholders and the wider community; and
- forming a strong working relationship with council staff.

**Delivering a quality Long-term Plan (LTP)**

Due to the transition process described above, we were unable to make significant progress on preparing the draft 2021-31 Long-term Plan (LTP) during January and February this year. The timeframes for the LTP process were condensed to the point it was not possible to deliver a quality document for adoption before the end of the 2020/21 financial year. It was decided that the LTP would be adopted in July instead, providing time for the Commissioners and council team to develop a robust draft plan to address the city's longstanding underinvestment in community facilities and infrastructure.

Formal consultation on the draft plan occurred from 7 May to 7 June 2021 and featured a sustained period of intensive community engagement, led by the Commission. This involved 34 community meetings to provide information, answer questions and encourage submissions, and more than 2,000 face-to-face discussions.

As a result, close to 1,800 submissions were received, with more than 200 people and organisations providing 50 hours of oral submissions at the subsequent hearings. After deliberating on the submissions, additional funding requests for several community-led initiatives were included in the LTP, with the cost involved offset by savings elsewhere in the budget.

The future-focused LTP developed through that process was sent for audit in early-July and was formally adopted on 26 July.

**Community engagement – new direction**

During 2020/21 we focused on better engagement to understand our community's expectations around important issues, notably in relation to the 2021-31 Long-term Plan, as well as other locally significant matters such as plan changes, policies and bylaws.

Community and stakeholder engagement are now an integral part of council's work. Our aim is to put our community at the heart of everything we do, meeting your needs by being more proactive and responsive, and empowering our community to become more involved in council decision-making processes.

We engage with our community and stakeholders in three primary ways:

- Responding to specific requests for information and services;
- Participating in multi stakeholder relationships; and
- Conducting our own engagement activities.

**Community Amenities**

Community spaces and places are where people can engage in sport and play, walk and cycle, have connections with others, learn, and have fun. They include parks, pools, libraries, halls, theatres and sports fields.

These amenities contribute to our social, cultural, physical and mental wellbeing – and make our city a great place to live.

However, one of our biggest challenges is that Tauranga does not have enough spaces and places to provide for the people who live here now, let alone those who will move here in future. Many facilities are worn out or nearing the end of their lives, because

for many years they have not received the investment they needed.

Our city's population has doubled or tripled since many of our spaces and places were built or developed, and more people are coming to live here every day. This means we need to work with our partners to redevelop what we already have and fund the upgrades, replacements and new places and spaces we need.

For decades Tauranga has suffered from under-investment in community facilities, but in the new Long-term Plan we have taken on this challenge.

Read more about the investment council has recently made:

### Community Facilities Investment Plan (CFIP)

In 2020/21, council developed and adopted a new Community Facilities Investment Plan (CFIP), informing decisions on community facility investment in the 2021-2031 Long-term Plan (LTP) and 30-year Infrastructure Strategy.

The plan seeks to ensure we have the right facility, in the right place, at the right time, taking into consideration wider priorities for growth and investment across the city and financial constraints. It covers council's core 'multi-use' facilities and identifies investment needs in:

- libraries;
- community centres and community halls;
- indoor sports centres;
- aquatic centres; and
- active reserves or sports fields.

Council has developed the plan in collaboration with Bay Venues Ltd.

### Community amenity spend in the Long-term Plan

As a result of the planning done for CFIP over the next 10 years, we have committed to investing \$689m in spaces and places. This includes aquatics, sports halls, sports fields and libraries.

Through the accessible recreation programme, we are also proposing to invest in boardwalks, park furniture, shade, sports facilities and accessibility solutions so our varied and growing community can connect, explore and engage in valued experiences across the city.

This expenditure will enable us to:

- Catch up on under-investment over recent years;
- Provide facilities on both sides of the harbour;
- Replace old facilities that no longer meet the needs of our community; and
- Secure land for future community spaces and places (beyond the timeframe of the recently adopted Long-term Plan).

## Growth

We know that more than 35,000 homes will be needed in the next 45 years to accommodate people who will be living here.

While land for new housing is limited in Tauranga, areas being developed in Tauriko and Te Tumu respectively will see fresh new communities spring up. There will also be new 'city-living' type investment in housing infrastructure along the Te Papa peninsula from Sulphur Point to Barks Corner.

Tauranga City Council is aware that during the next 10 years there is likely to be more demand than can be met – even though the developments outlined above will be actioned. This means council does not currently comply with the National Policy Statement on Urban Development set by central government.

Growth puts pressure on council in many ways, such as the examples below:

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**Pressure on land supply**

Ensuring there is enough land and associated infrastructure to support residential growth is a high priority for Tauranga. In the short term (1-3 years), there is an under-supply of around 1,000 houses. The new LTP seeks to put significant investment into two new growth areas, Tauriko and Te Tumu, along with intensification planned along Te Papa peninsula.

The short-term supply shortage has been discussed with central government ministers, and officials from the Ministry of Housing and Urban Development and Waka Kotahi. There is a willingness to work collaboratively to address these matters and a need to ensure that responses align with the Government's broader urban growth agenda.

Existing rules for suburban residential, commercial and city living zones are inconsistent with emerging land use strategies and are not achieving the outcomes we need for our urban and suburban areas. To address this, council is working on planning initiatives, plan change proposals and technical planning studies. Further information on these plan changes can be found in our highlights section, above.

**Transport and housing**

More people are travelling around our city and this causes challenges such as traffic congestion, so council is considering better ways for people and goods to be transported.

While growth is affecting all types of infrastructure, the most visible impacts for our community relate to the transport network, with traffic congestion highlighted in submissions to our Long-term Plan.

We understand the importance of cars, and significant investment in a car-based transport network has occurred in Tauranga during the past 25 years. Unfortunately, investment in other types of transport has fallen well behind.

The Government has directed that transport projects focusing mostly on cars will not be looked upon favourably for future funding. The Government and councils across New Zealand, including Tauranga, want to invest more in public transport, encourage more walking and cycling, and reduce the impact of transport on the environment.

These priorities are reflected in the type of projects included in our Long-Term Plan, and in the formation of the Urban Form and Transport Initiative (UFTI) and Western Bay of Plenty Transport System Plan (TSP).

**Water restrictions**

A city-wide sprinkler ban was implemented on 23 December 2020 and lifted on 28 June 2021, making this year's water restrictions the longest in Tauranga's recent history. In previous years, city-wide sprinkler restrictions have not been necessary beyond the first week of April.

Water restrictions have been required during the past four summers to regulate water demand and minimise the risk of water treatment capacity being exceeded. This year however, we faced unprecedented drought in our region and the challenge of source water stream levels being at an all-time low.

While flow levels in the streams that supply Tauranga with water have stabilised, they remain lower than normal. If the stream flows do not recover with winter rainfall, this could signal a likelihood of earlier water restrictions coming into effect. The construction of the Waiāri water supply scheme is due to be completed late 2022, which will help to meet our city's future water supply needs.

**Sustainability**

In addition to ensuring we have resilient infrastructure that can respond to the challenges of climate change, we have a range of strategies and actions that together will achieve measurable reductions in our city's carbon emissions.

This is a huge challenge for council now and in the future. Below are some of the opportunities we have progressed, over 2020/21:

**Climate change**

As a city we generate 5.9 tonnes of carbon dioxide emissions equivalent per person. The Urban Form and Transport Initiative (UFTI) and the Western Bay of Plenty Transport System Plan (TSP) include investment objectives of reducing emissions to net zero by 2050. SmartGrowth partners are also committed to achieving the Government's climate change targets for transport emissions.



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Through the implementation of both the UFTI and TSP plans, tailpipe emissions are anticipated to reduce by as much as 50% by 2030 and 90% by 2050 through a mix of transport interventions / investments and increase in non-fossil fuel powered transport. Specific projects through the TSP include Cameron Road – Stage 1 and Stage 2, the accessible streets programme, the parking strategy, Tauriko enabling works, and the Totara Street and 15th Ave / Turret Road improvements.

Aligned with these plans, Plan Change 26 focuses development within our city to create more compact living environments. This reduces the need for cross-city travel as well as improves accessibility to public transport along main transit routes, thereby also reducing carbon emissions.

While most emissions in Tauranga are related to road transport (60%), council is also considering our community's electricity consumption and solid waste disposal. These together make up another 22% of our city's greenhouse gas emissions.

For further information on how we aim to make progress, please see the sustainability section of the year's highlights.

## Resilience

Our city is exposed to a wide range of global and localised threats. These can challenge us in both expected and unexpected ways, with effects occurring over time or very suddenly. We need to be prepared for all eventualities.

Climate change will intensify our experience of intense rainfall events leading to flooding, landslides and erosion. There is also the threat of potential tsunamis, earthquakes and volcanic eruptions.

Sea level rise will lead to inundation of some areas, so to reduce the likelihood of this happening council must plan ahead and provide appropriate infrastructure to reduce the risks. Of course, all of this requires funding.

With increasing threats from natural hazards and already stressed infrastructure, continued and renewed investment is vital to keep our communities safe.

In 2020/21 we continued planning for this changing environment so that our assets, particularly pipes and roads, can operate during hazard events and provide a solid platform for our communities to thrive.

In preparation for our Long-term Plan, 315 projects were identified to improve our city's resilience to natural hazards such as:

- sea level rise;
- tsunamis;
- land slide;
- flooding;
- liquefaction;
- inundation; and
- erosion.

Council introduced a targeted rate for resilience in the previous Long-term Plan, to cover the costs of planning for resilience projects. This concluded in 2020/21.

During the Long-term Plan process, the council agreed that this targeted rate will now be increased to cover capital costs, enabling us to bring forward delivery of resilience projects to futureproof our city.

## Project delivery

To meet Tauranga's needs and challenges, our organisation has had to review the way it approaches capital expenditure.

Council's large capital programme comes at a time when the city and the country need improvements to core infrastructure, coupled with delays in supply chains and skill shortages in the construction sector due to the COVID-19 pandemic. This means that we are experiencing delays and difficulty in obtaining resources and that costs are significantly higher than they have been previously.

Some council projects have drawn criticism from people in the community who believe they have not delivered the expected outcomes. An example of one such project in the past year, is the Harington Street transport hub. We are taking on board our community's feedback, learning from these occurrences and aiming to improve our project delivery over the coming years.

The investments outlined in the recently adopted Long-term Plan are by far the biggest ever proposed for our city. Being able

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to deliver on our commitments as outlined in the new LTP requires significant investment in both our people and our systems, as well as providing an appropriate place for our city-based staff to work. We need a highly capable, responsive and skilled organisation if we are to deliver for our community.

Some of our learnings and challenges from project delivery over 2020/21, include:

**Harington Street transport hub**

In June 2020, council abandoned construction of the Harington Street transport hub building. It was clear from expert engineering advice that remedying significant seismic design defects in the structure would make the cost of completing the project prohibitive.

Options for the site included demolition of the structure and restoration of the site for ground level parking, at an estimated cost of just under \$10 million, or sale of site and building 'as-is'. In March 2021, an unconditional sale and purchase agreement was reached with WAIBOP (Harrington) Limited, a subsidiary of lead project contractor Watts and Hughes, for a nominal sum of \$1. After the sale of unused materials and structural steel, and a negotiated settlement for the cancellation of the construction contract, the final payment to council was \$200,000.

While the sum realised was considerably less than the site's land value (assessed at \$5.35 million in mid-2020), it provided the best possible outcome for the city, avoiding the cost of demolition and ensuring the provision of future public carparking capacity.

Council has filed a claim in the High Court against the building's designer and the design peer reviewer, to attempt to recover as much as possible of the cost expended on the project, the loss of land value and other consequential costs and losses.

**Establishment of a Capital Programme Assurance Division (CPAD)**

Our Capital Programme Assurance Division (CPAD) is a business unit created as part of council's new project delivery model. This unit will support and enable all project delivery teams across council, providing industry best practice frameworks, systems, reporting, processes, procedures and advice.

CPAD's aim is to become a centre of excellence for programme and project management, by providing guidance and support for anyone within council undertaking a project or building a programme.

The delivery function and accountability for projects still sits within the relevant activity area, e.g. City Waters, Transportation, Spaces and Places etc. However, the CPAD team will play a big part in the support and enabling of project managers, and programme and outcome managers to successfully deliver their projects and programmes respectively.

CPAD provides assurance for the successful delivery of our capital works programme, in accordance with the Long-term Plan, and confidence that we are delivering exceptional outcomes for our community. It also provides our Commissioners, executive, and senior leadership group with meaningful data and information on our performance, to allow for effective governance and decision making.

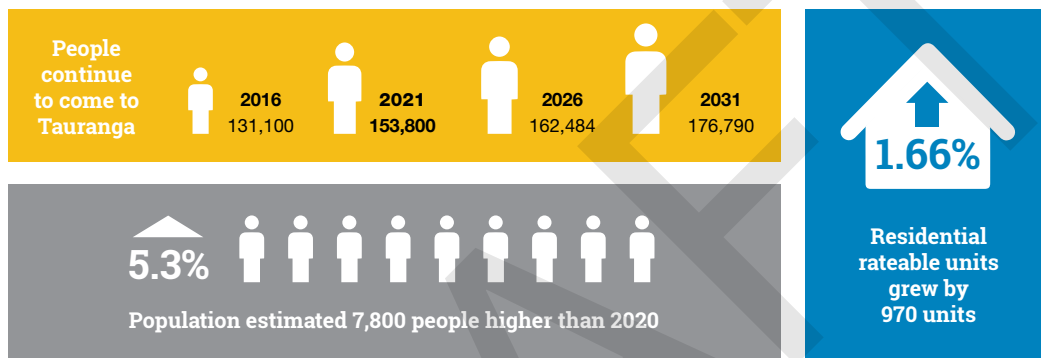
These are just some of our highlights, opportunities and challenges for the year. Others are discussed throughout this report.



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## Our performance snapshot

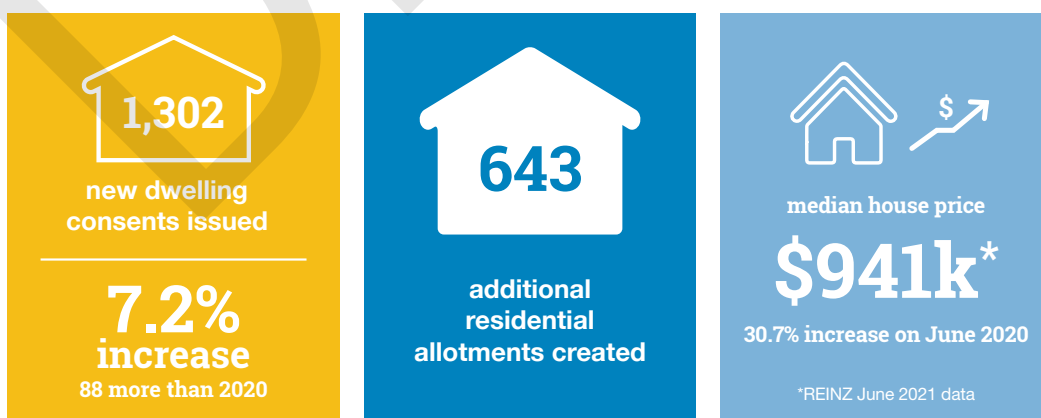
### Our city continues to grow



### We continue to see commercial investment



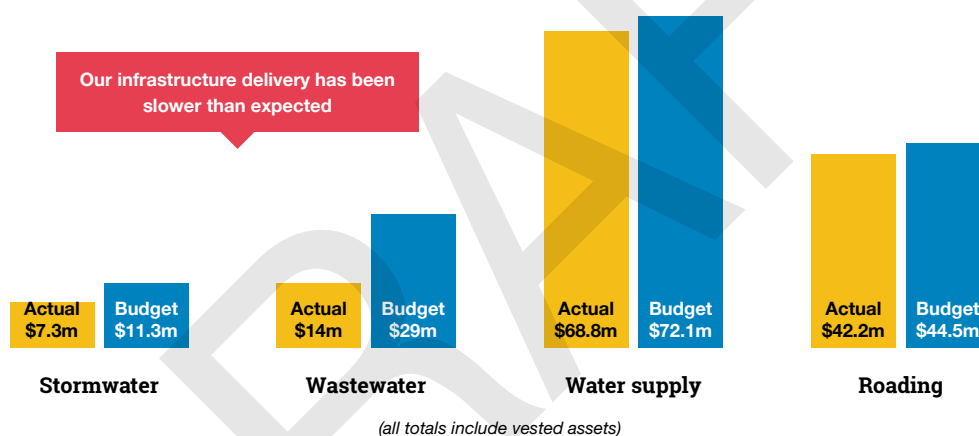
### But the rate of growth is putting pressure on our city



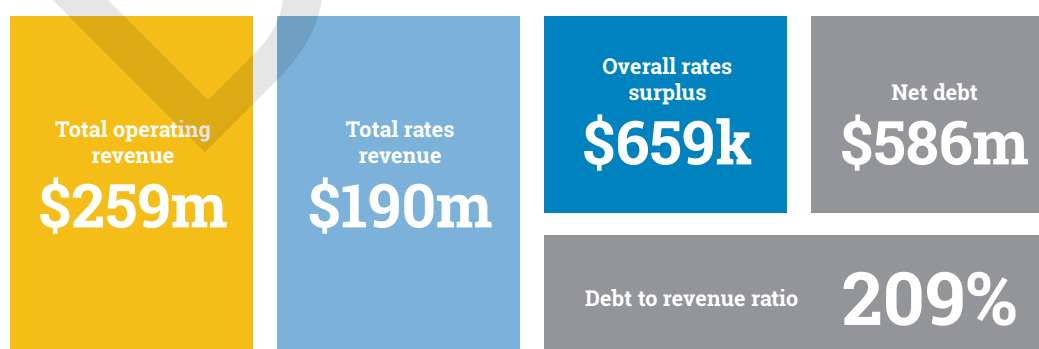
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**We need to build more infrastructure and encourage behaviour change to use our city's resources more effectively to ensure we have capacity to deliver services**



**Our overall financial position is following underlying trends towards higher debt and debt ratios**



## Key themes from financial results

### Impact of COVID-19 on 2020-21 financials

#### Revenue

The 2020-21 Annual Plan was revised downward as a result of post COVID-19 lockdown impacts and uncertainty about future economic conditions and level and timing of recovery. As well as the lower level of rates increase, annual plan revenue budgets were adjusted downwards across key user fee earning areas of business including parking, regulatory services, airport and property.

Reflecting the better than expected economic bounce-back, the actual user fees revenue for council direct activities for the year, was nearly \$10m (20%) higher than budgeted. Building services led the favourable result (\$4m above budget) with strong building activity which included new housing builds, commercial development and building renovations. This was part of a nationwide trend where expenditure on housing and goods replaced lower expenditure on services such as overseas travel.

The airport and Beachside Holiday Park were favourable performers, reflecting higher domestic holiday demand and rapidly recovering domestic air travel. The airport recorded a profit of \$1.3m, while Beachside Holiday Park revenue was just under \$2.2m, the first time it has exceeded \$2m in revenue.

Half (\$1.8m) of the Government COVID-19 response wage subsidy received in May 2020 has been recognised as income in 2021 as the payment was to cover through to August 2020. Consolidated revenue was higher than the previous year's results. Bay Venues Limited reported revenue 23% higher than last year, whilst the Art Gallery reported a positive year for visitor numbers (against revised post COVID-19 expectations) but noted a loss of revenue from international visitors.

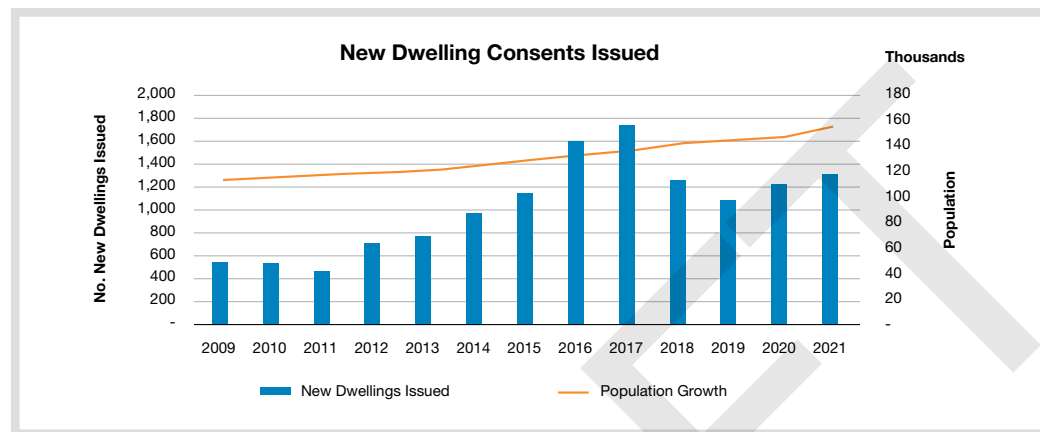
#### Government Stimulus Funding through Crown Infrastructure Partners (CIP) (capital)

Post lockdown, government made available through its stimulus funding package \$45m for the upgrade of Cameron Road through to 11th Avenue to enable better multi-modal transportation options and for various approved three waters projects, which included \$7.5m for stage one. A small portion of this funding was received prior to July 2021 with the remainder to be reimbursed once expenditure has occurred primarily in the 2021-22 financial year.

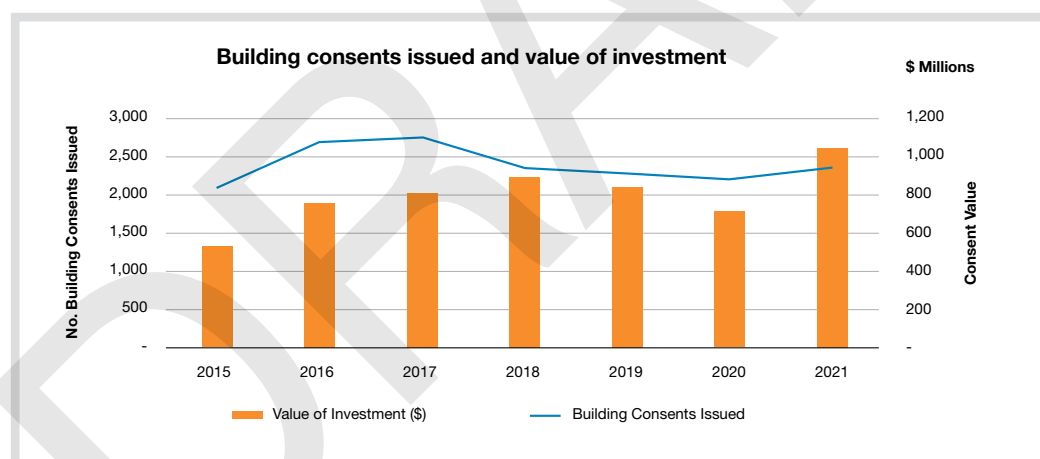
### Managing our Growth and Future Infrastructure Requirements

Tauranga continues to grow with an estimated population of 153,800, which is 7,800 more people than estimated in our 2020 report. However, the number of new residential dwellings increased by less than that, at 1302 new residential dwellings consents issued for the year. The number of new dwellings consented was 88 dwellings higher than last year.

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Overall building consent numbers - which include commercial consents and upgrade of existing dwellings-increased in both number and value from the previous year with a total number of building consents (2,374) which is slightly ahead of last year. The total value of consents was \$1billion, significantly higher than 2020.

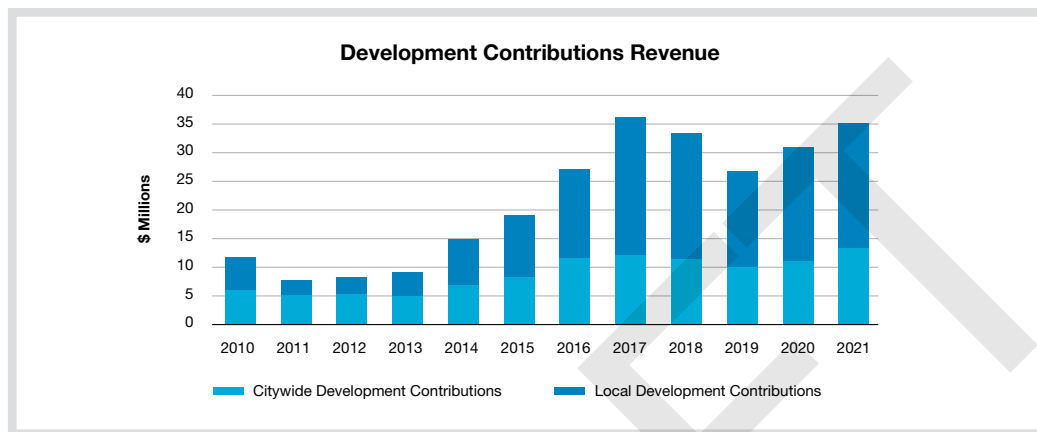


Our existing growth areas at Pyes Pa West and Wairakei continue to fill with new residences. In Wairakei development surged ahead with large areas now being made ready for development. As well as developing areas for residential property, a large amount of development occurred within Tauriko industrial catchments

Available land in our existing growth areas is fast running out and we are relying on commencing development in the new growth areas of Te Tumu and Tauriko West by 2026. While we are underway planning for these new growth areas, development of these areas has been delayed as a result of a third-party court case and ongoing discussions with NZTA around funding and upgrades to state highways.

Our development contribution (DC) revenue has continued to remain high at \$35m for the year, with both city-wide DCs and local DCs (from new subdivision) ahead of last year and ahead of the downwardly revised budget post COVID-19. We had anticipated a reduction in development in relation to COVID-19 restrictions, but this did not eventuate.

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### New Capital Delivery

We are also well underway with the provision of new water supply at Waiari and upgrading and expanding our wastewater treatment and disposal at Te Maunga and through to the ocean outfall.

In total we budgeted \$223m of new capital but delivered \$182m. The following word cloud shows the main programmes of work for 2020-21 which account for most of the capital programme spend. The size of the spend is shown in the relative size of the lettering of that programme.

Of the \$182m of capital delivered by council \$57m was spent on the new Waiari Water Treatment Plant, which is planned to be completed in the next two years and \$8m on Te Maunga Wastewater Treatment Plant and Outfall, a project which is planned to continue through the next few years of the LTP. Remaining water, stormwater and wastewater capital expenditure totalled \$24m. Therefore, in total \$89m (49%) of the capital programme delivered in 2020-21 related to the three waters.

The other activities with significant capital expenditure included:

- Streetlight renewals and LED upgrades \$8.8m
- Kerbside Waste Collection \$5.9m
- Elizabeth Street upgrades associated with major Farmers development \$4.2m
- Cameron Road commencement of the upgrade from Harington Street to 17th Avenue \$5.3m to be funded by central government under its post COVID-19 stimulus package.
- Roading \$28.2m across various programmes (excluding Cameron Road and Streetlights,)
- Digital \$11.5m including the first stage of the replacement of the core systems platform, with SAP finance and reporting
- Spaces and Places \$13.7, including city centre streetscape and other parks development



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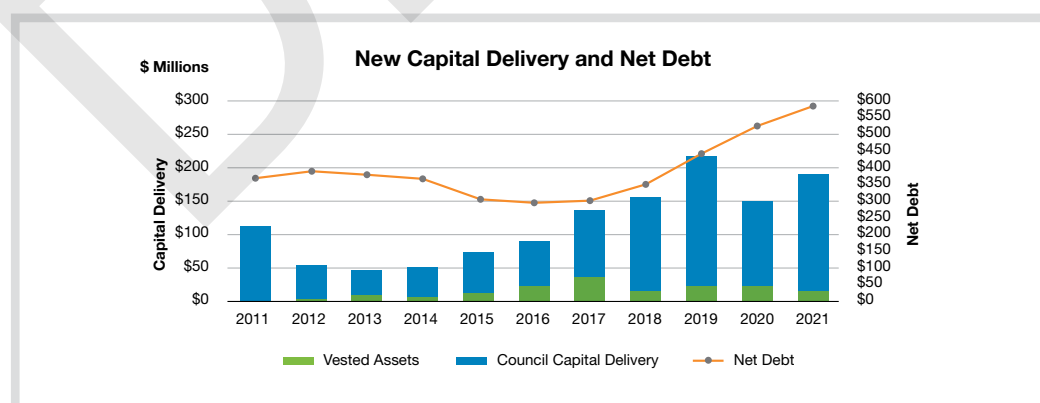
Vested assets, which are delivered by developers and vested to council made up a further \$10.7m of assets to council. Of these \$4.5m were in roading and \$5.9m across three waters. Spaces and Places comprised \$0.2m of vested assets.

### Future capital delivery

The shortfall in delivery to budget by \$41m further pushes the bow wave of projects to be delivered into later years. These delayed projects have been incorporated into the 2021-31 Long-term Plan which has a planned capital delivery over the ten years of \$4.6b.

Costs of materials and services to deliver new infrastructure are increasing significantly, and this is being reflected in higher costs and unit rates across the capital programme. Challenges to source materials and labour are an increasing driver of the timing and cost of the capital programme.

During the year an increased focus on capital programme delivery and assurance has led to the establishment of the new Capital Project Assurance Division, which will look at improving processes for procurement, risk management, contracting and reporting across the council's capital programme. The additional staff resources taken on for this team, along with a strengthened support for capital delivery within our core service areas of three waters, transportation and community, will assist in driving the delivery of a much larger capital programme in the future.

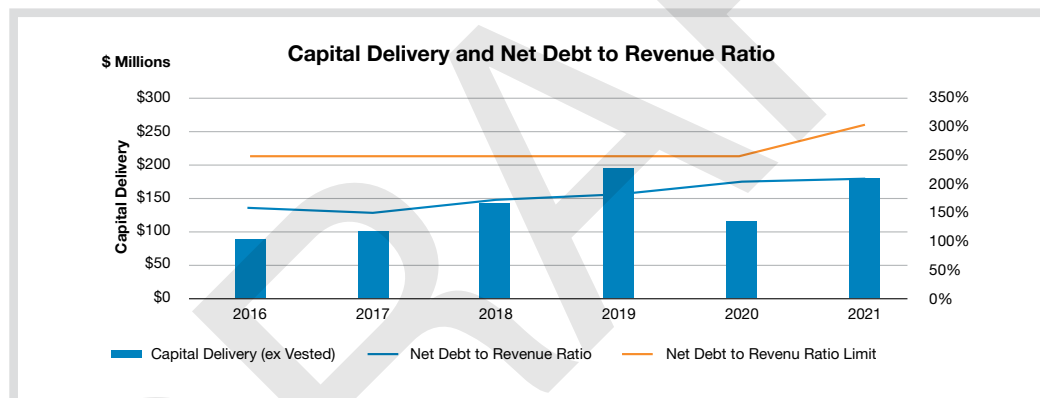


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Council's capacity to borrow has been extended by an increase in the Local Government Funding Agency (LGFA) net debt to revenue ratio limit from 250% to 300% for the next two years and then reducing to 280% by 2026. Overall, this means council can borrow about \$120m (in total) more than it would have under the previous 250% ratio. A prudent borrowing limit for council would see an amount of debt headroom maintained below these LGFA limits to provide capacity to respond to the risk of unforeseen events, and realisation of known risks.

Government has also provided financing assistance to council through the Housing Infrastructure Fund zero interest loans made as costs are incurred on the Waiari and Te Maunga growth projects. By agreement with the Crown the financial benefit of these zero interest rates is shared across all debt of council, recognising that debt is managed at the whole of council level rather than against specific projects.

Significant new "stepped" infrastructure investment is needed across the business over the next ten years with limited capacity for council to fund and finance this investment from its balance sheet without debt retirement or funding by an entity other than council. These factors were a key theme in developing the 2021-31 Long-term Plan and continue to drive workstreams in the council and with our regional and national partners to investigate alternative funding and financing arrangements for future investment. The costing, prioritisation and physical delivery of projects remains a significant challenge over the next ten years.



### Key Financials

Overall, the financial results for Tauranga City Council (TCC) reflect continuation of the themes outlined above. The economy performed more strongly than anticipated at the time of budgeting so that overall financial results are more favourable than budget, particularly across the building, community facilities and airport activities.

### Operational Results For Tauranga City Council

In most cases council aims to balance its operational budget so that operational costs are funded through rates or another form of operational revenue such as user fees or subsidy. Operational expenditure includes depreciation expense, which is an accounting entry reflecting the annual amount by which the useful lives of council assets are reduced. The dollar value of depreciation that is funded each year can be available to fund renewal of assets, or otherwise reduce borrowing so that over time council has capacity to renew assets when they are at the end of their useful lives.

Council budgets for an overall operational deficit for a number of reasons. The operational deficit is due to specific circumstances where council does not budget revenue to cover operational costs. These are:

1. Non-funding depreciation (\$7.5m) in transportation to reflect the amount of renewal cost funded by Waka Kotahi New Zealand Transport Agency (NZTA) (51%). In recent years a portion of stormwater depreciation (\$1m) has been unfunded.

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2. Loan funded expenditure on long-term structural planning for our growing city to reflect intensification, transport planning and new growth areas. While this expenditure is recognised as operational, council has chosen to loan fund it as it is providing long term benefit to the community and so is more fairly contributed to by future ratepayers as well as current ratepayers.
3. Loan funding of project expenditure that could not be capitalised so recognised in the accounts as operating expenditure
4. Funding of expenditure from a reserve such as the stormwater reserve or the risk reserve
5. Deficit in operations of user fee funded activities, including parking activity where there has been a reduction in parking fee revenue as a result of city centre on street parking charges on hold post COVID-19.

There is an overall rates surplus for the year. This is due to a favourable interest rate variance of \$695,000 and otherwise rates collected cover the rates requirement for the year.

#### Interest Rate variance -Proposed transfer to interest rate reserve.

There is a favourable net external interest variance of \$695,000, which has been due to achieving favourable interest margins on both external debt and short-term investments. This is equivalent to 3.5% of annual net interest.

#### Surplus before Tax

The surplus before tax reflects total revenue against total expenditure. This includes asset revenue and other gains and other expenditure. The operating surplus was \$55m, which was \$8.8m greater than budgeted.

Other expenses were \$46.2m higher than budgeted reflecting a number of unbudgeted items including:

- a) recognition of various asset write-offs of \$36.1m. Primarily adjustments resulting from the three waters and land and buildings revaluations (\$28.2m) and the write off of Bella Vista remediation costs of \$3.5m.
- b) Weathertight and provisions expense of \$5.5m which was \$4.3m above budget

Asset revenue and other gains was greater than budgeted by \$44m due to gains on revaluation of interest rate swaps and investment property. Lower vested assets (assets provided to council by developers during the year) and capital subsidies and contributions received were substantially offset by higher development contributions received.

#### Council assets and debt

Council (group) assets total \$5.5 billion. This year the three waters assets and land and buildings were revalued. Three waters assets were revalued upward by \$403m and land and buildings were revalued upwards by \$222m.

Overall net debt has increased to \$586m from \$525m the previous year. This is less than the budgeted figure for the year of \$686m, reflecting slower capital delivery, which means less has been borrowed.

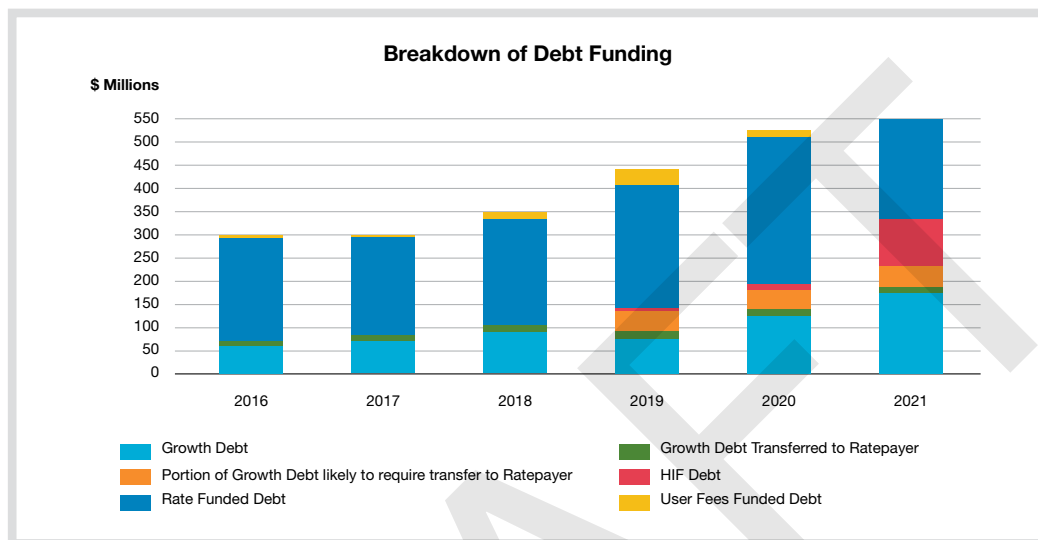
The net debt-to-revenue ratio at year-end is 209%. This ratio excludes Bay Venues Limited (BVL) revenue. At a consolidated level which includes BVL revenue the debt to revenue ratio is below 200%.

The following graph shows the increase in debt and how it is funded over time. Both growth debt and rates debt have steadily increased over time.

Council borrowings in 2021 is made up of debt that is 47% growth-related and funded (development contributions (DC) and Housing Infrastructure fund (HIF) borrowing), 53% is non-growth related debt (with interest funded from rates and some user fees).

Rates debt comes from capital investment to enhance community levels of service or to upgrade facilities and infrastructure when such upgrades are not able to be recovered from DCs. It also includes growth related investment that has not in practice been able to be fully recovered from development contributions. Current rates debt includes \$16m initially identified as growth funded debt which was transferred to ratepayer funded debt due to under-collection of development contributions. Last year an additional amount of growth debt of \$43m has been identified as potential DCs under-collection. This amount is to be transferred over the next ten years to ratepayer debt.

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### Risk Management Fund and Weathertight Reserves

The risk management fund and weathertight reserves are reserves created by council to help manage and account for council's financial risk and to fund unforeseen events and weathertight claims. Previously, this was one reserve, but the two elements were separated in 2021. During annual plans and Long term plans some rates have been agreed to be collected for these reserves and rates surpluses have been directed to address the deficit in these reserves.

Since 1 July 2013 the reserve have been used to fund:

- leaky homes and weathertight provisions
- removal of staff from Willow Street administration building which has since been demolished
- Bella Vista operating costs

Due to the large value of payments recorded through the reserve and the relatively low level of reserve funding, the Weathertight Reserve deficit at the end of June 2021 is \$30m. The Risk Management Fund has an available balance of \$0.4m.

### Council grants and community contracts

We support a range of other organisations that deliver services and benefits to the Tauranga community, with grants and community contracts.

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## Tauranga City Council Support for External Organisations above \$39,000

	Actual 2020/21 \$'000	Actual 2019/20 \$'000
<b>Support to council controlled organisations</b>		
Bay Venues Limited (CCO's) <sup>1</sup>	7,108	6,305
Tourism Bay of Plenty <sup>2</sup>	2,320	2,214
Art Gallery (CCO)	970	976
BOPLASS Ltd	54	243
<b>Rates collected to fund mainstreet organisations<sup>3</sup></b>		
Tauranga Mainstreet	342	335
Mount Mainstreet	189	180
Greerton Mainstreet	64	122
Papamoa Mainstreet	50	50
<b>Grants to organisations</b>		
Priority One	1,485	1,322
Surf Lifesaving <sup>4</sup>	285	1,598
Sport BOP	408	398
Creative Bay of Plenty	304	380
Venture Centre	0	250
Elms Foundation	234	225
The Incubator Growing Art & Culture Charitable Trust	98	98
Citizens Advice Bureau	61	61
Chamber of Commerce	61	60
Harbourside Netball Centre	0	30
Tauranga Hockey Association	0	10
<b>Other community initiatives receiving council funding</b>		
Recycling /Waste Minimisation initiatives <sup>5</sup>	50	55
Community Development match fund, civic and other community grants <sup>6</sup>	297	186
Collaborative initiatives	146	115
	<b>14,526</b>	<b>15,259</b>

<sup>1</sup> Support for Bay Venues Limited includes capital and operating grants and payments. It includes the renewals grant of \$3.7m (2020: \$3.1m) which was funded from the depreciation reserve held by Tauranga City Council, but excludes the rate funded contribution to the depreciation reserve of \$4.4m (2020:\$4.4m)

<sup>2</sup> Includes \$493k (2020: \$493k) for the Visitor Information Centre contract.

<sup>3</sup> Mainstreet organisations are funded from Targeted rates on the relevant commercial businesses.

<sup>4</sup> Includes contribution towards the Papamoa Surf Rescue Base.

<sup>5</sup> Includes \$20k to the Good Neighbour Food Rescue Project.

<sup>6</sup> Includes Community Development Match Fund grants as and grants to various community groups

**Council controlled organisations (to be updated)**

Our financial accounts are consolidated with the accounts of two of our Council Controlled Organisations: Bay Venues Limited and Tauranga Art Gallery Trust. The largest of these entities is Bay Venues Limited (BVL), which owns and operates recreation and community facilities on behalf of council, including the Trustpower Arena, Baywave and the University of Waikato Adams Centre for High Performance. BVL has total assets of \$118m.

The Tauranga Art Gallery has total assets of \$10m, consisting mainly of the art gallery itself and the underlying land.

Tauranga City Council has a 50% interest in Tourism Bay of Plenty (TBOP) and also provides TBOP an operational grant which is funded from commercial rates, and a service delivery contract to operate the Visitor Information Service. Further funding for destination management is also provided funded from airport revenues

The Mainstreet organisations represent commercial interests in four main town centres of Tauranga: the city centre, Mount Maunganui, Greerton, and Papamoa. Council levies a targeted rate at the amount agreed by the Mainstreet organisations to support their operations.

In addition to these grants and community contracts, we support other organisations and groups that deliver events – both community events and major events – and community initiatives. Our contribution to events this year totalled \$485,000. Details of the events supported are provided in the City Events activity in section 4 on our groups of activities.

## YEAR IN REVIEW

## Trends in our core financials

The following table summarises five years of key financial data.

Operating revenue and expenditure have increased over the past five years with continued population growth and associated significant demand for new infrastructure. The main investments in new infrastructure were summarised above in a word graph of the capital programme and detail of significant projects are outlined for each activity in the Groups of Activities section of this report.

## Financial overview

## Tauranga City Council five year performance summary (\$ millions)

	2017	2018	2019	2020	2021
Rates Revenue *1	145	155	167	180	190
Other Revenue	73	55	62	63	68
Operating Expenditure	201	223	242	259	275
Operating Surplus/(Deficit)	17	(13)	(12)	(16)	(17)
Development Contribution Revenue	36	33	27	31	33
Capital Expenditure*2	145	142	206	147	182
Capital Subsidies*4	8	22	22	12	22
Gross External Debt	355	370	458	540	635
Net External Debt	301	349	441	525	586
Fixed Assets (Net Book Value) *3	3,535	4,000	4,333	4,404	5,165

\*1 Including water by meter revenue.

\*2 Capital expenditure less vested assets and excluding land sales.

\*3 Fixed Assets include physical assets, property, plant and equipment, forests, investment property and non current assets held for sale.

\*4 Capital subsidies are predominantly from NZTA for local roading infrastructure.

	Limits	2017	2018	2019	2020	2021
Proportion of Rates to Operating Revenue		63.4%	64.4%	66.7%	70.5%	67.8%
Net External Term Debt to Total Assets		8.0%	8.5%	9.8%	11.3%	10.8%
Net External Debt per Rateable Property		5,541	6,223	7,766	8,975	9,848
Net Interest Expense to Operating Revenue	< 20%	8.4%	7.9%	7.4%	7.7%	6.8%
Net Debt to Operating Revenue	< 250%	151%	167%	176%	206%	209%
Net Interest Expense to Rates Revenue	< 25%	11%	11%	11%	11%	10%
Rates increase after growth *5 including water by meter		2.6%	3.9%	5.4%	5%	4.1%
Rates increase after growth including water by meter - Limit	Varies each year	3.9%	4.0%	5.8%	7.5%	4.7%

\*5 2.5% in 2017, 3.1% in 2018, 2.6% in 2019, 3% in 2020 and 1.7% in 2021

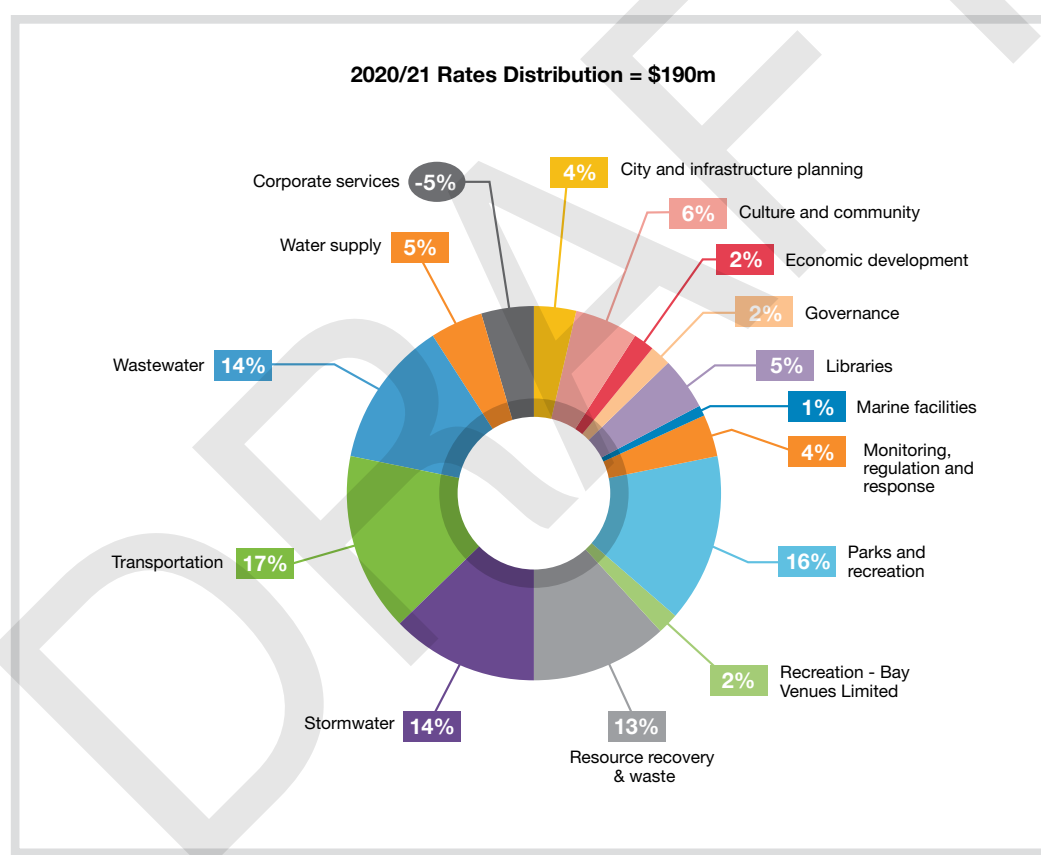


YEAR IN REVIEW

### What did rates pay for over the last year?

Rates and user fees cover the operational (day to day) costs of running a city. This includes providing core services and ensuring infrastructure is maintained. About 70% of our operating expenditure was covered by rates this year, which is higher reflecting user fee revenue loss primarily from COVID-19 impacts. Loans also covered a portion of operational costs with debt retirement rates funded.

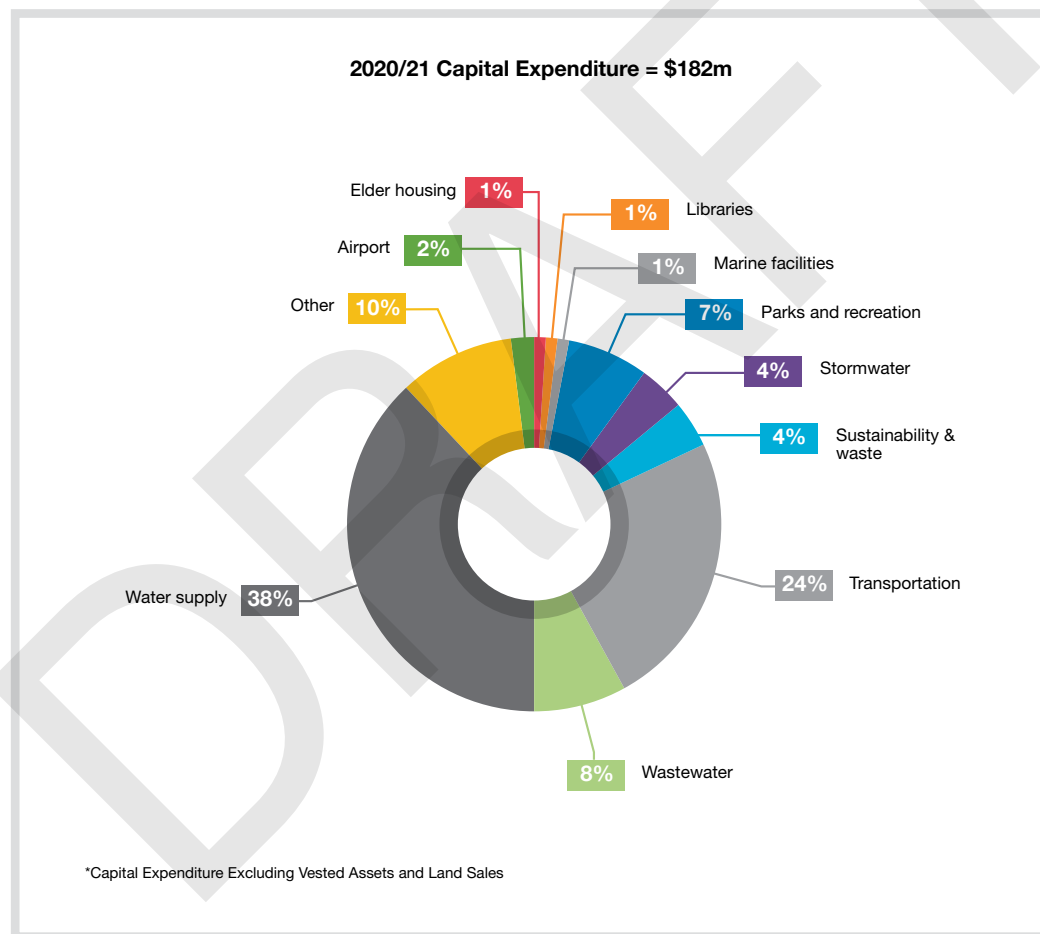
The rates graph below shows the services that rates fund. Three waters and transportation accounted for 51% of the rates spend, with a further 29% funding our city's libraries, parks and recreation and other community facilities. Corporate services includes corporate treasury in which interest revenue offsets a portion of rating requirement for the organisation.



## YEAR IN REVIEW

**What did our new debt pay for over the last year?**

Capital expenditure pays for new assets, renewing existing assets and improving them to deliver a better service. The majority of our capital works programme was spent on core network infrastructure (transportation, wastewater, water supply and stormwater), which accounted for 74% of our capital expenditure this year. Key projects delivered this year were identified earlier in this section.





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YEAR IN REVIEW



## Non-financial performance

**53%**

of measures achieved  
78 measures

**37%**

of measures not  
achieved  
55 measures

**10%**

of measures unable  
to be assessed  
15 measures

All targets achieved for 3 activities



Cemeteries



Wastewater



Water supply

We exceeded a number of our targets

**414,169**

Number of passengers  
through the airport  
Target was 407,000

**85,452**

Number of guest nights at  
Beachside Holiday Park  
Target was 72,500

**266,139**

Number of annual visitors to  
Historic Village  
Target was 225,000

**121,839**

e-books loaned  
Target was 41,000

**780,843**

Virtual visits to our libraries  
Target was 470,000

**473**

Number of participants in adult  
cycling programmes  
Target was 470

**9,946**

Number of participants in school  
children's walking and cycling  
programmes  
Target was 5,600

**26min**

Median response time to attend a  
flooding event  
Target was ≤60 min



YEAR IN REVIEW

### We didn't meet 37% (55 measures) of our targets

**4,942**

Visitors to the Elms  
Target was 13,200

**48,888**

Number of patrons that attend  
shows/events at Baycourt  
Target was 70,000

**88%**

Percentage of building consent  
applications processed  
Target was 98%

**74%**

Percentage of residents satisfied  
with accessibility to boat ramps  
and associated parking  
Target was 95%

**2%**

The percentage of the sealed local  
road network that is resurfaced  
Target was 4%

### We couldn't assess 10% (15 measures) of our targets for reasons that included

Data not yet available



Marine Precinct and  
Airport customer  
satisfaction survey

Source of information  
no longer available



AA no longer provide a tourism review  
and therefore, the Beachside Holiday  
Park will use the Net Promoter Score  
(NPS) in future.

YEAR IN REVIEW

## Non-financial performance summary

### We achieved 53% of our non-financial performance measures

We provide a wide range of activities and services for our community, and we strive to deliver the high level of service that our community expects from us.

The 2018-28 Long-term Plan (LTP) sets our performance and 'level of service' targets, as well as the measures we use to assess them. In total, we use 148 measures for our 27 activities.

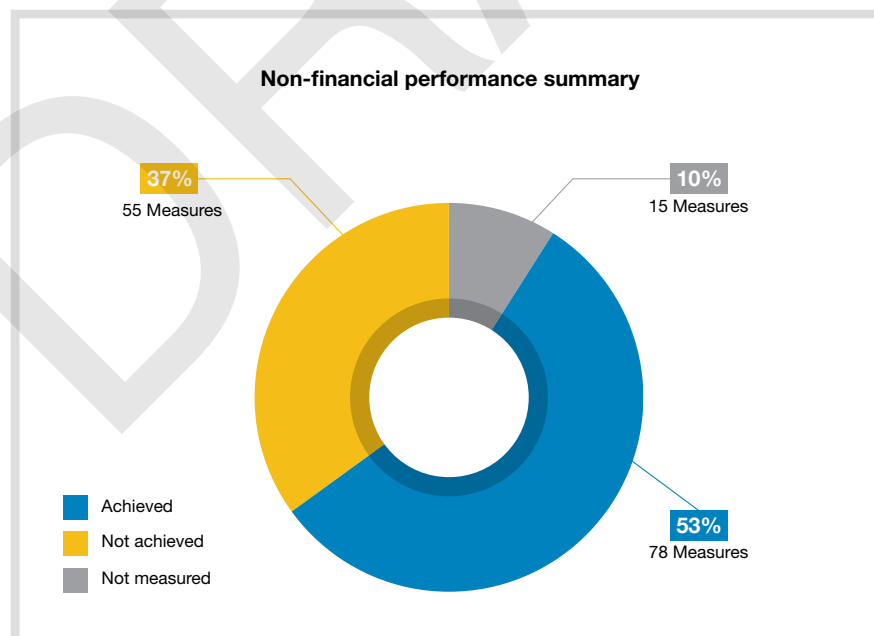
These measures vary greatly depending on the activity. For example, we use bacteriological standards as a measure for drinking water quality and perception-based measures to assess the percentage of residents who feel safe in their neighbourhood after dark.

We measure our performance throughout the year, reporting the results quarterly and annually.

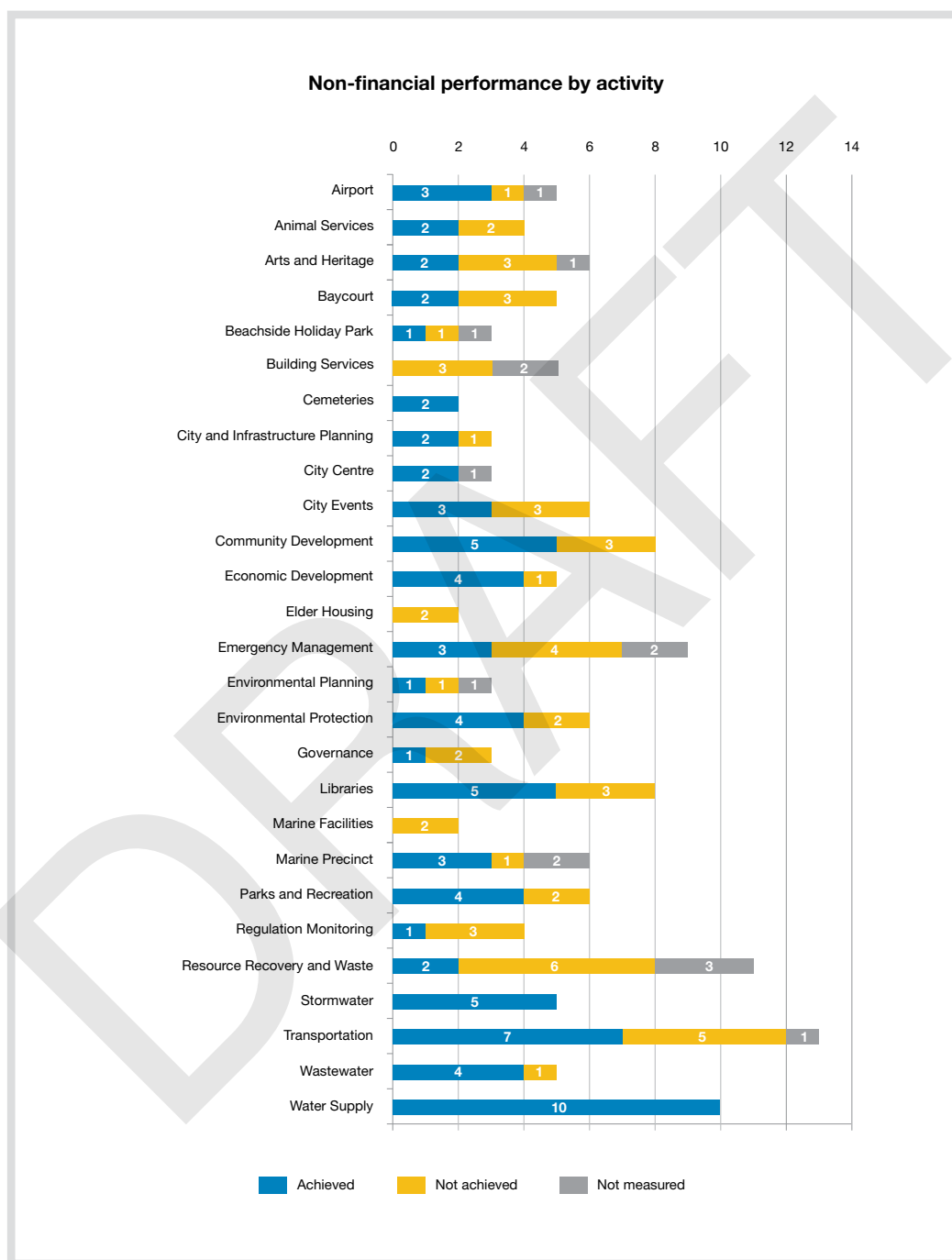
Seven measures in the LTP were changed after resolutions by the Audit, Finance, Risk and Monitoring Committee on 19 February 2019 and 27 November 2019. They relate to arts and heritage, emergency management, and resource recovery and waste. These measures are tabled separately under 'Additional measures monitored' and have been excluded from our overall performance summary.

We have measured and reported on 133 of the 148 non-financial performance measures. We were unable to report on the remaining 15 because data was unavailable (e.g. census data is released every five years) or because there was no directly comparable result from previous years.

Of the measures that have been reported, 78 (53%) are on-track and 55 (37%) are off-track.



YEAR IN REVIEW





## YEAR IN REVIEW

## City events

### Bay of Plenty Garden and Art Festival

The 12th biennial Bay of Plenty Garden and Art Festival was held in November 2020, with the heart of the festival, the garden and art trail, comprising of 80 stops spanning from Katikati to Te Puke.

For the last 24 years, the event has showcased Tauranga and the wider Bay of Plenty with trail-goers exploring the region's most beautiful private gardens in full bloom. This year the event's festival hub, Bloom in the Bay, moved to a new home at the Tauranga Racecourse. It comprised of concept gardens, a festival gallery, sculpture display, live music and entertainment, a kids' zone, food and beverage offerings, and an array of events including workshops, a speaker series and the Long Lunch.

A comprehensive 2020 post-event analysis showed that 3,116 visitors were attracted to Tauranga city as a direct result of the festival, with the event generating 3,739 visitor nights and returning an impressive net benefit of ~\$751,000.

### New Year's Eve community celebrations

Back in 2016, many community stakeholders, including the NZ Police, had significant and ongoing safety concerns around the New Year's Eve (NYE) event on the Mount Main Beach. This prompted council to cancel the event and instead develop a five-year plan to transform NYE in Tauranga. The city's renewed vision focused on bringing people together through a series of family-friendly events, and for people to celebrate in and with their own communities.

On 31 December 2020, Tauranga's NYE community celebration events welcomed over 12,000 residents and visitors at five locations across the city, meeting the ambitions of the five-year plan. These picnic-friendly and smoke-free community events took place in the city centre, Greerton, Matua, Pāpāmoa and Mount Maunganui. Starting at 6pm, each location hosted live music, roving entertainment, sports activities, bouncy castles, children's games, fireworks (or light display in Greerton) and a local radio MC to host.

The events and pyrotechnics received strongly positive feedback from the wider community and attendees at each of the event sites. Of those surveyed, 97.6% were either satisfied or very satisfied (55.22% were satisfied and 42.38% very satisfied) with the council-delivered events.

### Boxing Day test at Bay Oval

This year the Bay Oval hosted the prized Boxing Day test for the first time, further cementing its position as one of the highest rated cricket grounds in the country. The five-day match between the BLACKCAPS and Pakistan was well-attended and saw the BLACKCAPS come away with a convincing victory.



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YEAR IN REVIEW

## Calendar of events

2020



Zirka Circus



Good Vibes Winter Festival  
Canvas Careers Expo  
Junior Tough Guy and Gal Challenge



Anchor AIMS Games cancelled due to COVID-19  
Tauranga Marathon cancelled due to COVID-19



Turban Up Tauranga  
Pedal and Pump (previously Pedal Pāpāmoa)  
HopeWalk  
Fluro Fest  
Vegan Vibes  
HoopNation



Bay of Plenty Garden and Art Festival  
Mitre 10 Cup Rugby  
Tauranga City to Surf  
Tinman Triathlon  
Weetbix Kids TRYathlon  
Christmas at the Lakes  
Orange Day Parade  
Mount Maunganui Half Marathon (postponed from August 2020)  
International Cricket – BLACKCAPS vs. West Indies T20



Tauranga's Christmas in the Park  
Mount Monster  
Pāpāmoa Christmas Parade  
Red Bull Ignite7 Tournament  
International Cricket – BLACKCAPS vs. Pakistan Test Match  
EVES Surfbreaker Triathlon  
Katchafire concert  
New Year's Eve community events (Blake Park, Pāpāmoa, Tauranga City Centre, Matua and Greerton)

YEAR IN REVIEW

## Calendar of events

2021

JAN

Bay Dreams  
Thundercats Racing  
Sikh Community Street Parade  
Mount Festival of Multisport  
Surf Life Saving Eastern Regional Championships  
First We Eat

FEB

NZ Secondary School Beach Volleyball Champs  
One Love festival  
Gincredible – Bay of Plenty Gin Festival  
Generation Homes Women's Triathlon  
Waitangi Dawn Service  
Waitangi Day Festival  
Oceans '21 – Under 14 Surf Life Saving Championships  
Tauranga Auto Extravaganza  
The Mount Surf Festival  
Holi Colour Splash

MAR

Wharf Street Festival  
Marra Sprint Triathlon  
All Ford Car Day  
Festival of Disability Sport  
Tauranga Multicultural Festival

APR

The Mount Swim  
58th National Jazz Festival  
Good Locals Give Back Easter Sunday family community event  
The Great Tauranga Duck Race  
Anzac Day commemorations – Mount Maunganui, Pāpāmoa, Tauranga

MAY

MayDay 2021 – Physical Impact & Parafed team event  
We Run the Night Half Marathon  
The Kiwi Walk and Run Series

JUN

Mount Runners and Walkers Half Marathon  
Ultimate Athlete NZ  
Volfest

## YEAR IN REVIEW

## Awards and recognition

We received the following awards and commendations during 2020/21.

Award	Association	Received for
Best Transition to Remote Training	The Lenny Awards	Tauranga City Council
Commemorative Service in the Emergency Operation Centre (EOC)	Emergency Management Bay of Plenty	Tauranga City Council EOC: 12 x gold for 200+ hours 18 x silver for 50+ hours 6 x certificates for up to 50 hours
Datacom Transforming Service Delivery - Highly Commended	2021 LGFA Taituarā Local Government Excellence Awards	Tauranga City Council - Trail rider Te kaiwhakatere
Innovation Showcase Award – Highly Commended	Water New Zealand Stormwater Awards	Ngā Hau e Wha – The Four Winds manhole cover design: Tauranga City Council and Whare Thompson
New Zealand's most innovative top 50 CIO	CIO New Zealand	Tauranga City Council (placed 20th)
Stormwater Conference Paper of the Year	Water New Zealand Stormwater Awards	Tauranga City Council and WSP
The BERL Award for Collaborative Government Action - Highly Commended	2021 LGFA Taituarā Local Government Excellence Awards	Tauranga City Council - Notice of Change Project



## Project Tauranga

Project Tauranga is a unique programme that encourages organisations to invest in innovative, exciting projects that benefit our community, so we can get more done in our rapidly growing city.



By matching our partners' strengths, values and aspirations with great community projects, promising ideas can be transformed into successful ventures. Organisations contribute cash, goods or in-kind services, or a mixture of these. Since 2003, the programme has generated millions of dollars in funding and assistance for community projects. It has become a model for council-related philanthropic giving and has fostered a collaborative way of working for the good of our community.

Project Tauranga partner organisations have had a busy year. They supported artists and art exhibitions, and promoted and supported community events. Partners have worked to improve our beautiful environment, cleaning streams

and estuaries and educating local children about pollution. They helped the homeless and supported initiatives to keep women and children safe. Partners have built school bike tracks and improved road safety for our kids.

In short, Project Tauranga partners have worked hard to deliver many community-focused projects, making our city an even better place to live, work and play. Tauranga City Council would like to extend a warm, heartfelt 'thank you' to all our partners for their generous support this year, and for making a real difference in our community.



Street art beautifying the city-scape of Tauranga



Project Tauranga partners working hard at Hartford Ave community garden



Tahatai Coast School's new bike track

For more information visit [www.tauranga.govt.nz/community/project-tauranga](https://www.tauranga.govt.nz/community/project-tauranga)

## YEAR IN REVIEW

## Working with Tangata Whenua

Tuia i runga tuia i raro  
 Tuia te herenga waka i  
 Tauranga Moana.  
 Whanake mai whanake atu  
 Whanake te tai nō tuāurangi  
 Whanake te tai ki raurangi  
 Te tai mānunu e pari mai nā  
 ki te onepū o nukuātea.  
 Tihēi mauri ora!



At the time of writing it is Matariki and we acknowledge the transition of whānau we have lost in the last year. To those in our community whose loved ones have passed, we extend our thoughts and prayers and share in your grief. Together, we reflect on the positive influence our departed whānau have left for future generations.

Matariki encourages us to look to the opportunities the future year presents. As we develop our mutual understanding of mātauranga Māori (Māori knowledge) as it relates to Tauranga Moana, we are privileged to have a strong navigational and astrological influence. Most recently we enjoyed seeing Te Hau Kōmaru, an international traditional navigational festival, hosted right here in Tauranga. Seeing whānau in their thousands from all ethnicities descend upon the Bridge Marina to share their knowledge and stories is a great example of what we can achieve together. Council looks forward to supporting more events like this.

The partnership between Tauranga City Council and tangata whenua has continued to progress well this year. The high calibre of our Māori representatives has added governance, legal, resource management and planning expertise to several committees, consolidated into the current Strategy, Finance and Risk Committee. This has not only enabled Māori to be part of the decision making, but has strengthened the team supporting the Commissioners.

These advances stem from a longstanding partnership that has increased in trust and confidence over the years. Every relationship has its challenges, but we continue to demonstrate our commitment to our Treaty relationship through protocols with iwi and hapū, our close relationship with Te Rangapū Mana Whenua o Tauranga Moana and through the representation partnerships we have developed together.

This year presented opportunities to make further progress. Te Pou Takawaenga has continued to provide quality support and guidance for the council in all its operations. We have added capacity in mātauranga Māori and provided workshops for staff and community partners. This has increased awareness and understanding, enabling Māori concepts and frameworks to enhance our mainstream systems. Greater connection has led to clear direction in Three Waters Reform and spatial planning. This has helped us to meet the community's expectations, as reflected in projects such as the Long-term Plan consultation and Vital Updates.



Here are a few of the highlights from the year:

### **Te Mahere Whakamahinga ō Mauao (Mauao Implementation Plan) and He Korowai Ariki o Mauao: He Mahere Tiako mo Mauao (Mauao Trust Strategic Plan)**

These are two of several key documents that guide the way we reflect the mana of our most iconic and precious community asset, Mauao. Careful thought and planning is required to balance the competing demands of recognising the role of iwi as owners of the maunga (mountain), protecting the authenticity of stories, messages and activation on the reserve, and enabling sustainable community use.

We are extremely grateful for the willingness of iwi to consistently balance these needs, and the commitment of our team to undertake their mahi in a respectful manner. The development of key strategic documents has helped us to clarify our shared intentions and maintain focus on our agreed outcomes.

### **Te Kete Wānanga**

Several internal and external teams have participated in a one-day cultural training session this year that incorporates a marae visit, technical training, presentations and experiences. These sessions provide staff with a practical way to apply their cultural learnings in a marae environment.

Where possible the training has been held in communities where projects or activities are happening, which are of interest to the marae or the hapū. This has enabled open discussion and planning with members of the respective communities. Feedback has been exceptionally positive, particularly around the benefits of demystifying processes, encouraging different learning styles and developing close community relationships.

### **Papakāinga Development Contributions Grant Scheme**

We are pleased to have established this scheme, which recognises the significant and unique barriers to utilising Māori land. By removing some of these barriers, council hopes to see more Māori land being utilised and contributing to the wider housing solution needed for Tauranga. This includes widening the general rental pool and enabling Māori housing on suitable land. Papakāinga (housing developments for Māori on their ancestral land) provide traditional, cultural and social benefits in addition to the physical housing asset. As such, supporting papakāinga is a way of improving overall wellbeing and progress for our Treaty partner.





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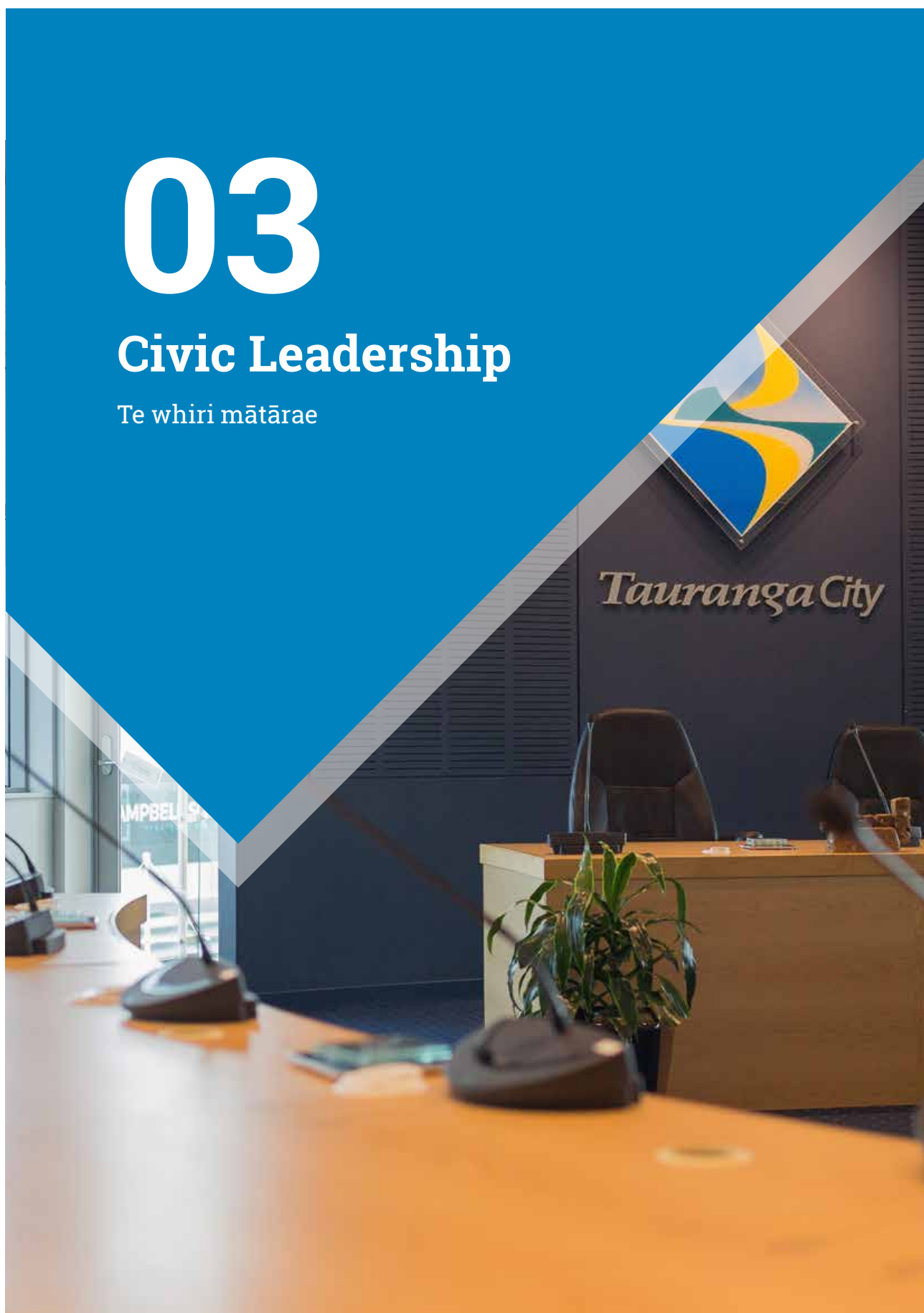
TAURANGA CITY COUNCIL

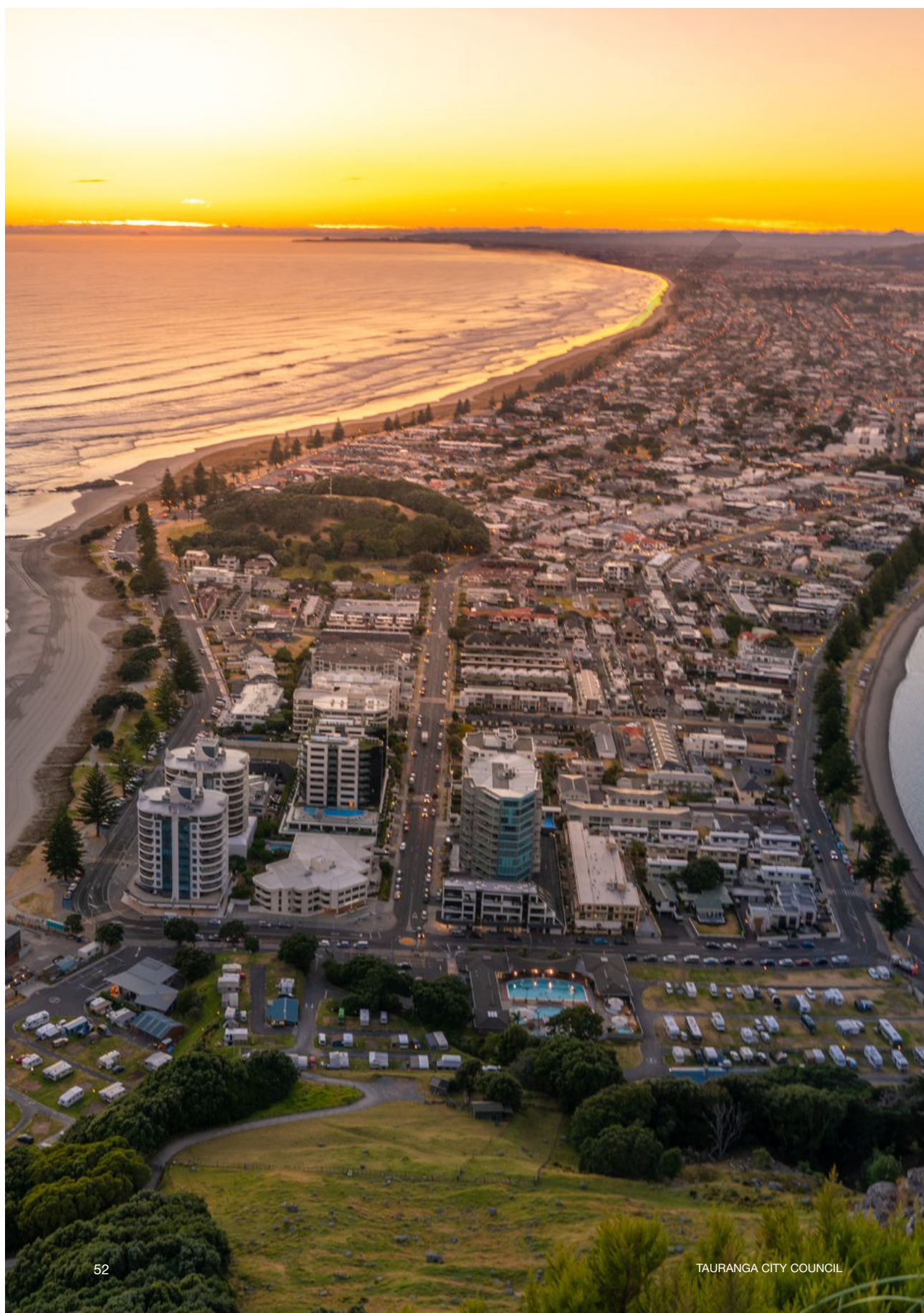


# 03

## Civic Leadership

Te whiri mātārae





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TAURANGA CITY COUNCIL



## The commission (9 February 2021 - 30 June 2021)

The Minister of Local Government Nanaia Mahuta replaced the mayor and councillors with four commissioners from 9 February 2021.

The councillors still hold office, but they cannot act and do not receive any remuneration.

The Commission has been appointed to make good decisions on behalf of the city and its residents, and to ensure that a process is in place to restore full local democracy at the 2022 local government elections. The Commission has the powers, duties and performs the functions of the Tauranga City Council.

Each commissioner brings skills in the fields of governance, infrastructure and strategic and financial planning. Together, they are seeking to:

- deliver a robust 2021-31 Long-term Plan that addresses Tauranga's current infrastructure and funding challenges and sets a platform to create the liveable city of the future;
- create a spirit of partnership between the council, tangata whenua and the community, and work to restore trust and confidence;
- engage with the community openly and honestly; and
- collaborate with our regional partners to implement solutions that address the western Bay of Plenty's high-growth issues.



**Commission Chair**  
**Anne Tolley**

anne.tolley@tauranga.govt.nz



**Commissioner**  
**Bill Wasley**

bill.wasley@tauranga.govt.nz



**Commissioner**  
**Stephen Selwood**

stephen.selwood@tauranga.govt.nz



**Commissioner**  
**Shadrach Rolleston**

shadrach.rolleston@tauranga.govt.nz

Further information on the commissioners, including their Terms of Reference, is available at

<https://www.tauranga.govt.nz/council/about-your-council/commissioners>

## Mayor and Councillors (1 July 2020 - 8 February 2021)

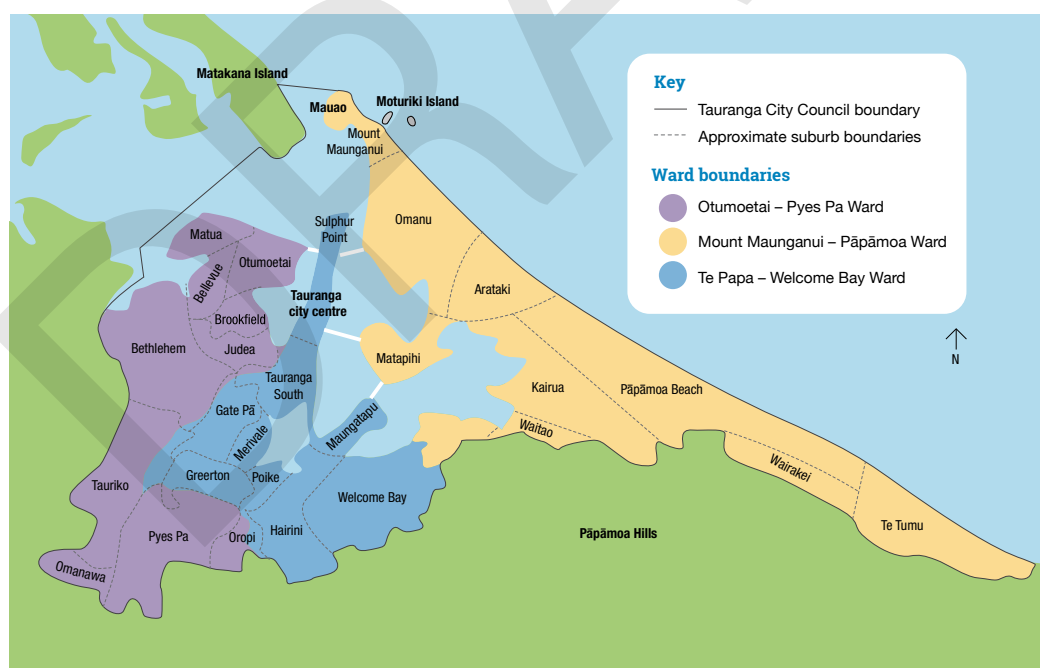
Until 8 February 2021, Tauranga had a mayor and 10 councillors. Collectively, they were known as elected members.

Four of the councillors are elected 'at large' to represent the city as a whole and the remaining six are elected to represent one of three wards:

- two councillors for the Te Papa/Welcome Bay ward;
- two councillors for the Ōtūmoetai/Pyes Pā ward; and
- two councillors for the Mount Maunganui/Pāpāmoa ward.

Local government elections are held throughout New Zealand every three years on the second Saturday in October, with the next being scheduled for 2022. The last election was held on 12 October 2019 using the Single Transferable Vote (STV) electoral system.

Elections are conducted under the provisions of the Local Electoral Act 2001, the Local Electoral Regulations 2001 and the Local Government Act 2002.



TE MAREA HAUTŪ CIVIC LEADERSHIP

## Mayor

Tauranga City



**Mayor Tenby Powell**  
Resigned 20 November 2020

## Councillors

Te Papa/Welcome Bay Ward



**Cr. Bill Grainger**  
bill.grainger@tauranga.govt.nz



**Tina Salisbury**  
(Deputy Mayor)  
tina.salisbury@tauranga.govt.nz

## Councillors

Mount Maunganui/Pāpāmoa Ward



**Cr. Steve Morris**  
steve.morris@tauranga.govt.nz



**Cr. Dawn Kiddie**  
dawn.kiddie@tauranga.govt.nz



**Cr. Larry Baldock**  
larry.baldock@tauranga.govt.nz



**Cr. Jako Abrie**  
Resigned 15 October 2020

## Councillors

At large (city-wide)



**Cr. Heidi Hughes**  
Resigned 22 December 2020



**Cr. Andrew Hollis**  
andrew.hollis@tauranga.govt.nz



**Cr. Kelvin Clout**  
kelvin.clout@tauranga.govt.nz



**Cr. John Robson**  
john.robson@tauranga.govt.nz



## How we govern

### Council's role

Tauranga City Council is established as a representative democracy. Our role is to determine the public interest and decide on priority areas for the good of the city and its people. Under the Local Government Act 2002, we:

- enable democratic local decision-making and action by, and on behalf of, communities; and
- promote the social, economic, environmental and cultural well-being of communities in the present and for the future.

The council's chief executive is responsible for administration of the council.

We perform our statutory roles, functions and objectives through a corporate and civic governance structure that comprises:

- the council (mayor and councillors) from 1 July 2020 to 8 February 2021;
- the council (commissioners) from 9 February 2021 onwards;
- a chief executive; and
- an executive leadership team.

The governing Council weighs up the issues facing our growing city and ensures that ratepayers' money is allocated to priority areas and spent in the most effective way. This means balancing the community's needs against those of individuals and considering the long- and short-term implications of decisions.

Together, the mayor and councillors (1 July 2020 to 9 February 2021) and the commissioners (from 9 February 2021) form the 'council' governing body. This is a public statutory body constituted under the Local Government Act 2002. Day-to-day operations are delegated to the chief executive, while corporate performance is monitored through reports to council, the community, and this annual report.

### Council decisions

The council is recognised as a single entity. The mayor and councillors, and from 9 February 2021, the Commissioners, only have the authority to make group decisions, when they are acting as 'council'. At council and committee meetings, reports from council staff are submitted, with a recommendation for the mayor and councillors/ commissioners to consider.

Depending on the nature of the issue, a committee may have delegated authority to make resolutions that will be implemented by council staff.

If a committee does not have the appropriate delegated authority, the committee will either refer or make a recommendation to council for determination.

### Delegating decision-making

The council's purpose is to make decisions on all non-delegable and non-delegated functions and powers.

The council cannot legally delegate the following powers:

- making a rate
- making a bylaw
- borrowing money, or purchasing or disposing of assets, other than in accordance with the Long-term plan
- adopting a long-term plan, annual plan, or annual report
- appointing a chief executive
- adopting policies required to be adopted and consulted on under the LGA 2002 in association with the Long-term plan or developed for the purpose of the Local Governance Statement
- all final decisions required to be made by resolution of the territorial authority/council pursuant to relevant legislation (for example, the approval of the City Plan or City Plan changes as per section 34A Resource Management Act 1991).

Council has chosen not to delegate the power to compulsorily acquire land under the Public Works Act 1981.

## Council meetings

Council and committee meetings generally take place inside the council's main building at 91 Willow Street in the city centre. Council and committee meetings are live streamed through YouTube and our website. The meetings are open to the public, though council may exclude the public if there is a need for confidentiality. All council and committee meetings are carried out in accordance with standing orders. Refer to pages 53-55 for details of mayor and councillors'/ commissioners' involvement in the various committees. The committee structure was amended from 22 February 2021.

Council's meeting schedule, agendas and minutes, are available on our website.

The mayor's role, as chair of council meetings and the leader of council, is crucial in managing effective relationships with the chief executive and upholding good governance. Key roles include presiding at council meetings and maintaining orderly conduct.

The commission chair has a similar role in chairing council meetings, managing effective relationships and upholding good governance, however, the commission chair cannot exercise all the legislative powers of the mayor (for example, the mayoral powers under section 41A of the Local Government Act 2002). It is the Commission, not the individual commissioners, that takes the place of the mayor and councillors for the purposes of governance. Specific delegation to the commission chair is required in each instance where legislation confers specific responsibilities, duties or powers to the role of mayor (for example, the power to declare a local civil defence emergency).

## Code of Conduct

The Code of Conduct (the code) provides guidance on the standards of behaviour expected from the mayor and councillors. The Code of Conduct does not apply to the commissioners as they are not elected members.

The objective of the code is to enhance:

- the effectiveness of the council in meeting its statutory responsibilities for good local government of Tauranga;
- the credibility and accountability of the council within its community;
- mutual trust, respect and tolerance between all elected members and between elected members and management; and
- engagement with the community in a professional and respectful manner.

The code applies to councillors and those appointed to the governance structure of council in their dealings with:

- each other;
- the chief executive;
- all staff employed by the chief executive on behalf of the council; and
- the public.

The code requires elected members to complete a declaration of interest at least annually. These are recorded in a public Register of Interest.

The code is also concerned with the disclosure of information that members receive in their capacity as elected members and information that impacts on the local authority's ability to give effect to its statutory responsibilities.

The code states the mayor and councillors' roles and responsibilities and outlines the steps for making and investigating allegations of breaches of the code.

During 2020/21 there were two Code of Conduct complaints. The first was made by Councillor Hollis against Councillor Baldock. At a meeting on 28 October 2020, the council concurred with the findings of an independent investigation that there was a minor breach of the code and no action of censure was taken. Councillor Baldock made a Code of Conduct complaint against Councillor Hollis in October 2020, however with the appointment of the Commission, the councillors could no longer act in their role and the investigation into the complaint was not completed.

## How you can have your say

There are many ways to have your say on the governing of Tauranga City Council. You can:

- vote for the mayor and councillors every three years through the local government election;
- arrange to speak in the public forum section of a council or committee meeting;
- contact the commissioners;
- attend a Commissioners' Clinic;
- connect with us on our social media channels, including Facebook, Neighbourly, LinkedIn, and YouTube; and
- participate in consultation and engagement by making a submission on plans, projects or notified consents. Opportunities for sharing your ideas and feedback include surveys, workshops, drop in sessions, or via our formal consultation process at [www.tauranga.govt.nz/haveyoursay](http://www.tauranga.govt.nz/haveyoursay).

## TE MAREA HAUTŪ CIVIC LEADERSHIP

Our Significance and Engagement Policy recognises that community information sharing, consultation and participation are vital for effective decision-making. We are committed to engaging our residents, stakeholders and council staff in the development of policies, plans and services for the community.

### The mayor and councillors' remuneration and expenses

Under schedule 7 of the Local Government Act 2002, the Remuneration Authority (the Authority) determines the mayor's salary and makes a separate determination on the total size of the councillors' remuneration pool. This is based on factors including population size. The councillors decide how the pool will be split between them, while considering additional responsibilities for certain positions. In some years, councillors opted not to be paid the whole amount in the pool. However, the Authority has since ruled that the full amount must be paid to councillors.

In May 2020, new legislation was introduced in response to COVID-19 which allows the Authority to reduce the remuneration in some circumstances for up to six months.

The remuneration altered on 17 June 2020 as a result of changes to the governance structure and the appointment of a new deputy mayor on 2 June 2020. The new remuneration was reduced temporarily from 9 July 2020 to 6 January 2021 in response to COVID-19.

The Authority sets maximum amounts for allowances and expenses that can be claimed and approves the mayor and councillors' expenses rules.

Current remuneration, expenses rules and claim forms are on our website at <https://www.tauranga.govt.nz/council/about-your-council/governance/mayor-and-councillors-remuneration>.

As stated by the Authority:

In undertaking its duties, the Authority is obliged to have regard to the need to minimise potential for behaviour distortion, maintain fair relativity with other levels of remuneration elsewhere, be fair to both mayors and councillors, and ratepayers, and attract and retain competent persons.

Information about expenses in 2020/21 can be found in Note 43 of the Financial Section.

### Commissioners' remuneration and expenses

The commissioners' remuneration is set by the Minister of Local Government.

Commission chair remuneration is set at \$1,800 per day and commissioners at \$1,500 per day.

The council is responsible for paying this remuneration, and withholding tax is deducted.

Actual and reasonable expenses such as travel, meals, accommodation and other expenses incurred by commissioners in carrying out their role will be reimbursed. The expectation is that standards of travel, accommodation, meals and expenses are modest and appropriate to reflect public sector norms. Commissioners who are required to be away from their normal place of residence and travelling to and from meetings, or other business for their role, are entitled to be paid mileage at rates set out below (Inland Revenue rates). Locally based commissioners will not be entitled to claim mileage for local travel but will be entitled to claim mileage expenses when traveling outside of the city on council business.

For details of the mileage reimbursement rates please refer to <https://www.tauranga.govt.nz/council/about-your-council/commissioners/commissioners-remuneration>

Commissioners Anne Tolley and Stephen Selwood receive a sum of \$750 per week towards the cost of permanent accommodation in Tauranga. Having the commissioners living in the Tauranga community is a more efficient use of their time and results in a neutral financial outcome for the council, with potential savings in commuting costs, hotel accommodation and meals. It also allows the commissioners to be more accessible to the council and community when fulfilling their responsibilities. This amount will be reviewed in August 2021.

For details of the commissioners' remuneration please refer to <https://www.tauranga.govt.nz/Portals/0/data/council/about/files/commissioners-remuneration-and-expenses-february-april-2021.pdf>

### By-elections

The by-election process began with the resignation of Councillor Abrie on 15 October 2020 and was restarted with the resignation of Mayor Powell on 20 November 2020. It then started again with the resignation of Councillor Hughes on 22 December 2020. Nominations for the three vacant positions (the mayor, an at large councillor and an Ōtūmoetai-Pyes Pā ward councillor) opened on 18 January 2021 and would have closed on 15 February 2021, however the by-elections were cancelled by the appointment of the Commission from 9 February 2021.

## The committee structure

The council's committee structure was established in October 2019 and remained in place until 22 February 2021.

Following the appointment of the Commission the committee structure was amended.

For the period 1 July 2020 to 9 February 2021 the following structure was in place.

The committees, their membership and their terms of reference are as follows:



### Urban Form and Transport Development Committee

**Chairperson:** Cr Baldock

**Deputy chairperson:** Cr Hughes

**Members:** The mayor, all councillors and tangata whenua representative Te Pio Kawe

**Terms of reference:** Develops a vision and pathway for the future of the city and shapes and manages sustainable, vibrant and interactive communities. Particular areas of focus include land availability for housing, and transport outcomes to support the growth of the city and sub-region. Also includes resilience and the development of the City Plan.



### Policy Committee

**Chairperson:** Cr Morris

**Deputy chairperson:** Cr Kiddie

**Members:** The mayor, all councillors and tangata whenua representative (Marcia Rohario Murray was appointed on 10 December 2020, but no meetings were held following her appointment)

**Terms of reference:** Develops the framework that shapes the direction of the city and sub-region. Includes the development of the long-term and annual plans, policies and bylaws. Also approves council submissions to other organisations, changes to service delivery under Section 17A reviews and Council Controlled Organisations' Statements of Intent and letters of expectation.



### Projects, Services and Operations Committee

**Chairperson:** Cr Clout

**Deputy chairperson:** Cr Abrie (until 15 October 2020) then Deputy Mayor Salisbury

**Members:** The mayor, all councillors and tangata whenua representative Emily Gudsell

**Terms of reference:** Monitors, reviews and enables the progress of the council's activities, projects and services. Monitors operational performance for three waters, transport/road closures, community services and facilities, and oversees economic development, regulation and compliance, project reporting and monitoring.

## TE MAREA HAUTŪ CIVIC LEADERSHIP

**Finance, Audit and Risk Committee****Independent chairperson:** Bruce Robertson**Deputy chairperson:** Cr Robson**Members:** The mayor, all councillors and tangata whenua representative Dr Wayne Beilby

**Terms of reference:** Ensures risk management, internal controls and financial management practices, frameworks and processes are robust, appropriate and safeguard the council's financial and non-financial assets. Monitors council's financial and non-financial performance, manages the treasury, develops the annual report, external and internal financial control and reporting, identifies and manages council's significant risks and manages legal risks.

**Chief Executive's Performance Committee****Chairperson:** Mayor Powell**Deputy chairperson:** Deputy Mayor Salisbury**Members:** All councillors

**Terms of reference:** To ensure the council is being managed responsibly and to deliver the expected performance. Reviews the chief executive's performance. Negotiates terms and conditions of the chief executive's employment including any performance agreement measures and annual remuneration in accordance with the chief executive's employment agreement.

**City Plan Hearings Committee****Chairperson:** Cr Morris**Deputy chairperson:** Cr Baldock**Members:** Two councillors to be appointed

**Terms of reference:** To enable effective decision making through hearings and recommendations to council on city and private plan changes as referred to the committee by council, subject to compliance with the requirements of the Resource Management Act 1991 (RMA).

**Regulatory Committee****Chairperson:** Cr Morris**Deputy chairperson:** Cr Robson**Members:** Cr Abrie, Cr Grainger and Cr Hollis

**Terms of reference:** To conduct hearings and make decisions of a quasi-judicial nature on regulatory matters and matters arising from the exercise of council's enforcement functions, through specific hearings and decision making including (but not limited to) dog control matters, gambling, any hearings under the Local Government Act 1974 and 2002. Also considers and approves temporary road closures. It does not have the power to hear matters relating to the sale and supply of alcohol or the RMA.



### District Licensing Committee

Terms of reference: to consider applications and matters as set out in the Sale and Supply of Alcohol Act 2012. Hears and/or determines matters of a quasi-judicial nature in accordance with the Sale and Supply of Alcohol Act 2012. Undertakes all functions, duties and obligations as set out in the Sale and Supply of Alcohol Act 2012 relevant to the District Licensing Committee.

**Members:** Commissioner Mary Dillon, Commissioner Murray Clearwater, Commissioner David Stewart and Commissioner Beverley Edlin.



### Tangata Whenua / Tauranga City Council Committee

**Independent chairperson:** Huikakahu Kawe

**Deputy chairperson:** Mayor Powell

**Tauranga City Council members:** Cr Abrie, Cr Clout, Cr Grainger, Cr Hughes and Deputy Mayor Salisbury

**Tangata whenua members:** Matire Duncan, Hayden Henry, Puhirake Ihaka, Whitiora McLeod, Buddy Mikaere and Irene Walker

**Terms of reference:** Rapua te huarahi whānui hei ara whakapiri i ngā iwi e rua i te whakaaro kotahi / Seek the broad highway that will unite the two peoples toward a common goal.

#### Role and scope

- To forge an ongoing effective and meaningful partnership between the council and tangata whenua.
- To facilitate meaningful understanding of future impacts on key issues affecting tangata whenua and Māori that council can influence.

#### Functions and key tasks

- To bring to the other partner's attention issues / concerns in respect of existing strategy or policy.
- To exchange information of mutual interest.
- To discuss new initiatives, approaches and directions.
- To agree agenda topics for the next three meetings.

#### Partners

Council and ngā hapū me ngā iwi o Tauranga Moana representing tangata whenua within the council rohe (boundaries). Tangata whenua representatives are to be those with signed hapū protocols. One of the six tangata whenua representatives is to be a kaumātua (senior member/elder). Kaumātua representation may be shared between two kaumātua if required.

## TE MAREA HAUTŪ CIVIC LEADERSHIP

**Wastewater Management Review Committee****Chairperson:** Cr Clout**Deputy chairperson:** Matire Duncan (Ngā Pōtiki)**Members:** Cr Abrie, Cr Hughes, Cr Morris, Whitiara McLeod (Ngāi Te Rangi), Carlton Bidois (Ngāti Ranginui) and Erana Brewerton (Ngā Pōtiki)**Purpose:** To ensure wastewater operations are in accordance with the Wastewater Management Review Committee Management Plan.

Of the committee's eight members, four are councillors, two are appointed as representatives of the Ngāti Ranginui and Te Rūnanga o Ngāi Te Rangi Iwi Trust, and two represent Ngā Pōtiki Resource Management Unit.

There are also several joint committees, advisory groups and panels that include our mayor and councillors:

- SmartGrowth Leadership Group (joint committee)
- Bay of Plenty Civil Defence Emergency Management Group (joint committee)
- Regional Transport Committee (joint committee)
- Te Maru o Kaituna (Kaituna River Authority)
- Waiāri Kaitiaki Advisory Group
- Dive Crescent Governance Group
- Ngā Poutiriao o Mauao (Mauao Joint Administration Board)
- Event Funding Panel
- Temporary Road Closure Committee
- Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee
- Joint Road Safety Committee
- Airport Advisory Group
- Council Controlled Organisations Group
- Community Match Funding Panel

Mayor and councillor appointments to other external organisations and internal working groups include:

- Local Government New Zealand
- Public Transport Committee (Bay of Plenty Regional Council)
- Tauranga Moana Advisory Group (Bay of Plenty Regional Council)
- Tauranga Western Bay Safer Communities
- Creative Communities Tauranga Funding Panel



## Mayor and councillor attendance at council meetings and committee meetings for the period 1 July 2020 to 9 February 2021

July 2019 to September 2019													
Committee	Total Meetings	Mayor Powell	Abrie	Baldock	Clout	Grainger	Hollis	Hughes	Kiddle	Morris	Robson	Salisbury	
Council	18	13	12	18	17	15	16	18	15	18	18	18	
Finance, Audit & Risk	4	2	2	4	4	3	4	4	3	4	4	4	
Policy	8	7	6	8	8	6	7	7	8	8	8	8	
Projects, Services & Operations	4	2	2	4	3	4	3	4	4	4	4	4	
Regulatory	3	0	2	1	0	3	3	0	0	3	3	0	
Tangata Whenua / TCC	2	1	1	0	2	1	0	2	0	0	0	2	
Urban Form & Transport Development	4	2	3	4	4	4	4	4	4	4	4	4	
Wastewater Management Review	2	0	1	0	2	0	0	2	0	2	1	1	
<b>Meetings</b>	<b>45</b>	<b>27</b>	<b>29</b>	<b>39</b>	<b>40</b>	<b>36</b>	<b>37</b>	<b>41</b>	<b>34</b>	<b>43</b>	<b>42</b>	<b>41</b>	

TOTAL: February 2021 - June 2021						
Committee	Total Meetings	Tolley	Rolleston	Selwood	Wasley	
Council	9	9	9	9	9	
Strategy, Finance & Risk	1	1	1	1	1	
City Plan Hearings	0	0	0	0	0	
Tangata Whenua / TCC	2	2	2	2	2	
Wastewater Management Review	0	0	0	0	0	
<b>Meetings</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	

## TE MAREA HAUTŪ CIVIC LEADERSHIP





### Strategy, Finance and Risk Committee (established 27 April 2021)

**Chairperson:** Commission Chair Tolley

**Deputy chairperson:** Dr Wayne Beilby – Tangata Whenua representative

**Members:** Commissioner Rolleston, Commissioner Selwood, Commissioner Wasley, Matire Duncan – Te Rangapū Mana Whenua o Tauranga Moana Chair, Te Pio Kawe – tangata whenua representative, Rohario Murray – tangata whenua representative, Bruce Robertson – external appointee with finance and risk experience

**The role of the Strategy, Finance and Risk Committee is:**

- (a) to assist and advise the council in discharging its responsibility and ownership of health and safety, risk management, internal control, financial management practices, frameworks and processes to ensure these are robust and appropriate to safeguard the council's staff and its financial and non-financial assets;
- (b) to consider strategic issues facing the city and develop a pathway for the future;
- (c) to monitor progress on achievement of desired strategic outcomes; and
- (d) to review and determine the policy and bylaw framework that will assist in achieving the council's strategic priorities and outcomes.



### Tangata Whenua / Tauranga City Council Committee

**Independent chairperson:** Huikakahu Kawe

**Deputy chairperson:** to be appointed

**Tangata whenua members:** Matire Duncan, Puhirake Ihaka, Nathan James, Whitiora McLeod, Buddy Mikaere and Irene Walker

**Tauranga City Council members:** Commission Chair Tolley, Commissioner Rolleston, Commissioner Selwood, Commissioner Wasley

**Terms of reference:** Rapua te huarahi whānui hei ara whakapiri i ngā iwi e rua i te whakaaro kotahi / Seek the broad highway that will unite the two peoples toward a common goal.

#### Role and scope

- To forge an ongoing effective and meaningful partnership between the council and tangata whenua.
- To facilitate meaningful understanding of future impacts on key issues affecting tangata whenua and Māori that council can influence.

#### Functions and key tasks

- To bring to the other partner's attention issues / concerns in respect of existing strategy or policy.
- To exchange information of mutual interest.
- To discuss new initiatives, approaches and directions.
- To agree agenda topics for the next three meetings.

#### Partners

Council and ngā hapū me ngā iwi o Tauranga Moana representing tangata whenua within the council rohe (boundaries). Tangata whenua representatives are to be those with signed hapū protocols. One of the six tangata whenua representatives is to be a kaumātua (senior member/elder). Kaumātua representation may be shared between two kaumātua if required.

## TE MAREA HAUTŪ CIVIC LEADERSHIP

**City Plan Hearings Committee****Chairperson:** Commissioner Wasley**Other members:** yet to be appointed**Role:** To enable effective decision making with regards to city and private plan changes through specific hearings**District Licensing Committee**

No changes to membership and terms of reference.

**Wastewater Management Review Committee****Chairperson:** to be appointed**Deputy chairperson:** Matire Duncan – Ngā Pōtiki**Members:** Commissioner Selwood, Commissioner Wasley, Whitiora McLeod – Ngāi Te Rangi, Carlton Bidois (until 30 April 2021), Des Heke with Destiny Leaf as alternate representative (from 30 April 2021) – Ngāti Ranginui**Purpose:** To ensure wastewater operations are in accordance with the Wastewater Management Review Committee Management Plan**Regulatory Hearings Panel (established 29 March 2021)****Chairperson:** Mary Dillon**Deputy chairperson:** Terry Molloy, Alan Tate, Puhirake Ihaka**Members:** To conduct hearings and make decisions of a quasi-judicial nature on regulatory matters through specific hearings and decision making.**Waiāri Kaitiaki Advisory Group****Chairperson:** to be appointed**Deputy chairperson:** Darlene Dinsdale – Mokopuna o Tia me Hei**Tangata whenua representatives:** Jo'el Komene – Tapuika Iwi, Maru Tapsell – Waitaha-a-Hei Iwi, Manu Pene – Ngāti Whakaue ki Maketu (Te Hononga)**Tauranga City Council members:** Commissioner Rolleston, Commissioner Wasley**Western Bay of Plenty District Council members:** Mayor Webber and Deputy Mayor Scrimgeour**Role:** Monitor and provide advice to Tauranga City Council and Western Bay of Plenty District Council as the joint consent holders in relation to matters covered under Resource Consent #65637 being to take water from the Waiāri stream for municipal supply



### Ngā Poutiriao ō Mauao

**Chairperson:** Dean Flavell (Ngāti Pukenga)

**Deputy chairperson:** Commissioner Rolleston

**Mauao Trust Representatives:** Jack Thatcher (Ngāi Te Rangi,) Antoine Coffin (Ngāti Ranginui) Punohu McCausland (Waitaha-a-Hei)

**Council representatives:** Commissioner Bill Wasley

**Role:** To give effect to the purpose of the Mauao Trust to protect and preserve the mauri of Mauao to ensure the natural, physical and cultural integrity of Mauao is maintained



### Dive Crescent Governance Group

**Chairperson:** Independent Chair Alan Tate

**Otamataha Trust Representatives:** Puhirake Ihaka, Peri Kohu

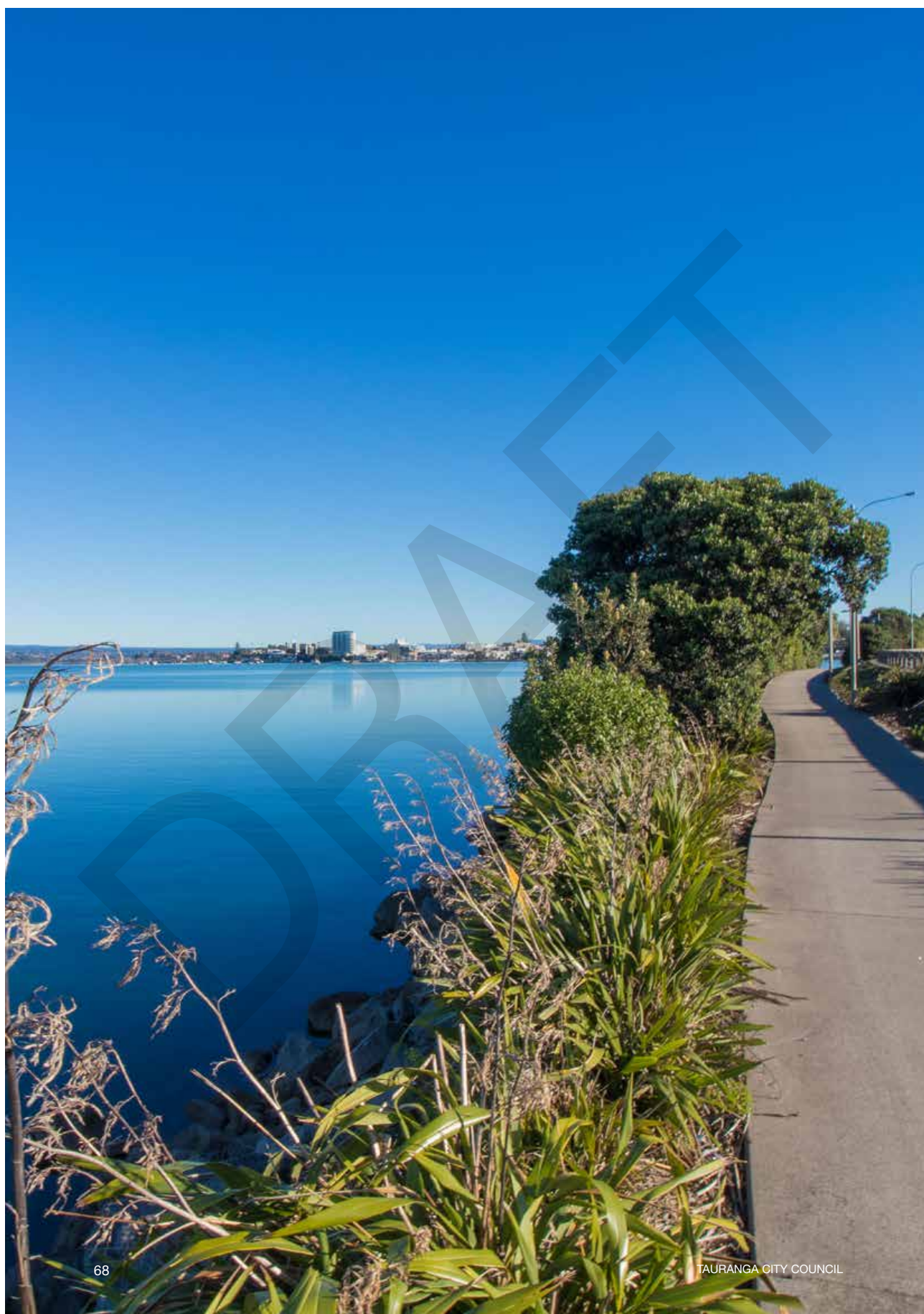
**Council representatives:** Commissioner Rolleston, Commissioner Wasley

**Role:** To develop a joint management agreement between the council and the Otamataha Trust of a portion of land alongside Dive Crescent

### Joint Committees

Joint Committee	Membership (Tauranga City Council)
SmartGrowth Leadership Group	Commission Chair Tolley Commissioner Selwood Commissioner Wasley Alternate: Commissioner Rolleston
Bay of Plenty Civil Defence Emergency Management Group	Commission Chair Tolley Alternate: Commissioner Wasley
Te Maru o Kaituna (Kaituna River Authority)	Commissioner Rolleston Alternate: Commissioner Wasley
Regional Transport Committee	Commission Chair Tolley Alternate: Commissioner Selwood
Public Transport Committee (Bay of Plenty Regional Council Committee)	Commissioner Selwood Alternate: Commissioner Wasley

Refer to the Governance Structure and Terms of Reference document for further details of the terms of reference.



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TAURANGA CITY COUNCIL



# 04

## Our Organisation

Te āhua o te kaunihera







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TAURANGA CITY COUNCIL

## Organisational leadership

Our executive team is led by our chief executive and comprises six groups:

- Strategy & Growth
- Corporate Services
- Community Services
- Infrastructure
- People & Engagement
- Regulatory & Compliance

We employ skilled people who are passionate about our city and its future. Within the six groups there are 763 full-time equivalent (FTE) employees working to deliver quality services and projects.

### Executive team

Our executive team has a chief executive and six general managers – one for each of the groups above.

#### Chief Executive

Marty Grenfell

#### General Manager Strategy & Growth

Christine Jones

#### General Manager Infrastructure

Nic Johansson

#### General Manager Community Services

Gareth Wallis

#### General Manager Regulatory & Compliance

Barbara Dempsey

#### General Manager People & Engagement

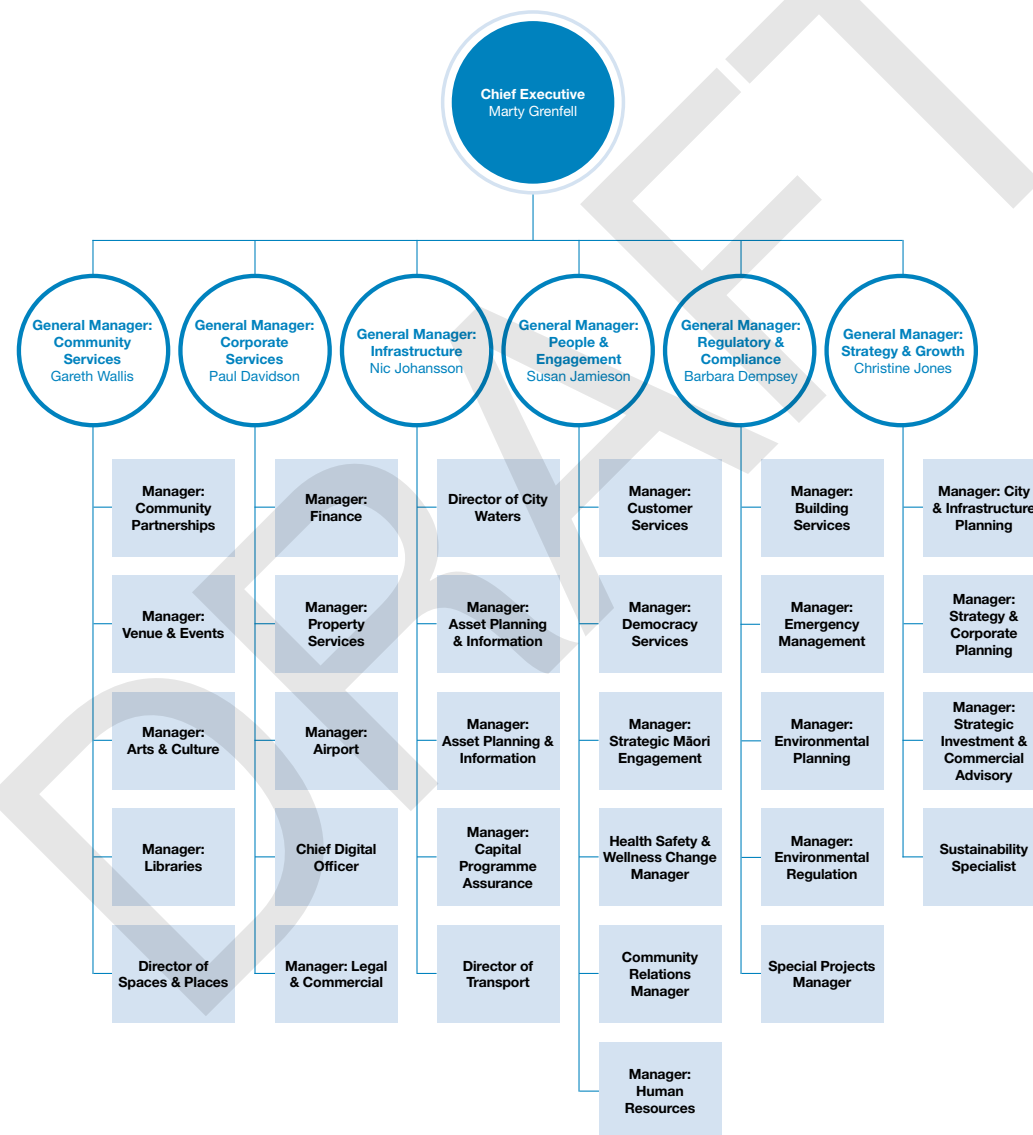
Susan Jamieson

#### General Manager Corporate Services

Paul Davidson

## OUR ORGANISATION

## Organisational structure







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OUR ORGANISATION

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## Our stakeholders

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Our engagement with the community is a key priority for the commissioners. The Minister for Local Government made it a clear directive in the Commission's Terms of Reference, and the commissioners have asked staff to focus on this when delivering the Long-term Plan.

Throughout the consultation phase of this year's LTP, commissioners undertook extensive community engagement. They attended 34 separate events and spoke to over 2,000 people.

This kanohi ki te kanohi (face to face) engagement along with around 1,800 submissions helped steer and influence the Commission's decisions.

This year we also developed a new community relations strategy, centered around putting the community at the heart of everything we do. We will look to strengthen our relationships with community groups going forward, so that we are engaging consistently throughout the year and not only on a project by project basis. This strategy will be implemented in 2021/2022.

Currently council primarily engages with our community in these ways:

- Conducting our own engagement activities that are related to a strategy, project or issue.
- Participating in multi-stakeholder relationships and forums.
- Responding to requests for information and services.

We engage with a broad range of stakeholders including ratepayers, customers, visitors to the city, businesses, community groups, and media. We deeply value our relationship with tangata whenua and the commissioners have been strengthening these unique and vital relationships further, with regular communication and collaboration, including through the new committee structure. We also partner with regional and national organisations as well as working with central government.

## Developing our people

We have focused on growing our people's leadership capability, as well as activities and learning opportunities that support our growth and performance as a council.

Our COVID-19 response meant we had to pause many development initiatives that had been happening prior to the nation entering lockdown in March 2020. The development opportunities that remained were only those deemed necessary for professional, technical and legal training to fulfil our responsibilities.

This pause provided an opportunity to evaluate our approach to developing our people. It led to the internal completion of a full learning needs analysis, designed to properly understand our current and future needs, particularly in the area of leadership.

As a result, we are now focusing our efforts on developing a range of in-house learning initiatives and leadership programmes. These will complement the existing externally-provided programmes, to provide a full learning pathway that is relevant to everyone in the organisation.

In the meantime, we have completed a full cycle of our performance development framework: 'Our Development Conversations'. This framework requires all staff to identify deliverable and behavioural goals that are relevant to them and their role, and regular conversations are held throughout the year to enable progress and successful achievement of these goals.

Key activities include:

- introducing a new performance and development framework: Our Development Conversations;
- surveying staff to measure internal perceptions of council performance and leadership effectiveness, and guiding teams to debrief and take ownership of agreed actions to address any areas of concern identified; and
- conducting a learning needs analysis (LNA) to fully understand our current leadership competence and capability in areas that will make the greatest impact.

Development opportunities from the past year:

- Leading development/performance conversations and team debrief sessions as a result of our engagement and culture survey.
- The suite of kete from our Kaupapa Māori team. These include:
  - o Te Kete Whakatau – both a welcome and a chance for new starters to understand the role of Te Pou Takawaenga;
  - o Te Kete a Rohe (Cultural Connections) – new employees learn about our region's history, local iwi and hapū, and the cultural richness of our whenua;
  - o Te Kete Kōrero – sessions to help employees with te Reo Māori pronunciation;
  - o Te Kete Mahi Pai – an essential toolkit for teams who engage with tangata whenua on projects or processes;
  - o Te Kete Ipurangi – regularly facilitated online sessions about local iwi and the history of Tauranga Moana; and
  - o Te Kete Wānanga – a full strategic and team building day based at a local marae.
- GROW coaching – an eLearning module aimed at helping our leaders lift their team's capability through effective coaching.
- Leading change – an eLearning module designed to enable leaders to lead change effectively.
- Compliance learning and professional development aimed at maintaining the technical, professional and legal competence of our staff.

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**OUR ORGANISATION**

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- Taituarā (LG) Management Challenge – an opportunity to form a team with diverse strengths to lead the way in addressing a real challenge faced in local government. This is a competitive experience that involves teams from throughout New Zealand and Australia.

**Staff turnover (%)**

2017/18	14%
2018/19	12%
2019/20	10%
2020/21	12%

**Total staff salary and wages spent on training and development (%)**

2017/18	2.8%
2018/19	2.6%
2019/20	2.5%
2020/21	1%



## Managing risk

Council continued to manage risk throughout our organisation this year. We are committed to integrating the systematic and proactive management of risks into the way we do business at all levels. We understand that risk management contributes to our economic, environmental and social outcomes.

All council staff are responsible for managing risk, and we provide resources to help meet our responsibilities, most of which are managed by our legal and commercial teams.

### Risk management

We continuously identify, analyse, evaluate, treat, monitor and review risks under a framework consistent with standard AS/NZS ISO 31000:2009.

These activities are managed in corporate risk registers that are reviewed by our council / commissioners, and executive team.

These registers highlight our strategic risks and our overall risk level – information that can be shared with teams and managers. We believe that creating awareness of risk and a commitment to addressing it helps to foster a proactive risk-management culture.

Information about council's corporate risk is provided quarterly to the executive team and the Strategy, Finance and Risk Committee.

### Business continuity

Council's Business Continuity Management System provides advanced planning and preparation to ensure our organisation can operate time critical business activities during disruptive or emergency events. This means we can continue to provide the most important services to our community.

The system is based on ISO22301 Business Continuity Standard and the Business Continuity Institute Best Practice Guidelines.

### Internal audit

The internal audit function is a key element of our risk management. This involves testing the effectiveness of existing controls and providing the Strategy, Finance and Risk Committee with a level of assurance of the management of the risk.

Internal planned audits have been completed and reported on to the committee, and we continue to follow-up with risk owners to ensure recommendations are completed in the agreed timeframe.

### Strategy, Finance and Risk Committee

The Strategy, Finance and Risk Committee ensures that we manage risk appropriately. It was established on 27 April 2021, superseding the previous Finance, Audit and Risk Committee.

The committee comprises all commissioners, along with independent representation. The committee is chaired by Commission Chair Anne Tolley.

### External audit

Our external auditor is Audit New Zealand. In 2021, Audit New Zealand audited our Long-term Plan (a process undertaken every three years) and our annual results. The Long-term Plan 2021-31 received an unqualified audit opinion on 26 July 2021, meaning the auditor was satisfied it met statutory requirements.

The 2020/21 interim audit focused on our internal control environment and systems for financial and non-financial information.

The final audit of the year-end results provides transparency into our non-financial information, operations and decision-making processes, whilst providing assurance that our financial statements accurately reflect our financial position.

## OUR ORGANISATION

## Health, safety and wellbeing

### Governance and leadership

The commissioners and our executive team have continued to spend time with our people out and about where work happens. This gives them the opportunity to hear directly from those on the frontline, understand how work really happens and make personal commitments to ensuring our workplaces are healthy and safe, every day. Sites visited this year include Omanawa Falls, Waiāri Water Treatment Plant construction sites, our city libraries and animal service facilities.

In addition to site visits, the commissioners and executive leadership team are monitoring mental health and wellbeing through relevant Executive Business Plan workstreams. A Mental Health and Wellbeing quarterly report has also been established for the Strategy, Finance and Risk Committee.





### Focus on health and safety in capital works



We acknowledge that project managers and engineers play a pivotal role in ensuring safe outcomes across our capital works programme. This year we have worked to strengthen collaboration and learning across our multidisciplinary project teams to improve overall health and safety outcomes.

### Strategy roadmap

#### Priority Risks

Across Tauranga City Council we have focused on identifying hazards and activities with the greatest potential for harm (physical or psychological) and ensuring we manage these risks in the most effective way. We have achieved this through engaging across the business and gaining support from our people leaders.

Focus Area	Controls
 <p>To control risk from assault and violence we have de-escalation training &amp; monitoring of sites.</p>	
 <p>Managing mental illness through proactive and reactive approaches, such as resilience training and counselling support.</p>	

Focus Area	Controls
 <p>The potential for long-term health effects of asbestos has been mitigated through replacement with non-asbestos materials.</p>	

### Mental health & wellbeing

Our health, safety and wellbeing team is working across the organisation to build a positive working environment. This includes maximising performance and productivity, while supporting the mental health and wellbeing of our people. Our management of mental health and wellbeing risks is aligned with national and international practices, and is monitored by the commissioners and our executive leadership team.

Workstreams have been identified in the Executive Business Plan that will contribute to managing mental health and wellbeing risks, including:



### COVID-19 success

The disruption caused by COVID-19 created an opportunity for us to think differently about how and where our people work. This thinking led to the establishment of the Flexible Ways of Working Policy (FWOW). This policy has allowed us to maximise productivity and office space, while contributing to improved wellbeing of our people.

Through the recent Health, Safety and Wellbeing survey, we were able to quantify the success of this new flexible working environment, with 84% of participants agreeing COVID-19 improved their working from home options.

## OUR ORGANISATION

**Counselling**

We are pleased to see that our staff are increasingly seeking support when they need to, for both work and personal challenges. Anonymised data gathered from council's counselling and advisory services between September 2020 to February 2021 has highlighted the willingness of our people to take up these services.

**Insights and Injuries**

Our incident and injury data incorporates health and safety events across all areas of council. The total events recorded increased by 8% between 2019/20 (702) and 2020/21 (765). COVID-19 may have played a part in reducing the overall number of events in 2019/20 due to alert level restrictions. During 2020/21, we focused on sharing these events and stories within our workplaces, which in turn saw an increase in reported health and safety events. Understanding the context around such events means we can investigate trends and shape our spaces and places to ensure everyone goes home healthy and safe, every day.

	Year	Incident	Minor Injury	Major Injury	Total
Staff	2019/20	303	50	6	359
	2020/21	282	59	9	350
Contractors	2019/20	85	18	5	108
	2020/21	97	39	6	142
Member of public	2019/20	188	43	4	235
	2020/21	215	55	3	273

**Incidents**

- minor property damage or vandalism, undesirable behaviour in our public places or minor events that did not result in injury.

**Minor Injuries**

- injuries that we treated with first aid, such as strains, sprains, cuts and bruises.

**Major Injuries**

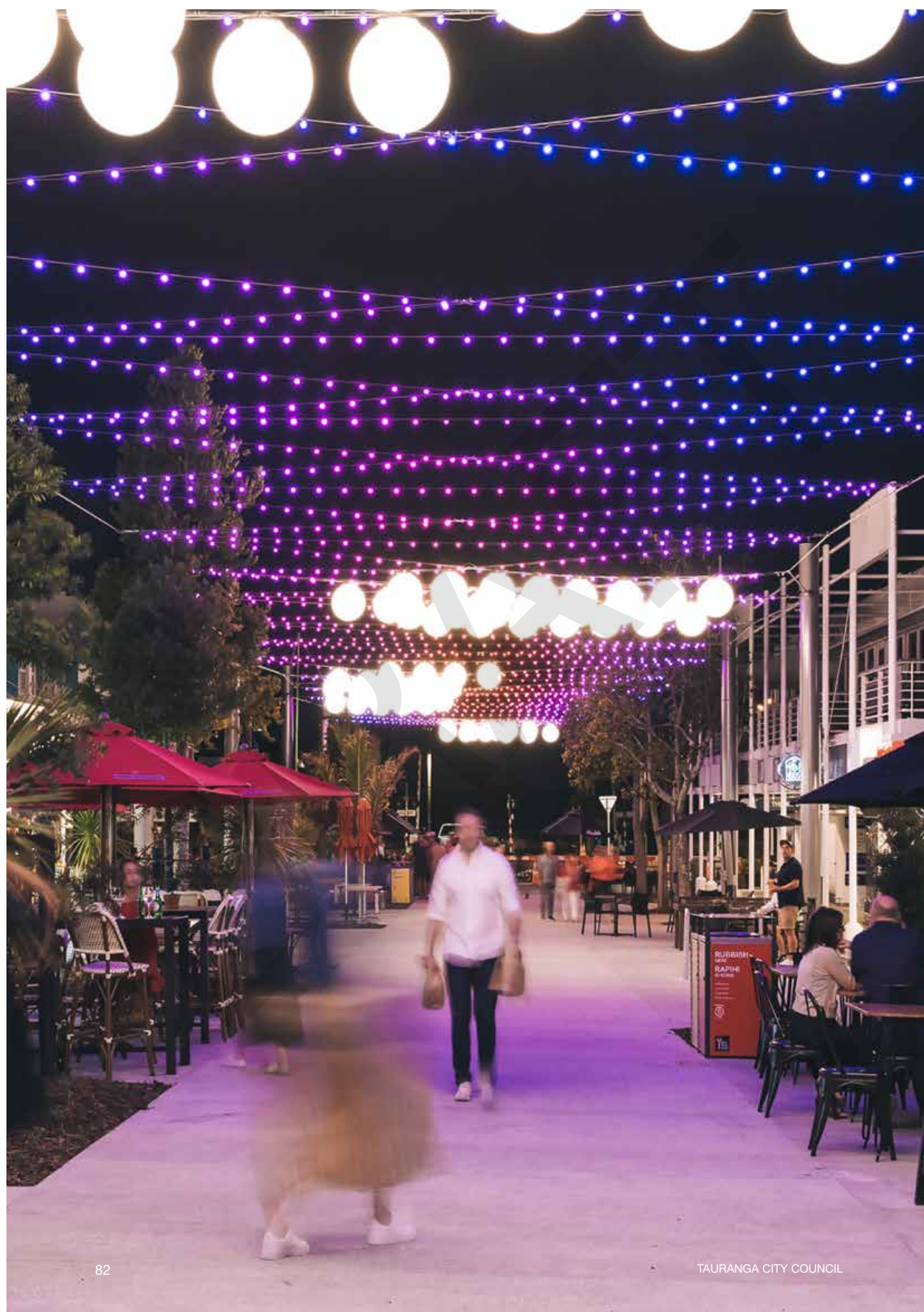
- injuries that required treatment by a medical practitioner or time off work to recover.

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OUR ORGANISATION

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DRAFT

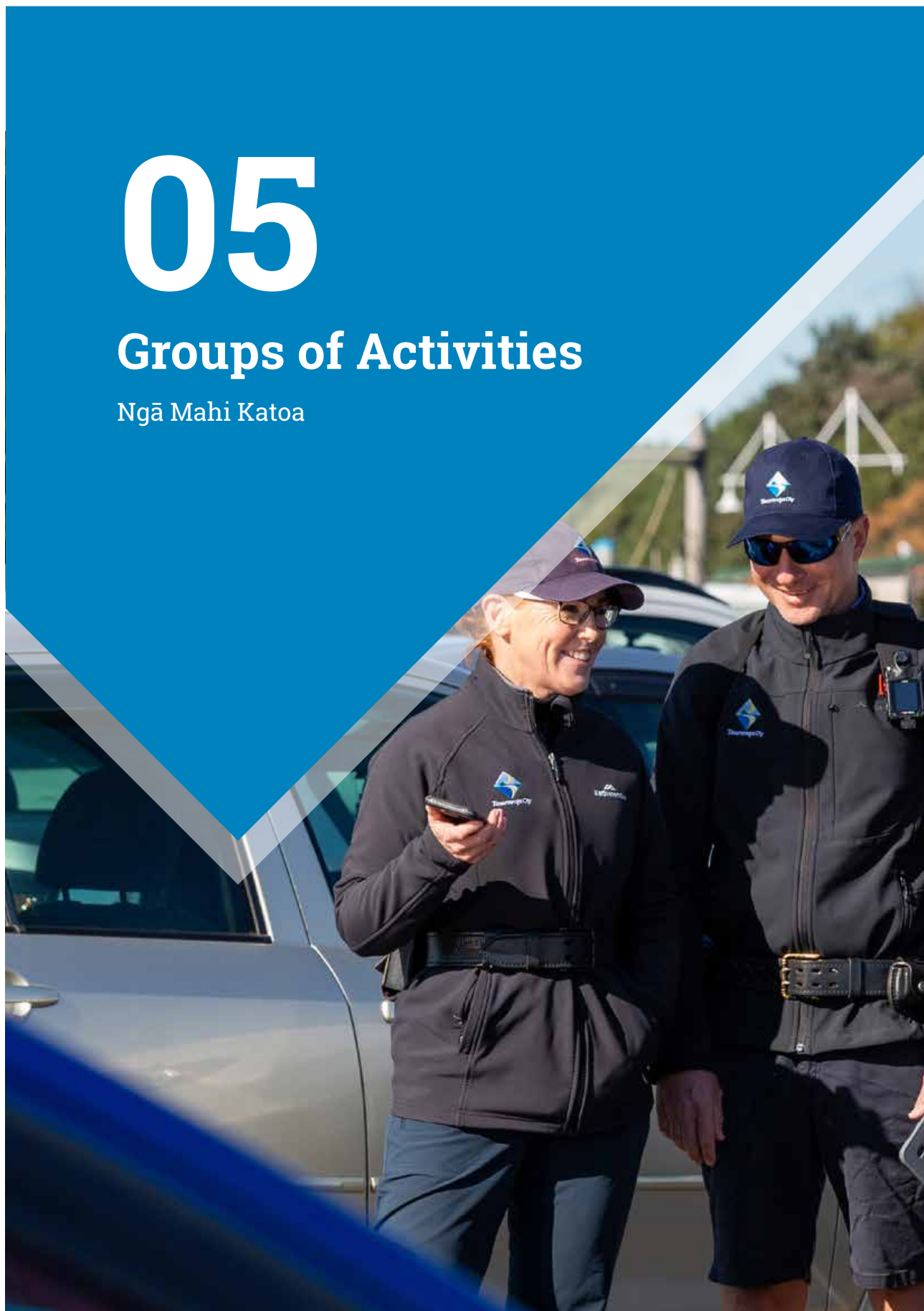




# 05

## Groups of Activities

Ngā Mahi Katoa







## Groups of activities

This section outlines all of the activities of the Council and explains what we do, what we achieved, how we performed and what it cost.

This section is divided into two groups of activities: **Delivery (including Governance)** and **Corporate**

### Delivery

This group of activities includes all council activities that predominantly have an 'on-the-ground' service delivery function. These include:

Airport	87
Animal Services	91
Arts and Heritage	96
Baycourt	101
Beachside Holiday Park	106
Building Services	110
Cemeteries	115
City and Infrastructure Planning	119
City Centre	124
City Events	128
Community Development	133
Economic Development	140
Elder Housing	145
Emergency Management	149
Environmental Planning	155
Environmental Protection	159
Governance	164
Libraries	169
Marine Facilities	175
Marine Precinct	179
Parks and Recreation	184
Regulation Monitoring	190
Resource Recovery and Waste	195
Stormwater	203
Transportation	209
Wastewater	218
Water Supply	224

### Corporate

This group of activities includes corporate services that predominantly assist management of the 'delivery' activities and general operations of the council.

Corporate services	230
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This is made up of the following services:

- Asset Planning and Infrastructure
- City Development
- City Waters Support
- Civic Complex
- Communications
- Customer Service
- Digital Services
- Executive
- Finance
- Fleet Management
- Infrastructure Delivery
- Insurance
- Legal and Risk
- People and Capability
- Property Management
- SmartGrowth
- Strategy
- Treasury

## GROUPS OF ACTIVITIES

## Community well-being

As per schedule 10, Part 3 (d) council has to describe any identified effects that any activity within the groups of activities has had on the social, economic, environmental or cultural well-being of the community. We report on the impact our activities have on helping us to achieve the four community well-beings set out below:



Economic



Environmental



Social



Cultural

In the following pages as we report on our performance for each activity over the last financial year. For each activity, we have set out a description of how the activity has contributed to that aspect of well-being.

## Community outcomes\*

We're working to manage Tauranga's growth and to deliver a city with heart, great spaces and real opportunities. Refer to the icons in this document to see which community outcomes we're working to achieve through each activity.



Protects and enhances the natural environment



Is well planned, with a variety of successful and thriving compact centres



Attracts businesses, people and visitors



Is inclusive, safe, resilient and healthy



Has predictable travel times and transport choice

## Performance measures

The following icons have been used to indicate the status of each activity's performance measures:



Achieved



Not achieved



Not measured

\* Community outcomes were recently updated during the 2021-31 Long-term Plan process.

## GROUPS OF ACTIVITIES

## Airport



### What we do

We provide a high-quality airport that meets Tauranga's air connectivity needs both domestically and internationally.

### How this affects you

Tauranga airport connects our city with the rest of the country and the world. This provides social and economic benefits.

The airport provides scheduled air services, recreational aviation and aviation education in Tauranga by working with airlines, educators, service and maintenance providers.

Our airport is self-funded by generating income from commercial operations. The Airport Master Plan ensures strategies are in place for Tauranga's future aviation requirements.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 While the effects of COVID-19 on the airline industry have been well publicised, we were particularly impressed by how resilient and collaborative aviation personnel were throughout the year. This included pilots, air traffic controllers, grounds staff, cleaners and taxi drivers, right through to Air New Zealand head office and Ministry of Transport officials.
- 2 Domestic air travel regained momentum to almost 100% of pre-COVID-19. This was markedly faster than anticipated.
- 3 Our runway overlay project was completed successfully and did not impact scheduled operations.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Reseal Main Runway	3,898	3,400	498	Project was completed slightly above budget.
Apron Resurfacing	0	320	(320)	Project has been further delayed and carried over to the 2022 year.
New Hangar Lease Sites	0	258	(258)	Project has been further delayed and carried over to the 2022 year.
Car Park Resurface Renewals Funded	0	139	(139)	Project has been delayed and carried over to the 2022 year.

## GROUPS OF ACTIVITIES

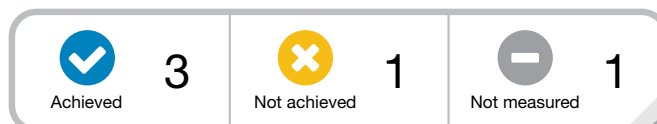
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - AIRPORT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	18	19	0	(19)	Revenue of \$25k received and categorised as User Fees.
Fees and charges	7,947	8,276	7,757	(519)	Under LTP budget due to reduced travel as a result of COVID-19. However revenue was significantly above the 2021 Annual Plan budget.
Internal charges and overheads recovered	178	182	57	(125)	Interest on working capital less than budgeted due to decreased revenue and increased costs.
Local authority fuel tax, fines, infrastructure fees & other	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>8,143</b>	<b>8,477</b>	<b>7,814</b>	<b>(663)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,361	2,416	3,730	1,314	Increases in fire rescue service, repair and maintenance costs and other operational expenses.
Finance Costs	764	673	475	(198)	Interest costs less than budget due to project delays.
Internal Charges and Overheads applied	669	744	626	(118)	Internal charges below budget as outlined in the Corporate Services Activity.
Other Operating Funding applications	0	0	2	2	
<b>Total Applications of Operating Funding (B)</b>	<b>3,794</b>	<b>3,833</b>	<b>4,833</b>	<b>1,000</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>4,349</b>	<b>4,644</b>	<b>2,981</b>	<b>(1,663)</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	(1,092)	(1,999)	149	2,148	Increase is as a result of prior years capital programme and final payments relating to those projects in the current year.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>(1,092)</b>	<b>(1,999)</b>	<b>149</b>	<b>2,148</b>	











## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - AIRPORT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	854	195	150	(45)	Mix of projects different to LTP, with cost slightly below budget. Project costs less than budgeted.
- to replace existing assets	471	3,871	3,921	50	Overbudget due to overspend on runway resurface, offset by unspent budget on delayed projects.
Increase/(Decrease) in reserves	1,931	(1,420)	(941)	480	Reserve decrease less than budgeted due to delay in some renewal projects.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>3,256</b>	<b>2,646</b>	<b>3,130</b>	<b>485</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(4,348)</b>	<b>(4,645)</b>	<b>(2,981)</b>	<b>1,663</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an airport that caters for scheduled commercial flights and enables growth in traveller numbers.	Number of passengers through the airport each year	 389,000	407,000	 414,169	Target exceeded. Passenger numbers are showing positive signs in the domestic market.
	Number of flight movements through the airport each year	 53,926	62,000	 51,656	The closure of a large flight school operating out of Hamilton due to COVID-19 has affected flight numbers.
We will provide an airport that meets the safety requirements of CAA rules and regulations.	Level of compliance with the Civil Aviation Authority rules and regulations	 100%	100%	 100%	Annual surveillance audit was completed with no adverse CAA findings.
We will provide an airport that accommodates private and general aviation operators, and non-scheduled commercial aviation users including charter and emergency flights.	Runways and aprons are operational and compliant	 100%	99%	 100%	All runways were operational and compliant, with the exception of closures for airport night works.
We will provide airport customers with fit-for-purpose airport facilities.	Customer satisfaction with airport facilities as measured by point of user survey	 Not measured	90-100%	 Not measured	This survey was not undertaken this year.

## Challenges

In 2020/21:

- COVID-19 provided many challenges, including continually changing schedules and inability to forward plan, through to increased hygiene requirements and monitoring of staff wellbeing. With no clear end date or certainty around future international travel, it has been an ongoing challenge to forecast where we will be post-COVID and whether to expect growth or reduction in the industry over the next 12 months.

## Looking ahead

In 2021/22, we will focus on:

- Working closely with airlines to ensure our community's air travel needs are catered for as best as possible, while we remain in a state of standby for the potential worsening of the pandemic over the next 12 months.
- The possible implementation of passenger and baggage screening at regional airports across New Zealand, and the resulting adjustments to our working environment and passenger experience.

## GROUPS OF ACTIVITIES

## Animal Services



### What we do

We ensure safe interactions between animals and people. Specifically, we manage legislation and associated policy to ensure we have a safe environment in which animals, animal owners and the wider community live harmoniously.

### How this affects you

We promote an environment in which people and animals can interact without fear or intimidation.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 This year saw a decrease in the number of dog attacks on people and domestic animals in addition to a reduction in the number of roaming dogs. Despite dog numbers increasing by 17.6% over the last five years, our compliance strategies have helped reduce aggression against people by 31%, attacks on domestic animals by 12% and roaming dogs by 27%.
- 2 The Animal Services team remained incredibly dedicated throughout the year, ensuring our community received a high level of service despite increased capacity challenges.
- 3 "Microchip Monday" has been very successful with 80 dogs microchipped as a direct result of the programme, which launched in July 2020.




## GROUPS OF ACTIVITIES









TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ANIMAL SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges	269	295	267	(28)	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	1,421	1,603	1,234	(369)	Staff are undertaking site visits to identify unregistered dogs. Revenue will increase either through registration fees, or infringements will be issued.
Internal charges and overheads recovered	10	10	20	10	
Local authority fuel tax, fines, infrastructure fees & other	88	91	1	(90)	
<b>Total Sources of Operating Funding (A)</b>	<b>1,788</b>	<b>1,999</b>	<b>1,522</b>	<b>(477)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	1,075	1,198	1,024	(174)	Employee costs under due to unfilled positions.
Finance Costs	52	50	60	10	
Internal Charges and Overheads applied	652	706	539	(167)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>1,779</b>	<b>1,954</b>	<b>1,623</b>	<b>(331)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>9</b>	<b>45</b>	<b>(101)</b>	<b>(146)</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	26	5	0	(5)	
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>26</b>	<b>5</b>	<b>0</b>	<b>(5)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ANIMAL SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	26	5	0	(5)	
- to replace existing assets	14	0	0	0	
Increase/(Decrease) in reserves	(6)	45	(101)	(146)	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>34</b>	<b>50</b>	<b>(101)</b>	<b>(151)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(8)</b>	<b>(45)</b>	<b>101</b>	<b>146</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	2		2		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an effective dog registration process that supports a safe community.	Known dogs are registered.	 96%	98%	 96%	Target was not achieved. Staff shortages throughout the year negatively impacted enforcement efforts.
We will provide a prompt response time to animal behavioural issues.	All urgent animal requests are responded to within 30 minutes where there is an ongoing risk to safety.	 98%	98%	 93%	Of the 28 urgent requests received this year, all but two were responded to within 30 minutes.
We will provide dog management and behavioural education to the community.	Number of school visits.	 6	6+	 8	Eight schools were visited this year, with a total of 1,332 students. Some students who had received bite prevention education previously, were well versed in safety procedures when confronted with an aggressive dog.
We will provide dog management and behavioural education to the community.	We will deliver educational programmes as requested.	 100%	100%	 100%	We achieved this goal by delivering bite prevention programmes to 64 employees from four businesses.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- Animal Services saw a significant change of staff this year, with six out of ten team members having either changed roles, retired or moved on. This placed increased pressure and workload on the wider team, particularly around the busy dog registration renewal period in late-May.

## Looking ahead

In 2021/22, we will focus on:

- Completing the neutering programme for menacing dogs.
  - In 2020/21, we reduced the number of unneutered dogs from 26% to 17% and all non-compliant owners received infringements for failing to neuter their dogs. Many of these dogs were classified before the change in our bylaw, which now requires them to be neutered.
- Redeveloping the Tauranga dog pound to improve safety for staff dealing with impounded dogs while enhancing the experience for customers.
- Training new staff and reducing the number of unregistered dogs in the city.



## GROUPS OF ACTIVITIES

## Arts and Heritage



### What we do

The provision of arts and heritage preserves and promotes our city's history. It also provides tourism opportunities and encourages creative people to feel connected to Tauranga. Our Arts and Heritage activity manages the Tauranga Heritage Collection (THC), helps fund and support the Tauranga Art Gallery, provides a funding grant to The Elms, and manages a relationship agreement with Creative Bay of Plenty. It also identifies opportunities for Council support of arts and heritage, with a strong focus on building on our strengths and competitive advantage.

### How this affects you

These initiatives contribute to the sense of community, mana, pride and identity of our region. Arts and heritage attract visitors to our city, and the creative economy contributes \$46.3 million in gross domestic product annually, or 0.7% of the western Bay of Plenty sub-region's GDP.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Several exhibitions were held in conjunction with partnership organisations, including Matatoki: Mata ā Waka – the first exhibition to open Tauranga Art Gallery's 2020 programme, celebrating Mana Moana - Mana Tauranga. The exhibition brought together internationally recognised, contemporary Māori carvers and displayed taonga tūturu (historical objects) from the Tauranga Heritage Collection.
- 2 Archaeological display: 107 Wharf Street was held in partnership with MishMish Heritage, Tauranga City Library and the Heritage Collection. It exhibited archaeological finds from our region's history, from early Māori to British Imperial troops and colonial settlement.
- 3 Heritage Collection staff initiated a wet-organics laboratory this year, the first of its kind in the Bay of Plenty. This treats artefacts found in wetland areas to increase their stability, durability and resistance.

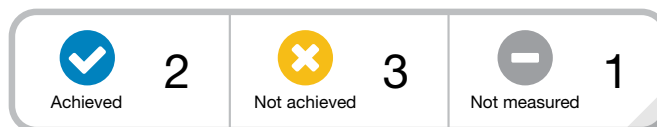
## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ARTS AND HERITAGE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,627	2,643	2,572	(71)	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	85	87	130	43	
Fees and charges	0	0	0	0	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>2,712</b>	<b>2,730</b>	<b>2,702</b>	<b>(28)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,498	2,489	2,601	112	Delayed delivery of the heritage collection digitisation project (spend budgeted in 2019-20 FYs in the LTP). Employee costs higher than budgeted as a result of the Community Services restructure, including a new management position.
Finance Costs	2	2	1	(1)	
Internal Charges and Overheads applied	201	228	186	(42)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>2,701</b>	<b>2,719</b>	<b>2,788</b>	<b>69</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>11</b>	<b>11</b>	<b>(86)</b>	<b>(97)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ARTS AND HERITAGE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	0	0	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	10	10	(86)	(96)	Operational carry forward related to the delayed delivery of the heritage collection digitisation project.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>10</b>	<b>10</b>	<b>(86)</b>	<b>(96)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(10)</b>	<b>(10)</b>	<b>86</b>	<b>96</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES





excluding additional measures

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms.	Percentage of users satisfied with the services provided by Creative Bay of Plenty	Not measured	50%	Not measured	Creative BOP has no separate customer satisfaction measurement in place. This is an old measure that has been replaced by our Net Promoter Score (NPS), following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. See below table: Additional measures monitored.
	Percentage of residents that agree that there is a culturally rich and diverse arts scene in Tauranga.	45%	50%	39%	Target not met. This score continues to decrease year-on-year.
	The Elms continues to operate as a "must see" visitor destination in Tauranga with increasing visitor numbers.	10,267	13,400	4,942	Whilst visitor numbers are significantly lower as a result of international border closures, the Elms saw growth during the last quarter- despite this period being traditionally quieter.
We will provide a museum collection that is available to the community, while safeguarding historical and culturally important items.	Number of enquiries from the community that receive advice and / or assistance regarding the preservation or protection of artefacts / taonga and access to the collection.	62	12	308	A total of 308 requests for assistance and advice were received this year. Work included advisory services to Paamu Marae on conservation and restoration of whariki, and collaboration with Tauranga Arts Festival on the "Echoes" project, a digital art installation using photos from the Heritage Collection.
	The number of items loaned to schools through the Hands On Tauranga service.	465	300	243	The reduction of items on loan is largely attributable to COVID-19, with schools increasing safety measures regarding external items being brought into schools.
	The frequency number of exhibitions / displays of the Heritage Collection.	12	2	4	Highlights included a display on traditional kete-making as part of Te Kete o Matariki, a display with Tauranga NZ Customs and archaeological findings from 107 Wharf Street development.

## GROUPS OF ACTIVITIES

## Additional measures monitored

The below tabled measures were changed from the 2018-28 LTP following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. These measures are not included in non-financial performance summary figures.

ADDITIONAL MEASURES MONITORED					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms	Services provided by CBOP are recommended by users and the sector. This is indicated by an NPS increasing or consistent.	 +10.5	+9	 Not measured	This is the updated measure that was adopted following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. No data provided for this period by CBOP. Following a review, CBOP and TCC are negotiating what the future state looks like. CBOP have been granted a three month extension to their funding agreement to enable operations to continue.

## Challenges

In 2020/21

- Workloads increased with minimal staffing resources.
- The Tauranga Heritage Collection digitalisation required service upgrades.

## Looking ahead

In 2021/22, we will focus on:

- Participating in a feasibility study for a potential heritage centre in the city centre.
- Uploading the collection to our digital platform to provide better access to our heritage artefacts and taonga.
- Participating in the development of a sub-regional Heritage Strategy.
- Storage requirements to accommodate relocation of Tauranga City Library, including the Civic Art collection.

## GROUPS OF ACTIVITIES

## Baycourt



### What we do

We manage and operate Baycourt to bring to life a comprehensive programme of arts and cultural events for everyone in our community.

Baycourt:

- provides a premier facility and a hub for the performing arts in Tauranga, with an auditorium, conference/hospitality spaces, and a ticket office;
- focuses on building performing arts capabilities and taking our expertise into the community to grow, enrich and support arts and culture in our city;
- contributes to the vibrant arts and culture of our city by entertaining our residents, growing and supporting local practitioners and showcasing national and international product; and
- provides a comprehensive fully functional venue with up-to-date facilities and expertise, that meets the diverse needs of a wide variety of events.

### How this affects you

Baycourt is available for our community's use.

Our performing arts venue grows and supports local practitioners, while showcasing national and international productions. It provides a balanced and diverse programme of live performances for local residents that enriches, engages and contributes to a vibrant city.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 While the venues and event industry was undoubtedly impacted by COVID-19, there have been some benefits brought about by Alert Level restrictions. During this time, Baycourt could focus on building maintenance and improvement projects, such as updating sound console systems, many kilometres of network cabling and relocating two large follow spots (lighting equipment) to better suited front of house positions.
- 2 Baycourt embraced technology by delivering online events, such as adapting the International Youth Silent Film Festival showcase and awards event from a theatre-based film screening, to an online format.
- 3 Another unexpected benefit of COVID-19 was that prominent local and international promoters included Tauranga on their touring itineraries. Baycourt hosted two sold out shows for UK comedian Russel Howard, two sold out shows for Ben Elton, and a one-night-only sold out performance from soul singer, Teeks. The success of these acts has demonstrated to promoters that there is a strong local appetite for high-profile, high-quality productions in Tauranga.



## GROUPS OF ACTIVITIES

## SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Baycourt building and equipment renewals & capital works	255	150	105	Additional spend to complete unforeseen building remediations and replace live streaming equipment in response to COVID-19 mass gathering restrictions.


## TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BAYCOURT











	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	1,700	1,757	1,742	(15)	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	705	741	729	(12)	Revenue below budget as a result of COVID-19 and the lack of international touring productions due to border closures.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>2,405</b>	<b>2,498</b>	<b>2,471</b>	<b>(27)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	1,553	1,612	1,519	(93)	Reduced marketing and administrative costs as a result of COVID-19, partly offset by increased maintenance costs.
Finance Costs	61	63	36	(27)	Interest rates lower than budgeted through 2018-28 LTP.
Internal Charges and Overheads applied	483	535	432	(103)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>2,097</b>	<b>2,210</b>	<b>1,987</b>	<b>(223)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>308</b>	<b>288</b>	<b>484</b>	<b>196</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BAYCOURT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	45	43	66	23	Higher than anticipated during the LTP due to increased capital spend.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>45</b>	<b>43</b>	<b>66</b>	<b>23</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	15	15	21	6	
- to replace existing assets	160	147	234	87	Additional renewals funding to complete unforeseen building remediations and replace live streaming equipment in response to COVID-19 mass gathering restrictions.
Increase/(Decrease) in reserves	177	169	295	126	Depreciation reserve higher than budget due to a higher depreciation expense.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>352</b>	<b>331</b>	<b>550</b>	<b>219</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(307)</b>	<b>(288)</b>	<b>(484)</b>	<b>(196)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	2		3		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
Provide a comprehensive and fully-functional performing arts venue, which is for use by the community and to attract world-class performers to our city.	Number of patrons that attend shows / events.	 34,264	70,000	 48,888	Total ticketed attendance was 48,888 across all bookable Baycourt spaces i.e. Addison Theatre, X Space, Terraces and Lawn. This represents a 19% increase from 2019/20, demonstrating customer and industry confidence levels are starting to return to pre-COVID levels.
	Percentage of usage that is: a) commercial b) community	 a) 17% b) 83%	a) 35-45% b) 55-65%	 a) 37% b) 63%	Community usage continued to dominate Baycourt's programme, while commercial usage is showing signs of recovery with new bookings increasing slowly.
	Level of satisfaction based on monthly survey of hirers to Baycourt.	 100%	80-85%	 95%	A total of 16 people completed the survey and were either 'satisfied' or 'very satisfied'. There has however been consistent negative feedback regarding the Ticketek service.
Increase the national awareness of Baycourt as a performance venue among the industry and audiences, and provide a diverse programme of events to appeal to local audiences, and visitors from New Zealand and overseas.	The amount of national and international events held at Baycourt.	 22	55-60	 21	The international touring programme continues to be impacted by COVID-19 and associated border restrictions. Promoters are expecting to see international events resume in the latter half of 2022.
	The number of event days that Baycourt is occupied using booking information and total possible available days.	 51%	72-75%	 47%	Result not met. Venue utilisation for Q1 and Q3 remained low, at only 36% and 35% respectively. During Q1, Baycourt was also only able to operate partially due to Alert Level 2 restrictions.  Due to low utilisation rates, Baycourt proactively prioritised building maintenance projects that required the full use of the building.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- We had several staff vacancies toward the latter half of the year, placing increased pressure and workload on the wider team, in what had already been a challenging year.
- Our team's workload also increased substantially due to COVID-related requirements including meeting industry and public needs, and rescheduling numerous event postponements and cancellations.
- Unclear advice from central government on how to operate when the country was under mixed COVID-19 Alert Levels created uncertainty and inconsistency across the sector. For example during Q3, while Auckland was operating at Alert Level 2 and the rest of the country was at Alert Level 1, Baycourt was required to treat the cast/crew touring from Auckland in AL2 conditions, whereas our own staff and audience were treated at AL1. Managing these complexities resulted in a significant amount of additional work.

## Looking ahead

In 2021/22, we will:

- Continue to integrate te reo Māori into Baycourt kaupapa, ensuring we are at the forefront in normalising te reo and te ao Māori in an arts centre context.
- Review our booking policy, venue utilisation and prioritisation procedure, venue hire agreement and venue rental rates to ensure they are fit-for-purpose and producing positive outcomes for Council and our community.
- Look forward to the long-awaited replacement of our sound desk and commencing the exterior painting of Baycourt.

## GROUPS OF ACTIVITIES

## Beachside Holiday Park



### What we do

We provide camping sites and accommodation (cabins, onsite caravans) with an onsite visitor information centre at the base of Mauao.

### How this affects you

Our quality accommodation in one of Tauranga's prime spots encourages tourism and creates a social atmosphere in the northern part of Mount Maunganui. This commercial activity generates revenue for our city.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Completed kerb and channeling around our new cabins, allowing rainwater to be directed to stormwater drains.
- 2 Renewed water services in Harbour sites (H1A - H43), while providing new taps to power supply boxes across this area.
- 3 Added eight (8) more cabins across various sites in our park.
- 4 Achieved record occupancy and revenue for the year.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Purchase Standard Cabins	472	375	98	Project slightly over budget due to additional set up and installation costs.
Ocean Kitchen	465	275	189	The tender price came in above the LTP budget. Additional budget was approved in 2020 Financial year. The final cost came in under the revised budget of \$524k.
Various capital renewals	38	155	(117)	Some Holiday Park improvement projects delayed due to continuation of prior year projects.

## GROUPS OF ACTIVITIES

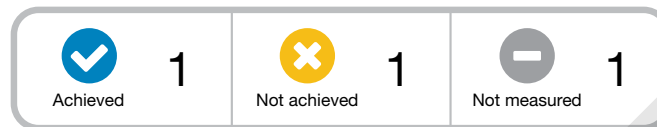
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BEACHSIDE HOLIDAY PARK					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	1,943	2,038	2,162	124	Revenue above budget due to increased occupancy.
Internal charges and overheads recovered	4	4	(4)	(8)	
Local authority fuel tax, fines, infrastructure fees & other	0	0	6	6	
<b>Total Sources of Operating Funding (A)</b>	<b>1,947</b>	<b>2,042</b>	<b>2,164</b>	<b>122</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	947	976	1,206	230	Higher staffing costs during peak times due to occupancy increase.
Finance Costs	201	193	105	(88)	Interest costs lower than budgeted.
Internal Charges and Overheads applied	269	299	244	(55)	Internal charges below budget as outlined in the Corporate Services Activity.
Other Operating Funding applications	0	0	1	1	
<b>Total Applications of Operating Funding (B)</b>	<b>1,417</b>	<b>1,468</b>	<b>1,556</b>	<b>88</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>530</b>	<b>574</b>	<b>608</b>	<b>34</b>	









## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BEACHSIDE HOLIDAY PARK					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	38	(201)	975	1,176	Over budget due to carryforward of prior years capital program.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>38</b>	<b>(201)</b>	<b>975</b>	<b>1,176</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	211	0	937	937	Variance due to capital works carried forward from prior year.
- to replace existing assets	349	73	38	(35)	Some renewal projects delayed due to continuance of prior years projects.
Increase/(Decrease) in reserves	8	300	608	308	Less renewal funding and debt retirement from reserve than was budgeted.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>568</b>	<b>373</b>	<b>1,583</b>	<b>1,210</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(530)</b>	<b>(574)</b>	<b>(608)</b>	<b>(34)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a range of accommodation options for visitors to the region.	Number of Guest Nights.	 67,950	72,500	 85,452	We had a record occupancy this year, up 26% on the previous year.
	TripAdvisor reviews: maintain 90% approval rating.	 78%	90%	 66%	Over the past 12 months we received seven reviews to give us an overall score of 66% for the year.
We will provide accommodation meeting visitor expectation.	AA Tourism review: maintain 90% approval rating.	 Not measured	90%	 Not measured	AA no longer provides tourism reviews.

## Challenges

In 2020/21:

- It was a challenge to find sites for larger camper vehicles and tents.
- We struggled with staff retention during the off season.

## Looking ahead

In 2021/22, we will be:

- Looking forward to the arrival of five cabins in November 2021.

## GROUPS OF ACTIVITIES

## Building Services



### What we do

We ensure that new and existing building developments are safe and compliant.

We provide technical advice and consent decisions efficiently and within substantive compliance timeframes, providing quality outcomes to support residential and commercial building development across the city.

Our activity ensures Council implements the Building Act 2004, Building Code, and associated legislation, and ensures all building projects meet these requirements.

Our overall aims are to support development in Tauranga, to provide efficient and effective services to customers, and to encourage best practices in building design and construction to provide assurance to consumers.

### How this affects you

We ensure all building work in the city is completed correctly so people can use buildings safely and without endangering their health.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We maintained International Accreditation New Zealand (IANZ) accreditation for the Building Consent Authority (BCA).
- 2 We commenced a programme of improvements to increase staff retention and attract high-quality staff, of which early results are looking positive.
- 3 We introduced virtual inspections and worked together with industry to allow greater levels of third party certification of building work. This allowed us to reduce physical inspection demand and increase our focus on more important aspects of the building process.

## GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BUILDING SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	5	5	1,007	1,002	Building compliance which was a partially rate funded function was transferred into building services during the 2020 financial year as a result of a restructure.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	13,478	12,931	13,523	592	Driven by increase in building consent revenue.
Internal charges and overheads recovered	18	19	5	(14)	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>13,501</b>	<b>12,955</b>	<b>14,535</b>	<b>1,580</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	8,323	8,154	10,167	2,013	Increase driven by consultants cost to cover staff vacancies, related costs and other operating expenditure.
Finance Costs	158	138	204	66	
Internal Charges and Overheads applied	3,716	4,174	3,323	(851)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>12,197</b>	<b>12,466</b>	<b>13,694</b>	<b>1,228</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>1,304</b>	<b>489</b>	<b>841</b>	<b>352</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	16	0	(16)	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>(16)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - BUILDING SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	16	0	(16)	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	1,304	489	841	352	Cash reserve increase higher than budgeted due to increased revenue.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>1,304</b>	<b>505</b>	<b>841</b>	<b>336</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(1,304)</b>	<b>(489)</b>	<b>(841)</b>	<b>(352)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide technical advice and consent decisions within substantive timeframes.	Percentage of building consent applications processed within substantive timeframes.	 95%	98%	 95%	High consent volumes and ongoing resourcing challenges have made it difficult to achieve compliance within processing timeframes.
	Carrying out of building inspections (on average).	 7-10 days	4 days	 7-10 days	Due to staff shortages the waiting time for inspections is greater than desired. We are attempting to recruit to fill the vacancies within the building services team. Building Services has begun contacting builders prior to inspection to allow for cancellations (without penalty) and rescheduling. This new process is lowering wait times by reducing last minute cancellations.
	Mean elapsed working days to granting building consent applications.	 35 days	30 days	 34 days	Ongoing resourcing issues and high consent volumes have made it difficult to achieve target. This issue is prevalent amongst many Building Control Authorities (BCA) in the country. Recruitment is continuing and we are continuing to review and improve our processes to reduce the elapsed working days.
We will provide customers with project advice.	Customers are satisfied with service provided.	 Not measured	85- 86%	 Not measured	This has been replaced by our online point of contact survey, which gives us data throughout the year.
	Customers for large-scale commercial and residential building projects are satisfied with direct customer liaison services.	 Not measured	85- 86%	 Not measured	



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#### GROUPS OF ACTIVITIES

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### Challenges

In 2020/21:

- Tauranga's growth continues to create high demand for our services. Our application volumes are the highest we've seen in more than a decade.
- It has been difficult to reduce inspection waiting times due to resourcing and industry demands.
- We have found it challenging to retain and attract experienced staff, particularly in our technical areas such as processing, inspections and engineering. This has led to backlogs and increasing rates of non-compliance with statutory timeframes.

### Looking ahead

In 2021/22, we:

- Will be looking to commence a programme of work around minimising Requests for Information (RFI). This will include working with our internal team to ensure consistency and clear communication, and with our customers to identify repeat RFI and individual customers who need more support to avoid RFI.
- Expect to continue to see increased volume and complexity of applications. This gives us a great opportunity to attract and develop our own technical experts.
- Will be working as part of the Construction Accord to develop national standard templates, risk based consenting guidance and standard operating procedures for greater on site quality assurance. These have the potential to assist Tauranga City Council and our fellow Building Control Authorities.

## GROUPS OF ACTIVITIES

## Cemeteries



### What we do

Cemeteries are part of Tauranga's essential infrastructure. Our focus is to provide burial, cremation and chapel services while maintaining active cemeteries. We also aim to be financially self-sustainable.

Our activity occurs at Pyes Pa Cemetery and Crematorium, along with five older denominational cemeteries in the Avenues.

We generate revenue from burial and cremation fees, and by selling plots at Pyes Pa Cemetery.

Our activity is managed to ensure the Council meets its requirements under the Burial and Cremations Act 1964. We do not manage the Mission Cemetery, as this is managed as a historic reserve by Parks and Recreation.

We are also planning for the future provision of memorials.

### How this affects you

We provide an efficient and supportive cemetery and cremation service for our community.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We hired a new staff member to assist our team in operating a six-day roster.
- 2 A new cremator was installed, replacing a previous model installed in 1966. The new model will provide a more efficient service.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Convert cremator to natural gas and put in gas line	110	79	31	Border restrictions associated with COVID-19 caused unforeseen storage costs. Delayed delivery also resulted in higher than budgeted project management costs.
Various capital renewals	69	39	31	Additional spend required for unforeseen utility renewals, including commercial dishwasher and weedeater.
New cremator and cremator improvements	110	0	110	Delayed delivery caused final costs for this project to be deferred from 2020 FY.

## GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CEMETERIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	1,017	1,074	793	(281)	Income from cremations and burials lower than budgeted as a result of the COVID-19 lockdown and fewer illnesses over the winter months.
Internal charges and overheads recovered	11	11	0	(11)	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>1,028</b>	<b>1,085</b>	<b>793</b>	<b>(292)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	547	562	573	11	
Finance Costs	77	92	152	60	Higher debt servicing costs as a result of a land purchase in 2019 financial year.
Internal Charges and Overheads applied	214	236	190	(46)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>838</b>	<b>890</b>	<b>915</b>	<b>25</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>190</b>	<b>195</b>	<b>(122)</b>	<b>(317)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CEMETERIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	563	6	117	111	Higher debt than anticipated due to rephasing of capital project delivery.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>563</b>	<b>6</b>	<b>117</b>	<b>111</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	561	3	110	107	Delayed delivery of the new cremator due to border restrictions.
- to replace existing assets	26	42	179	137	Unforeseen utility renewals and delayed delivery of the cremator installation.
Increase/(Decrease) in reserves	168	157	(294)	(450)	Cash reserve balance less than budgeted due to reduced revenue.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>755</b>	<b>202</b>	<b>(5)</b>	<b>(206)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(192)</b>	<b>(196)</b>	<b>122</b>	<b>317</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide well-maintained cemeteries and memorial gardens for the community.	Cemetery sites are to pass audit for the following criteria; gardens, turf, litter, mulch, structures and edging.	 97%	86%	 98%	Sites have passed audits for the year with an average percentage of 98%.
We will provide appropriate services for burial, cremation and lounge facility.	Non-denominational burial and cremation services are provided 6 days per week under normal operating conditions. Christmas Day, Boxing Day, Good Friday, Easter Monday and ANZAC Day are excluded.	 Achieved	Achieved	 Achieved	Business as usual operations require regular maintenance on cemetery sites. This has been carried out as expected.

## Challenges

In 2020/21:

- Our biggest challenge was training a new team to conduct the crematorium operation and cemeteries maintenance.
- COVID-19 restrictions delayed the installation of the new cremator and rose gardens to the end of the financial year.

## Looking ahead

In 2021/22, we will:

- Repurpose a section of grazing land and prepare it for use.
- Build a positive and constructive team culture, supported by learning and development opportunities.
- Focus on collaboration as a team to develop new options for our cemetery to benefit the community.

## GROUPS OF ACTIVITIES

## City and Infrastructure Planning



### What we do

We prepare the Tauranga City Plan and manage plan changes and implementation issues within the requirements of the Resource Management Act 1991. We also provide technical input into the SmartGrowth partnership.

Our team provides policy and technical advice to the Council on national, regional, sub-regional and local planning and growth management.

We monitor national, sub-regional and local population and land-use trends so that good information is available for Council policy development and decision making.

We are also responsible for transport, water supply, wastewater and stormwater planning for Tauranga. This includes the structure planning for new urban growth areas and input into local Waka Kotahi (NZ Transport Agency) projects, along with their funding through the development, review and implementation of the Council's Development Contributions Policy.

### How this affects you

We promote the sustainable management of Tauranga's resources for our communities. We take an integrated land-use and infrastructure approach to managing our city's growth.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

We made significant progress on both the enabling works and long-term transport business cases for Tauriko. This will unlock near-term growth in Tauriko West and the Tauriko Business Estate, as well as further long-term opportunities.

- The short-term enabling works business case is near completion and will enable up to 2,000 houses to be developed in Tauriko West.
- The long-term transport business case, led by Waka Kotahi, is also approaching a decision on a preferred option.

## GROUPS OF ACTIVITIES

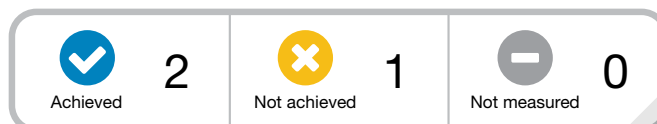
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY AND INFRASTRUCTURE PLANNING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	4,822	6,832	7,188	356	Additional rates required to fund increases in operating expenditure.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	638	104	731	627	Unbudgeted funding from NZTA received to cover actual costs spent for Transport System Plan.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>5,460</b>	<b>6,936</b>	<b>7,919</b>	<b>983</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	4,267	4,941	6,440	1,499	Increased staff cost due to organisation structural changes and increased workload. Partly offset by NZTA funding referenced in Fees and charges commentary.
Finance Costs	138	160	119	(41)	
Internal Charges and Overheads applied	1,692	1,940	1,606	(334)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>6,097</b>	<b>7,041</b>	<b>8,165</b>	<b>1,124</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>(638)</b>	<b>(104)</b>	<b>(246)</b>	<b>(141)</b>	









## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY AND INFRASTRUCTURE PLANNING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	638	104	792	688	Opex funding of water, wastewater and stormwater before moving out of this activity.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>638</b>	<b>104</b>	<b>792</b>	<b>688</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	0	0	546	546	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>0</b>	<b>0</b>	<b>546</b>	<b>546</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>638</b>	<b>104</b>	<b>246</b>	<b>142</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will develop and review the City Plan, including public consultation, to guide the growth of the city and the provision of land able to be developed for the next 10 years.	Percentage of building consents approved for new dwellings that will be located in the zone(s) where permitted (refer City Plan zones)	 100%	100%	 100%	All building consents approved for new dwellings were located in the zone(s) where permitted.
We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	Compliance with the National Policy Statement for Urban Development Capacity which requires three, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers.	 Short-term compliance achieved	Short-term compliance achieved	 Not achieved	A dwelling supply shortfall was identified for Tauranga under both scenarios assessed (assuming projected housing demand is accommodated as follows: S1 - 85% greenfield and 15% infill intensification, and S2 - 75% greenfield and 25% infill intensification) with and without the 20% "competitiveness margin" (required under the NPS on Urban Development) applied. This shortfall is expected to increase until addressed by the release of additional greenfield land supply around 2025 (Tauriko West, Te Tumu) along with increasing levels of residential intensification enabled and encouraged through revised City plan provisions and spatial planning.
We will provide a Development Contributions Policy which enables collection of development contributions to fund growth-related capital expenditure.	All building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate	 100%	100%	 100%	No identified issues. All consents have been assessed and development contribution notices and invoices issued within the required timeframes.

## Challenges

In 2020/21:

- The challenges faced regarding a lack of progress or resolution with Māori land in Te Tumu remain as per 2019/20. This is creating risk and uncertainty for the project while delaying urbanisation of this area.
- Natural hazards provisions in the Regional Policy Statement present unresolved challenges to our greenfield and intensification plan changes, which affects our ability to provide development capacity for our growing city. An independent review of technical provisions has been agreed through the SmartGrowth partnership.
- Central Government's freshwater reforms (especially in respect of wetlands) have created significant risks for Te Tumu and Tauriko West projects and have subsequently caused much delay and rework. The Government has acknowledged these issues and unintended outcomes and we are working collaboratively to resolve.
- Our team continues to experience a heavy workload and there are ongoing challenges in hiring senior and technical positions.

## Looking ahead

In 2021/22:

- Subject to appeals, Plan Changes 26, 27 and 30 will be completed and made operative.
- We will complete the business case, structure plan and planning framework for Tauriko West (and possibly Te Tumu) and notify plan changes to rezone these areas for urban development.
- Spatial planning for the greater Otumoetai / Brookfield area will commence.
- We will progress natural hazard work for the coastal strip to enable decision-making to advance the Mount/Arataki spatial plan. These plans are focused on redevelopment and intensification to deliver the UFTI connected centre programme.

## GROUPS OF ACTIVITIES

## City Centre



### What we do

The city centre is the commercial heart of Tauranga, providing employment and other economic activity. It encourages a sense of pride and ownership for residents.

We are focused on maximising the city centre's contribution to the local economy. We want to create vibrant city centre that is a great place to work, live, learn and play.

### How this affects you

A successful city centre produces environmental, economic, and social benefits by enabling the interaction of people for business, cultural and social activities.

Success can be measured by:

- attracting more people to the city centre more often, and for longer;
- attracting investment into the city centre through private development; and
- businesses migrating to the city centre.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

We completed construction of the Wharf St upgrade, on time and within budget. This project was well received by the public and surrounding businesses

2

We commenced work on the upgrade of Elizabeth Street and other streets surrounding the Farmers redevelopment project. The project is scheduled for completion alongside Farmers in 2022.

## GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY CENTRE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,314	2,555	332	(2,223)	Lower than budgeted rates requirement due to expenditure transferred to Parks & Recreation activity as a result of reorganisation.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	0	0	0	0	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>2,314</b>	<b>2,555</b>	<b>332</b>	<b>(2,223)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	934	808	17	(791)	Payments now applied to Parks & Recreation activity.
Finance Costs	729	929	265	(664)	Interest costs below budget as streetscape capital expenditure has been transferred to Parks & Recreation activity.
Internal Charges and Overheads applied	436	501	0	(501)	Internal charges now applied to Parks & Recreation activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>2,099</b>	<b>2,238</b>	<b>282</b>	<b>(1,956)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>215</b>	<b>317</b>	<b>50</b>	<b>(267)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY CENTRE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	3,435	3,952	(10)	(3,962)	Lower than budgeted due to streetscape projects transferred to Parks & Recreation activity.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>3,435</b>	<b>3,952</b>	<b>(10)</b>	<b>(3,962)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	3,435	3,952	(10)	(3,962)	Streetscape project budgets transferred to Parks & Recreation activity.
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	215	317	50	(267)	Depreciation reserve lower than budgeted as capital projects have been transferred to Parks & Recreation activity.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>3,650</b>	<b>4,269</b>	<b>40</b>	<b>(4,229)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(215)</b>	<b>(317)</b>	<b>(50)</b>	<b>267</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will facilitate and support investment in the Tauranga city centre to attract new businesses, by being the main point of contact for parties wanting to develop or invest in the city centre.	Employee count in city centre.	 17,967	14,586	 18,653	Information provided by Infometrics shows we had more people employed in the city centre compared to 2019/20. The city centre is defined as between Marsh St and Eleventh Ave.
	Business count in city centre.	 2,700	2,664	 2,778	We had more businesses in the city centre (between Marsh St and Eleventh Ave).
	Percentage of occupied buildings at ground level.	 Not measured	91%	 Not measured	Occupancy was measured for the city centre but not specifically at ground level. As at January 2021, there were 689 total sites, 506 of which were occupied (73% occupancy rate). This was 2% less than last year.

## Challenges

In 2020/21:

- The COVID-19 lockdown created several challenges to completing the Wharf Street upgrade on time. However, innovative solutions from the main contractor enabled the project to remain on-track.

## Looking ahead

In 2021/22, we will:

- Commence planning and design for projects confirmed through the Long-term Plan.
- Complete the streetscape upgrades around the Farmers redevelopment.



## GROUPS OF ACTIVITIES

## City Events



### What we do

We work with the events industry to support the creation of distinctive Tauranga events to share with the world.

Our focus is on events that are safe, smoke free, support accessibility and work towards zero waste.

Priority is given to events that reflect a healthy lifestyle, showcase Tauranga's distinctive landscapes, are vibrant, and are culturally diverse.

### How this affects you

Economic and social benefits to our community include:

- encouraging visitors to our city;
- driving regional GDP growth;
- addressing seasonal variations;
- contributing to a sense of community pride, identity and belonging;
- providing entertainment and recreational opportunities; and
- driving participation in sporting and cultural activities.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

We began developing the City Events Strategic Plan, which will provide the direction of future events in the city.

2

For the first time, the Bay Oval hosted the prized Boxing Day Test, further cementing its position as one of the highest rated cricket grounds in New Zealand. The five-day match between the BLACKCAPS and Pakistan was well attended and saw the BLACKCAPS come away with a convincing victory. In conjunction with NZ Cricket and Bay of Plenty Cricket, council staff organised a beach cricket event on Mount Maunganui Main Beach, which provided the community with an opportunity to meet their BLACKCAPS heroes.


## GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY EVENTS					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,962	3,315	2,716	(599)	Reduced rates requirement due to lower than budgeted operating expenditure and overhead costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	38	38	Unbudgeted contributions to cover additional expenditure across various events.
Fees and charges	0	0	11	11	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>2,962</b>	<b>3,315</b>	<b>2,765</b>	<b>(550)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,352	2,620	2,053	(567)	Reduced Events Framework Funding and New Years Eve event funding from that budgeted in the LTP in response to COVID-19 restrictions.
Finance Costs	(4)	(4)	1	5	
Internal Charges and Overheads applied	610	695	578	(117)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>2,958</b>	<b>3,311</b>	<b>2,632</b>	<b>(679)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>4</b>	<b>4</b>	<b>133</b>	<b>129</b>	

## GROUPS OF ACTIVITIES



TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CITY EVENTS					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	0	0	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	4	4	133	129	Unspent Event funding transferred to the Event investment reserve.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>4</b>	<b>4</b>	<b>133</b>	<b>129</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(4)</b>	<b>(4)</b>	<b>(133)</b>	<b>(129)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	3		3		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will invest in and attract major events to Tauranga that meet the objectives of the Major Events Fund.	Number of visitor nights as a direct result of Major Events Fund investment	 110,579	80,000	 25,591	Cancellation of key events due to COVID-19 included the Anchor AIMS Games, A Night Before Christmas, Pacific Rim Gymnastics Championships and BLACKCAPS vs. Australia T20. The Anchor AIMS Games is a significant contributor to our annual target, previously contributing 74,787 visitor nights in 2019/20.
	Contribution of the major events to regional GDP	 \$7,303,249	\$8M	 \$2,565,857	Cancellation of key events due to COVID-19 impacted our ability to achieve target. The Anchor AIMS Games is a significant contributor to our annual target, previously contributing \$4,122,571 to GDP in 2019/20.
	Addressing seasonal variation i.e. numbers (%) of events held between April and November	 47%	70%	 50%	Of the 18 events held this year, nine were between April and November.
We will provide safe and successful council-led events including ANZAC Day commemorations, New Year's Eve activity, Winter Night Winter Lights, and significant civic functions.	Customers are satisfied or very satisfied (via survey) with the council-provided event they attended	 96.7%	85%	 97.6%	Of the 402 attendees surveyed, 97.6% were either satisfied or very satisfied with the New Year's Eve community events.
We will provide events which attract youth.	The number of youth events held in the city on public open space.	 59	>10	 33	We significantly exceeded our target. Events included the Youth Jazz Competition, Oceans U14 Surf Life Saving Championships, Weetbix Kids Tryathlon and Omanu Junior Surf Carnival.

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will ensure booking and facilitation of all events on public open space is as event-friendly and enabling as possible.	Customers are satisfied or very satisfied (via survey) with the booking and facilitation services provided by the City Events Team.	 92%	85%	 100%	Target met. We received 100% very satisfied or satisfied.

## Challenges

In 2020/21:

- Our workload increased through ongoing postponements or cancellations of events due to unexpected COVID-19 alert level changes. This required substantial extra planning by our team, often in reduced timeframes. We provided support to event organisers across the sector as they navigated the associated challenges and uncertainty.
- We reworked the Event Funding Framework to respond to industry impacted by COVID-19, while managing a \$200,000 reduction in the revised Annual Plan budget.
- The quantity, scale and complexity of events continued to increase despite COVID-19, adding pressure to our roading network, spaces and places and event approval process.

## Looking ahead

In 2021/22, we plan to:

- Continue to gather community insights into the development of the City Events Strategic Plan, to help shape the future of events in our city.
- Recommence the implementation of Smarty Grants, a centralised, cloud-based grants software and data service, to manage event funding administration.
- Provide ongoing support to the industry by ensuring proactive plans are in place to navigate any future changes to COVID-19 alert levels.
- Deliver the ICC Women's Cricket World Cup 2022, in accordance with our Host City commitments. The revised ICC Women's Cricket World Cup schedule sees the event taking place through March and April 2022.

## GROUPS OF ACTIVITIES

## Community Development



### What we do

We are responsible for driving positive social outcomes in our community.

We do this by:

- educating and supporting community organisations and internal teams;
- working as a conduit between the community and Council processes;
- facilitating collaboration;
- building capacity; and
- connecting people, organisations and communities.
- and communities.

We also manage the Historic Village, which provides a platform for community collaboration.

Our team works with communities to help them recognise their strengths, identify the issues they want to address, and find sustainable solutions that work for them.

We encourage and facilitate collaboration between communities, our council and other organisations to ensure the most effective use of resources and to find innovative solutions to community problems.

### How this affects you

We empower communities to participate in decision-making, become involved in policies that affect them, make decisions, and work towards self-reliance.

These activities help build strong, resilient, sustainable communities that celebrate our people and what they do.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 The Historic Village recorded its highest number of visitors with 266,139 entries.
- 2 Upgrades to venue spaces were also completed and are proving popular in Tauranga's venue market.
- 3 The Tauranga Youth Development Team, Bay of Plenty DHB, Tauranga City Council and Tauranga Western Bay Safer Communities hosted Fluro Fest at Memorial Park, an afternoon of free, family-friendly activities for Mental Health Awareness week. The purpose of this community-based event was to provide people with an opportunity to improve their own wellbeing.
- 4 Approved Match Fund community projects included cultural celebrations, a community revegetation project, and youth leadership development.
- 5 Twenty-two projects totalling \$138,738 were funded through medium grants (\$1,000-\$10,000). A further 16 projects totalling \$14,560 were funded through small grants (up to \$1,000).

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Historic Village Renewals	127	656	(529)	Building renewals deferred to 2022 FY due to contractor availability.
Historic Village Infrastructure Upgrade	504	403	101	Overspend offset by underspend in the Historic Village New Capital project.
Heritage Village New Capital Projects	202	310	(109)	Underspend offset by overspend in the Historic Village Infrastructure Upgrade project.



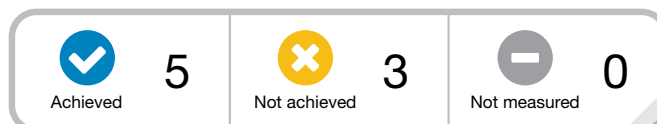
## GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - COMMUNITY DEVELOPMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	4,385	4,785	3,939	(846)	Reduced rates requirement due to lower than budgeted operating expenditure and overhead costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	239	239	Unbudgeted contributions from external funders to cover additional expenditure across programmes, including Kainga Tupu and 'Here to Help U' website development.
Fees and charges	1,128	1,190	579	(611)	Lease revenue lower than budgeted due to tenant vacancies at the Historic Village while awaiting the roll-out of a new strategy, in combination with lower market demand for retail and commercial space in the tourism and hospitality industry as a result of the COVID-19 impacted economy.
Internal charges and overheads recovered	(66)	(68)	0	68	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>5,447</b>	<b>5,907</b>	<b>4,757</b>	<b>(1,150)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	4,250	4,336	3,214	(1,122)	Costs related to investigation, feasibility studies and collaboration lower than anticipated due to transfer of Housing Action Plan initiative to SmartGrowth. Employee costs lower than budgeted as a result of the Community Services restructure and vacant positions.
Finance Costs	194	222	270	48	Interest costs higher than budgeted due to a greater portion of capital expenditure being funded through loans rather than the depreciation reserve.
Internal Charges and Overheads applied	899	1,027	834	(193)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	3	3	
<b>Total Applications of Operating Funding (B)</b>	<b>5,343</b>	<b>5,585</b>	<b>4,321</b>	<b>(1,264)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>104</b>	<b>322</b>	<b>436</b>	<b>114</b>	

## GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - COMMUNITY DEVELOPMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	526	575	454	(121)	Lower debt due to delay of Historic Village building upgrades from programme set out in the 2018-28 LTP.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	1	(1)	0	1	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>527</b>	<b>574</b>	<b>454</b>	<b>(120)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	880	936	706	(230)	Various Historic Village upgrades and restoration projects deferred to 2022 FY.
- to replace existing assets	576	536	127	(409)	Various Historic Village building renewals deferred to 2022 FY.
Increase/(Decrease) in reserves	(825)	(576)	57	633	Decrease in depreciation reserve lower than budgeted due to delayed renewals programme delivery at the Historic Village.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>631</b>	<b>896</b>	<b>890</b>	<b>(6)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(104)</b>	<b>(322)</b>	<b>(436)</b>	<b>(114)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building.	Projects funded via the Community Development Match Fund are successfully implemented in accordance with the funding agreements.	 95%	95-100%	 98%	All projects are either successfully implemented or on track and being monitored.
	Community projects contributed to by Project Tauranga partners each year.	 24	8	 14	Community projects contributed to by Project Tauranga partners included:  Fuel Agency and Graincorp Liquid terminals supporting the Hewletts Rd tank banner for community groups.  Arbor Care supporting Sydenham Botanical Park.  McLeod Cranes supporting Christmas in the Park and the Heritage Collection.  Fulton Hogan provided traffic management at Blake Park.
	Capacity-building advice and support provided to at least two community organisations each year.	 4	Achieved	 5	Ongoing support, advice and guidance provided to Welcome Bay Community Centre with recruitment and construction review.  Support provided to Merivale Community Centre, Zonta and Red Cross.  Continued financial support provided to Gate Pa School projects including a new community digital sign and the Wish Tree fence.

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue.	Number of annual visitors.	 214,556	225,000	 266,139	Annual foot traffic entries were well over our target of 225,000 and last year's total of 214,556.
	Occupancy rate of village leasable village space.	 95%	95%	 86%	In December 2020, Council approved a strategy enabling The Historic Village to grow further in the space of arts, culture, events, history and as a community hub supporting social wellbeing. As part of delivering the new Strategy, lease occupancy decreased 9.5% compared to last year (95%).
	Occupancy rate of village hireable venue space.	 8%	45%	 8%	Target not met. Venue occupancy remained low at 8%, as per 2019/20 result. No events were held in Q1 due to Alert Level 2 restrictions.
We will ensure Tauranga residents feel safe and well connected in their communities.	Percentage of Graffiti removed within 48 hours.	 98%	98-100%	 97%	There were some months where providers were unable to remove graffiti within agreed timeframes due to wet weather. This impacted on the overall target.
	Percentage of residents who feel safe in their local neighbourhoods after dark.	 73%	55%	 69%	Achieved. We measure this from our annual residents' survey.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- There was a significant increase in anti-social behaviour reported at bus interchanges in Willow Street, Farm Street, and Chadwick Road. Bus drivers and patrons reported safety concerns and as a result, Bay of Plenty Regional Council (BOPRC) implemented security guard coverage at these sites. TCC is working closely with BOPRC and Police on other potential interventions, to enhance safety in these areas.
- COVID-19 continued to provide challenges for event bookings, with changing alert levels causing event cancellations at the Historic Village and reducing programme outputs for Project Tauranga.

## Looking ahead

In 2021/22:

- We will complete a series of pathways providing walking and cycling links in Pāpāmoa, Gate Pā School and 17th Avenue, with an additional pathway connecting Windermere Drive with Sanctuary Point.
- Project Tauranga partners look forward to supporting Tauranga STEMfest, an event to engage and inspire a new generation of scientists, technologists, engineers and mathematicians.
- A sub-regional Global Ambassadors Youth Leadership programme will be piloted alongside Education Tauranga, Priority One and Enigmatic Global. The purpose of the programme is to grow and inspire a group of globally diverse young leaders through certified training and mentoring, and by giving them the opportunity to design and deliver self-driven cultural initiatives to their school and local community, which promote intercultural awareness and global citizenship.
- We look forward to refreshing the Tauranga/Western Bay Welcoming Communities programme with a goal to apply for Advanced Welcoming Accreditation in 2022/2023.

## GROUPS OF ACTIVITIES

## Economic Development



### What we do

The Economic Development activity is funded through a targeted commercial rate. Council's role is largely as a facilitator, working through contractual relationships with organisations such as Priority One and Tourism Bay of Plenty.

- attracting visitors, investors, businesses and skills;
- skills development; and
- support for emerging innovation.

### How this affects you

Where there is a clear case for providing support, we invest on behalf of commercial ratepayers to enable wealth creation and job opportunities and to help our economy become more competitive and resilient.

This creates returns for the whole community, and to us by increasing Council's rating base.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Our green hydrogen project progressed well with 12 commercial partners and plans for an initial hydrogen refuelling station at Tauriko.
- 2 We commissioned Beca to update the Tauranga/WBOP environmental footprint.
- 3 We progressed the development of a strategy to deliver a low emissions economy, by working with the business community on climate change mitigation and adaptation initiatives.
- 4 Labour market initiatives were implemented to support the COVID-19 recovery and develop a sustainable talent pipeline for the sub-regional economy. This includes:
  - Ara Rau skills and employment hub, which works with a range of employers and supports groups such as Māori, youth and women returning to the workplace, to gain quality employment.
  - Our Future of Work campaign, targeting students and parents to raise awareness and provide information and resources about future skills needs, training pathways and employment opportunities.
  - Our vocational coordination service, working with the school sector to support more rangatahi (young people) into trades-based careers.

## GROUPS OF ACTIVITIES




TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ECONOMIC DEVELOPMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	5,105	5,327	4,525	(802)	Rates are down on LTP budget due to costs being lower than budget.
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	0	0	0	0	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>5,105</b>	<b>5,327</b>	<b>4,525</b>	<b>(802)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	4,953	5,153	4,367	(786)	Below LTP budget as a lesser inflation rate was applied to community grants in the Annual Plan compared to the LTP
Finance Costs	5	5	4	(1)	
Internal Charges and Overheads applied	145	166	152	(14)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>5,103</b>	<b>5,325</b>	<b>4,523</b>	<b>(801)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>(1)</b>	













## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ECONOMIC DEVELOPMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	(2)	(2)	0	2	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>(2)</b>	<b>(2)</b>	<b>0</b>	<b>2</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	0	0	2	2	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>0</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	4		1		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide facilitation service to increase investment and innovation in Tauranga, leading to a more productive economy.	Gross Domestic Product per Employee in the city.	 \$94,976	\$78,000	 \$103,328	Employment growth in lower productivity industries outstripped that in higher productivity industries. Overall, GDP accounted for 2.5% of national GDP in 2020, with growth in the manufacturing sector contributing the most locally.
	Ratio of working population to non-working population.	 1:1.98	1:1.97	 1:1.97	Achieved (a lower ratio is a better result)
We will provide improved alignment of residents' skills with business needs, leading to maintained or improved levels of labour force participation.	Knowledge-intensive employment level.	 20,855	20,250	 21,608	Achieved
	Knowledge Intensive Employment per employee.	 28%	31%	 28%	Not achieved. Employment growth in lower-skilled industries continues to exceed that in higher-skilled industries.
We will work collaboratively with Tourism Bay of Plenty and the tourism sector to increase visitor expenditure at a faster rate than Tauranga's gross domestic product.	Increased visitor spend - international and domestic.	 \$804M	\$806M	 \$874M	Tauranga's tourism sector was able to weather the impact of COVID-19 better than many other regions, through being less reliant on international visitors.

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**GROUPS OF ACTIVITIES**

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## Challenges

In 2020/21:

- Housing supply/affordability continued to be a major issue impacting our ability as a region to attract and retain the labour that local businesses needed to maintain sustainable growth. Demand for housing outstripped current development opportunities with most suitably zoned land developed, and greenfield growth delayed due to complex local and central government regulations.
- Labour market: pre-COVID-19 there was strong job growth with many businesses and industries reliant on sourcing talent from overseas. Although there will be a short-term increase in unemployment, our key sectors still forecast strong employment growth in the medium to long term. This means education, skills development and job matching are our most important challenges if we are to lift household incomes and address equity issues in regional prosperity over time.
- Sustainable growth planning: we continued to try to address constraints in available industrial and residential land, and develop robust plans to place industry to help local businesses grow, attract new businesses and achieve environmental and sustainability objectives.

## Looking ahead

In 2021/22, we will look to:

- Complete the city centre blueprint to support coordinated public and private sector investment in the CBD. This will include developing a strategy to leverage the University of Waikato Tauranga campus and position Tauranga as a tertiary destination of choice for students.
- Utilise labour market interventions to grow, retain and attract talent needed to enable sustainable business growth.
- Develop the subregional innovation eco-system to support higher value job creation and more research and development enabled businesses. This will involve progressing development of physical spaces for commercial innovation, including a Māori innovation hub and a CBD hub with the University.
- Develop and implement a subregional climate change strategy, including key projects such as green hydrogen to support the transition to a low emissions economy.

## GROUPS OF ACTIVITIES

## Elder Housing



### What we do

We provide 246 elder housing units in nine Tauranga and Mount Maunganui villages, offering long-term affordable accommodation for low-income tenants over the age of 65.

After reviewing how the service is governed, funded and delivered to best meet the needs of our communities, we determined that the best outcome for our tenants would be to have the elder housing portfolio owned and managed by approved community housing providers. This means they can enable new tenants to access rent subsidies and wraparound social services. The elder housing divestment is currently underway, and we are continuing to work with our tenants to support them with the transition.

### How this affects you

We supply affordable housing for our ageing population and aim to provide a high standard of living for all our tenants.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We worked with our tenants to ensure their homes are compliant with the Government's healthy homes standard for heating, insulation, ventilation, moisture and drainage, and draught stopping.
- 2 Alongside our Strategy team we discussed with our tenants the divestment process and submission options, with onsite workshops, letters and meetings.
- 3 Our team sent quarterly newsletters and updates to all our tenants.
- 4 We assisted tenants with upcoming changes to kerbside collections through onsite workshops and meetings.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Various capital renewals	1,562	1,360	202	Expenditure more than budget due to the timing of renewal works, mainly comprising of the refurbishment of housing units. Completion of this work is dependent on vacancy rates and availability of contractors.
Elder Housing - HVAC Upgrades	839	780	58	The overspend is due to additional HVAC upgrades required in several of the oldest villages.
Disposal of Elder Housing	1,350	0	1,350	Unbudgeted costs associated with divestment of the Elder Housing villages.

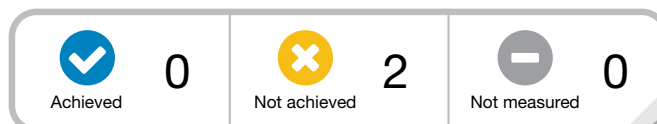
## GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ELDER HOUSING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	941	0	1,767	1,767	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
Internal charges and overheads recovered	(11)	0	6	6	Interest earned on activity investment not budgeted in LTP.
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>930</b>	<b>0</b>	<b>1,773</b>	<b>1,773</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	760	0	1,137	1,137	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
Finance Costs	4	0	327	327	Interest expense on working capital as cash reserve in deficit.
Internal Charges and Overheads applied	285	0	0	0	
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>1,050</b>	<b>0</b>	<b>1,464</b>	<b>1,464</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>(120)</b>	<b>0</b>	<b>309</b>	<b>309</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ELDER HOUSING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	839	839	Improvements capex that was not budgeted in LTP.
Gross proceeds from the sale of assets	24,049	0	(1,350)	(1,350)	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>24,049</b>	<b>0</b>	<b>(511)</b>	<b>(511)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	839	839	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
- to replace existing assets	154	0	1,562	1,562	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
Increase/(Decrease) in reserves	(275)	0	(2,603)	(2,603)	LTP assumed disposal of all Elder Housing Villages by January 2020, which has not transpired.
Increase/(Decrease) of investments	24,049	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>23,928</b>	<b>0</b>	<b>(202)</b>	<b>(202)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>121</b>	<b>0</b>	<b>(309)</b>	<b>(309)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide self-funded Elder Housing Units (246 units), maintained to standard (healthy, safe, secure).	Responded within two hours to all urgent or building health and safety issues.	 80%	95%	 91%	Our contractor Citycare was not able to meet timeframes on certain work orders. Citycare continue to focus on improving response times for urgent or building health and safety issues. Clarity around what defines a priority work order has been provided to Council's call centre.
We will provide effective management of units and tenancies to ensure use of the Elder Housing units is maximised.	Percentage of occupancy of Elder Housing units (habitable time).	 95%	99%	 90%	As part of the divestment process, we are planning to transfer tenants from Pitau and Hinau Villages into vacancies across the Elder Housing portfolio.

## Challenges

In 2020/21:

- Naturally the divestment process has impacted our residents, contractors and wider team as we continue to work through the transition.
- Numerous building inspections and upgrades were required to ensure we met the healthy homes standard by 01 July 2021. This was a challenge for both residents and contractors.
- We worked hard to continue to manage our tenants' needs and expectations, regulatory requirements and budgets.

## Looking ahead

In 2021/22:

- We will continue to support our tenants through the divestment process and provide relocation options to our other villages.



## GROUPS OF ACTIVITIES

## Emergency management



### What we do

We ensure a coordinated response during civil defence emergencies and business continuity incidents.

This includes ensuring that critical service delivery is maintained to our community during crises or emergencies.

We inform residents of the hazards in their community and how to prepare for and recover from emergencies associated with those hazards.

Our activities enable the city and our community to build resilience and recover from disasters.

### How this affects you

We increase community awareness, understanding, readiness, resilience and participation in emergency management and resilience, by:

- reducing the risks from hazards;
- ensuring an effective response capability during and after emergencies; and
- ensuring recovery as quickly as possible from emergencies.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We initiated a resilience-based approach to emergency management, and reframed conversations in that emergency management is a shared responsibility between Council, communities, businesses and individuals.
- 2 Our team strengthened relationships to support welfare response to an emergency.
- 3 We began the engagement process and workplan development to support marae with preparedness and community resilience.
- 4 A Tauranga City Council Emergency Operations Centre was established, with function managers trained, standard operating procedures developed or reviewed, and resources sought.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Emergency Public Alerting Project	27	800	(773)	Project delayed.
Tsunami vertical evacuation structures	0	50	(50)	Commissioners resolved for us to undertake a project to inform the community of the options relating to Tsunami evacuation in 2022 FY, then consult on the best option for physical works in the next Annual Plan.

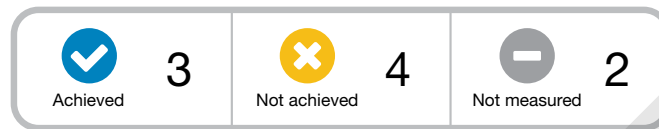
## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - EMERGENCY MANAGEMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,548	3,364	1,348	(2,016)	Rates lower than budgeted due to postponement of operational projects
Targeted Rates	77	78	125	47	
Subsidies and grants for operating purposes	0	0	30	30	
Fees and charges	0	0	0	0	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>2,624</b>	<b>3,443</b>	<b>1,503</b>	<b>(1,939)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	1,529	2,129	853	(1,276)	Costs less than LTP budget as a result of the postponement of operational projects and staff increases which were included in the LTP
Finance Costs	545	691	71	(620)	Lower than budget as planned projects did not proceed due to COVID-19 delays.
Internal Charges and Overheads applied	449	517	425	(92)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>2,522</b>	<b>3,337</b>	<b>1,349</b>	<b>(1,988)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>102</b>	<b>105</b>	<b>154</b>	<b>49</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	4,893	428	27	(401)	Lower than budget as planned projects did not proceed due to COVID-19 delays.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>4,893</b>	<b>428</b>	<b>27</b>	<b>(401)</b>	





## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - EMERGENCY MANAGEMENT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	4,893	428	27	(401)	Lower than budget as planned projects did not proceed due to COVID-19 delays.
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	102	105	154	49	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>4,995</b>	<b>533</b>	<b>181</b>	<b>(352)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(102)</b>	<b>(105)</b>	<b>(154)</b>	<b>(49)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	















## GROUPS OF ACTIVITIES



excluding additional measures

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response.	Percentage of roles that have been identified and staffed for 24-hour operation of the EOC	 88%	85%	 89%	Percentage of roles staffed remained above target through a detailed and targeted approach. During Q4, 100% of roles were staffed.
	Percentage of these staff that are trained to an appropriate level set by the Joint Committee of the Bay of Plenty Civil Defence Emergency Management Group	 32%	85%	 56%	During Q1 and Q2, there were limited training opportunities available due to an increased focus on COVID-19 operational response and recovery support by EMBOP. In Q4, staff completed Integrated Framework Training (ITF) and Co-ordinated Incident Management System 4 training to enable us to sustain three eight-hour shifts as part of an independent EOC structure (post 01 July 2021).





## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide community education initiatives increase public awareness and preparedness.	Number of emergency management community initiatives delivered	 8	8	 10	Ten initiatives were delivered by Emergency Management Bay of Plenty, including: Shakeout, Tsunami Hikoi, Restart a Heart Day and a Chinese community preparedness workshop.
	Percentage of residents that know they need to be self-reliant in a major civil defence emergency	 84%	95%	 79%	This is measured in our annual residents' survey. This target has yet to be achieved over four consecutive years.
	Percentage of residents living in a tsunami evacuation zone who know that they live in the evacuation zone	 Not measured	70%	 Not measured	This is an old measure that has been replaced following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019 and does not change the level of service identified. See below table: Additional measures monitored.
	Percentage of residents living in a tsunami evacuation zone who know where their safe location is and how to get there.	 Not measured	50%	 Not measured	This is an old measure that has been replaced following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019 and does not change the level of service identified. See below table: Additional measures monitored.
We will provide critical services during and after emergencies.	Business continuity and crisis management arrangements are tested	 Not Achieved	Twice Annually	 Not Achieved	Of the 40 business continuity plans, 33 are complete, five are nearing completion and two were delayed.
We will provide community support through planned arrangements.	Number of community-led or staffed civil defence centres available for communities to evacuate to	 6	8	 8	Target achieved with eight civil defence centres.
	Number of communities supported by community response plans	 4	7	 4	Target not met. A suitable approach for Tauranga is currently being considered and will be implemented in 2021/22.

## GROUPS OF ACTIVITIES

## Additional measures monitored

The below table measures were changed from the 2018-28 LTP following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. These measures are not included in non-financial performance summary figures.

ADDITIONAL MEASURES MONITORED					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide community education initiatives increase public awareness and preparedness	Percentage of residents that have an emergency preparedness kit	 48%	50%	 49%	This is the updated measure that was adopted following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. This is measured in our annual residents survey. Percentage of residents that have an emergency preparedness kit was 49%, an increase of 1% on 2019/20.
	Percentage of residents that have an emergency preparedness plan	 54%	46%	 54%	This is the updated measure that was adopted following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. This is measured in our annual residents survey. Percentage of residents with an emergency preparedness plan remained constant with previous 2019/20 result (54%).

## Challenges

In 2020/21:

- Our ability to reach the required standard for our Emergency Operations Centre (EOC) was affected through a lack of formal staff training.
- Public expectations of the Emergency Management system, particularly around roles and responsibilities during an event were difficult to manage.

## Looking ahead

In 2021/22, we will:

- Train all EOC staff to ensure they are confident to respond as required.
- Continue to support iwi, hapū, and marae with preparedness and community resilience.
- Update local evacuation planning and improve education and awareness for tsunami, personal preparedness and community resilience.
- Work with coastal communities to identify all aspects of tsunami evacuation to ensure residents are well informed.
- Develop a citywide risk profile to better understand and manage our city's risks (hazards, vulnerability, exposure) and ways to prevent and mitigate.
- Develop capability, capacity, and resources for management of local recovery.

## GROUPS OF ACTIVITIES

## Environmental planning



### What we do

We enable sustainable growth and development throughout the city, creating quality environmental outcomes by effectively implementing the Tauranga City Plan and associated resource management legislation.

Such legislation includes the Resource Management Act 1991 (RMA) and the Housing Accords and Special Housing Areas Act 2013 (HASHAA).

This is achieved through the efficient delivery of resource consent and related decisions, by assessing building consent applications under the RMA, and providing technical advice to internal and external customers.

### How this affects you

We ensure city development and growth occurs effectively and efficiently, and is consistent with our community's expectations.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We completed a review of the monitoring function.
- 2 Our team maintained a high level of service despite an increased number of resource consent applications and building consent applications.
- 3 We contributed to plan changes and provided input into the RMA reform process.

## GROUPS OF ACTIVITIES

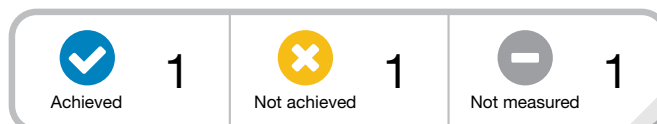
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ENVIRONMENTAL PLANNING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	1,332	1,515	2,218	703	Increased rates requirement due to higher than budgeted employee and consultant costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	2,408	2,500	2,729	229	Higher volume of applications than budgeted for.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	1	1	
<b>Total Sources of Operating Funding (A)</b>	<b>3,739</b>	<b>4,015</b>	<b>4,948</b>	<b>933</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,403	2,474	3,661	1,187	Driven by employee related costs and consultants costs due to staff vacancies.
Finance Costs	2	2	(4)	(6)	
Internal Charges and Overheads applied	1,332	1,536	1,242	(294)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	48	48	
<b>Total Applications of Operating Funding (B)</b>	<b>3,736</b>	<b>4,011</b>	<b>4,947</b>	<b>935</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>(2)</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	0	0	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	









## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ENVIRONMENTAL PLANNING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	3	2	1	(1)	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>(1)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(3)</b>	<b>(2)</b>	<b>(1)</b>	<b>1</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide efficient planning services that are technically robust, and that meet the community's expectations about decisions made and the quality of information supplied.	Percentage of planning consent applications processed within statutory timeframes	 90%	98%	 81%	Target not met. 81% of applications were processed within statutory timeframes. High consent volumes and several plan changes, particularly PC27, led to increased workloads. We continue to experience resourcing pressures for senior roles.
	Percentage of building consent applications that have planning reviews completed within 10 working days	 Not measured	95%	 Not measured	Alpha One does not report on this measure, however, anecdotal data indicates environmental planners met the 10-working-day timeframe for recordkeeping during certain periods.
	Percentage of planning consent applications subject to successful objection or appeal	 0%	2%	 0.1%	One objection out of 800 was received and upheld by the High Court.

## Challenges

In 2020/21:

- Our team faced a significant challenge in implementing plan changes due to a high workload. During this time, we worked closely with many customers explaining the recent changes and clarifying how Council manages certain hazards.
- Resourcing shortages continued to impact our team. This trend has been seen nationally with regards to hiring planners and development engineers.
- The Development Contributions Policy required increased time and resources from our team to implement and address outcomes of the proposed policy changes.

## Looking ahead

In 2021/22:

- There will be a continued focus on professional development and supporting the team to implement changes to policy and the City Plan. This is particularly important due to changes in our team's structure through the inclusion of development contribution assessors.
- Resourcing will continue to be a primary focus to ensure we implement the forthcoming changes effectively.

## GROUPS OF ACTIVITIES

## Environmental protection



### What we do

We ensure public spaces are used appropriately and that activities occurring on private property are neighbourly and safe.

We engage with the community and other key stakeholders to ensure compliance with legislation, policies and consents. This is achieved by considering applications and investigating complaints, educating, advising, reporting, negotiating and undertaking enforcement action.

Our activities relate to:

- building compliance;
- earthquake-prone buildings;
- unsafe buildings;
- swimming pool fencing;
- commercial food premises;
- the sale of alcohol;
- noise monitoring;
- hazardous substances;
- sediment monitoring; and
- City Plan and resource consent compliance.

### How this affects you

Our work contributes to the health, safety and wellbeing of our community by promoting a safe and healthy environment that meets regulatory standards.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Wider group agency meetings were established involving Police, Fire, Western Bay of Plenty District Council, New Zealand Customs and Ministry of Business, Innovation and Employment (MBIE), to target broader alcohol licensing issues.
- 2 We developed a live mapping tool with Digital Services and GIS teams. The tool identifies licensed premises and sensitive sites, which will assist staff on application reporting and during District Licensing Committee (DLC) hearings.
- 3 Our working relationships with Bay of Plenty Regional Council and Western Bay of Plenty District Council were strengthened to foster consistency with environmental health issues.
- 4 The Ministry of Primary Industries selected us to take part in the Ka Ora, Ka Ako - Healthy School Lunches Verification Programme.

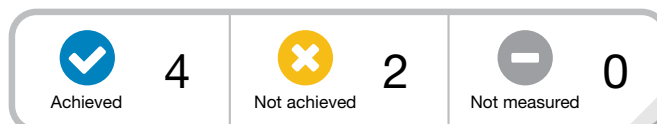
## GROUPS OF ACTIVITIES













TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ENVIRONMENTAL PROTECTION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,423	3,186	2,166	(1,020)	Reduced rates requirement due to lower than budgeted operating expenditure and overhead costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	2,003	1,788	850	(938)	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	2	2	4	2	
<b>Total Sources of Operating Funding (A)</b>	<b>4,428</b>	<b>4,976</b>	<b>3,020</b>	<b>(1,956)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,694	2,861	1,464	(1,397)	Due to employee related costs and consultants actuals being under budget.
Finance Costs	83	81	(3)	(84)	
Internal Charges and Overheads applied	1,648	1,904	1,544	(360)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	3	3	
<b>Total Applications of Operating Funding (B)</b>	<b>4,425</b>	<b>4,846</b>	<b>3,008</b>	<b>(1,838)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>3</b>	<b>130</b>	<b>12</b>	<b>(118)</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	0	0	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - ENVIRONMENTAL PROTECTION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	4	130	12	(118)	Depreciation reserve lower than budget due to change in capital programme planned through LTP.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>4</b>	<b>130</b>	<b>12</b>	<b>(118)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(4)</b>	<b>(130)</b>	<b>(12)</b>	<b>118</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will audit all food premises registered with Tauranga City Council.	Percentage of Council verified premises resulting in justified food handling complaints	 <1%	≤2%	 <1%	The number of justified complaints relating to food handling was very low.
We will undertake regulation and monitoring of all alcohol licensed premises within our city.	Percentage of night inspections carried out on high-risk premises (taverns and nightclubs)	 0%	100%	 12.5%	Of the 16 high-risk premise inspections conducted during 2020/21, two were carried out at night.  Better results were achieved by carrying out inspections during standard business hours (09:00 - 17:00), as the inspector was able to converse with the manager more effectively and in turn achieve better compliance overall.
We will undertake noise monitoring to ensure community amenity is protected from excessive and unreasonable noise.	Percentage of noise complaints resulting in an Excessive Noise Direction being issued, and seizure of equipment	 <1%	≤9%	 <1%	TCC received 6,863 noise complaints during this year with 703 (10.2%) resulting in Excessive Noise Directions (END) being issued. Of the END issued, only 24 (0.3%) resulted in equipment seizures.
We will ensure all private pool barriers in Tauranga are safe and compliant.	Percentage of properties with compliant pool fencing	 98%	100%	 98%	Of the properties attended, 98% achieved compliance. We continue to work collaboratively with pool owners to bring about compliance. There have been no formal enforcement actions to date.
We will provide monitoring of resource consents to ensure conditions are complied with and existing buildings remain safe.	Percentage of closed building and planning investigations made compliant through non-enforcement action	 99%	90%	 96%	96% of closed building and planning investigations were made compliant through non-enforcement action.
	Percentage of closed building and planning investigations made compliant through enforcement action	 1%	10%	 4%	Only 4% of closed building and planning investigations required enforcement action. The remaining 96% were successfully resolved through education, discussion and negotiation.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- We struggled to successfully recruit for vacancies within our team.
- Addressing the backlog of food verifications was difficult despite some progress with a temporary contractor.
- The Epidemic Preparedness (Sale and Supply of Alcohol Act 2012 - Licence Application Inquiries) Immediate Modification Order 2020 was challenging due to the extension of deadlines provided to our partner agencies to report on applications. This extension created frustration for customers and delayed inspectors processing alcohol applications.

## Looking ahead

In 2021/22, we will:

- Complete implementation of the Field Service Management System across Environmental Health and Alcohol Licensing. Once implemented, we will develop processes to create more efficient premises inspections and food verification.
- Manage our relationships with other reporting agencies, with the introduction of a memorandum of understanding (MOU), to reduce the number of DLC hearings.
- Implement initiatives to reduce the number of overdue food premises verifications.

## GROUPS OF ACTIVITIES

## Governance



### What we do

The Governance team ensures all Council meetings (committees, hearings, formal meetings and workshops) are accessible and clear to the public.

We provide support and advice to the mayor and councillors, including administering their costs and activities.

Our services ensure that Council meets all requirements for good governance. We manage election processes and various submission processes.

### How this affects you

We ensure Council activity, governance arrangements and processes are effective, open and transparent for our community.

We also promote community involvement in local decision-making processes by providing for participation in Council governance bodies, meetings, and consultation/submission processes.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

Council voted to establish a Māori ward in August 2020, and this decision was confirmed by the Commissioners in April 2021.

2

The Chief Ombudsman, Peter Boshier, published his latest four reports into Local Government Official Information and Meetings Act 1987 (LGOIMA) practice and compliance at local authorities, on 3 February 2021.

- In his review, the Ombudsman recognised that Tauranga City Council takes a proactive approach to its LGOIMA responsibilities and practices, and that the amount of LGOIMA data that is collected and reported is impressive.
- No Council conduct was identified to be wrong, unreasonable or contrary to the law, so no formal recommendations were included in the report.
- The report identified several practices that are going well and suggested 37 recommended actions for improvement.






## GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - GOVERNANCE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	2,912	2,964	3,359	395	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	219	15	2	(13)	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>3,130</b>	<b>2,979</b>	<b>3,361</b>	<b>382</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	2,265	1,976	2,540	564	Predominantly relates to the creation of a team of four to centralise LGOIMA queries after the last LTP; an increase in the remuneration for elected members set by the Remuneration Authority; an increase in payments made to external representatives appointed to committees; increased costs related to code of conduct investigations, LGOIMA queries relating to the Mayor and Councillors correspondence and the appointment of a Review and Observer Team in 2020.
Finance Costs	0	0	0	0	
Internal Charges and Overheads applied	866	1,002	820	(182)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>3,130</b>	<b>2,978</b>	<b>3,360</b>	<b>382</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	0	0	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - GOVERNANCE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	0	1	1	0	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	1		2		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide agendas and minutes within required timeframes.	Agendas available on Council's website within the statutory timeframe of two clear working days before the meeting	 100%	100%	 92%	The Strategy, Finance and Risk Committee agenda for 21 June 2021 did not meet target due to a combination of technical difficulties and staff resources directed towards LTP hearings. All other public agendas were uploaded to the Council website by end of business, two working days before a meeting.
	Minutes of Council and committee meetings are provided within seven days to the chairperson / deputy chairperson for comments after the relevant meeting	 28%	90-95%	 43%	Unconfirmed minutes of meetings are generally made available to the chairperson/deputy chairperson at the same time the draft agenda for the following meeting is made available, i.e. 7-10 days before the next meeting.  The availability of minutes is determined by the number of meetings, the complexity of the meetings and workload. Wording of resolutions, when requested by staff and sometimes by the chairperson/deputy chairperson, are provided as quickly as possible following the meeting.
	Minutes of all public meetings are available within 14 days of the meeting at which they are confirmed	 100%	90-95%	 100%	Minutes are confirmed at the following meeting.

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**GROUPS OF ACTIVITIES**

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## Challenges

In 2020/21:

- An increased governance workload was created with three by-elections, due to vacancies created after the respective resignations of the Mayor, ward councillor for Ōtūmoetai-Pyes Pā, Jako Abrie, and at large councillor, Heidi Hughes.
  - o This process was later stopped as the appointment of the Commission removed the statutory requirement to hold a by-election.
- Many complex and sensitive LGOIMA requests for information were received, particularly in relation to elected members' communication (texts and emails) on the change to the deputy mayor position. There was a high degree of media attention and enquiry, focused on tension among elected members and damage to public confidence in the Council.
- The Minister of Local Government required assurance and evidence of Council's proactive steps to restore trust and confidence to meet the Crown's expectations of a high performing council.
- As a result, a Review and Observer Team was appointed to make recommendations to the Council and the Minister. This created uncertainty as to the future governance of the Council.
- There was legal and administrative complexity associated with the changes that unfolded following the appointment of the Commission in February 2021, as councillors remained in office but could not act in their role.

## Looking ahead

In 2021/22:

- A representation review will be undertaken in 2021. This will include decisions on councillor numbers, whether they will be elected through wards or with a mixture of wards and at large (city-wide), and whether to establish community boards.
- We will prepare for the October 2022 local government elections.
- Our team will develop a policy and process for the proactive release of public-excluded meeting information, to ensure a more systematic release of information once it is no longer confidential.

## Libraries



### What we do

Libraries provide a recreational and cultural amenity for people of all ages in our neighbourhoods and city centre.

Access to the libraries' services and collections offers educational opportunities, supports literacy and encourages lifelong learning, research and innovation.

Computer and skills training add value to our community, and local history preserves and provides access to Tauranga's story.

### How this affects you

Our libraries contribute to creating vibrant and engaged communities in the city centre and our neighbourhood centres.

The key focus areas are:

- digital technologies enabling our community;
- physical spaces that are welcoming and accessible;
- collections that reflect our diversity; and
- community programmes that support learning, literacy and digital skills.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

We launched our digital heritage platform, Pae Korokī, which contains over 26,000 images, over 800 maps, 15 digitised archival collections, 11 publication titles, 32 audio visual items and more than 1,000 stories/research articles.

- New content, consisting of items in the Library collection and donations/contributions from the community, has been added to Pae Korokī weekly.

2

Due to increased demand for our digital skill programmes we secured a new staff position, fully-funded under the National Libraries Partnership Programme. This enabled us to expand our core offering across all libraries, with four new programmes introduced:

- Better Digital Futures for Seniors;
- Tech Hour: Robotics;
- Tech Hour Junior; and
- Te Waka Waihanga (an outreach makerspace programme to schools).

3

Our Mahuru Māori events were well attended, with demand for the pronunciation taster event particularly high and requests for the programme to be repeated.

4

The new position of mātanga hōtaka hapori Māori meant we could focus on programmes that engage Māori and promote understanding of Māori culture and te reo Māori.

5

Our Programmes and Partnerships team showed innovation by redesigning programmes to remove barriers to participation.

- We ran a wider breadth of programmes and continued to run engaging programming over the lockdown period, using Facebook and online content

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Library stock	876	820	57	Budget reduction in 2021 Annual Plan to reduce stock supply in response to COVID-19. Reduced budget overspent as stock is pre-ordered three months in advance and more arrived than expected at the end of the year.
Library buildings renewals	483	524	(41)	Mobile library wheelchair lift installation delayed due to contractor availability. Budget carried forward to complete installation in 2022 FY.
Library Digital Enhancements	80	80	0	No variance.

## GROUPS OF ACTIVITIES

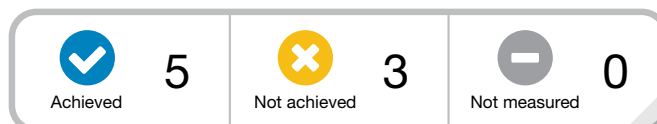
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - LIBRARIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	11,694	13,201	9,832	(3,369)	Reduced rates requirement due to lower than budgeted operating expenditure, overheads and finance costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	8	8	0	(8)	
Fees and charges	503	513	571	58	Unbudgeted income from Lotteries Commission and National Library to cover costs associated with cataloguing and digitisation.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>12,205</b>	<b>13,722</b>	<b>10,403</b>	<b>(3,319)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	6,042	6,230	6,357	127	Costs associated with the new central library deferred to later years than set out in the 2018-28 LTP. Offset by unbudgeted consultancy costs for the relocation of the central library to a temporary premises and additional employee costs for cataloguing and digitisation (offset by unbudgeted income).
Finance Costs	1,343	2,353	327	(2,026)	Reduced interest costs due to deferral of the New Central Library capital project.
Internal Charges and Overheads applied	2,959	3,340	2,683	(657)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	21	22	11	(11)	
<b>Total Applications of Operating Funding (B)</b>	<b>10,365</b>	<b>11,946</b>	<b>9,378</b>	<b>(2,567)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>1,840</b>	<b>1,777</b>	<b>1,025</b>	<b>(752)</b>	















## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - LIBRARIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	16,912	18,882	84	(18,798)	Less debt than anticipated due to the delayed delivery of capital projects.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	1,933	2,032	0	(2,032)	Capital contribution related to new central library deferred in line with capital spend.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>18,845</b>	<b>20,914</b>	<b>84</b>	<b>(20,830)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	18,842	20,911	83	(20,828)	Budget for a new libraries in Central Tauranga and Western Corridor deferred.
- to replace existing assets	1,725	1,243	1,400	157	Deferral of the mobile library vehicle replacement from 2020, partly offset by stock renewal underspend against LTP budget in response to COVID-19 restrictions.
Increase/(Decrease) in reserves	117	537	(374)	(911)	Reduction in depreciation reserve due to deferred delivery of the capital programme.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>20,684</b>	<b>22,691</b>	<b>1,109</b>	<b>(21,582)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(1,839)</b>	<b>(1,777)</b>	<b>(1,025)</b>	<b>752</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide technologies to enable customers to connect with information, help themselves to information and participate in the digital society.	Virtual visits total	 584,632	470,000	 780,843	Virtual visits continue to increase with 780,843 visits this year.
	Public internet sessions plus public Wi-Fi logins	 121,834	83,000	 109,711	We had a total of 109,711 public internet sessions plus public Wi-Fi logins, showing the changing use of the library.
	eBooks loans	 121,242	41,000	 121,839	Usage of e-books continued to grow in popularity, with over 121,839 loans.
We will provide buildings that are safe, welcoming spaces and collections reflecting the diverse and changing needs of the community for learning and creative recreation. The Libraries network is accessible to everyone in Tauranga.	Visits to central library	 257,252	385,000	 257,859	Target not met. Difficulty parking and accessing the city centre were mentioned in customer complaints.
	Visits to community libraries	 353,503	557,000	 372,786	Target not met. Contributing factors could be due to an increased uptake of eBook loans and digital resources, which are replacing the need for physical visits.
	Percentage of population who use the library in residents survey	 64%	68%	 57%	57% of our surveyed population use libraries, a decrease of 11% from the previous year. This figure does not account for the number of people using our online services and eBooks, which has exceeded targets.
We will provide programmes and events that support learning, literacy and digital skills, delivered in libraries and in the community. Programmes help build a greater sense of cultural awareness and diversity within the wider Tauranga community.	Number of participants in programmes	 22,712	24,000	 24,436	We had 24,436 participants in our programmes this year, a 7% increase on 2019/20.

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide materials that tell the story of Tauranga and the region, ensuring they are collected, preserved and made accessible for current and future research, working with tangata whenua as partners.	Number of programmes imbedding Tauranga heritage topics or tikanga Māori	✓ 251	60	✓ 127	We had 127 programmes that embedded Tauranga heritage topics or Tikanga Māori during 2020/21. The higher number of Tikanga Maori and Heritage events held in 2019/20 was influenced by the timing of the COVID-19 lockdown and an increase in virtual events around Matariki.

## Challenges

In 2020/21:

- The layout and lack of library space posed ongoing challenges for managing customer needs, meeting study demands and running library programmes.
- COVID-19 had a significant impact in increasing the number of people using public computers to complete visa applications. This required regular assistance from staff to help print and scan online forms.
- Assisting the digitally disadvantaged in our community required computer systems and staff to remain adaptable.

## Looking ahead

In 2021/22, we will:

- Improve our website and events booking system to meet demand for digital services, library collections and face to face learning opportunities.
- Continue to digitise heritage collections and increase digital content, such as eBooks and streaming services.
- Respond to the need for an adaptable public computer network, by joining the national government initiative, Aotearoa People's Network Kaharoa.
- Consider opportunities to provide accessible library and community services from a new site in the CBD.
- Use library usage data, perception surveys and community and stakeholder consultation to assist in determining the function and design of the proposed central library community hub.

## GROUPS OF ACTIVITIES

## Marine facilities



### What we do

We provide facilities including boat ramps and wharves, while leasing land and commercial premises in marine areas such as Sulphur Point and Marine Park.

This encourages outdoor activity and helps residents enjoy the marine environment.

It contributes to the Tauranga lifestyle and supports local marine-based entities.

### How this affects you

Our safe and well-maintained marine facilities meet the needs of both the fixed and transient populations of our city.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Development commenced on phase one of the Marine Strategy project, which included consultation and asset/planning review. This project will provide Council with fact-based evidence to make confident decisions around our Marine Facilities.
- 2 We began repairs to both Fisherman's and Salisbury wharves to ensure they continue to provide an operationally safe structure for users.
- 3 Our team finalised plans and completed consultation to improve access to the coastal marine area at Sulphur Point for Sailability. This is a charitable organisation that provides sailing programmes for physically and mentally disabled members of the community.

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
The Strand Sea Wall	264	1,086	(821)	Strand sea wall repairs have been deferred pending development of a masterplan for waterfront assets. Unspent budget has been carried forward to future years.
Marine asset renewals	707	1,063	(356)	Wharf renewals have been slowed down by the availability of suitable contractors. Unspent budget has been carried forward into future years.

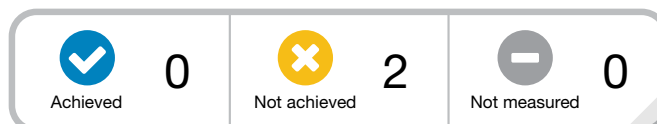
## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - MARINE FACILITIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	1,482	1,567	1,500	(67)	Rates requirement less than budget due to a funding decision made to create a lower operating funding surplus.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	552	564	467	(97)	Adverse impact of COVID-19 on commercial rents and reduced boat storage revenue.
Internal charges and overheads recovered	(513)	(524)	7	531	Actuals included under Finance Costs as cash balance is in deficit.
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>1,521</b>	<b>1,606</b>	<b>1,974</b>	<b>367</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	577	569	910	341	Higher than budgeted repairs and maintenance costs.
Finance Costs	148	184	424	240	Above budget due to interest charged on deficit cash balance.
Internal Charges and Overheads applied	234	263	225	(38)	Internal overheads are below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	11	11	Unbudgeted minor spend.
<b>Total Applications of Operating Funding (B)</b>	<b>960</b>	<b>1,016</b>	<b>1,570</b>	<b>554</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>561</b>	<b>590</b>	<b>404</b>	<b>(187)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - MARINE FACILITIES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	1,148	152	26	(126)	Lower than budget spend on improvement projects, pending completion of waterfront masterplan.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>1,148</b>	<b>152</b>	<b>26</b>	<b>(126)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	1,148	152	26	(126)	Lower than budget spend on improvement projects.
- to replace existing assets	1,659	1,337	972	(365)	Waterfront renewals work deferred, pending completion of the waterfront masterplan.
Increase/(Decrease) in reserves	(1,098)	(747)	(568)	179	Lower decrease in depreciation reserve, resulting from the below budget expenditure on renewals projects.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>1,709</b>	<b>742</b>	<b>430</b>	<b>(312)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(561)</b>	<b>(590)</b>	<b>(404)</b>	<b>186</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide quality, accessible marine recreation opportunities.	Percentage of residents satisfied with accessibility to boat ramps and associated parking	76%	95%	74%	This was measured in our annual residents' survey. The response rate for this measure was low, with only 102 residents providing feedback over the year.
We will provide boat ramps and commercial berths.	Percentage of commercial users satisfied with boat ramps and berths, and recreational users satisfied with boat ramps	75%	95%	76%	Several facilities need renewal or are nearing the end of their lifespan. Work on the Marine Strategy project including community engagement is continuing and will help direct when and what we will do to improve these facilities.

## Challenges

In 2020/21:

- We struggled to secure contractors for maintenance works on our facilities.
- Managing health and safety on our facilities while making them accessible to the public was an ongoing challenge.

## Looking ahead

In 2021/22, we will:

- Continue phase one of the Marine Strategy project and commence phase two, which is development of the strategy and associated management plans.
- Commence planning for the replacement of Fisherman's wharf, the final design/concept of which will be informed by the Marine Strategy.
- Continue improving our existing marine facilities based on feedback received through the Marine Strategy consultation.

## GROUPS OF ACTIVITIES

## Marine precinct



### What we do

The Tauranga Harbour Marine Precinct is a project to provide a purpose-built marine servicing facility at Sulphur Point.

The precinct provides a base for boat building and refit businesses in Tauranga and will be managed by Council under the Vessel Works brand.

### How this affects you

We aim to provide one of the best marine precinct facilities in the country. It will offer an efficient 'one stop shop' service for people from the Bay of Plenty and other parts of New Zealand, supporting quality lifestyles and the local marine business economy.

### Highlights in 2020/21

- 1 We had a record year for travel-lift movements and hardstand occupancy. To support the increased workload, we have been working to streamline processes.
- 2 We trained two new travel-lift operators, skilled in lifting and blocking work and pleasure vessels. This brings the number of trained operators to four. The training programme is a significant undertaking for both Vessel Works, the trainee and the trainer.
- 3 Several high-profile vessels visited Vessel Works for refits during the year.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

#### SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Marine Precinct renewals	230	1,033	(803)	Delayed due to stakeholder consultation and the completion of a waterfront masterplan. The unspent budget for this project has been carried forward to future years.
Marine Precinct Coastal Structure renewal	70	909	(839)	Delayed due to stakeholder consultation and the completion of a waterfront masterplan. The unspent budget for this project has been carried forward to future years.
Marine Precinct Development	318	0	318	Final construction costs from the original development of the Marine Precinct.

## GROUPS OF ACTIVITIES

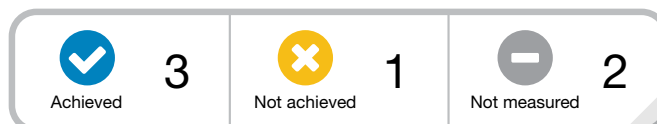
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - MARINE PRECINCT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	885	1,153	1,573	420	Above budget hardstand fees, recoveries and lease revenue.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>885</b>	<b>1,153</b>	<b>1,573</b>	<b>420</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	485	496	1,270	774	Higher than budgeted, reflecting the elevated workload and additional contract managers fees.
Finance Costs	0	0	627	627	Above budget due to interest charged on deficit cash balance.
Internal Charges and Overheads applied	217	241	204	(37)	Internal overheads are below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>702</b>	<b>737</b>	<b>2,101</b>	<b>1,364</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>183</b>	<b>416</b>	<b>(528)</b>	<b>(944)</b>	















## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - MARINE PRECINCT					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	389	389	Higher than budget spend on improvement projects.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>389</b>	<b>389</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	389	389	Budget in LTP was captured under Marine Facilities.
- to replace existing assets	0	0	230	230	Budget in LTP was captured under Marine Facilities.
Increase/(Decrease) in reserves	183	415	(758)	(1,173)	Cash reserve balance was lower than budgeted due to higher operating costs.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>183</b>	<b>415</b>	<b>(139)</b>	<b>(554)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(183)</b>	<b>(415)</b>	<b>528</b>	<b>943</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide the marine industry with access to efficient and reliable large / heavy vessel lifting and hardstand facilities.	Average annual hardstand occupancy	 64%	50%	 69%	Target achieved. Our current annual occupancy has continued to increase steadily.
	Number of vessels lifted per annum	 46	150	 40	The number of vessels lifted throughout the year has decreased, however we have seen an increased trend in average hardstand occupancy.
We will provide the marine industry with access to quality vessel berthing facilities that are well utilised and fit for purpose.	Percentage of wharf and berth infrastructure that is assessed as being in "good" or better condition	 Not measured	90%	 Not measured	The wharf containing the fish and ice loading facilities and the timber wharf are to be replaced through the Wharf Extension project in 2021/22. The refit wharf, floating pontoons and bridge wharf fingers are new assets included in the project. A medium-term plan for the bridge wharf will be considered as part of Marine Precinct Master Plan.
	Average annual berth occupancy	 53%	>70%	 74%	We have met our target for berth occupancy.
We will provide the fishing industry with access to fish and ice loading facilities that are readily accessible, fit for purpose and commercially viable.	Percentage of customers satisfied with fish and ice loading facilities	 Not measured	85%	 Not measured	Not measured. Feedback is currently being addressed as part of the Tauranga Marine Facilities Strategy. The Wharf Extension project will provide additional berthage space for the fishing fleet.
	Percentage of bookings that can be accommodated	 100%	60-65%	 100%	We have been able to accommodate all bookings.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- Lack of an agreed strategic direction for the facility continued to be a significant challenge. As a result, several initiatives are in progress to clarify outcomes, identify the most appropriate ownership/management model, and establish an agreed vision and development plan for the facility.
- Health and safety was a significant risk for Vessel Works due to the nature of works conducted onsite. As part of our Health and Safety strategy, we are implementing a range of improvements in line with audit advice and industry best practice.
- Competition in our segment of the New Zealand boatyard market increased, with new competitors offering significant discounts to customers. We anticipate competition will grow in the coming years, and our facility will need to adapt to maintain our existing customer base.

## Looking ahead

In 2021/22:

- Hardstand Wharf Extension development, tactical Bridge Wharf repairs and dredging are scheduled.
- The strategic direction for Vessel Works and the Marine Precinct will be identified, a new fit-for-purpose operating model for the facility will be implemented, along with a roadmap to develop the remainder of the precinct.
- We are putting in place several health and safety initiatives to improve the wellbeing of people working onsite.

## GROUPS OF ACTIVITIES

## Parks and recreation



### What we do

We protect and enhance natural areas in Tauranga, promoting an awareness of nature and encouraging activity in our city's excellent network of parks and open spaces. These spaces include neighbourhood reserves, passive reserves and sports fields.

### How this affects you

By planning and providing a network of open spaces, we encourage people to be more active, more often.

We meet changing community needs while protecting and enhancing our natural areas and biodiversity.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We completed construction of a substantial rock seawall at Turret Road, protecting notable pohutukawa trees and Turret Road from coastal erosion.
- 2 Our team successfully delivered the largest renewals budget to date, including considerable areas of coastal fencing, large engineered retaining walls and installation of playground equipment across Tauranga.
- 3 New CCTV cameras were installed at McLaren Falls Park along with new gates and a redeveloped entrance, to provide better management and support a reduction in anti-social behaviour.
- 4 We worked closely with the Disability Advisory Group, Tauranga Intermediate School and a range of other community stakeholders to finalise a design for Tauranga's first accessible changing facility. This facility is available for any person who requires specialised equipment for personal use while out enjoying our city.
- 5 A series of mature pohutukawa, totara, titoki and Norfolk pine trees were planted along Maunganui Road, a project which received an overwhelmingly positive response from the community.

## GROUPS OF ACTIVITIES

## SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Streetscape projects	5,235	12,055	(6,819)	Wharf Street Streetscape project delivered under budget, with a minor budget carry forward to 2022 FY to complete remaining cultural interpretation elements. Elizabeth Street Streetscape project delayed to align with the updated Farmers construction programme and sequencing, with some budget carried forward to complete the project in 2022 FY. The Strand Extension project (in partnership with BOPRC) also deferred to later years to align with other City Centre priorities.
Omanawa Falls formal track establishment and carpark development	668	3,857	(3,189)	Delayed delivery due to design, engagement and consenting difficulties to address safety concerns and enhance the site. Budget carried forward to 2022 and 2023 FYs.
Renewal projects	2,621	2,724	(102)	Minor variances across the renewals programme.
Open Space level of service land purchase - Growth	748	2,410	(1,662)	Budget carried forward to 2022 FY due to complexities associated with land purchases.
Wairoa active reserve	-166	1,893	(2,060)	Budget carried forward to 2023 FY due to complexities associated with land purchase.
Kulim Park development	174	1,470	(1,296)	Budget carried forward to 2022 FY due to design and consenting delays. Construction anticipated to commence in September 2021.
Gordon Carmichael Reserve Walkway	458	1,147	(689)	Budget carried forward to 2022 FY due to design complexities associated with this development.
Spaces & Places coastal structures	614	966	(353)	Costs associated with Turret Road seawall renewal less than anticipated.
Council contribution for redevelopment of Merivale community centre	0	868	(868)	Budget carried forward to 2022 FY to allow the Trust time to secure additional funding for this development.
Miscellaneous Parks projects	3,356	8,594	(5,238)	Capital adjustment less various capital programme deferrals.

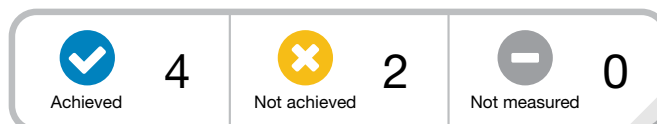
## GROUPS OF ACTIVITIES













TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - PARKS AND RECREATION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	39,870	42,853	40,786	(2,067)	Reduced rates requirement due to delayed timing of capital project delivery and associated decrease in interest costs.
Targeted Rates	148	164	157	(7)	
Subsidies and grants for operating purposes	69	71	102	31	
Fees and charges	1,128	1,162	1,399	237	BVL revenue over budget as a result of higher than budgeted contributions to the depreciation reserve and recoveries of maintenance costs.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	800	818	612	(206)	Lower interest on BVL loan due to lower interest rate than budgeted through the 2018-28 LTP.
<b>Total Sources of Operating Funding (A)</b>	<b>42,015</b>	<b>45,068</b>	<b>43,056</b>	<b>(2,012)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	24,086	23,052	27,720	4,668	Above budget due to the transfer of staff costs and other operating expenses from City Centre activity to Parks & Recreation. Other increases due to higher than anticipated rates under new vegetation, reserve and public toilet maintenance contracts. BVL renewals, debt retirement and operational grants also higher than budgeted through the LTP.
Finance Costs	6,751	7,651	5,443	(2,208)	Lower than budgeted interest costs due to delayed capital programme delivery and reduced interest on BVL loan.
Internal Charges and Overheads applied	3,903	4,390	4,107	(283)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	9	9	
<b>Total Applications of Operating Funding (B)</b>	<b>34,740</b>	<b>35,093</b>	<b>37,279</b>	<b>2,186</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>7,275</b>	<b>9,975</b>	<b>5,777</b>	<b>(4,198)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - PARKS AND RECREATION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	483	483	Unbudgeted contribution from NZTA towards safety improvements on 1st Avenue.
Development and financial contributions	1,505	1,417	1,457	40	Above budget due to higher than anticipated levels of growth in Tauranga.
Increase/(Decrease) in debt	17,164	19,928	8,106	(11,822)	Less debt than anticipated due to rephasing of capital project delivery.
Gross proceeds from the sale of assets	0	1,570	(21)	(1,591)	Land sales budgeted in the 2018-28 LTP no longer proceeding.
Lump sum contributions	(1)	0	499	499	Unbudgeted contributions towards Tauranga Domain training lights, Kopurereua Valley walkway and Mt Drury accessible toilets.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>18,668</b>	<b>22,915</b>	<b>10,524</b>	<b>(12,391)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	24,907	25,184	881	(24,303)	Below budget due to programme rephasing associated with land purchase in Te Tumu and development of Western Reserve.
- to improve level of service	16,958	11,833	10,207	(1,626)	Below budget due to programme rephasing associated with land purchase at Eastern Corridor. Partly offset by increased spend against Elizabeth Street Streetscape and Omanawa Falls Development projects from that budgeted through 2018-28 LTP.
- to replace existing assets	2,416	2,856	2,621	(235)	Minor underspends across the renewals programme.
Increase/(Decrease) in reserves	(18,337)	(6,982)	2,592	9,574	Rephasing of growth and renewals project delivery has resulted in higher than budgeted reserve balances.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>25,944</b>	<b>32,891</b>	<b>16,301</b>	<b>(16,590)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(7,276)</b>	<b>(9,976)</b>	<b>(5,777)</b>	<b>4,199</b>	
<b>Funding balance ((A-B)-(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a network of open spaces, parks and playgrounds for the use of residents and visitors to the city.	Percentage of residential households that are within 500m of an open space	 91%	90%	 91%	While target was achieved, we foresee this being harder to maintain as the city grows, as some new subdivisions do not have reserves.
We will provide a network of playgrounds enabling a variety of experiences for all age groups. Playgrounds can be targeted at young children, older children or can be exercise equipment for both adults and children.	Percentage of residential households that are within 500m of a playground	 60%	65-70%	 60%	Target not met. As the city grows, some new subdivisions do not have a reserve.
We will provide high quality coastal and reserve land and structures, including removing encroachments.	Removal of 20 coastal encroachments from public land each year	 0	20	 6	Six re-encroachments were resolved along the coastal strip. Forrester Drive was targeted this year and is under review for community priorities.
	The amount of parks land protected in the City Plan as a Special Ecological Area that is restored	 71%	67%	 76%	Target achieved. The main areas restored included Hammond Street and coastal dunes.
We will provide a well-maintained street garden network.	All street gardens* (excluding annual [bedding] gardens) for which Council is responsible are maintained regularly (reported via the number of maintenance visits each year and the total area maintained each year).  *Note: Additional areas of street gardens are vested to Council as new subdivisions are developed, so the total area is not within Council's direct control.	 100%	86%	 100%	This is a contract performance measure and is combined with other measures in a contract key performance indicator. The contract specifications for this level of service are stringent and we received very few complaints about street gardens throughout the year.
	Minimum size of street gardens in new subdivisions (there is no maximum size)	 Achieved	45m <sup>2</sup>	 Achieved	Staff continue to work with developers to achieve this.



## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- We responded to multiple storm and tidal surge forces that resulted in damage to coastal erosion protection structures.
- As usage increases across our greenspace network, it became difficult to complete renovation works under a reduced timeframe and without the necessary tools (e.g. agrichemicals, irrigation water etc.).
- We struggled to prevent beachfront property owners continuing to re-encroach, with no City Plan mechanism that enables enforcement.
- The Top Flat campsite at McLaren Falls needed to be closed as we undertook maintenance and earthworks.
- Ensuring garden maintenance standards were retained on sites with high traffic flow such as Cameron Rd and Takitimu Drive was challenging, as these sites require increased traffic safety management processes.

## Looking ahead

In 2021/22, we will:

- Continue upgrade and renewal works of erosion-prone and aging coastal protection structures, such as sea walls across the city.
- Improve overall pest control methods on Mauao using data collected from the new monitoring network.
- Work towards completing an up to date Tree and Vegetation Strategy that will enhance, protect and preserve our urban ngahere (bush/forest).
- Complete the Omanu Beach Trust shared facility on Golf Road, and complete the community facility network study to identify a future use for the old Omanu Bowling Club building.

## GROUPS OF ACTIVITIES

## Regulation monitoring



### What we do

We enforce legislation, ensure a consistent application of city bylaws, and educate our community about their responsibilities.

We also respond to social behaviour incidents and promote road safety through daily patrols of key areas including the city centre.

### How this affects you

We improve community wellbeing by ensuring that public nuisance is minimised, and our environment is protected.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

1

We secured \$150,000 funding from MBIE for responsible camping initiatives in Tauranga. This funding supported and involved:

- the roll out of responsible camping education;
- ambassadorial engagement;
- increased enforcement;
- improved signage;
- installation of CCTV;
- increased waste collections from our litter receptacles; and
- increased cleaning of our public toilet facilities.

2

Licence Plate Recognition (LPR) vehicle enforcement technology was implemented after the two-hour free parking trial began in July 2020, to manage the expected decrease in compliance.

- Overall, this technology has improved our ability to identify 'overstay' offences by approximately 60%.
- In addition to supporting the impacts of the free parking trial, this technology has helped us gather accurate occupancy data to inform future parking strategies and decisions.

## GROUPS OF ACTIVITIES









TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - REGULATION MONITORING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	707	751	518	(233)	Reduced rates requirement due to lower than budgeted overhead costs.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	124	124	Unbudgeted grant from Ministry Business, Innovation and Employment (MBIE) related to tourism facilities development.
Fees and charges	32	32	43	11	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	66	68	1	(67)	Expected fine revenue transferred to doubtful debts.
<b>Total Sources of Operating Funding (A)</b>	<b>805</b>	<b>851</b>	<b>686</b>	<b>(165)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	(480)	(641)	(590)	51	Driven by employee related costs.
Finance Costs	2	2	3	1	
Internal Charges and Overheads applied	1,273	1,479	1,199	(280)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	67	67	Expected fine revenue transferred to doubtful debts.
<b>Total Applications of Operating Funding (B)</b>	<b>795</b>	<b>840</b>	<b>679</b>	<b>(161)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>10</b>	<b>11</b>	<b>7</b>	<b>(4)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - REGULATION MONITORING					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	4	4	
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	4	4	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	10	12	7	(5)	
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>(1)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(10)</b>	<b>(12)</b>	<b>(7)</b>	<b>5</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	1		3		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will monitor traffic and parking bylaw and related legislation, taking an educational approach to raise awareness in the community, or enforcement where appropriate.	Respond to all parking complaints within 24 hours	 92%	96%	 92%	Target not met. We received 2,097 complaints, of which 1,938 were attended to within 24 hours.
	Attend school patrols at least eight times per month	 47%	96%	 60%	Target not met. We attended 58 school patrols out of a possible 96 for the year. Patrols are conducted in collaboration with Travel Safe, which works alongside schools to lift the level of road safety. Once hotspots are identified i.e. parking breaches, Travel Safe schedules patrols. As community compliance increases, fewer patrols are required.
We will monitor the Freedom Camping bylaw.	Daily patrols of key designated and prohibited freedom camping sites	 Not Achieved	Achieved	 Not Achieved	During the off-season (1 March - 31 October) patrols reduce to four times per week (Thursday - Sunday), as the number of vehicles using freedom camping sites decreases. In Q4, we adjusted patrols to target key sites seven nights per week, by prioritising sites with the lowest levels of compliance on a given day.
	All complaints about freedom camping are investigated	 93%	100%	 100%	A total of 213 freedom camping complaints received this year were investigated.

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**GROUPS OF ACTIVITIES**

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## Challenges

In 2020/21:

- We received approximately 260 homeless related complaints. The number of people rough sleeping in tents and vehicles across our city remained high post-COVID-19 Alert Level 4, which presented many challenges. Bylaws officers continued to work with our Community Development team and external support networks to arrange outreach support for our vulnerable people.
- Hairini bus lane monitoring and compliance proved challenging. Prior to enforcement commencing in October 2020, approximately 120 vehicles were using this bus lane illegally each day. Despite automatic number plate recognition technology to capture and enforce all offences, it took over six months to improve compliance and address serious safety concerns identified by our transportation division. By the end of the year peak morning offending had reduced by approximately 80%, however limited staffing resource meant we could not monitor this more frequently.
- The two-hour free parking strategy was challenging, in that it required significant administration and staffing resources. While the LPR increased enforcement productivity, it also needed more resource to process and post a high volume of infringement notices. This included receiving and responding to a higher amount of parking disputes related to LPR parking enforcement.

## Looking ahead

In 2021/22:

- We will continue to use and adapt our LPR enforcement system to encourage compliance with parking rules. In addition to the CBD, we will look to use this technology in 'hot spots' across the city, to address road safety issues and support local businesses who rely on time-designated public parking for customers and visitors.
- In preparation for the Future Proofing Cameron Road project, we will work closely with our transportation team to explore current and new technology, and the potential resources required to support compliance for this key piece of infrastructure.
- The bylaws team will continue to work closely with Council and external support agencies as we look for innovative ways to better support vulnerable members of our community. This includes those who are experiencing homelessness, and support for those affected by homelessness, i.e. businesses, residents and our wider community.

## GROUPS OF ACTIVITIES

## Resource recovery and waste



### What we do

We help the Council and our community to improve their sustainability performance. This contributes to the protection of public health and the environment by managing the collection and disposal of the community's waste.

Our focus is on:

- reducing, recovering, recycling and reusing waste within the city;
- reducing energy consumption and carbon emissions within council operations;
- applying the latest proven, cost-effective waste and sustainability approaches;
- collecting data and other information to enable effective decision-making;
- ensuring waste is transported to approved waste facilities for treatment, recovery and/or disposal;
- providing comprehensive sustainability and waste programmes;
- supporting council activities that improve sustainability;
- achieving outcomes from the 2016 Waste Management and Minimisation Plan (WMMP);
- implementing Council's corporate Energy Management Action Plan;
- refreshing our corporate sustainability framework;
- achieving and maintaining Council's Certified Emissions Measurement and Reduction Scheme (CEMARS) certification; and
- contributing to the development and implementation of a city-wide environmental strategy

### How this affects you

Our activity protects the health of Tauranga's community and environment.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We awarded contracts for and rolled out our new kerbside collection service.
- 2 Ministry for the Environment provided funding of \$20.5 million for our upgrades to Te Maunga transfer station and for the purchase of our new kerbside bins.

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Kerbside Waste Collection Capital Works	5,880	1,301	4,579	Purchase of the Kerbside Bins was not included in the 2021 year. These costs were brought forward as the bins needed to be delivered prior to commencement of the service. Note this cost was 100% grant funded.
Miscellaneous renewals	19	276	(257)	The work programme for Te Maunga has been updated as a result of the grant funding being awarded to redevelop the site. In addition the unplanned closure of the Maleme Street site has resulted in minimal renewals being required/actioned.
Education Facilities Consent & Planning	0	100	(100)	This project was put on hold as the team focused on the Kerbside introduction. Note City Waters are now leading this project.
Land Purchase Cambridge Rd Closed Tip	1,034	0	1,034	The non compliance with the Resource Consent for this site required the purchase of this land to be brought forward from later years.



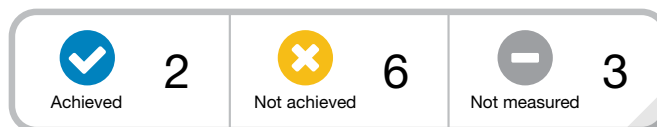
## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - RESOURCE RECOVERY AND WASTE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	3,555	4,132	1,804	(2,328)	Both a reduction in internal costs (\$500,000) and the reallocation of internal costs to non General rates funded function has contributed to variance. In addition the lease income for the transfer stations was more than budgeted. Rubbish bag costs and facilities maintenance and depreciation were all less than budgeted in the LTP.
Targeted Rates	1,444	5,399	1,863	(3,536)	Reduction in targeted rate due to Kerbside set up costs being less than budgeted in LTP. Kerbside Target rate commences 1 July 2021
Subsidies and grants for operating purposes	482	493	518	25	Waste Levy higher than budgeted.
Fees and charges	1,453	511	1,413	902	A full year of rubbish bag tag income was received, while the LTP budgeted for a part year.
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>6,934</b>	<b>10,535</b>	<b>5,598</b>	<b>(4,937)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	5,474	8,495	4,644	(3,851)	Kerbside set up expenditure less than budgeted in the LTP, which assumed that 3 months of the contract would be payable in the 2021 year.
Finance Costs	430	497	369	(128)	Costs less than LTP due to interest rates significantly lower than forecast and capital programme underspend
Internal Charges and Overheads applied	904	1,018	851	(167)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>6,808</b>	<b>10,010</b>	<b>5,864</b>	<b>(4,146)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>126</b>	<b>525</b>	<b>(266)</b>	<b>(791)</b>	









## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - RESOURCE RECOVERY AND WASTE					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	604	1,201	524	(677)	Debt less than budgeted as a result of external funding and changes to capital programme via Annual Plan.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	5,011	5,011	Grant received from central government for the Kerbside project.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>604</b>	<b>1,201</b>	<b>5,535</b>	<b>4,334</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	2,629	3,608	6,951	3,343	Kerbside external funding resulted in a significant change to the capital works programme, with the Kerbside bins being purchased in 2021 and other projects being delayed.
- to replace existing assets	178	169	19	(150)	Renewals significantly reduced as a result of the Kerbside project, including redevelopment of Te Maunga.
Increase/(Decrease) in reserves	(2,077)	(2,051)	(1,701)	350	Decrease as a result of drop in renewals and waste levy reserve projects being deferred.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>730</b>	<b>1,726</b>	<b>5,269</b>	<b>3,543</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(126)</b>	<b>(525)</b>	<b>266</b>	<b>791</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	















## GROUPS OF ACTIVITIES



excluding additional measures

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a rubbish collection service to all residential properties in urban and rural residential areas.	Percentage of residents that are satisfied with what happens on rubbish collection day	 77%	83%	 78%	This is measured in the annual residents' survey. Our current result increased slightly from 2019/20 (77%). Target has not been met for the previous three years.
We will provide transfer stations, and maintain closed landfill sites.	Transfer stations provide customers with a seven-day service for refuse and green waste facilities and free access to a recycling centre (except on Good Friday and Christmas Day)	 Not achieved	Achieved	 Achieved	Access has been maintained throughout the year.
	Number of abatement notices / infringements issued in relation to closed landfill resource consents	 Nil	Nil	 2	The two abatement notices received in Q1 were both resolved in Q2 to the satisfaction of Bay of Plenty Regional Council.
Provision of behaviour change programmes across community target community behaviours and reduction of waste to landfill.	Number of new businesses engaging in Resource Wise Business programme per annum	 13	12	 5	This programme was on hold for Q1 and Q2 to establish ways to make the programme more effective. During Q3 and Q4, five new businesses were engaged. Target was increased from 12 to 15 following a resolution of the Finance, Risk and Monitoring Committee on 27 November 2019. Although not reported on, this new target was not achieved.

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
Provision of behaviour change programmes across community, target community behaviours and reduction of waste to landfill.	Number of new schools / pre-schools / education facilities engaged in Resource Wise Schools (RWS) programme per annum	 53	40	 0	Target not met. Programme was on hold this year due to resourcing issues.  This measure has been replaced from the 2018-28 LTP following a resolution of the Finance, Risk and Monitoring Committee on 27 November 2019. The updated measure is "Number of students taught within pre-schools/schools/education facilities for the Resource Wise Schools programme per annum". See below table: Additional measures monitored.
	Number of waste reduction workshops delivered via Resource Wise Community per annum	 11	10	 9	Annual target not achieved. Workshops included worm farming, waste free parenting and a food lovers masterclass.  Target was increased from 10 to 12 following a resolution of the Finance, Risk and Monitoring Committee on 27 November 2019. Although not reported on, the new target of 12 workshops per year would not have been achieved with the current result.
	Average amount of waste sent to landfill per capita / per annum based on current operating environment (figures for Year 4 onwards reflect proposed introduction of rates-funded system)	 523kg	575kg	 577kg	Target not met. The bounce back from COVID-19 saw waste volumes increase this year. It is expected that the introduction of the rates-funded kerbside collection service, and increased diversion opportunities at Te Maunga transfer station, will decrease the amount of waste to landfill in 2021/22.
We will take action to address Council's own sustainability impacts	Milestones achieved as per Council's EECA agreement	 Milestone 4 achieved	New Agreement Developed	 Not measured	Council is revising its approach to the management of sustainability issues – progress will commence in financial year 2021/2022.
	Completed actions from the corporate Energy Management Action Plan	 In progress	Identified actions for 20/21 implemented	 Not measured	Council is revising its approach to the management of sustainability issues – progress will commence in financial year 2021/22.
	Achievement of CEMARS certification	 In progress	Certification maintained	 Not measured	Council is revising its approach to the management of sustainability issues – progress will commence in financial year 2021/22.
	Number of sustainability education opportunities delivered/supported	 49 (waste) 56 (City Waters)	50	 36 (waste) 32 (City Waters)	Waste - delivering to Resource Wise. City Waters - delivering to Waterline Plan.

## GROUPS OF ACTIVITIES

## Additional measures monitored

The below tabled measures were changed from the 2018-28 LTP following a resolution of the Audit, Finance, Risk and Monitoring Committee on 19 February 2019. The level of service has not changed. These measures are not included in non-financial performance summary figures.

ADDITIONAL MEASURES MONITORED					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
Provision of behaviour change programmes across community target community behaviours and reduction of waste to landfill	Number of waste audits conducted for businesses for the Resource Wise Business programme per annum	13	45	19	New measure. This measure has been added following a resolution of the Audit, Finance, Risk and Monitoring Committee on 27 November 2019 and was not included in the 2018-28 LTP. The level of service has not changed. During 2020/21, 19 audits were conducted with businesses who have taken steps to reduce waste.
	Number of upskilling workshops for the Resource Wise Business programme	2	3	2	New measure. This measure has been added following a resolution of the Audit, Finance, Risk and Monitoring Committee on 27 November 2019 and was not included in the 2018-28 LTP. The level of service has not changed. One workshop was provided in Q2 at a material recycling facility, and another in Q4 with Zespri.
	Number of waste audits conducted for pre-schools /schools/ education facilities for the Resource Wise Schools programme per annum	6	98	7	New measure. This measure has been added following a resolution of the Audit, Finance, Risk and Monitoring Committee on 27 November 2019 and was not included in the 2018-28 LTP. The level of service has not changed. Programme was on-hold since contract ended 29 Feb 2020. Between Q1-Q3 no audits were conducted in an effort to allow schools time to recover following COVID-19 disruptions. All seven audits were conducted in Q4.

## GROUPS OF ACTIVITIES

ADDITIONAL MEASURES MONITORED					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
Provision of behaviour change programmes across community target community behaviours and reduction of waste to landfill	Number of students taught within pre-schools / schools/ education facilities for the Resource Wise Schools programme per annum.	4,148	11,200	10,276	This is the updated measure that was adopted following a resolution of the Audit, Finance, Risk and Monitoring Committee on 27 November 2019. During 2020/21, schools began welcoming back external educators, however despite this, target was still not achieved.

## Challenges

In 2020/21:

- There was uncertainty regarding the future of the Sustainability Advisory Board, which meant the sustainability side of our work was on hold pending a sustainability stocktake.
- The kerbside collection roll out required increased resources, which negatively impacted our other programmes, affecting our ability to achieve our desired results.

## Looking ahead

In 2021/22, we will:

- Commence the kerbside collection service and respond to questions from the community to help them use the service effectively.
- Begin upgrade work at the Te Maunga transfer station.
- Review our Waste Management and Minimisation Plan and Waste Bylaw, to allow residents an opportunity to provide feedback on what our city should focus on next in order to reduce waste.

## GROUPS OF ACTIVITIES

## Stormwater



### What we do

We manage infrastructure to receive, treat and dispose of stormwater through a network of soakage systems, pipes, open drains, ponds and 'secondary flow paths' (paths the water will take if it cannot go through the main system).

This minimises the risk of flood damage and mitigates adverse effects on our harbour and waterways from stormwater runoff.

Our activities mainly focus on the quality and quantity aspects of stormwater. We also work to minimise the risk of flood damage through education and the planning and provision of infrastructure. We aim to improve the quality of stormwater discharging into the harbour and other coastal/river environments.

### How this affects you

We provide all residential, commercial and industrial properties in Tauranga with an efficient stormwater system. We protect public health and safety by disposing of stormwater in an environmentally acceptable way that meets the challenges of population growth.

We manage stormwater in a long-term sustainable way, while acknowledging and respecting the value that tangata whenua place in water resources.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 A draft Stormwater Strategy was developed to address environmental and social outcomes while giving effect to Te Mana o Te Wai.
- 2 Works in Matua were completed to open constrained overland flowpaths, which are the paths water takes if it cannot go through the main system. These projects aim to make the depth and speed of stormwater flows safer for our communities.
- 3 A minor works programme was continued to address frequent/nuisance flooding around our city.
- 4 We progressed development of a long-term flood mitigation strategy for Mount North (Adams Avenue to Salisbury Avenue). This area is vulnerable to the effects of climate change (stormwater surges, rising sea level and groundwater).
- 5 We have continued to work with tangata whenua to develop cultural interpretation panels for the Wairakei Waterway, which will be in place soon. These panels describe the cultural values and connection of tangata whenua to the area. A motif has also been developed for the corridor and is depicted on all signage and seating.

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Papamoa/Wairakei stream stormwater capital projects	1,278	4,845	(3,568)	Project put on hold, post community feedback- a re-engagement process is being worked through with the community stakeholders.
Stormwater recovery programme bulk fund	2,439	3,250	(811)	Further investigations & community engagement required at Awaiti Place and Herald Way meant the project budget had to be carried forward into 2022.
Pyes Pa West growth projects	2,686	1,798	887	Budget brought forward from future years to fund the current year overspend.
Stormwater other level of service projects	721	1,776	(1,055)	Dry seasons have meant that the application for reactive reserve is less than anticipated.
Tauriko Business Estate growth projects	95	1,125	(1,031)	Land purchase delayed due to changing programme priorities.
Stormwater land sales	-1,052	-48	(1,004)	Land sale opportunity realised ahead of schedule.



## GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - STORMWATER					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	24,911	26,500	23,050	(3,450)	Reduced finance costs and overhead allocations resulting in the general rates variance.
Targeted Rates	294	50	136	86	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	29	29	58	29	
Internal charges and overheads recovered	0	0	0	0	
Local authority fuel tax, fines, infringement fees, and other receipts	5	5	0	(5)	
<b>Total Sources of Operating Funding (A)</b>	<b>25,239</b>	<b>26,584</b>	<b>23,244</b>	<b>(3,340)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	6,821	6,640	8,271	1,631	Additional repairs and maintenance costs mainly relating to drains and grounds maintenance.
Finance Costs	8,935	9,972	5,110	(4,862)	Delayed capital delivery resulting in lower finance charges along with lower overall interest rates.
Internal Charges and Overheads applied	2,933	3,280	2,783	(497)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	6	6	
<b>Total Applications of Operating Funding (B)</b>	<b>18,689</b>	<b>19,892</b>	<b>16,170</b>	<b>(3,722)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>6,550</b>	<b>6,692</b>	<b>7,074</b>	<b>382</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - STORMWATER					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	55	55	Crown Infrastructure Partners grant not budgeted for in the LTP.
Development and financial contributions	3,562	3,326	3,144	(182)	Timing differences in capital delivery meant that development contributions were slightly lower than budgeted.
Increase/(Decrease) in debt	11,980	11,283	5,692	(5,591)	Lower than budgeted debt due to lower capital delivery.
Gross proceeds from the sale of assets	0	0	1,052	1,052	Unbudgeted property sale.
Lump sum contributions	0	0	(1,105)	(1,105)	Crown Infrastructure Partners grant not budgeted for in the LTP.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>15,542</b>	<b>14,609</b>	<b>8,838</b>	<b>(5,771)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	8,281	19,574	1,543	(18,031)	Under-delivery of some greenfield and intensification infrastructure investment compared to budget. These budgets have been carried forward to 2022- 2024.
- to improve level of service	14,062	13,427	5,762	(7,665)	Stormwater reactive reserve related spend was less than budget due to reduced applications under this category.
- to replace existing assets	208	162	0	(162)	No renewals took place for stormwater network.
Increase/(Decrease) in reserves	(459)	(11,862)	8,607	20,469	A combination of lower growth capex delivery and movements in depreciation reserves contributing to the variance.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>22,092</b>	<b>21,301</b>	<b>15,912</b>	<b>(5,389)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(6,550)</b>	<b>(6,692)</b>	<b>(7,074)</b>	<b>(382)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a conveyance and treatment network to effectively manage stormwater and to deliver safety to persons.	The number of habitable floors that were affected by flooding events per 1000 properties	 0.14	≤1	 Nil	During 2020/21, no flooding events for habitable floors were reported from the 59,045 connections. This was due to a decrease in heavy rainfall events.
We will provide a timely response to a flooding event.	Median response time to attend a flooding event	 30 min	≤60 min	 26min	We continue to be within target with response times consistent with previous year result for attending flooding events. During 2020/21, flooding event problems were resolved faster than 2019/20 (2hr, 13min).
	Resolution of problem	 2hr, 13 min	≤8 hr	 1hr, 33min	
We will provide satisfaction to our customers.	Number of complaints received about the performance of the stormwater network per 1,000 properties	 2.68	≤2	 1.88	A total of 111 performance related requests were received from a total of 59,045 connections.  Results for the current reporting period saw complaints decrease on 2019/20 due to less rainfall events.  We will continue our focus to improve operations and maintenance, and asset functionality.
We will provide a stormwater system that avoids impact on the environment.	Council's stormwater compliance with resource consents for discharge from its stormwater system measured by the number of: 1) abatement notices; 2) infringement notices; 3) enforcement orders; and 4) convictions received in relation to those resource consents.	 Nil	Nil	 Nil	Target met

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**GROUPS OF ACTIVITIES**

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## Challenges

In 2020/21:

- Planting works in the Palm Beach west section of Wairakei waterway remained paused. Further engagement is needed to develop an acceptable solution for the parties involved.
- Plan Change 27 was notified and all flood hazard maps across the city were updated.
- We started flood mitigation planning to support intensification with an initial focus on priority areas in Te Papa.

## Looking ahead

In 2021/22, we will:

- Continue to address flooding at three locations within the Kaitemako and Welcome Bay catchments to make the speed and depth of stormwater flows safer for the community.
- Progress, with a view to completing, the planting works in the Wairakei stream corridor (subject to the outcome of engagement in Palm Beach west).
- Advance the design and planning work associated with flood responses in Mount North.
- Continue our flood mitigation planning to support intensification in the city.
- Develop the Kopurererua Catchment Management Plan to ensure it is safe and more accessible for people of all abilities.

## GROUPS OF ACTIVITIES

## Transportation



### What we do

We manage Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

We improve, operate and maintain local roads (including streetlights, bridges, footpaths, traffic signals, sumps, berms, bus shelters, parking buildings and parking machines), and monitor crash statistics to identify problem areas and determine solutions.

Our team helps make the transport network more resilient by identifying the effects of land use, growth and development on the network and parking resources while detecting areas for upgrades or control.

Our walking, cycling and education projects encourage greater use of more sustainable transport modes.

### How this affects you

We contribute to the efficient and safe movement of people on the local transport network, providing better transport choices and connecting our communities.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 We obtained funding from Crown Investment Partners to commence Stage 1 of the Futureproofing Cameron Road project.
- 2 The LED streetlight rollout continued, with 90% set for completion by year end. Shipping disruptions due to COVID-19 previously delayed LED fittings ordered from overseas.
- 3 Maunganui Road upgrades were completed, improving safety for those getting to and from Blake Park, providing safer cycling facilities and better connectivity for the surrounding residential areas.
- 4 The Travel Safe team achieved additional funding from their success in delivering high quality programmes to schools and community groups.

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Reseals	5,048	5,181	(132)	Successfully completed roading maintenance works programme. Overall the Maintenance and Renewals programme of which this is part fully expended the budget and maximised the available subsidy from NZTA.
Domain Road upgrading	418	3,169	(2,751)	Stage one of project complete and stage two has been put on hold awaiting the result of resource consent relating to future development on Domain Road.
Eastern corridor	1,851	2,400	(549)	Extension of Te Okura Drive delayed. This work is now due for completion in October 2021.
Western corridor	7,767	7,001	766	Budget for land acquisitions to develop the Western Corridor Ring Road brought forward to allow purchase of land when available.
Public transport infrastructure	614	1,499	(885)	Delays in the decision of the location of the planned Arataki Bus Interchange has resulted in this project being pushed out to later years.
15th Avenue, Turret Road and Fraser Street upgrades	651	350	301	Project completed late 2020. Overspend due to additional contract costs incurred during COVID-19 lockdown and variation resulting in extension of contract.
Traffic signals	364	540	(176)	The underspend relates to traffic signals planned on Cameron Road. These projects have now been incorporated into the Te Papa Spatial Framework, and the delivery is dependent on the Framework's timeline for interventions.
New transportation model	936	1,455	(519)	Resourcing issues delayed this project in 2021; the unspent funds have been carried forward to the 2022 year and resourcing is now in place.
Minor Renewal Works (Streetlights, Kerb & Channel, Signs & Footpaths)	5,269	4,486	783	Pavement Rehabilitation overspent as a programme of works was completed including backlog from earlier year. All spend within the NZTA subsidised budget.
Streetlight upgrading to LED	8,228	9,699	(1,472)	Project 95% complete at year end; total project cost \$1m less than budget.
Pedestrian Improvements	2,088	2,991	(903)	Due to delays, a number of projects in year 3 of the 2018-28 LTP have been rephased and are now expected to be completed in the next three years. This includes the Mataphi Bridge Safety works.
Roading upgrades and Improvements	3,422	6,378	(2,956)	A number of factors have contributed to the underspend, including the Mt Maunganui one way trial which did not proceed, resulting in a credit of \$0.5m in the 2021 year and the Beaumaris Boulevard Flood mitigation project delay with completion now due in 2022. Also, since the LTP budgets were set a number of projects have been reprioritised.
Parking Infrastructure	356	1,039	(682)	The Parking Strategy is currently being updated and this has resulted in a number of projects included in year 3 of the LTP being put on hold. This includes the Mount Maunganui Parking review.
Roading land sales	78	(2,990)	3,068	No land sales finalised in the 2021 year.
Te Papa Intensification	5,318	1,500	3,818	Cameron Road Stage 1 was brought forward when Crown funding was allocated. Total spend 100% grant funded.
Accessible Streets	(410)	4,827	(5,237)	Underspend as a result of Cycle Action Plan expenditure being transferred to operating as it did not meet the capitalisation requirements. In addition the Cycle Action Plan LC/LR Programme underspend was offset against other LC/LR projects.

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - TRANSPORTATION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	26,053	30,501	25,981	(4,520)	Rates requirement reduced as a result of operating costs and depreciation reserve requirements less than budgeted in the LTP.
Targeted Rates	376	134	284	150	Resilience Rate was increased in the Annual Plan.
Subsidies and grants for operating purposes	4,722	4,846	5,282	436	Waka Kotahi subsidy higher due to completion of backlog of maintenance works.
Fees and charges	7,251	8,001	2,787	(5,214)	The introduction of free parking in the CBD has had a significant impact on Parking income, and in the LTP the Harington Street car park was forecast to be open and collecting revenue.
Internal charges and overheads recovered	16	17	9	(8)	
Local authority fuel tax, fines, infringement fees, and other receipts	1,406	1,437	2,157	720	Parking penalties and fines higher than budget as a result of increased enforcement.
<b>Total Sources of Operating Funding (A)</b>	<b>39,824</b>	<b>44,936</b>	<b>36,500</b>	<b>(8,436)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	16,853	16,777	22,165	5,388	Costs higher than LTP as a result of team re-organisation and significant increase in work load.
Finance Costs	8,545	10,666	4,557	(6,109)	Costs less than LTP due to interest rates significantly lower than forecast and capital programme underspend.
Internal Charges and Overheads applied	6,128	6,738	5,702	(1,036)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	14	14	Doubtful debt costs not included in LTP expenditure.
<b>Total Applications of Operating Funding (B)</b>	<b>31,526</b>	<b>34,181</b>	<b>32,438</b>	<b>(1,743)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>8,299</b>	<b>10,755</b>	<b>4,062</b>	<b>(6,693)</b>	



## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - TRANSPORTATION					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	34,249	28,631	16,469	(12,162)	Waka Kotahi subsidy less than budgeted as a result of the approved 2018-2021 subsidy being significantly less than the bid. This resulted in a major overhaul of the capital works programme.
Development and financial contributions	5,795	5,247	10,926	5,679	Developer Contributions higher than budgeted as a result of the buoyant house building market.
Increase/(Decrease) in debt	32,450	27,948	14,500	(13,448)	Debt reduced in line with reduction in capital programme.
Gross proceeds from the sale of assets	46	1,667	(78)	(1,745)	No land sales completed in 2021.
Lump sum contributions	40	41	10	(31)	External funding reduced as projects deferred.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>72,579</b>	<b>63,535</b>	<b>41,827</b>	<b>(21,706)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	(10,748)	(5,057)	6,315	11,372	LTP capital included a capital adjustment credit of \$15m, reflecting the delivery challenges of a large capital programme. Actual adjusted expenditure shortfall is \$9m. The Waka Kotahi subsidy was significantly reduced for the 18-21 period resulting in major changes to the programme, including the Papamoa East Interchange and the Cycle Action Plan capital works.
- to improve level of service	59,613	52,033	26,627	(25,406)	The \$10m transport efficiency programme for 2021 was deferred along with projects linked to the Baypark to Bayfair project.
- to replace existing assets	8,514	9,145	10,472	1,327	Renewal higher than LTP to maximize the three-year NZTA renewal allocation which expired at year end.
Increase/(Decrease) in reserves	23,501	18,169	2,477	(15,692)	The free CBD parking initiative resulted in the Parking activity not having a surplus and being funded via the cash reserve. Depreciation was also significantly lower than budgeted in the LTP as a result of the reduced capital works programme.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>80,879</b>	<b>74,291</b>	<b>45,891</b>	<b>(28,399)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(8,299)</b>	<b>(10,755)</b>	<b>(4,062)</b>	<b>6,695</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	





## GROUPS OF ACTIVITIES











	7		5		1
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an efficient transport network, minimising all-day congestion.	Average speed across key parts of the transport network* (free flow speed = 59km/hr)	 35.37km/hr	27km/hr	 35.7km/hr	In 2016/17, we created a new way to measure congestion. Average speed was compared across 18km of key routes at peak times, against the average speed during night free flow conditions (when traffic can move uninterrupted except for red lights and intersections). To get our sample, we compared the peak traffic speed with the free-flow speed over a seven-day period (1-7 March). Each year we compare our average speed over the same seven-day period in March against the result we recorded in 2017, to see if we are moving faster or slower through these key routes. Results for 2020/21 are based on data for the period between 8 -14 March (35.7km/hr), due to Alert Level 2 restrictions coinciding with the original seven day period (1-7 March). During AL2, less vehicles are using the roads which results in an increased average speed across the network (36.2km/hr). The average speed for 2020/21 was consistent with the previous year result.

## GROUPS OF ACTIVITIES













PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an efficient transport network, minimising all-day congestion.	Duration of peak across the transport network* (where traffic is travelling at 50% of free flow speed of 59km/hr)	 147min	345min	 251min	<p>We measure this by calculating traffic speeds through the same routes as the measure above (we use the same seven-day period in March as well). Through the week-long period we measure the time the routes are congested i.e. moving half as fast as they would under freeflow conditions. This calculates our daily average speed. Results for 2020/21 are calculated based on data for the period between 8-14 March, due to the original seven day period (1-7 March) coinciding with Alert Level 2 restrictions whereby less vehicles are using the network (results for 1- 7 March were 173min of congestion). Data for 2019/20 was slightly faster (238mins) compared to the current reporting period (251mins), despite Alert Level 1. As with 2019/20, this year saw well defined am and pm weekday peaks. We also saw no weekend congestion.</p>

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes.	Proportion of people journey to work via: 1) a vehicle as the driver 2) a vehicle as a passenger 3) walking/jogging 4) cycling 5) bus 6) did not go to work or not stated 7) Worked from home	 1) 46% 2) 2% 3) 2% 4) 5% 5) 3% 6) 20% 7) 8%	1) 58% 2) 1-2% 3) 3% 4) 6% 5) 8% 6) 23-25% 7) 5-6%	 1) 57% 2) 1% 3) 3% 4) 2% 5) 2% 6) 24% 7) 7%	We take this data from our annual perceptions monitor.  The proportion of people driving vehicles to work increased 24% to the previous year's result (46%). Currently, the number of people using buses (2%) or cycling (2%) decreased on 2019/20, whereas the number of people working from home remained similar to 2019/20.
	Number of public transport boardings per annum (Bay Hopper)	 Not measured	2.27m	 1,572,407	Data sourced from the Bay of Plenty Regional Council. Transport boardings decreased 4.7% on 2018/19 figures (1.65M).
	Number of public transport boardings per annum (School Hopper)	 Not measured	674k	 674,544	Data sourced from the Bay of Plenty Regional Council. Transport boardings continue to increase, up 35% on 2018/19 result (435,000).
	Number of participants in school children's walking and cycling programmes	 8,065	5,600	 9,946	Travel Smart leaders promoted walking and cycling in schools.  Feet First Programme reached over 8,000 students.
	Number of participants in adult cycling programmes	 332	400	 473	473 adults have been trained in cycle skills this year. Opportunities included e-bike trainings at retirement villages, workplace trainings, Māori historic rides - where cycle skills were taught, urban rides and ride leader trainings. The adult cycling coordinator at Sport BOP was funded by Travel Safe and Cycling NZ due to additional funding from ACC through NZTA. This role rotates around the many cycle groups providing mentorship, guidance and upskilling to regular riders. Promoting safety when riding in groups is the main aim of this ongoing mentoring - the number above does not reflect the number of regular riders mentored on these sessions. The coordinator stays connected with TCC about infrastructure updates and leads the community rides accordingly.

\* Public transport information is provided by the Bay of Plenty Regional Council whom manage Tauranga's local bus services.

## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking.	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure	 90%	91-92%	 92%	Target met at 92% as per latest 2020/21 HSD Roughness Data.
	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the Asset Management Plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath)	 95%	98-100%	 97.1%	Target not met. 2.9% of footpath network length have Grade 4 and 5 faults as per the latest 2020/21 footpath condition data.
	City centre parking occupancy levels: 1) On-street 2) Off-street 3) Car park buildings	 Not measured Not measured 28%	80%-85% 85%-95% 85%-95%	 Not measured Not measured 92%	Data is no longer available for the on-street and off-street parking. Occupancy levels for car park buildings has increased dramatically since 2019/20. From August 2020, a two-hour time limit was established in the city centre in an effort to help keep free parking available for shoppers and business customers.
	The percentage of the sealed local road network that is resurfaced	 2%	4%	 2%	Target not met. A new maintenance contract is currently being established. The new contractor will deliver the remainder of the resal programme.
	The percentage of customer service requests relating to roads and footpaths responded to within seven calendar days	 93%	85%	 89%	Our contractor achieved 89% response within seven days. Most of these service requests were attributed to unsafe footpaths, hazards on the road or potholes.
We will identify and respond to safety issues, through education and engineering solutions.	The change from the previous financial year in the number of people fatalities and serious injury crashes on the local road network, expressed as a number  Decreasing the number of people injured or killed in crashes across the city (the number refers to a five-year rolling average for all roads within the city boundary (state highways and local roads))	 193	165	 230	There were 244 people injured or killed (in 230 crashes) during the five-year period to the end of Q4 2020/21.  This is an increase of 37 (15%) from the 213 people injured or killed during the five-year period to the end of Q4 2019/20.  Note: This KPI does not consider MVKT (million vehicle km travelled) and so does not account for increases in population and vehicle use.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- There was difficulty in recruiting for specialised staff due to border closures and an active infrastructure market across New Zealand. This caused delays and required us to hire consultants.
- Speed management across the city remained an ongoing issue, with many residents frustrated or confused around the varying enforcement roles of council and the Police.
- A decision was made not to extend a maintenance works contract beyond the initial term, despite attempts to receive better outcomes on the network.

## Looking ahead

In 2021/22:

- The Futureproofing Cameron Road project will begin and is set to continue until October 2023. This will be the largest transport construction project over this period.
- Work will begin on the Transport System Plan (TSP) to address the inefficiencies in the network.
- An improved level of service will be provided to our community via an outcome focused, collaborative Maintenance and Operations contract.

## GROUPS OF ACTIVITIES

## Wastewater



### What we do

We provide a network of infrastructure to manage sewage and protect public health and the natural environment.

Wastewater is collected from all connected properties in Tauranga and transported to two treatment plants. The wastewater is treated through wetlands and ultra-violet disinfection before being discharged into the ocean.

The Southern Pipeline, which was completed in 2019, allows for future development in the southern area of Tauranga. The Te Maunga Wastewater Treatment Plant is being upgraded to accommodate the additional load from the Southern Pipeline.

### How this affects you

We enable wastewater to be safely removed from every connected property in Tauranga. Our work ensures that the effluent returned to the environment is high quality, meets community expectations and meets environmental standards.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### Highlights in 2020/21

- 1 Construction begun on the landward section of the outfall and is set to be completed in 2021/22.
- 2 We progressed a programme business case for our wastewater system to right-size future development of the system.
- 3 A contract was awarded for ground improvements to Bioreactor 2 and the construction contract will be awarded in late June 2021.
- 4 The design for Clarifier 3 was completed and is now out to tender.
- 5 Our strategic wastewater network model was calibrated and a network performance assessment has been carried out showing a well performing network.
- 6 Eastern and Western Corridor Wastewater studies have been completed and now inform the long-term investments needed to service growth in these areas.

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Te Maunga Wastewater Treatment Plant upgrade and outfall pipeline	8,395	19,382	(10,987)	The extent and duration of commercial negotiations delayed the award of 3 physical works contracts resulting in a later than anticipated commencement of physical works.
Eastern Corridor Trunk Wastewater	99	1,850	(1,751)	LTP budget was developed from a high-level programme from the planning team during the early phase of the project. Programme now pushed out.
Tauriko Bus Estate Capacity Improvements	1,516	3,000	(1,484)	Original pump station design scope expanded to include a larger pump station incorporating additional catchments and flows. Additional design time resulted in a delay in Physical Works commencement.
Wastewater Reticulation Renewals	3,011	5,030	(2,020)	CIP Stimulus funding provided for 10 Wastewater Pump Renewals projects. Core samples of the Meadowlands Rising Main show remaining life expectancy and replacement not required. Hold was placed on Wastewater works as the budget was committed for contingency allowance for the Elizabeth Street Upgrade.
Wastewater Reticulation Upgrades	673	2,600	(1,927)	Mansels Access & Renewal of Wastewater Main construction deferred while hydraulic design analysis was undertaken to account for future growth.
Wastewater Treatment Plant Renewals	303	563	(260)	Contingencies and risk budgets associated with treatment plant renewals not required

## GROUPS OF ACTIVITIES




TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - WASTEWATER					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	29,375	31,687	32,231	544	Changes to revised annual plan for 2021 resulted in the variance against LTP
Subsidies and grants for operating purposes	0	0	207	207	Crown Infrastructure Partners Subsidies received which was not part of LTP budgets.
Fees and charges	2,116	2,262	2,262	0	
Internal charges and overheads recovered	(45)	(46)	(3)	43	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>31,446</b>	<b>33,903</b>	<b>34,697</b>	<b>794</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	13,159	14,093	14,383	290	Although the overall variance to budget is quite small, there was a significant increase in repairs and maintenance costs mainly around mechanical and reticulation maintenance categories. This was offset by a reduction in operating costs relating to bio solid removal costs budgeted but not incurred due to asbestos found in Pond 1 resulting in delayed desludging.
Finance Costs	7,440	7,767	4,821	(2,946)	Significant underdelivery of capital projects along with reduced interest rates resulting in reduced finance charges.
Internal Charges and Overheads applied	4,335	4,859	4,125	(734)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	2	2	
<b>Total Applications of Operating Funding (B)</b>	<b>24,935</b>	<b>26,719</b>	<b>23,331</b>	<b>(3,388)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>6,511</b>	<b>7,184</b>	<b>11,366</b>	<b>4,182</b>	













## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - WASTEWATER					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	424	424	Crown Infrastructure Partners Subsidies received which was not part of LTP budgets.
Development and financial contributions	10,052	9,318	11,525	2,207	Large commercial developments in Tauriko Business Estate had significant wastewater impacts.
Increase/(Decrease) in debt	2,108	3,571	3,766	195	Change in the capital delivery project mix resulted in slightly higher debt compared to LTP budget.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	(643)	(643)	Crown Infrastructure Partners Subsidies received that was not part of LTP budgets.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>12,160</b>	<b>12,889</b>	<b>15,072</b>	<b>2,183</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	8,693	18,131	8,678	(9,453)	Lower capital delivery, particularly in relation to new greenfield growth investment and Te Maunga upgrade makes up bulk of the variance.
- to improve level of service	1,177	3,833	1,205	(2,628)	Timing difference with regards to Wastewater rehabilitation projects to support inner city intensification makes up bulk of the variance.
- to replace existing assets	3,912	4,383	4,068	(315)	
Increase/(Decrease) in reserves	4,889	(6,275)	12,487	18,762	Variance as a result of higher depreciation collected compared to depreciation funded out of reserve along with lesser growth funding due to delayed growth projects.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>18,671</b>	<b>20,072</b>	<b>26,438</b>	<b>6,366</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(6,511)</b>	<b>(7,184)</b>	<b>(11,366)</b>	<b>(4,183)</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES

	4		1		0
Achieved		Not achieved		Not measured	

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a reliable, well-maintained wastewater system that is available to all serviced zones.	The number of dry-weather sewage overflows from Council's sewerage system per 1,000 connections	 1.1	≤2	 1.02	There were 58 overflows from 56,988 connected properties.  The result demonstrates that the wastewater system, and our maintenance systems, are adequate. We have continued behaviour education with the community, advising not to flush wet wipes, as this causes blockages, and overflows.
	Compliance with Council's resource consents for discharge from our sewerage system, measured by the number of: a) abatement notices; b) infringement notices; c) enforcement orders; and d) convictions, received by Council in relation those resource consents	 Nil	Nil	 1	Abatement notice was received for wastewater overflow at Matapihi from an air valve on the Southern Pipeline.
We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property.	Sewage overflow attendance time for service personnel to reach the site	 26 min	≤60 min	 26 min	Attendance time remains constant with previous year.
	Sewage overflow resolution time	 3 hrs, 08 min	≤8 hr	 3 hrs, 04 min	We had a small decrease in the time it took us to resolve issues this year.
We will provide satisfaction to our customers.	The number of complaints per 1,000 connections received by Council about: sewage odour, system faults, blockages and response to issues.	 4.42	≤10	 3.64	We had 207 incidents per 56,988 connected properties. Results for the current reporting period saw complaints decrease on 2019/20 due to lower sewer blockages brought about through increased community awareness around flushability of products.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- The Wastewater Management Review Committee had only one member remaining from the previous year. The gradual progression of changes in membership impacted on the overall progression of issue resolution.
- A large overflow of wastewater from the Southern Pipeline at Matapihi resulted in Council receiving an abatement notice for the discharge. The investigation is nearing completion and further regulatory action is possible.
- The de-sludge project on Pond 1 was delayed due to asbestos-containing material requiring appropriate removal.

## Looking ahead

In 2021/22:

- The programme business case for our wastewater system will be nearing completion and the Wastewater Management Review Committee will be in a better position to make progress.
- Network improvements to reduce peak flows into the wastewater treatment plant system will be assessed, to enhance the system's operation.
- We will recognise carbon emissions and potential for reductions from our wastewater system.
- These initiatives will allow for tangata whenua input into the early planning stages of wastewater system improvements, and a more holistic view of our system's environmental performance and impacts through carbon accounting.

## GROUPS OF ACTIVITIES

## Water Supply



### What we do

We provide Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Water is a primary resource for living, economic activity and firefighting.

Among other activities, we:

- manage water supply catchments, protect source water, abstract raw water from source streams and produce potable water of suitable quality and quantities;
- distribute potable water to the point of supply where it meets flow, pressure and quality standards;
- efficiently operate and maintain council water assets with a replacement cost above \$300 million; and
- plan and provide infrastructure to meet future water supply requirements for our growing city.

We also educate our community about water, wastewater and stormwater conservation, and about how to source water in an environmentally acceptable way that acknowledges and respects the values tangata whenua place in water resources.

#### KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

### How this affects you

We provide a high-quality, efficient, affordable and reliable water supply system that protects public health and meets the needs of our residential, commercial and industrial customers.

We plan for our customers' future by providing sustainable long-term solutions to the challenges of population growth on water volumes and our water supply network.

### Highlights in 2020/21

- 1 The final contracts for the Waiāri Water Supply Scheme were awarded, with construction progressing well and due to come online late 2022.
- 2 A notable milestone for the water supply team was the approval of the Water Safety Plan by the Drinking Water Assessor (Ministry of Health). The revision and updating of the plan required significant work, and it is a key document for how we manage water supply risks.
- 3 A long-term three waters maintenance contract with Downer was successfully established and is a joint contract with Western Bay of Plenty District Council. The contract will commence on 1 July 2021 for a potential period of 10 years.
- 4 The treatment capacity of the Oropi Water Treatment Plant began its upgrade as part of the optimisation of the water supply to the city.
- 5 We participated in the Local Authority Drinking Water Reference Group (Taumata Arowai) to provide input into the development of the Drinking Water Standards and aesthetic values and associated operational compliance rules.

## GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Waiari new water supply system	57,306	70,060	(12,755)	Budget carried forward due to delays associated with COVID-19 and an extended tender period for the Water Treatment Plant contract.
Eastern corridor	9	1,100	(1,091)	Programme has been put on hold until further development progresses.
Reservoir development: water supply Welcome Bay	2,327	1,976	351	Delays associated with COVID-19 deferred the spend into 2021
Oropi Water Treatment Plant Capacity Upgrade	789	2,230	(1,441)	Delays due to supply chain issues created by COVID-19 meant that the project budget is carried forward into FY 2022.
Western Corridor	594	2,093	(1,499)	LTP budget was developed from a high-level programme from the planning team during the early phase of the project. Programme now re-phased.
Reservoir seismic upgrade and renewals	2,473	4,260	(1,786)	Delays associated with COVID-19 resulted in the contractor unable to resource for Summer/Autumn roof membrane works. Extended seismic strengthening works at Waikite 2 deferred spend on Poplar Lane works.
Water Netwrk Upgrades & Renewals	2,692	3,505	(813)	Delays associated with COVID-19 resulted in deferred physical works for the Elizabeth Street development.
Water Supply Plant Upgrades & Renewals	1,848	1,819	29	Spend aligns with forecast budget

## GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - WATER SUPPLY					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	25,523	27,726	26,591	(1,135)	Lower volume due to extended water restrictions and lesser growth meant slightly lower revenue compared to LTP budget, but almost on par with the Annual Plan.
Subsidies and grants for operating purposes	0	0	85	85	Crown Infrastructure Partners Subsidies received which was not part of LTP budgets.
Fees and charges	2,076	529	209	(320)	Hydrant usage reduction in fees due to water restrictions, thereby preventing water being used for dust suppression.
Internal charges and overheads recovered	2	2	(20)	(22)	
Local authority fuel tax, fines, infringement fees, and other receipts	0	0	0	0	
<b>Total Sources of Operating Funding (A)</b>	<b>27,601</b>	<b>28,256</b>	<b>26,865</b>	<b>(1,392)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	11,024	10,589	12,033	1,444	Higher than expected repairs and maintenance costs mainly relating to non-planned reticulation repairs were offset by a reduction in Waiari operational costs due to delays in commissioning from the original LTP forecast.
Finance Costs	3,110	2,958	5,249	2,291	Increase in overall Waiari programme costs compared to LTP budgets mainly driving the increased finance costs.
Internal Charges and Overheads applied	3,605	4,241	3,533	(708)	Internal charges below budget as outlined in the Corporate Services activity.
Other Operating Funding applications	0	0	0	0	
<b>Total Applications of Operating Funding (B)</b>	<b>17,739</b>	<b>17,788</b>	<b>20,815</b>	<b>3,027</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>9,862</b>	<b>10,469</b>	<b>6,050</b>	<b>(4,419)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - WATER SUPPLY					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	659	659	Crown Infrastructure Partners Subsidies received which was not part of LTP budgets.
Development and financial contributions	10,386	9,036	6,419	(2,617)	Timing differences in capital delivery meant that development contributions were slightly lower than budgeted.
Increase/(Decrease) in debt	3,243	1,745	1,959	214	Higher level of service projects compared to LTP budget resulted in higher debt.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	(1)	0	(648)	(648)	Crown Infrastructure Partners Subsidies received which were not part of LTP budgets.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>13,628</b>	<b>10,781</b>	<b>8,389</b>	<b>(2,392)</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	53,056	41,735	61,024	19,289	Increase in infrastructure costs, particularly related to the new Waiari treatment plant, has resulted in higher variance compared to LTP budget.
- to improve level of service	3,158	1,718	1,935	217	Additional spend in reservoir upgrades and treatment plant membrane purchases resulted in higher spend compared to LTP budgets.
- to replace existing assets	5,009	5,059	5,866	807	Reservoir and pipe renewals timing difference makes up bulk of the variance.
Increase/(Decrease) in reserves	(37,733)	(27,261)	(54,386)	(27,125)	Variance due to higher funding of DC reserves than what was budgeted.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>23,490</b>	<b>21,251</b>	<b>14,439</b>	<b>(6,812)</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(9,862)</b>	<b>(10,469)</b>	<b>(6,050)</b>	<b>4,420</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide a water supply network across the city, delivering safe drinking water that meets drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply.	The extent to which council's drinking water supply complies with: a) part 4 of the drinking-water standards (bacteria compliance criteria); and b) part 5 of the drinking water standards (protozoal compliance criteria)	 100% for both*	100% for both	 100% for both*	We achieved bacterial compliance. The protozoal compliance is assessed annually based on a five-yearly survey. Oropi Water Treatment Plant survey has been completed and submitted to the Drinking Water Assessor. We also publish bacterial compliance on council's website: <a href="http://www.tauranga.govt.nz/council/water-services/water-supply/water-testing-and-reports">www.tauranga.govt.nz/council/water-services/water-supply/water-testing-and-reports</a> . Please note these results are provisional, pending the assessment of compliance by the independent Drinking Water Assessor.
We will manage the average consumption of drinkable water.	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so	 85%	≥ 80%	 82%	80% of residents are aware of ways to conserve water at home and work, with 82% of those indicating that they have taken steps to conserve water in the past year.
	The percentage of real water loss from council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft)	 17.3%	≤ 16%	 16%	Achieved. This is determined annually, and the reported percentage is for the 2020/21 period.
	Annual peak demand in litres per capita per day	 397	≤ 450	 371	Achieved. This is based on a peak day of 55,487 cubic metres using population data of 149,713.
	The average consumption of drinking water per day per resident within the city based on water leaving the water treatment plants in litres per capita per day	 299	≤ 330	 292	Achieved. This is for the year's consumption and based on a population of 149,713 supplied with water.

\* Please note these results are provisional, pending the assessment of compliance by the independent Drinking Water Assessor.



## GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2019/20 result	2020/21 target	2020/21 result	Comments
We will provide an efficient response to faults and complaints.	Median fault response time for urgent call out is less than 60 minutes	✓ 26 min	≤ 60 min	✓ 28 min	Achieved
	Median fault response time for urgent call out is resolved in less than eight hours	✓ 2 hours 26 min	≤ 8hr	✓ 2 hours 28 min	Achieved
	Median fault response time to non-urgent call outs is less than 18 hours	✓ 4 hours 17 min	≤ 18hr	✓ 3 hours 32 min	Achieved
	Median fault response time to non-urgent call outs is resolved in less than 3 days	✓ 16 hrs 49 min	≤ 72hr	✓ 14 hrs 57 min	Achieved
	Number of complaints per 1,000 connections in relation to water quality (clarity, taste, odour), water pressure or flow, continuity of supply or in relation to council's response to these issues	✓ 2.59	≤ 10	✓ 4.35	Achieved. Of the 257 customer complaints received across 59,045 connected properties, the majority were in relation to water pressure (44%) and 28% regarding quality of water (taste, colour, odour, grit). Results for the current reporting period were higher than 2019/20, and were predominantly due to a greater number of complaints received regarding water pressure.

## Challenges

In 2020/21:

- The low flow from source water streams, Tautau and Waiorohi, which supply the city reached an all-time low.
- A city-wide sprinkler ban was introduced on 23 December 2020 and only lifted on 28 June 2021. The length of this year's water restrictions reflects the knock-on effect of three unusually dry summers.

## Looking ahead

In 2021/22:

- We will participate in and facilitate the water reform process, commencing with the implementation of the Water Services Bill, once enacted, and meet the requirements of Taumata Arowai (Water Regulator).
- Our team will focus on bringing the Waiāri Water Supply Scheme online by the summer of 2022/23. We will also begin the roll out of phases 2 and 3 of the project, which includes the extension of the pipelines into the wider coastal strip of Pāpāmoa and Mount Maunganui.
- We will optimise and maintain the city's water supply during the summer period, in conjunction with commencing the reconsenting process for the existing source water takes, expiring in 2026.

## GROUPS OF ACTIVITIES

## Corporate Services

### What we do

Corporate Services predominately provides internal support to the organisation. Our activities assist in the effective and efficient delivery of all council services and include:

- Asset Planning and Infrastructure
- City Development
- City Waters Support
- Civic Complex
- Communications
- Customer Service
- Digital Services
- Executive
- Finance
- Fleet Management
- Infrastructure Delivery
- Insurance
- Legal and Risk
- People and Capability
- Property Management
- SmartGrowth
- Strategy
- Takawaenga Maori Unit

### How this affects you

We support activities and services that affect our community directly.

### Highlights in 2020/21

- 1 Our Customer Service activity included:
  - Establishing a virtual meeting system with customers for property and LIM enquiries. This enabled our customers to maintain an element of face to face contact with the council team but removed their need to travel.
  - Receiving close to 5,000 customer satisfaction responses and achieving a very good overall net promoter score of 47 for the year.
- 2 Our Communications team helped establish the Arataki Liaison Group. This is a new way for us to engage with local communities around our work in their area and to understand and act on their priorities.
- 3 For our Takawaenga Māori unit, this year saw significant progress with the confirmation of a Māori ward for Tauranga city, and a higher calibre of representatives on all Committees. Our partnership with tangata whenua means we have added governance, legal, policy and planning expertise to the Strategy, Finance and Risk Committee. Creating space for a Māori perspective and contribution into decision-making means stronger outcomes overall and at pace with Māori aspiration, capability and capacity.
- 4 Our Asset Services team supported the delivery of fit for purpose infrastructure for our community, and in particular:
  - completed renewal planning and Asset Management Plans for seven activities that informed the Long-term Plan and Infrastructure Strategy;
  - launched the Street Design Toolkit that will be used when planning a greenfield development or upgrading an existing street, to create safe streets for people using different transport modes; and
  - launched the new Tauranga Moana manhole cover, designed by local artist Whare Thompson.

## GROUPS OF ACTIVITIES

## SIGNIFICANT CAPITAL PROJECTS

	2020/2021 Actual \$000's	2020/2021 Budget \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
Various land purchases	2,206	4,000	(1,794)	Strategic land purchases are dependent on suitable land becoming available for purchase. One major purchase has been completed, and several minor acquisitions are in progress. The unspent budget for this project has been carried forward to future years.
Digital Services Capital Programme	11,869	14,792	(2,923)	Digital successfully delivered the bulk of its FY21 programme of work, on time and on budget. Variations were due to underspend in planned lifecycle and hardware activities due to global supply chain delays, delays and changes in timing for Cameron Road fitout/new ways of working and delays to approving GIS 3D model data capture.
Various land sales	58	(1,214)	1,271	Several sales in progress but none completed.
Civic Complex renewals	107	307	(200)	Lower spend on the Willow Street civic complex, as these buildings are now planned to be demolished.
People & Engagement Capital Works	39	173	(133)	Several minor projects. Not all completed.
Prop Management Upgrades & Renewals	532	694	(161)	Improvements to the Cargo Shed were not completed. The unspent budget for this project has been carried forward to future years.
Health & Safety Risk Control Capital	60	245	(185)	Underspend predominantly relates to transfer station upgrades delayed due to imminent closure of site.

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CORPORATE SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF OPERATING FUNDING</b>					
General Rates, Uniform Annual General Charges, Rates Penalties	(15,679)	(15,902)	(8,433)	7,469	Rates allocation less than LTP budget due to lesser costs than budgeted within Activities.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	3	3	1,999	1,996	\$1.9m of positive variance relates to the COVID-19 Wage Subsidy received from Central Government in relation to lost revenue, mainly driven by lease and parking revenue.
Fees and charges	10,628	11,064	11,251	187	In-line with LTP.
Internal charges and overheads recovered	86,299	97,588	71,684	(25,904)	Recovery of internal costs are below budget. This reflects lower costs of Support activities - refer below.
Local authority fuel tax, fines, infringement fees, and other receipts	1,970	2,320	1,451	(869)	Lower interest income received from money market investments, due to falling interest rates.
<b>Total Sources of Operating Funding (A)</b>	<b>83,221</b>	<b>95,073</b>	<b>77,952</b>	<b>(17,121)</b>	
<b>APPLICATIONS OF OPERATING FUNDING</b>					
Payments to Staff & Suppliers	44,844	48,622	44,352	(4,270)	Below budget mainly due to Digital Services reflecting higher than budgeted levels of time charged to capital projects. Also there were lower building lease costs, as budgeted new civic administration building has not eventuated yet.
Finance Costs	(15,186)	(15,332)	(8,594)	6,738	Finance costs primarily relate to the net interest in Corporate Treasury. This is the difference between interest paid on external debt and interest charged on internal debt to all other activities within Council. Variance reflects lower than budgeted capital spend across Council.
Internal Charges and Overheads applied	44,849	51,141	33,623	(17,518)	Internal charges include the elimination of internal debt within Council. Overall the difference between finance costs and internal charges relating to internal debt net off, with the difference being external debt within the Treasury activity.
Other Operating Funding applications	1,227	1,253	7,042	5,789	Provisions to cover new leaky buildings legal claims.
<b>Total Applications of Operating Funding (B)</b>	<b>75,734</b>	<b>85,684</b>	<b>76,423</b>	<b>(9,261)</b>	
<b>Surplus/(Deficit) of Operating Funding (A-B)</b>	<b>7,487</b>	<b>9,389</b>	<b>1,529</b>	<b>(7,860)</b>	

## GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2020/21 - CORPORATE SERVICES					
	2019/2020 LTP \$000's	2020/2021 LTP \$000's	2020/2021 Actual \$000's	2020/2021 Variance \$000's	Key Variance Explanations for 2021
<b>SOURCES OF CAPITAL FUNDING</b>					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	(21,569)	(1,130)	8,221	9,351	Additional capital expenditure, per below.
Gross proceeds from the sale of assets	833	0	(58)	(58)	Minor unbudgeted asset sales.
Lump sum contributions	0	(1)	911	912	Funding received from Central Government in relation to three waters reform.
Other dedicated capital funding	0	0	0	0	
<b>Total Sources of Capital Funding (C)</b>	<b>(20,736)</b>	<b>(1,131)</b>	<b>9,074</b>	<b>10,205</b>	
<b>APPLICATION OF CAPITAL FUNDING</b>					
<b>Capital Expenditure</b>					
- to meet additional demand	0	0	0	0	
- to improve level of service	(22,361)	(3,179)	2,098	5,277	The LTP included a capital adjustment credit of \$20m, reflecting the delivery challenges of a large capital programme. Offsetting this in the LTP was budget for a new civic administration building, which has not eventuated yet.
- to replace existing assets	4,693	7,095	10,694	3,599	Digital Services expenditure on renewal of core systems.
Increase/(Decrease) in reserves	4,419	4,342	(2,189)	(6,531)	Reduction in reserves in order to fund the weathertight provision.
Increase/(Decrease) of investments	0	0	0	0	
<b>Total Applications of Capital Funding (D)</b>	<b>(13,249)</b>	<b>8,258</b>	<b>10,603</b>	<b>2,345</b>	
<b>Surplus/(Deficit) of Capital Funding (C-D)</b>	<b>(7,487)</b>	<b>(9,389)</b>	<b>(1,529)</b>	<b>7,860</b>	
<b>Funding balance ((A-B)+(C-D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\*\* Activities that make up Corporate services currently include: Asset Planning & Information, City Development, City Waters Support Services, Civic Complex, Communications, Customer Service, Digital Services, Executive, Finance, Fleet Management, Infrastructure Delivery, Insurance, Legal & Risk, People & Capabilities, Property Management, Smartgrowth, Strategy, Te Tumu and Treasury.

## GROUPS OF ACTIVITIES

## Challenges

In 2020/21:

- Our Service Centre received 3,776 LIM applications over the year, an unprecedented number that at times stretched our resources to ensure they were returned within the required timeframes.
- As our city grows and intensifies, our Development Engineering team's work has become much more complex as they are required to assess and monitor developments on increasingly challenging sites.
- Our Takawaenga Māori unit has continued to strive to maintain relationships with 17 iwi and hapū along with many other connection points. As our city develops rapidly, quicker and more detailed responses are being demanded from tangata whenua. This in turn requires us to ensure appropriate consideration and resource is available to support these crucial relationships.
- The council's Human Resources, Communications, and Engagement teams were restructured in late 2020. Maintaining our service quality and continuity was a challenge during this period of significant structural change.

## Looking ahead

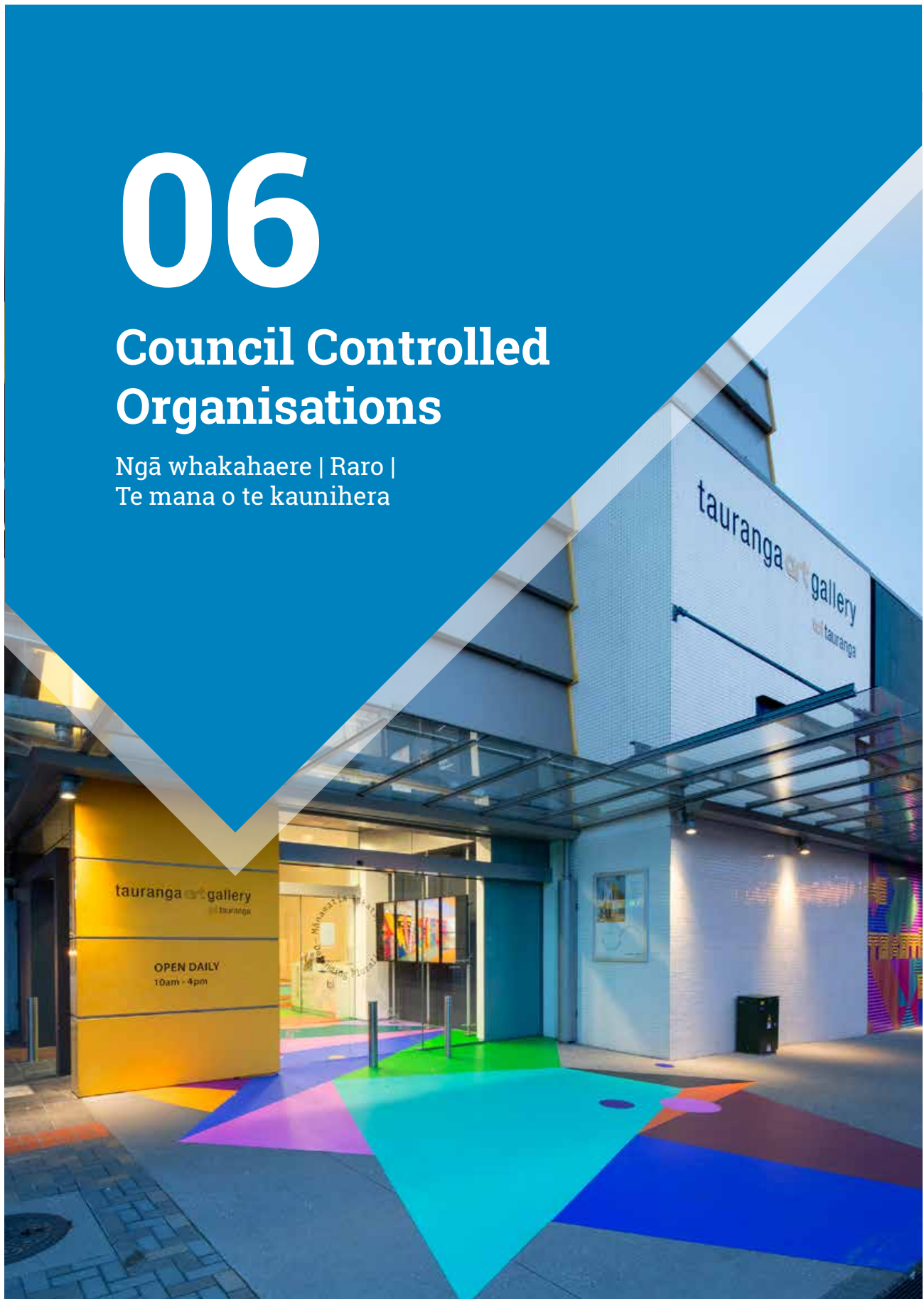
In 2021/22:

- A newly created Community Relations team (in place of the previous communications and engagement teams) will implement our new strategy to better connect with our community. An enhanced structure will be put in place to deliver more linked-up and strategic communications across council. This focuses on establishing strong relationships with community groups across the city, using a place-based model of engagement, rather than project-based. We will also be creating more engaging types of digital and creative content to share the work we are doing with our community.
- Our Customer Service Centre will establish a permanent presence at the Pāpāmoa Library for two days per week, from September 2021. Customers will be able to avoid travelling to the CBD for matters they would previously have needed to come into the main Service Centre for.
- Our Takawaenga Māori Unit will be:
  - o Creating a Professional Development Programme for iwi, hapū and Māori Land Trusts, to coordinate the support we can offer by bringing whānau up to speed with legislative and Council processes. Having greater understanding will enable more effective conversations and sharing of information to get the best outcomes.
  - o Investing in stronger planning through iwi and hapū management plans. With greater detail and direction in these plans we can ensure the city develops in a culturally appropriate manner. This includes both reviving key historical events and learning from them, as well as informing future projects and activities so they capture the value Tauranga has to offer.

# 06

## Council Controlled Organisations

Ngā whakahaere | Raro |  
Te mana o te kaunihera









## Council-controlled organisations

Council-controlled organisations (CCOs) give a local authority the opportunity to engage people with the right skills and experience to focus on operating a business or other undertaking on its behalf.

Tauranga City Council has established several CCOs to achieve certain objectives for our city. We support the CCOs, which manage facilities and/or deliver services on behalf of the council and our community.

The CCOs include:

- Bay Venues Limited (BVL)
- Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP)
- Local Government Funding Agency Limited (LGFA)
- Bay of Plenty Local Authority Shared Services (BOPLASS)
- Tauranga Art Gallery Trust (TAGT).

The CCOs each have an approved statement of intent that includes set targets. The following section describes each of these organisations, what they do, how they have performed, and what they have achieved over the past year.

### More information

The CCOs' statements of intent and annual reports are available on their websites:

- [www.bayvenues.co.nz](http://www.bayvenues.co.nz)
- [www.bayofplenty.co.nz](http://www.bayofplenty.co.nz)
- [www.lgfa.co.nz](http://www.lgfa.co.nz)
- [www.boplass.co.nz](http://www.boplass.co.nz)
- [www.artgallery.org.nz](http://www.artgallery.org.nz)

## COUNCIL CONTROLLED ORGANISATIONS

## Bay Venues Limited



### What we do

- Bay Venues Limited (BVL) manages recreation and community facilities on behalf of Tauranga City Council and is 100% owned by the council.
- BVL's mandate is to manage and operate venues within the company's portfolio, providing a high standard of sport, recreation, event and exhibition facilities, programmes and services to the residents of Tauranga and visitors to our area.
- There are 24 venues in the Bay Venues network. These include Trustpower Baypark, Mount Hot Pools, Baywave, the University of Waikato Adams High Performance Centre, plus several community centres, halls and community pools.

### Our highlights for 2020/21

#### Ka Ora, Ka Ako, healthy school lunches programme

Bay Venues has become the biggest lunch provider in the region, with around 4,000 lunches per day being delivered under the Government's Ka Ora, Ka Ako healthy school lunches programme. The CCO model has enabled us to capture this opportunity quickly and proactively.

The initiative has capitalised on Baypark's under-utilised kitchen space, which was refurbished at a capital cost that has already been recovered. This has allowed us to create 33 new jobs for local people, making and distributing lunches. Additional jobs have also been created within local businesses that supply us with protein, salads and baked goods each day.

Using the CCO model means we are redirecting profits from this taxpayer-funded initiative towards subsidising the cost of operating our network of community facilities. So, the community outcomes resulting from this programme are providing double benefits, not only for the children receiving lunches, but for all Tauranga residents who pay less to access their local swimming pools and other facilities.

### Digital Transformation Strategy

Impressive progress has been made on the implementation of the Digital Transformation Strategy (DTS) this year. We are seeing major improvements in the way we communicate with our customers, and our team are more efficiently able to do their jobs.

Significant milestone projects implemented successfully in FY21, include:

- Moving our document management repository off the server and into the cloud (SharePoint), making it easier to collaborate and access our system remotely.
- Replacing the outdated and frustrating Point of Sale and Booking system (Links) with Envibe, which is far more interactive and user friendly. This makes it easier for our teams to do their jobs and mitigates double-handling and risk of human error by integrating directly with the finance system.
- The roll-out of a new automated system to collect and collate customer feedback (Ask Nicely), is near completion. Ask Nicely will replace the annual customer survey that occurs manually across our facilities, providing a static view of customer satisfaction. Ask Nicely will instead provide a real-time picture of customer sentiment, enabling us to respond immediately to issues and monitor trends.

The next significant DTS project is the upgrade of our websites, to transform the way customers interact and transact with us. Online bookings and payment will be available, as well as targeted marketing that responds to individual patterns of behaviour and customer journeys through our facilities and services.

### Mount Hot Pools Upgrade

The Mount Hot Pools closure was completed in a 10-week window (two weeks earlier than anticipated), and opened in time for residents and visitors to enjoy the pools over the Easter holidays. The project was achieved under budget, and involved significant works that will ensure the facility can be utilised for many years to come.

Underground piping that had been leaking more frequently

## COUNCIL CONTROLLED ORGANISATIONS

(resulting in wasted energy and water and heightening the risk of an unscheduled closure during winter) has been completely replaced. This has saved over 30 cubic metres of water per day and gained a life expectancy of more than 30 years. The façade has been given a much-needed upgrade, including a unique cultural element that is still to be finalised.

A key highlight of this project was the complete resurfacing of the entire concourse with non-slip flooring, which has significantly reduced the frequency of slips at the facility. Slips and falls carry significant risk of serious injury, particularly for our older customers, so this is a fantastic result for the health and safety of all who enjoy the pools.

### Bay Dreams

The Bay Dreams festival was held over two days, from 2 to 3 January 2021, at Trustpower Baypark and attracted 16,500 attendees. The size and configuration of the event was heavily impacted by COVID-19 restrictions and required comprehensive planning, including the stage configuration, general event management and the consenting environment.

Overall, the 2021 event was a resounding success. The venue layout resulted in a more intimate atmosphere, which produced exceptionally positive feedback about the quality of the concert, and the final financial result was well ahead of budget.

### Customer Satisfaction

We put a significant amount of focus in this area during the year, and we are very proud of our results. FY21 delivered a record high result of 90% of customers either satisfied or very satisfied with their experience, significantly ahead of our benchmark target of 85%. This is particularly impressive given the frustrations caused by COVID-19 Alert Level protocols and demonstrates the commitment of our team to living our 'customer-crazy' approach.

### Covid alert level protocols and processes

Our communication with customers and ability to swiftly put in place strict protocols (including efficient contact tracing systems) in response to Alert Level changes, has been honed into a fine art.

Our efforts were widely recognised by our customers, who said they appreciated the robust measures we have taken to contribute to the fight against the pandemic. This is evidenced by the following example of feedback received: "Compared to other facilities around the country, BVL was streets ahead in its response and approach to COVID-19 and communication with its users".

## Challenges for 2020/21

Over the last year recruitment and resourcing has been increasingly challenging, particularly with regard to recruiting new staff within our Aquatics division. This has highlighted our previous reliance on the migrant workforce living in Tauranga and Mount Maunganui on short term visas, a tap that has turned off over the last 12 months. We recognise this is a challenge shared nationwide, with employers struggling to recruit, particularly at the lower wage end of the employment market. It will require a clear strategy to mitigate, including a comprehensive review of the remuneration strategy across our organisation.

## Looking ahead in 2021/22

### New Board of Directors and Chief Executive Officer

A new Board of Directors was appointed on 1 July 2021. The board consists of five new directors (including one from the Tauranga City Council executive team), and one re-appointed director from the previous board. Our immediate focus will be on welcoming and inducting the new board and developing their understanding of the business as quickly as possible.

Following the resignation of our CEO Justine Brennan, recruitment for a new CEO has been begun and we look forward to welcoming the successful applicant in due course.

### Strategic review outcomes

Following completion of the recent Council-led strategic review, several recommendations have been adopted and communicated to the organisation. BVL's new board and management team will now begin developing an action plan to deliver on the recommendations, which include:

- Moving the organisation towards paying the living wage for all staff (in 2021 we have 355 full-time, fixed-term, part-time and casual staff).
- Working to position the organisation as an integral part of Council's business-as-usual operations.
- Looking for opportunities to deliver operational efficiencies through shared service delivery models with Council.
- Reorganising BVL's finance structure and funding model to be more transparent, simple and easy to understand.

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**COUNCIL CONTROLLED ORGANISATIONS**









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- Developing a clearer Statement of Intent and more focused Key Performance Indicators, in the delivery of identified community outcomes.
- Investigating the viability of moving community halls and community centres back under the direct control of Council.
- Working with Council to review the new board arrangements within 12 months of establishment

**Greerton Aquatic & Leisure Centre upgrade and remediation**

This centre was opened nearly half a century ago as an outdoor swimming pool facility, and has received little investment since, apart from the addition of a roof some 20 years ago. A capital and renewals project is scheduled for 2021-22 to improve the entrance, front area and changing rooms. We will also introduce recreation and leisure amenities into the pool area and work on general maintenance and renewal projects. The facility will be closed for eight weeks and we will engage with our regular users well in advance to ensure they can access facilities elsewhere.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Activity	Target	Weighting	Status	Comments
Health and safety	Declining trend in facility-related incidents measured from previous year	10%	 Achieved.	A declining trend in facility-related incidents is evident as of end May 2021 when adjusted for COVID-19 facility closures.
Asset management	Asset management: rated on zero major service disruptions exceeding four hours due to asset maintenance or operational deficiencies	10%	 Achieved.	There have been no major service disruptions over four hours to date due to maintenance or operational deficiencies.
Staff Engagement	Maintain staff survey results over previous year as measured by average variance percentage on our 13 key themes	10%	 Not achieved.	Results show we are down on all 13 themes by a small margin for the most part, but particularly around reward and recognition. We believe is due to no pay increases and training this year as a result of COVID-19. We have met with each business area post our staff survey and will continue to work on actions as a result of the survey to improve staff engagement.
Customer satisfaction	85% of respondents in annual customer survey are satisfied or higher with the overall customer experience received	10%	 Achieved.	Our annual customer satisfaction survey achieved a 90% satisfied or very satisfied rating from our customers. In FY22 we will move to a customer sentiment tool providing real-time customer feedback.
Community outputs	Provide 13 points of evidence required by TCC as per Schedule A	10%	 Achieved.	We are meeting all requirements outlined in Appendix A of the SOI providing evidence of all 13 areas for community outputs.
Financial sustainability	Achieve budgeted earnings before interest, taxes, depreciation and amortization (EBITDA)	5%	 Achieved.	We are \$2.02M ahead of our 10-month YTD budget of -\$1.03M.
	Non-funded network achieves positive result at NPBT (net profit before tax) level to help subsidise the funded network	5%	 Achieved.	NPBT result in the non-funded network of \$241k in the 10 months YTD of FY21.
Strategic plan implementation actions	85% of FY21 actions from strategic plan implementation (listed in section 4 as key areas of focus for the 2020/2021 year) are completed	10%	 Achieved.	We have achieved all but three of our objectives for the financial year totalling 93%. The two that were missed related to internal resourcing and a training freeze due to COVID-19.

## COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2020 Actual \$000's	2019 Actual \$000's
Revenue	22,908	22,510
Expenditure	27,470	26,612
Surplus/(Deficit)	(4,562)	(4,102)
Tax Benefit/(Expense)	2,551	882
<b>Net Surplus/(Deficit) After Tax for Year</b>	<b>(2,011)</b>	<b>(3,220)</b>

INCOME DERIVED FROM COUNCIL		
	2020 Actual \$000's	2019 Actual \$000's
Debt Servicing Grant	550	520
Operational Grant	2,692	2,767
Renewal Funding Grant	4,103 <sup>*</sup>	2,437 <sup>*</sup>
<b>Total Council Derived Income</b>	<b>5,724</b>	<b>5,724</b>

\* 2019 further renewal funding grant of \$980,000 is recognised in income in advance.

<sup>^</sup> 2020 renewal funding grant includes rehabilitation expense funding of \$241,000 and \$980,000 recognised by BVL as income in advance in the previous year.

## Tauranga Art Gallery Trust (TAGT)

tauranga art gallery  
te taiao tauranga

### What we do

- The Tauranga Art Gallery Trust (TAGT) was established in 2005 to manage and operate the Tauranga Art Gallery Toi Tauranga (TAG), ensuring sound governance and financial management.
- TAGT aims to create exceptional art experiences that engage, inspire, challenge and educate through exhibitions, public programmes and events.

### Our highlights for 2020/21

Tauranga Art Gallery continued to deliver a diverse and stimulating exhibition programme. The programme included leading Māori practitioners, such as the 16 master carvers represented in *Matatoki: Mata ā Waka*. Displaying a range of traditionally carved works, the exhibition explored themes such as te moana (the ocean), voyaging, vessels and navigation, as well as demonstrating the continued contemporary relevance of traditional waka carving. Alongside the 16 contemporary practitioners featured, the exhibition showcased selective taonga tūturu (historical objects) from the Tauranga Heritage Collection.

*Tauranga Moana Collections: Art from the Tauranga Art Gallery and Civic Art Collections* brought together a focused selection of treasures from the respective collections of Tauranga Art Gallery and Tauranga City Council (Civic Art Collection). Reflecting on both past and present depictions of our region, the exhibition featured works by leading Aotearoa contemporary artists, many of which have been generously gifted by many donors over the years for our community's cultural benefit.

In February 2021, TAG presented a major commission by the inaugural recipient of the Rydal Art Prize. Christina Pataialii's *Proximity and Distance* featured a suite of paintings produced by the celebrated Wellington-based painter, including two massive wall works specially produced for the gallery's eight-metre high atrium. This was the largest presentation to date by Pataialii, who is currently receiving significant international exposure for her work. Paintings

produced for this exhibition will soon appear in the prestigious New Museum Triennial, New York (October 2021) and the Asia Pacific Triennial, Brisbane (December 2021) – carrying with them Tauranga Art Gallery's reputation as a significant art organisation in the Southern Hemisphere.

A community highlight for this period was the inaugural Acorn Foundation Junior Art Awards. Presenting work by children aged 4-14 years of age, the gallery received over 200 entries from students across the Bay of Plenty region. Responding to the theme *Te Taiao (Nature)*, a wide range of artworks were submitted, each providing a snapshot of the playful and honest ways that the next generation views the world, and a window into their genuine concerns for retaining the quality of our natural environment.

The bold and colourful rope installation in *The Unseen* was initiated by artist Gabby O'Connor. A unique project, *The Unseen* straddled both installation art and social forms of artmaking. Involving over 2,000 participants and eight kilometres of rope in its production, the exhibition sought to advance leading environmental research through the participatory act of drawing. As part of the exhibition, O'Connor led a series of further workshops at the gallery involving over 200 Tauranga-based participants. These provided opportunities for children and adults alike to be directly involved in artmaking while learning about the environment.

In addition to these highlights, the gallery continued to showcase the best of local, national and international art, including critically acclaimed exhibitions by Pāpāmoa-based artists Laurie Steer and Tawhai Rickard, celebrated Christchurch-based sculptor and video-artist Steve Carr, and USA-based ex-pats JK Russ and Matthew Couper.

### Challenges for 2020/21

- COVID-19 continued to substantially impact our gallery's international and local visitation. While the closed borders had the most pronounced impact on international visitation, the shifting COVID-19 Alert Levels also continued to hamper domestic and local visitation. Even a shift from Alert Level 1 to 2 brought

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#### COUNCIL CONTROLLED ORGANISATIONS

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about by stricter lockdowns in cities such as Auckland and Wellington, impacted not only our scheduling of events and exhibitions but also resulted in the abrupt cancellation of scheduled teaching programmes and group gatherings.







- Despite these challenges, the gallery received an impressive 42,019 visitors over the year (1 July 2020 to 30 June 2021) – exceeding our previously reduced visitation forecast of 30,000 visitors by 40%.

#### Looking ahead for 2021/22









- Tauranga Art Gallery enters the new financial year in a strong position. Following community support for TAGT's Long-term Plan submission, we received increased funding that will enable us to recruit a new staff member to strengthen the gallery's existing fundraising initiatives and identify new sources of revenue.
- This funding also enables us to launch an expanded offsite education programme, which will allow our professional art educators to venture outside the gallery into schools across the Bay of Plenty region. This aims to establish relationships with new schools that are either unable to come to the gallery or are apprehensive to take their children offsite in the unpredictable climate of the pandemic. These initiatives bode well for the gallery's goals to build our capacity to deliver leading art programmes and to strengthen community relationships and gallery visitation over the coming year.
- With a new director at the helm and new trustees in place, we are well-placed to develop exciting and dynamic programmes for the coming years. The gallery also continues to partner and work closely with other Tauranga-based CCOs, community organisations and businesses, ensuring that our visionary art programmes continue to have a positive local impact by stimulating Tauranga's CBD.






## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2020/21 Results
TAGT will take all practical steps to ensure our people are valued & supported.	Continue our commitment towards enhancing a positive staff culture and staff well-being.	Staff turnover of not more than 20% in the financial year.	 Achieved	2 FTE staff changeovers in period (15% of FTEs).
		Move towards a living wage for all staff by the end of 2020, but subject to review because of fiscal implications of Covid-19.	 Achieved	Phased pay increases have begun with the view towards implementing a staff-wide living wage in the 2021-22 year. Minimum wage earners received a pay rise in July 2020 to \$20/hr (the new minimum wage as at April 2021). These employees are due to receive a further increase to the living wage in Dec 2021.
	Explore opportunities and appropriateness from the TAGT perspective to link in with TCC's staff culture survey or investigate other alternatives.	Investigate developing staff survey options and implement the best option for TAG management and governance.	 Achieved	Our initial investigations concluded that TCC's internal survey wasn't an ideal fit with TAG's work culture. The Gallery is on track to implement its own newly developed annual staff survey, with the first to be completed midway through the 2021/2022 period.
TAGT will take all practical steps to ensure Health & Safety policies & procedures are adopted as per statutory requirements.	Health & Safety Policies and Procedures are up to date.	Health & Safety Policy and operational procedures meet statutory requirements and best practice standards of reporting.	 Achieved	H&S operational procedures are kept up to-date through scheduled H&S committee meetings, with respective department representatives in attendance.
		Monthly Health & Safety staff meetings are held to identify risks or concerns, minutes recorded, required actions and details are promptly conveyed to all staff.	 Achieved	The TAG H&S committee continue to meet monthly, with incidents and near-misses captured and recorded and behavioural activity captured in community captured.
	The TAGT Board receives regular and detailed information about the status of TAG Health and Safety performance and / or issues and risk mitigation plans	Detailed information on H&S performances will be provided as part of the Director's Board report.	 Achieved	H&S reports included in Director's Report at TAGT monthly meetings.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2020/21 Results
Demonstrate a commitment towards being financially sustainable.	Post Covid-19 lockdown new strategies to be explored. Gross revenue target achieved, and forecasted expenditure is contained within the approved budget.	Budget is met.	 Not achieved	While gross revenue fell below forecast targets, expenditure was also reduced. This resulted in only a small shortfall, due largely to reduced staffing. With a new Director and recruitment for other roles underway, and TCC funding confirmed for a new Business Developer role, the Gallery is tracking well to achieve its renewed revenue and expenditure targets.
	TAG will investigate ongoing opportunities to future proof both the physical and fiscal future proofing of the Gallery for current and future generations.	The Director will provide information to the Board and work with the Board to agree on strategies for future-proofing physical and cost-effective management of the Gallery.	 Achieved	Over the past year the TAGT Board meetings have increased in regularity, shifting from bi-monthly to monthly meetings, in order to develop various strategy & visioning work between TAGT, TAG staff, TCC, industry partners & stakeholders.
	Maintaining no deficit. Maintaining this financial position relies upon prudent management and accountability.	The Board will determine the most appropriate fiscal actions and cost-effective options to meet future needs.	 Not achieved	Proactive governance fiscal management has mitigated the potentially significant anomalies resulting from lost revenue from international visitation.
	TAG explores alternative funding mechanisms and increases the level of income generated by the TAGT from sources other than Council.	Develop TAGT funding strategy (for the post COVID-19 environment).	 Achieved	TAGT continued to accrue revenue from a range of funding sources, exploring new initiatives for revenue generation, such as partnering with Rotary Foundation on a charity auction (Treasured Art). TAGT funding strategy work ongoing. We continue to identify and pursue new funding sources within the volatile COVID-19 environment.
TAGT will pursue opportunities to secure funding and manage all funds with prudence and care.	Manage all funds with prudence and care.	Compliance with TAGT Audit Committee policy, Audit NZ requirements and approved general accounting practices.	 Achieved	Financial statements complied with the required reporting standards.
	Achieve a diversity of revenue generation, from benefactors, sponsors, build external partnerships and secure grants.	Not less than 20% of TAGT operating expenditure will be provided from sources other than Council funds.	 Achieved	TAG achieved non-TCC funding of \$254,249 during the reporting period, which was 21% of income from other sources excluding interest.
	Our financial management is supported by appropriate systems & controls.	External accountant to perform monthly checks on monthly financial processes.	 Achieved	KPMG have performed monthly checks on financial processes throughout the year.
	Maintain good working relationships with TCC staff and elected members, observing the 'no surprises' principle.	Regular meetings with TCC & elected members as mutually agreed.	 Achieved	Regular meetings were held with the CCO representative and with the Governance to Governance working groups and Commissioners throughout the 2020-2021 year.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2020/21 Results
Provide the opportunity for all to access, learn and experience visual arts.	Due to COVID-19 lockdown, CBD downturn / construction; the number of visitors taking part in TAG art experiences to be increasingly measured by online engagement due to significant drop in visitation.	Total gallery visitation is not less than 30,000 in the financial year 2020/2021 [during COVID-19 closure, reporting nil visitation to gallery, limitation on capacity to 50 at Level 2, and slow build up over next year restoring pre-COVID-19 visitation].  Increase in online engagement contributing to reporting measures. Visitation targets to be revised post-pandemic.	 Achieved	The gallery achieved 42,019 visitors during this financial year which was 12,019 above our revised COVID-19 target of 30,000. This was down 21% on last year's figures, due to lockdowns & closed borders, however our touring shows this year helped to generate 61,537 visitors collectively over two institutions, Terminus at The Dowse in Lower Hutt and Whatu Manawa at Te Puia in Rotorua. This was up by 25,325 on previous year.
	Provide an ArtBus to deliver school students to and from the Gallery.	The ArtBus is offered to school groups and funding raised to meet the demand. (when school buses resume after COVID-19 lockdown level 1 with social-distancing measures in place. Numbers will necessarily decrease according to Government requirements, e.g., at Level 2, the Gallery is limited to groups of 10 with a max. capacity of 50 people in gallery including staff)	 Achieved	6,620 students travelled via the ArtBus from 56 schools to participate in our Education Programme this year.
	Investigate alternative ways to provide art experiences for the city with key stakeholders.	Deliver art experiences and activities with key stakeholders, subject to satisfactory fiscal commitments by all parties.	 Achieved	Matatoki: Mata a Waka, displayed a range of traditionally carved works. Alongside the 16 contemporary practitioners featured, the exhibition showcased selective taonga tuturu (historical objects) from the Tauranga Heritage Collection.  We partnered with the Acorn Foundation to host the inaugural Acorn Foundation Junior Art Awards, received over 200 entries as well as partnered with Rotary of Tauranga Sunrise to stage this year's Treasured Art Charity Fundraiser, which raised funds for the Graeme Dingle Foundation and Gallery ArtBus.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2020/21 Results
Ensuring TAG is seen as a destination for both visitors and residents	Stage an annual signature event, attracting visitors to the Gallery and the city centre.	Present at least one signature event annually, with that event attracting not less than 7,500 visitors (and/or online engagement).	Achieved	18,099 visitors attended the Tauranga Moana exhibition, a collaboration between Tauranga City Council Civic Collection and Tauranga Art Gallery on show from 29 August 2020 – 21 February 2021.
	Offer a wide range of exhibitions and art experiences to engage with a diverse audience	Deliver not less than 12 exhibitions and other art experiences (including online projects) that cover contemporary and historical content, and which feature a range of multicultural perspectives.	Achieved	We delivered 18 exhibitions during the course of the year. Highlights from the programme include Matatoki: Mata a Waka, a group of 16 master carvers, Tauranga Moana Collections: Art from the Tauranga Art Gallery and Civic Art Collections, and a major commission, Proximity and Distance, by the inaugural recipient of the Rydal Art Prize, Christina Pataiali.  The Gallery continued to showcase the best of local, national and international art, including critically acclaimed exhibitions by Papamoa-based artists Laurie Steer and Tawhai Rickard, celebrated Christchurch-based sculptor and video-artist Steve Carr, and USA based ex-pats, JK Russ and Matthew Couper.
	Achieve a high level of customer satisfaction.	At least an 80% 'highly satisfied' / positive visitor response rating.	Achieved	Achieved 80% 'Extremely' or 'Highly' satisfied visitor responses from 1,541 surveys.
	Collaborate with other organisations to create and promote art opportunities in Tauranga.	Partner with not less than 1 other organisation to develop and present an exhibition or event per calendar year.	Achieved	We partnered with Tauranga City Council to present the Tauranga Moana exhibition, which presented the Civic collection alongside the Tauranga Art Gallery collection.
	Explore opportunities to engage with the community through art experiences outside the gallery.	Deliver not less than 1 off-site exhibition in collaboration with another CCO or community group and increase online experiences.	Achieved	Artist and researcher Gabby O'Connor led a series of workshops at local schools providing rich learning experiences for primary and intermediate-level
Ensuring TAG is seen as a destination for both visitors and residents	Use of technology and digital platforms to provide alternative art experiences, to enhance audience development and enable greater visitor access to the visual arts.	Deliver not less than 2 alternative art experiences per calendar year. Report on website and social media engagement.	Achieved	In addition to the above interactive drawing workshops, as a new initiative we upgraded our website, allowing us to present works by 235 students via an online viewing gallery.  The unique browsers to our website during April 2021 increased to 9,766 compared to 5,687 in April 2020.
	Work collaboratively with TCC Events team with the development of the TCC city-wide events strategy.	Participate in TCC's strategic process for a city-wide events strategy.	Achieved	Two Gallery staff attended the TCC workshop in June and will participate further as the process continues.
		Submit listings into mytauranga.co.nz event website as a shared space for all Tauranga events.	Achieved	Our TAG marketing/comms staff continue to communicate and coordinate with TCC Comms on upcoming programmes and events.
		Both TCC and TAG agree to collaborate to cross promote city wide event & activities.	Achieved	Our TAG marketing/comms staff continue to communicate and collaborate with TCC Comms to promote upcoming programmes and events, and events are included in the TAG newsletters as necessary.

## COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2020 Actual \$000's	2019 Actual \$000's
Revenue	1,458	1,540
Expenditure	1,396	2,094
<b>Net Surplus/(Deficit) for Year</b>	<b>62</b>	<b>(555)</b>

INCOME DERIVED FROM COUNCIL		
	2020 Actual \$000's	2019 Actual \$000's
Operational Grant	976	943
Collection curation service contract	-	3
Sponsorship	40	4
<b>Total Council Derived Income</b>	<b>1,016</b>	<b>950</b>

\*Note that the 2019/20 financial statements are not finalised or audited.

## COUNCIL CONTROLLED ORGANISATIONS

## Tourism Bay of Plenty (TBOP)



### What we do

- The Western Bay of Plenty Tourism and Visitor Trust, trading as Tourism Bay of Plenty (TBOP), supports the Council's vision to support community wellbeing in order to provide a higher standard of living for all.
- This CCO is owned by Tauranga City Council and Western Bay of Plenty District Council.
- TBOP takes the leading role in sustainable growth of the Western Bay of Plenty visitor economy and management of the destination.
- TBOP's vision is to 'share our love of the Bay of Plenty with the world' and our mission is 'to grow the visitor economy for the benefit of our community'.

### Our highlights for 2020/21

#### Elevating the destination's unique features

Extensive research in previous years has helped to identify the elements that combine to make this destination unique. These are referred to as the destination's Place DNA® and are: Horticultural Provenance, Māori Culture, Ocean and Beaches, and Natural Environment.

In the past year, TBOP has trialled the idea of concentrating efforts on the Place DNA® elements to showcase the tourism possibilities in these areas. The trial in 2020-2021 focused on Horticultural Provenance. TBOP audited the region's horticultural provenance landscape, developed product ideas, and created a marketing plan. From this work, Flavours of Plenty was launched.

Flavours of Plenty is a brand, a collective, and a vehicle for funding, designed to bring the food community together and to help share the region's food story. This activity was led by a steering group of locals passionate about the foodscape. The initiative has also been successful in launching a new product – Dine on a Lime – New Zealand's first self-guided food tour on a scooter. This maps out foodie hotspots in Mount Maunganui.

Activity in the Māori cultural tourism space is ongoing. A key highlight of the 2020-2021 year was the launch of Te Whānau Tāpoi Māori ō Tauranga Moana, a Māori tourism collective in Tauranga.

#### Upskilling operators in digital marketing and social media

In the wake of the COVID-19 pandemic, it became even more important to support and help grow the capability of operators. One key area of need identified was to help operators grow their digital capability and social media marketing skills. TBOP contracted a digital specialist to work with industry in this space. Feedback from the initiative was very positive and almost all the 30+ participants made changes to their digital platforms based on these sessions. The programme was also successful in facilitating closer connections between TBOP and the operators involved.

#### Telling the Te Moananui ā Toi, the Coastal Bay of Plenty story through the media

TBOP's media familiarisation programme provides an opportunity to share the region's stories widely through the media. TBOP has had at least one travel story in a major New Zealand publication every month of this financial year. These stories have been pitched and planned to cover:

- The breadth of Te Moananui ā Toi, the Coastal Bay of Plenty;
- Promotion of activities for operators; and
- Important positioning of the Bay of Plenty's food scene and our heritage and history.

The total investment into the media programme was \$38,000. The total net return in Equivalent Advertising Value (EAV) of this media activity was \$1.5 million, representing a 3,878% return on investment.

## COUNCIL CONTROLLED ORGANISATIONS

## Challenges for 2020/21

- The COVID-19 pandemic has impacted global tourism on an unprecedented scale. In the past, the region has primarily attracted domestic visitors, with this market generating about 80% of total tourism expenditure in the year leading up to the pandemic. The popularity of our region continued once Kiwis were able to travel following the initial lockdown, and the domestic market has grown in the post-COVID-19 environment.
- However, this growth at the industry level hides the impact that continued international border closures (air and sea) are having on some segments of the tourism industry. The retail and hospitality sectors are seeing the benefits of a larger domestic market, while tourism transport operators, accommodation providers, and tour operators (especially those associated with the cruise industry) are struggling.
- Some operators have closed or are in hibernation, and the longer these border closures are in place the more strain businesses are under. While the opening of the Australian border is welcome, this is having relatively minimal benefit for these struggling sectors and the ongoing issues with outbreaks make it difficult to have confidence in the reliability of this market. The effects of COVID-19 on tourism will continue to have an impact for the next few years.
- Staff resourcing constraints (due to resignations and the positions not yet being filled) have been challenging for TBOP, and reduced capacity has restricted our ability to deliver on several outcomes. This will be addressed starting July 2021 with a revised organisation structure and appointments to new roles.

Key areas of focus include social media and digital capability; sustainability and carbon reduction practices; health and safety; and more, depending on needs and opportunities.

- o Given most international borders remain closed without confirmed timeframes for opening, our immediate focus remains on the local, domestic, and Australian markets. Our marketing campaigns and operators will continue to be directed to these markets, while maintaining a presence in other international markets with scope to increase activity as or if they become viable.
- o Destination management will only be successful, welcomed by residents and appreciated by visitors, if it identifies and leverages the unique elements of our destination, our Place DNA®. TBOP will continue to build on the success achieved in the areas of Horticultural Provenance and Māori Culture, while also moving into the areas of Ocean and Beaches and Natural Environment in the year ahead.
- We have secured \$865,000 of funding through the Regional Events Fund, part of the Government's Tourism Recovery Package. This fund is intended to support the visitor sector by stimulating domestic travel to events, to help replace some of the international visitor spend lost due to the COVID-19 pandemic and international border closures. TBOP will be working with Tauranga City Council, Western Bay of Plenty District Council, Whakatāne District Council, and other stakeholders to manage this fund.

## Looking ahead for 2021/22

- TBOP is a Destination Management Organisation (DMO). Destination management is a holistic approach to managing all aspects of a destination that contribute to a visitor's experience. It is the foundation for creating a regenerative tourism industry that provides net benefits across the environment, residents' quality of life, elevating Māori principles, and adding value to our economy



Product and capability development will be an ongoing focus in 2021-2022, including identifying and assisting in the development of Māori cultural experiences.

## Service Delivery Report July 2020 - June 2021

### Across All Pillars

#### Letter of Expectation (LoE) – TBOP's Strategic Priority

Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations.  Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy	TBOP Six Month and Annual Reports.	Implemented year 1 of Te Ha Tapoi   The Love of Tourism 2020 – 2023.	Achieve the success measures set out in Te Ha Tapoi   The Love of Tourism Annual Plan 2020 – 2023, which align to the Visitor Economy Strategy 2018 – 2028.	Of TBOP's 28 strategic priorities for this financial year, laid out in Te Ha Tapoi   The Love of Tourism 2020-2021, 22 have been completed and six were not completed. Of those not completed, two were delayed and one indefinitely suspended due to circumstances beyond TBOP's control. The remaining three are underway with slower timeframes than expected.	 Not achieved
Support Councils to explore alternative funding mechanisms.*	TBOP Six Month and Annual Reports.	First stage: Alternative Funding Study completed by TCC in 2017. Second stage: To be led and funded by TCC.	Support investigation of additional alternative funding mechanisms, dependent on Tauranga City Council budget and timings.	Tauranga City Council has not progressed its alternative funding mechanisms project. TBOP has achieved alternative funding via the STAPP and Regional Events Fund.	 Not achieved

\*While TBOP can support Council with the investigation of additional funding mechanisms, the actual securing of funding is outside of TBOP's control. Thus, this performance measure relates to an outcome that TBOP can directly affect.



## COUNCIL CONTROLLED ORGANISATIONS

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Measure visitor spend.	MBIE Monthly Regional Tourism Estimates. As of November 2020, MBIE suspended the MINTES due to concerns over accuracy given the COVID-19 related market changes. The only visitor spend data currently available is based on electronic card transactions and excludes online purchases, cash purchases, and pre-bookings. As this only covers a portion of the visitor economy, only changes in spend will be reported, and the figures should be read with caution and as approximates. Information source: MarketView Tourism Dashboard.	Total visitor spend was \$1.019m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the YE June 2021, total visitor spend grew by 28% compared to the YE June 2020. No forecast or targets will be set for future years yet, due to the current levels of market uncertainty.	Achieved
		Domestic visitor spend was \$803m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the YE June 2021, domestic visitor spend grew by 19% compared to the YE June 2020. No forecast or targets will be set for future years yet, due to the current levels of market uncertainty.	Achieved
		International visitor spend was \$216m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the YE June 2021, international visitor spend decreased by 50% compared to the YE June 2020 due to the COVID-19 related international border closures. No forecast or targets will be set for future years yet, due to the current levels of market uncertainty. Note that spend on electronic cards by repatriating New Zealanders may be impacting international visitor spend figures.	Achieved
	MBIE Tourism Satellite Account.	Cruise sector spend increased by 35% to \$90.3m for the 2018/19 season spend for the 2019/20 season is likely to be much lower given the COVID-19 pandemic shortened the season).	Monitor and report on cruise sector spend, if applicable, and use the information available to set new benchmarks for future years.	No update as the cruise sector is still unable to operate due to the COVID-19 pandemic and associated travel restrictions. No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Not achieved
Measure the contribution of tourism to GDP.	Infometrics.	Tourism GDP for Tauranga & Western BOP was \$511m, representing 5.6% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Tauranga was \$487m, representing 6.1% of total real GDP (YE March 2020). Tourism GDP for Western BOP was \$49m, representing 2.0% of total real GDP (YE March 2020). No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved
	Infometrics.	Tourism GDP for Whakatane was \$75m, representing 4.5% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Whakatane was \$71m, representing 4.0% of total real GDP (YE March 2020). No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved
Measure the number of jobs provided by the tourism industry.	Infometrics.	Tourism provided 8,135 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty (YE March 2019).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new benchmarks for future years.	Tourism provided 7,480 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty in the month of May 2021. No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved

## COUNCIL CONTROLLED ORGANISATIONS

## Service Delivery Report July 2020 - June 2021



## Pillar 1: Target the Right Visitors at the Right Time with the Right Messages

## Letter of Expectation (LoE) – TBOP's Strategic Priorities:





Target the right visitors at the right time with the right messages, which will involve working with stakeholders.

Help to manage and promote the city and region's reputation nationally and internationally, to increase attractiveness and ensure share of voice.

Support Tauranga City Council's City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities and strengthens Tauranga's reputation as a premier events destination.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Understand current visitation levels and patterns.	MBIE Monthly Regional Tourism Estimates, Marketview Tourism Dashboard, AA Traveller Monitor, and other methods to be determined.	Understand the trend of visitation across the year based on visitor spend.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.	TBOP is tracking visitor numbers and patterns using visitor spend data and newly released visitor numbers primarily. This information is then shared with key stakeholders. The visitor satisfaction research is underway and providing insight into perceptions and motivators.	 Achieved
Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives.	Campaigns in market.  Campaign Post Analysis Performance Reports.	There is no current baseline data. The 2020/21 campaign calendar was scoped based on current market conditions.  There is no current baseline data, a new measure is to be implemented in 2020/21.	Implement campaign calendar as set out in the calendar for Te Hā Tapoi   The Love of Tourism 2020 – 2023.  Monitor and report on campaign measures and use the information to set new benchmarks for future years.	The Sure to Make You Smile campaign was in-market from October-December 2020, and again from April-June 2021, as per the calendar in Te Hā Tapoi   The Love of Tourism 2020 – 2023. These dates were selected to promote the region during the shoulder seasons.  The monitoring of campaign measures is underway. Key current measures being used are: <ul style="list-style-type: none"> <li>Video views (to the end): 320,428</li> <li>Impressions: 3,471,396</li> <li>New users to bayofplenty.com: 17,987 (9% of total new users to site)</li> <li>Website users' average session duration: 1m 23secs (site average 1m 36secs)</li> <li>Website users' pages/session: 2.35 (site average 2.1)</li> <li>Bounce rate: 57% (site average 66%)</li> </ul> The best performing traffic was generated from display remarketing (targeting users who have already visited the site), which had an average time on site of 2m 11 secs and 10 average users looked at 4.6 pages per session. This traffic comprised 0.5% (199 users) of the total campaign traffic to the website. In comparison, the next best performing traffic was from Google Search ads, comprising 15% (6,781 users) of total campaign traffic. These users spent an average of 2m 12secs per session and viewed an average of 3 pages per session. This provides a benchmark for future campaigns and direction on where to focus our spend.	 Achieved

## COUNCIL CONTROLLED ORGANISATIONS

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Build the destination's reputation as per Place DNA® by implementing story theme strategies identified in Brand Storybook research and embed across Te Moananui ā Toi the Coastal Bay of Plenty.	Tourism Sentiment Index™ (Destination Think).	Score of +56 to YE December 2019.	Maintain or improve Tourism Sentiment Index™ scores in areas associated with Te Moananui ā Toi   the Coastal Bay of Plenty's Place DNA®.	<p>A score of +20 for July 2020 to June 2021 was achieved. This is a total of 36 points below the score for YE December 2019, with COVID-19 likely affecting the 2020 results. This compares to a score of +21 for New Zealand overall.</p> <p>Scores for categories related to Place DNA® elements for July 2020 to June 2021:</p> <ul style="list-style-type: none"> <li>• Horticultural Provenance: -20</li> <li>• Natural Environment: <ul style="list-style-type: none"> <li>o Wildlife viewing: +6</li> <li>o Biking &amp; cycling: +11</li> <li>o Hiking &amp; rock climbing: +27</li> </ul> </li> <li>• Ocean &amp; Beaches: <ul style="list-style-type: none"> <li>o Surfing: +20</li> <li>o Beaches: +26</li> <li>o Fishing: +20</li> <li>o Diving and snorkelling: +21</li> </ul> </li> <li>• Māori Culture: +21</li> </ul>	 Not achieved
	Perceptions Research (for the New Zealand and Australia markets).	No current baseline data; a new measure is to be implemented in 2020/21.	Maintain or improve levels of association of Te Moananui ā Toi   the Coastal Bay of Plenty with Place DNA® themes.	50% of adult New Zealanders and 34% of adult Australians agree that the region offers a blend of natural landmarks, wildlife, authentic Māori culture, a range of local produce and stunning beaches (YE March 2021). These are consistent with results for YE December 2020.	 Achieved
	Digital analytics.	No current baseline data; a new measure is to be implemented in 2020/21.	Explore and identify the best digital analytics to measure engagement with, and performance of, digital content.	A website user experience (UX) report has been completed that identifies several metrics for measuring digital content performance. The report contains a series of recommendations to improve the user experience, and these are being gradually implemented.	 Achieved
Work with Tauranga City Council City Events team to support events aligning with our Place DNA®.	Collaborative marketing output and feedback from Tauranga City Council City Events team regarding support provided.	Bi-monthly meetings with Tauranga City Council City Events team and support of events on social media and website.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying the key events for collaborative marketing and executing associated marketing activity.	Bi-monthly meetings have been held with the TCC Major Events team to determine what promotional support TBOP can provide around key events that align with our Place DNA®. Major support was provided by way of sponsorship of the Aranex Kiwi Walk/Run event in May where we were able to highlight the Horticultural Provenance with themed tables and branding. 33% of event participants came from outside the Bay of Plenty region.	 Achieved

## COUNCIL CONTROLLED ORGANISATIONS

## Service Delivery Report July 2020 - June 2021




## Pillar 2: Connect with Residents

## Letter of Expectation (LoE) – TBOP's Strategic Priority

Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Measure and understand residents' sentiment towards tourism. This is measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is 76% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	The score for the year ending June 2021 is 66% agree (scores of 7 to 10). This will be the benchmark for next year.	Achieved
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for YE June 2020 is 72% agree (scores of 6 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	The score for the year ending June 2021 is 72% agree (scores of 6 to 10). This will be the benchmark for next year.	Achieved
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is 75% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	The score for the year ending June 2020 is 79% agree (scores of 6 to 10). This will be the benchmark for next year.	Achieved
Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is +27.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	The score for the year ending June 2021 is +17.	Achieved
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for the YE June 2020 is +13.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	The score for the year ending June 2021 is +11.	Achieved
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is +50.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	The score for the year ending June 2021 is +37.	Achieved
Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects).	Research results.	No current baseline data—a new measure is to be implemented in 2020/21.	Measure satisfaction with the tourism industry in the Moananui a Toi (the Coastal Bay of Plenty).	This research was put on hold until there is more information available regarding the cruise sector restart.	Not achieved

## COUNCIL CONTROLLED ORGANISATIONS

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Implement the Connect with Residents strategy and implement a locals communications plan.	Strategy implementation and outcomes.	No Place Like Home campaign is currently in-market. There is no current baseline data; a new measure is to be implemented in 2020/21.	Review, refine and continue to implement the Connect with Residents strategy, including measuring the performance of the No Place Like Home campaign.	No Place Like Home campaign in-market with monthly e-newsletters, print stories, social media, and radio. E-newsletter subscribers have grown from 2,215 to 2,777. Campaign effectiveness research conducted in February 2021 showed that 50% of residents have seen the campaign. Of these: <ul style="list-style-type: none"> <li>41% were inspired to look for further information on tourism activities; and</li> <li>41% feel more informed about tourism activities in the region.</li> </ul>	 Achieved
Develop and maintain an Ambassador Programme.	Completion of workshops.	Have begun discussions with Queenstown Resort College regarding implementation.	Complete one course.	Queenstown Resort College (QRC) appointed as provider. Due to QRC's other commitments, the course development has been delayed until the first quarter of the 2021-2022 financial year.	 Not achieved
Implement the Stakeholder Engagement & Communications Plan including iwi and hapū relationships, Leadership Advisory Group, and industry events.	TBOP dashboard.	Achieved an average of 74 engagements with key stakeholders per two-month period in the 2019/20 financial year.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieved an average of 68 engagements with key stakeholders per two-month period, falling just short of the goal of 70 engagements.	 Not achieved






## COUNCIL CONTROLLED ORGANISATIONS

## Service Delivery Report July 2020 - June 2021

## Pillar 3: Enhance the Visitor Experience

## Letter of Expectation (LoE) – TBOP's Strategic Priority

Enhance the visitor experience by providing fit-for-purpose visitor information services, including the development of Te Tomokanga and the use of digital services.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Understand, measure, and improve visitor satisfaction and perceptions.	Visitor satisfaction research findings.	There is no current baseline data; a new measure is to be implemented in 2020-2021.	The implementation of the Visitor Information Services user survey.	The visitor satisfaction research began in March 2021, with monthly surveying. At end of June 2021, 86% of visitors to the region were satisfied with their visit. Research conducted by Forward HQ. Sample size n=277, resulting in an associated margin of error of +/-6%.	 Achieved
Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities.	Visitor Information Services user survey.	No current baseline data – new measure to be implemented in 2020-2021.	The implementation of the Visitor Information Services user survey.	Customer Radar was implemented in the Tauranga i-SITE from January 2020. However, there was little customer engagement with a total of six responses (all from satisfied customers).	 Achieved
Continue the project plan for Te Tomokanga.	Design progress.	Local and central government funding is confirmed.	Complete the concept and detailed design, commence site investigations subject to national i-SITE review and market conditions.	The Te Tomokanga plan has been indefinitely suspended as Tauranga City Council withdrew funding due to restrictions on its capital budgets.	 Not achieved
Review the cruise sector model post-COVID-19.	Summary report from workshops.	TBOP identified the need to review the current shore excursion contracts due to the COVID-19 pandemic.	Undertake three workshops to explore ideas for the re-development of the cruise industry to operate post-COVID-19 (and implement any changes, depending on market conditions).	The government's cruise ship ban remains in place meaning there will be no cruise ship visits for this coming 2021 to 2022 season. However, bookings for the 2022 to 2023 season are ramping up. The review of the cruise model is underway with TBOP taking a leadership role in exploring all the factors (social, economic, cultural, environmental) that will come to play in preparing for the return of the sector. As part of this, TBOP's Cruise Manager has joined the Cruise NZ board to champion these issues at a national level in addition to working closely with Port Tauranga, industry, and other shore excursion providers on use of ship port locations. TBOP will continue to review the model in preparation for the 2022 to 2023 season commencement.	 Not achieved
Review and action the i-SITE Future Network Strategy.	Report prepared for Council.	Consulting on Future Network Strategy.	Participate in the review of the Future Network Strategy with i-SITE New Zealand and report to Tauranga City Council.	The proposed Future Network Strategy is yet to be finalised by the i-SITE NZ board. The forum has consequently been delayed to 30 August 2021 (due to Covid lockdown) and TBOP will attend.	 Not achieved

## COUNCIL CONTROLLED ORGANISATIONS

## Service Delivery Report July 2020 - June 2021






## Pillar 4: Grow Capability and Increase Supply

## Letter of Expectation (LoE) – TBOP's Strategic Priority

Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Map regional natural and built assets to identify experience gaps and opportunities.	Digital map (produced by Stafford Strategy).	Phase one of the mapping project is underway; the database of experiences has been collated and categorised.	The map of regional infrastructure and experiences developed (phase one), and gaps analysis completed (phase two).	The map of regional infrastructure and experiences has been developed. Phase two, the gap analysis, is underway.	✗ Not achieved
Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options.	Green Destinations certificate.	No current baseline data; a new measure is to be implemented in 2020/21.	Achieve the Green Destinations certification (to measure environmental sustainability).	TBOP is on the journey to becoming an eco-certified destination through EcoTourism Australia, with 50% of the criteria filled out. The ECO Destination Certification combines EcoTourism Australia's criteria with the Green Destinations standard for sustainable tourism.	✗ Not achieved
Enable, empower, and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences that feature our unique culture, heritage, and history.*	Workshop delivery.	Two roopū established that meet quarterly or more frequently.	Deliver four workshops for new and existing cultural tourism businesses per annum aimed at upskilling operators and assisting with the evolution of their businesses.	Two workshops/events were delivered as follows: <ul style="list-style-type: none"> <li>One cultural tourism exemplar is the hīkoi to Waitangi and Hokianga for a group from local Hapu Ngāti Hanganui.</li> <li>Digital Marketing/Developing an Effective Social Media Presence workshop for Tauranga Moana roopū.</li> </ul>	✗ Not achieved
	Workshop feedback surveys.	Two roopū established and meeting quarterly or more frequently.	50% of workshop attendees report that they are likely to make enhancements to their businesses based on the workshops.	Survey was not conducted due to resource constraints.	✗ Not achieved
Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.*	Engagement with investors.	TBOP identified the need for investment to stimulate product development.	Create an investor attraction package to support new tourism product that aligns with one target market and deliver this to relevant parties.	The COVID-19 pandemic has disrupted our ability to attract private investment in the tourism sector.	✗ Not achieved

## COUNCIL CONTROLLED ORGANISATIONS

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Develop and implement an industry capability programme and collaborate with tourism operators and help enhance tourism experiences that align with TBO's target audiences and Place DNA <sup>®</sup> .	Workshop delivery.	There is no current baseline data; a new measure is to be implemented in 2020/21.	Deliver three workshops for new and existing tourism businesses aimed at upskilling operators and assisting with the development of their businesses.	Five events/workshops were delivered as follows: <ul style="list-style-type: none"> <li>Digital marketing upskilling.</li> <li>One-on-one digital training.</li> <li>Regional Business Partner Network funding webinar held with the Tauranga Chamber of Commerce for tourism operators.</li> <li>Two Tourism Connect workshops.</li> <li>Health and Safety training.</li> </ul>	 Achieved
	Workshop feedback surveys.	There is no current baseline data; a new measure is to be implemented in 2020/21.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	Capability building workshops: 92% of attendees report that they are likely to make enhancements to their businesses based on the workshops. Digital capability one-on-one sessions: 91% of participants report that they are likely to make enhancements to their businesses based on these sessions.	 Achieved
Establish and maintain passion groups for niche development to align experiences with target audiences.*	Passion groups.	Surfers & beach lovers group established and one meeting held.	Deliver four passion group workshops for niche development to align experiences with target audiences.	<p>Horticultural Provenance passion group:</p> <ul style="list-style-type: none"> <li>Experience Manager has been appointed and group members recruited.</li> <li>Three passion group meetings held.</li> <li>Developed strategy and created marketing plan that is being implemented.</li> <li>Flavours of Plenty collective and new brand launched.</li> <li>Announced the inaugural Flavours of Plenty food festival (Autumn 2022).</li> </ul> <p>Ocean &amp; Beaches passion group:</p> <ul style="list-style-type: none"> <li>Experience Manager has been appointed.</li> <li>First passion group meeting took place in June 2021</li> </ul>	 Achieved
Identify and support opportunities for new 'tourism with purpose' and environmental stewardship initiatives*.	Feedback from applicable organisations.	Tourism with Purpose strategy completed.	Identify opportunities for new tourism with purpose initiatives and provide support via workshops, networking and PR activity where needed.	TBO is currently collaborating with Rotary and environmental groups to identify opportunities for visitor volunteers to work alongside the local community. Challenges such as ad hoc volunteering days and times, health and safety, and others are slowing progress.	 Not achieved
Business Events development.	Summary report from research.	No current baseline data.	Update the Business Events Market Feasibility report and present to the TBO board with recommendations.	2019 Business Events Research Report update complete, and recommendations presented to TBO board in August 2020 for implementation.	 Achieved

\*These performance measures relate to attempting to influence the development of tourism products and experiences, which are aligned with our destination's Place DNA<sup>™</sup> and target markets. While we can support, advocate for, help to upskill operators, and promote products, the development of product and how those organisations operate is outside of TBO's control. Thus, these performance measures relate to outcomes TBO can directly affect.





## COUNCIL CONTROLLED ORGANISATIONS

## Governance and Leadership

### Letter of Expectation (LoE) – TBOP's Strategic Priority






Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being, including exploring opportunities to link in with Tauranga City Council's staff culture survey. Detailed investigation into moving towards the Living Wage for all employees.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Investigate moving towards the Living Wage for all employees.	Financial records.	Achieved.	Payment of the living wage (as a minimum) to all permanent employees.	TBOP is currently paying the living wage to all permanent employees.	 Achieved
Improve organisational culture and staff well-being.	To be determined.	Employee Engagement Score: 80% (June 2020; TBOP Employee Engagement Survey).	Measure staff engagement via either Tauranga City Council's staff culture survey and/or TBOP Employee Engagement Survey.	Employee Engagement Score: 76% (April 2021 TBOP Employee Engagement Survey).	 Achieved

## Governance Best Practice

### Letter of Expectation (LoE) – TBOP's Strategic Priority

Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.

Performance Measures	Data Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Achieved, net result is 1% ahead of budget at year end.	 Achieved
Code of Conduct compliance.	TBOP Six Month and Annual Reports.	Achieved.	Code of Conduct compliance.	Achieved.	 Achieved
Compliance and regulatory obligations met.	Councils' feedback.	Achieved.	Compliance and regulatory obligations met.	Achieved.	 Achieved
Enterprise Risk Management Policy adherence.	Board confirmation.	Achieved.	Enterprise Risk Management Policy adherence.	Achieved.	 Achieved
Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Councils' feedback.	Achieved.	No surprises principle maintained.	Achieved.	 Achieved

## COUNCIL CONTROLLED ORGANISATIONS

**PLACEHOLDER ONLY**

FINANCIAL PERFORMANCE		
	2020 Actual \$000's	2019 Actual \$000's
Revenue	2,954	3,063
Expenditure	2,953	3,053
<b>Net Surplus/(Deficit) for Year</b>	<b>1</b>	<b>10</b>

INCOME DERIVED FROM COUNCIL		
	2019 Actual \$000's	2019 Actual \$000's
Operational Grant	1,721	1,628
Service Delivery Contract	493	493
Other	-	38
<b>Total Council Derived Income</b>	<b>2,214</b>	<b>2,159</b>

\*Note that the 2019/20 financial statements are not finalised or audited

## Local Government Funding Agency (LGFA)



### What we do

- The Local Government Funding Agency (LGFA) provides funding to participating local authorities.
- The LGFA borrows funds and lends them on to local authorities at lower interest margins than those local authorities would pay to other lenders.

### Our highlights for 2020/21

- We were delighted to receive CarbonZero certification from Toitu Envirocare.
- S&P Global Ratings upgraded our long-term credit ratings to 'AAA' (local currency) and 'AA+' (foreign currency) on 22 February 2021.
- Our total interest income for the financial year of \$377.2 million was a 1.9% increase on the 2019-20 financial year result of \$370.2 million. Net operating profit of \$12.0 million for this financial year was a 13.0% increase on the 2019-20 financial year result of \$10.6 million.
- LGFA issued a record \$3.27 billion of bonds over the financial year, and bonds on issue now total \$13.68 billion (including \$1 billion of treasury stock) across ten maturities from 2022 to 2037.
- We added five new members, with Napier City, Central Otago, Kawerau, South Waikato and Waitaki District Councils joining the LGFA over the year. Our total membership is now 72 out of the 78 councils in New Zealand.











### Challenges for 2020/21

- The Government's proposed Three Water Reform Programme is the largest change to the local authority sector in 30 years. As such, LGFA has been assisting on an as-required basis both central Government and our council members as they work through the programme.
- We sought approval from our shareholders to lend to Council-controlled Organisations (CCOs) during year. This was more complex than expected due to the unique and more intricate nature of CCOs compared to councils. However, we made good progress and feel confident that we will undertake our first loan to a CCO early in the new financial year.

### Looking ahead for 2021/22

- We will continue to look for ways to innovate with our products for councils.
- We will also continue our increased focus on sustainability, with the appointment of a Head of Sustainability to the LGFA management team. This key position will assist the development of our sustainable lending programme for councils in the coming year and introduce several other sustainability initiatives across the wider organisation.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
2020/21 target	Status	Result
LGFA net interest income for the period to June 2021 will be greater than \$18.8 million	 Achieved.	\$19.537 million
Total nominal lending (short and long term) to participating councils to be at least \$9.79 billion	 Achieved.	\$12.039 billion
LGFA's annual issuance and operating expenses (excluding AIL) for the period to 30 June 2021 will be less than \$6.8 million	 Achieved.	\$6.659 million
Conduct an annual survey of Participating Borrowers who borrow from LGFA and achieve at least an 85% satisfaction score as to the value added by LGFA to the borrowing activities	 Achieved.	August 2020 survey outcome of 98.8%
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	 Achieved.	100%
Achieve 85% market share of all council borrowing in New Zealand	 Not achieved	79%
Review each Participating Borrower's financial position, its headroom under LGFA policies and arrange to meet each Participating Borrower at least annually.	 Achieved.	All councils visited
No breaches of Treasury Policy, any regulatory or legislative requirements including the Health and Safety at Work Act 2015.	 Achieved.	No breaches
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	 Achieved.	100%
Maintain a credit rating equal to the New Zealand Government rating where both entities are rated by the same credit rating agency.	 Achieved.	Our domestic credit rating was upgraded to the highest possible rating of AAA by S&P Global Ratings while our foreign currency rating was also upgraded by one notch to AA+.

FINANCIAL PERFORMANCE		
	2021 Draft \$'000s	2020 Actual \$'000s
Revenue	377,222	370,220
Expenditure	357,685	351,941
<b>Net Surplus/(Deficit) for Year</b>	<b>12,007</b>	<b>10,623</b>

## Bay of Plenty Local Authority Shared Services (BOPLASS)



### What we do

- BOPLASS was established by the nine local authorities in the Bay of Plenty / Gisborne region to foster collaboration between councils in the delivery of services, particularly back-office or support services.
- BOPLASS investigates, develops and delivers shared services and joint procurement on behalf of the participating councils, maximising cost savings and developing opportunities for sharing of services.
- The shareholding councils are: Bay of Plenty Regional Council, Gisborne District Council, Kawerau District Council, Opotiki District Council, Rotorua District Council, Taupo District Council, Tauranga City Council, Western Bay of Plenty District Council and Whakatane District Council.

### Our highlights for 2020/21

The MahiTahi LG Collaboration Portal continues to provide an effective platform for a growing number of councils and council groups across the country, with a 71% increase in new members in the last 12 months. The continuing growth highlights the value the MahiTahi Collaboration provides as a collaborative workspace for local government. It also highlights the obvious desire in local government to better share and coordinate information and activities.

The BOPLASS insurance programme has been a glowing example of benefits achieved through cross-regional collaboration. Working closely with other North Island LASS very good outcomes were achieved with the 2020/21 placements, despite the ongoing hardening of the insurance markets.

### Challenges for 2020/21


As the insurance market evolves and placements become more challenging, BOPLASS has identified that councils will need to take a strategic approach to the types of cover they purchase, what will be insured, the levels of cover, and the levels of deductibles. BOPLASS arranged informative workshops for senior council staff to provide an overview of the impending changes within the insurance markets and alternative approaches to insurance that will need to be given consideration.

### Looking ahead for 2021/22

We will continue development of on-boarding and training material to help increase membership and support ongoing usage, with training provided to councils to maximise usage and ensure increased uptake.


BOPLASS and Waikato Local Authority Shared Services are collaborating to establish a waste contractor management and reporting platform across the BOPLASS and Waikato regions. Given the shared waste streams and contractors across the two regions it makes sense to manage this as a collaborative project. Additionally, the aggregated size of the opportunity has drawn strong interest from potential vendors and other councils. The project will now either include the additional councils/regions that have expressed interest, or the service will be developed in a manner to allow other councils to join after it is established.

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
2020/21 Target	Status	Comments
<p>Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.</p> <p>Manage and/or renegotiate existing contracts.</p> <p>Contracts are reviewed annually to test for market competitiveness.</p> <p>New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.</p>	 Achieved	<p>Contracts negotiated and/or renewed for:</p> <p><b>Video Conferencing Services</b> – Canon video conferencing infrastructure was moved from a Canon managed service to a BOPLASS hosted service. This provided further cost savings to councils and acknowledged the global move from vendor hosted video conferencing solutions to cloud-based technologies, e.g. Zoom, Teams.</p> <p><b>ESRI Enterprise Licensing Agreement</b> – Core GIS software used in all BOPLASS councils. BOPLASS Enterprise Agreement renewed. No increases in cost to councils.</p> <p><i>No alternative provider in NZ.</i></p> <p><b>GIS software and services</b> –</p> <ul style="list-style-type: none"> <li>• FME</li> <li>• Geocortex Essentials</li> <li>• Geocortex Analytics</li> <li>• X-Tools</li> <li>• NZ Archaeological Association</li> <li>• RetroLens</li> </ul> <p><i>Contracts renegotiated and renewed – no alternative suppliers</i></p> <p><b>Health and Safety Training provider</b> – BOPLASS has renewed the collective agreement with Vertical Horizonz for H&amp;S training across the BOPLASS councils. The agreement provides tailored training and discounted rates. (WLASS have aligned their contract dates with BOPLASS, providing for opportunities to procure collectively at the end of the new contract term.)</p> <p><b>Print Media Copyright Agency (PMCA)</b> – a collective contract providing savings for all BOPLASS councils has been renewed with PMCA for councils' print and media copyright services.</p> <p><i>Sole NZ provider of print and media copyright services.</i></p> <p><b>Treasury Staff Briefings</b> – BOPLASS coordinated presentations and workshops with senior NZ economists to better inform councils on the financial outlooks for local communities and the national economy. The workshops are provided at no cost to BOPLASS councils and have proven to be particularly valuable given the current international and local economic challenges.</p> <p><b>Aerial Imagery</b> – As part of the BOPLASS regional imagery programme a contract for orthophotography was awarded to AAM NZ Ltd on behalf of TCC and WBOPDC. The flying and imagery included specific requirements to capture high growth areas.</p> <p><b>N3</b> (previously known as GSB) – Purchasing group membership negotiated by BOPLASS. Councils achieving significant savings on membership costs and trade pricing through the group scheme. Agreement renewed for another year at same rates.</p> <p><i>Sole NZ provider.</i></p> <p><b>Media Monitoring Services</b> – BOPLASS continues to manage a collective media monitoring service with Isentia that automatically monitors and reports on broadcast, print and social media based upon council requirements. The single BOPLASS portal provides substantial savings to councils while also providing a significant reduction in internal resource requirements. Council agreement to renew for another year. Same rates negotiated.</p> <p><i>Service to be put to open tender in 2022.</i></p> <p><b>Zoom Services</b> – Renewed group enterprise agreement. Zoom video conference services continue to provide BOPLASS councils with centralised account management and shared infrastructure.</p> <p><i>Enterprise contract renegotiated and renewed. No alternative providers.</i></p> <p><b>Standards NZ</b> – BOPLASS has renewed the agreement with Standards NZ for discounted access to the full Standards catalogue at significantly reduced pricing for all BOPLASS councils.</p> <p><i>No alternative provider in NZ.</i></p>

## COUNCIL CONTROLLED ORGANISATIONS

## PERFORMANCE MEASURES



2020/21 Target	Status	Comments
<p>Investigate new Joint Procurement initiatives for goods and services for BOPLASS councils.</p> <p>Procure from sources offering best value, service, continuity of supply and/or continued opportunities for integration.</p> <p>A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.</p>	 Achieved	<p>The new procurement initiatives which have been investigated during the year are as follows:</p> <p><b>Waste Operator Licencing and Data System</b> – An ROI was undertaken by BOPLASS on behalf of all the BOPLASS and Waikato councils for a data management system and administration services to support the development of a region-wide waste operator licencing and data service. The collective approach to the ROI provided savings to all councils and garnered significant attention from suitable vendors due to the size of the aggregated opportunity.</p> <p><i>The ROI process will be followed by a closed RFP.</i></p> <p><b>Skin Scans / Mole Mapping</b> – BOPLASS explored opportunities for a collective contract to enable councils to offer a subsidised rate to their staff for mole mapping. A provider has not yet been appointed as the project has expanded to investigate health insurance options across the BOPLASS group of councils.</p> <p><b>Infrastructure Insurance</b> – Councils infrastructure insurance was placed into the London markets in late 2020 through direct engagement with the London underwriters and Lloyds syndicates. Exceptional outcomes were achieved for all councils – both in insurance rates and the cover achieved. Due to a continued unprecedented level of international natural disaster claims, insurance markets have become extremely cautious about the risk they are prepared to write. The high standard of the information being provided by BOPLASS councils and our historical relationships with the international markets have proven to be a strength for us at renewal time.</p> <p><i>Securing councils' insurance cover requires a new procurement process to be undertaken every 12-months and includes investigating, or engaging with, alternative markets.</i></p> <p><b>GIS Technical Support</b> – The majority of core GIS software used within councils is now procured through collective BOPLASS agreements. On behalf of the councils BOPLASS undertook procurement to appoint a Regional Technical Advisor to be used as a shared resource and provide technical support across all BOPLASS councils. Eagle Technology were appointed under a discounted enterprise agreement. In addition to the cost savings, the service helps facilitate further sharing of information and expertise across the GIS teams.</p> <p><b>Website Quality Assurance</b> – BOPLASS has established a collective agreement for website quality assurance. Monsido is the incumbent provider to several BOPLASS councils and discounted pricing has been negotiated, dependent on the number of councils participating.</p> <p><i>This project is still under action.</i></p> <p><b>IPWEA Membership</b> – BOPLASS engaged with the Institute of Public Works Engineering Australasia on behalf of our constituent councils to establish a single BOPLASS portal to allow all councils to access the full IPWEA online catalogue at heavily reduced pricing. The standards are used by all councils for a variety of engineering purposes. The collective agreement provides for unrestricted access for all councils at a significantly lower cost than under individual arrangements.</p> <p><b>Courier Services</b> – BOPLASS has led a procurement process across the three North Island LASS and Hawke's Bay councils for the appointment of a courier services provider.</p>

## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
2020/21 Target	Status	Comments
<p>Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.</p> <p>BOPLASS to regularly engage with other LASS to identify and explore opportunities for further interregional collaboration.</p> <p>Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.</p>	 Achieved	<p><b>Debt Recovery Services</b> – Additional BOPLASS councils have moved to the shared service established by MW LASS. As an inter-LASS service this negates duplication across the regions and provides cost-effective specialised local government debt recovery services.</p> <p><b>Insurance Renewals Standardisation</b> – BOPLASS led a project across the three North Island LASS to develop scorecards to assist councils with the preparation of accurate and timely renewal data for their annual insurance renewals. The scorecards help councils identify the required standards and any potential gaps in their processes. They will be used across all LASS participating in our collective insurance programme – BOPLASS, MW LASS and WLASS – ensuring a consistent and best-practice approach to renewal processes, ultimately assisting in achieving the best outcomes.</p> <p><b>Inter-LASS meetings</b> – A number of procurement projects are underway covering multiple LASS and leveraging benefits of aggregated volumes. Collaboration across the regions drives greater efficiencies and often allows projects to be better resourced. BOPLASS has been working particularly closely with MW LASS and Waikato LASS and this group meet on a quarterly basis. BOPLASS has recently provided information to South Island councils that are investigating collective opportunities.</p> <p><b>Waste Operator Licensing and Data Collection</b> – BOPLASS is leading a joint BOPLASS/ WLASS project to establish a cross-regional entity to administer licensing conditions on behalf of territorial authorities. The entity will also manage and collect waste data to assist councils in preparing detailed waste assessments and identification of priority waste management and minimisation actions. BOPLASS is leading the associated procurement exercises and is also engaging with other councils interested in participating in the project. The project includes continued engagement with MfE and WasteMINZ to ensure that the proposed approach is aligned with national strategies.</p> <p><b>Waste Minimisation Fund Application</b> – On behalf of the BOPLASS and WLASS councils, BOPLASS has submitted an application to the MfE Waste Minimisation Fund to support the development of collective projects across the two regions.</p> <p><b>Occupational Health Services</b> – BOPLASS has renewed the agreement with Waikato Occupational Safety Services for discounted occupational health services across the BOPLASS councils. This agreement is now undertaken in conjunction with WLASS.</p> <p><b>Cross Council H&amp;S audits and Safety Performance Indicators</b> – Waikato LASS and BOPLASS have collectively developed H&amp;S projects to support best practice and shared learnings across councils in the greater region. The projects assist in identifying skills, processes or procedures that can be shared across the regions.</p> <p><b>Courier Services</b> – BOPLASS coordinated activity across the central North Island councils to establish confirmed participation in joint procurement for the appointment of a courier services provider.</p> <p><b>Insurance Forum</b> – BOPLASS hosted and coordinated an insurance forum to cover key insurance topics in local government. The forum was well attended by councils from throughout the upper and central North Island.</p>
<p>Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.</p> <p>Increase usage of the Collaboration Portal by providing support and training material for new and existing users.</p> <p>Proactively market the benefits to councils.</p> <p>Number of listed projects to increase by 10% per year.</p> <p>Number of active users to increase by 20% per year.</p>	 Achieved	<p>Active promotion of the MahiTahi Collaboration Portal over the last 12 months has resulted in a 71% increase in the number of local government users with 161 new members joining.</p> <p>The increased membership is primarily a result of ongoing development of on-boarding and training material. Additionally, non-member councils have been proactively contacted to highlight the benefits and encourage participation.</p> <p>Five additional projects added to the MahiTahi Collaboration Portal, increasing from 48 to 53 lodged projects.</p> <p><b>RSIP Redevelopment</b> – The Regional Sector Information Portal is a collaboration tool used by regional and unitary councils. The RSIP Portal has been migrated to be hosted by BOPLASS on the same platform as the MahiTahi Collaboration Portal.</p>



## COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
2020/21 Target	Status	Comments
<p>Communicate with each shareholding council at appropriate levels.</p> <p>Meeting with each Executive Leadership Team.</p> <p>At least one meeting per year.</p>	 Achieved	<p>BOPLASS continues to regularly engage with our constituent councils, senior management and shareholders to ensure opportunities continue to be developed to the benefit of all stakeholders.</p> <p>In addition to these regular meetings, the BOPLASS chair and CE undertook a roadshow to directly engage with executive staff across all shareholding councils. These meetings were used to provide an update on BOPLASS initiatives and to gain further insights into additional collaboration opportunities. New opportunities in both shared services and procurement were identified through these workshops.</p>
<p>Ensure current funding model is appropriate.</p> <p>Review BOPLASS expenditure and income and review council contributions and other sources of funding.</p> <p>Performance against budgets reviewed quarterly. Company remains financially viable.</p>	 Achieved	<p>The sources of BOPLASS funding and the viability of the funding model are regularly reviewed with financial reporting provided to the BOPLASS Board.</p> <p>Council contributions levied.</p> <p>Contributions received from activities producing savings.</p> <p>Vendor rebates collected.</p> <p>Monthly and quarterly performance reviewed.</p> <p>Financial statements reported and reviewed at Board meetings.</p> <p>Funding model reviews were undertaken by the board during the 2020-2021 financial year with two changes undertaken to ensure the continued financial viability of the organisation:</p> <ul style="list-style-type: none"> <li>A one-off \$50,000 contribution to the BOPLASS aerial imagery programme received from LINZ was retained as income in advance to assist with funding the BOPLASS aerial imagery programme over the next five years.</li> <li>The BOPLASS Board approved for a CPI adjustment to be included with council annual contributions.</li> </ul> <p>Financial position year end 30 June 2021: \$15,970 surplus.</p>

## Additional Disclosures Impact of COVID-19

### Background

Given the current environment caused by the impact of COVID-19, many local government organisations face an unprecedented level of uncertainty about the economy, future revenue and asset and liability values. We have remained cognisant of this potential impact on both BOPLASS and our shareholding councils in the preparation of the BOPLASS financial statements.

We have taken a number of measures to monitor and mitigate the effects of COVID-19, such as health and safety measures for our people (e.g. social distancing and working from home) and continuing to engage with our suppliers and our constituent councils through video conferencing.

The impact on our business and results has not been significant and, based upon our experience to date, we expect this to remain the case. As we operate predominately in the delivery of back of office services, during COVID-19 we have found increased demand for some of our collaborative solutions and we expect this to continue.

### Assumptions

While there is always a possibility of some form of commercial implication for BOPLASS, the risk is considered to be very low as the company remains focused on delivering cost-savings and collective benefits to the councils – services of key importance to our shareholders.

Despite the impact of COVID-19 on much of the New Zealand economy, there has been no change in the nature or capacity of the company's business during the 2019-20 financial year and we don't expect this to change in the future. The company has remained on target with the delivery of all projects, with BOPLASS staff able to continue to operate effectively while working remotely during the various government imposed alert levels.

During and after the lockdown periods BOPLASS was able to continue with all financial reporting and reporting against performance indicators. Governance meetings were held, and regular engagement continued with shareholding councils.

The BOPLASS financial statements have been prepared with the judgement and assumption that COVID-19 has not, and will not, have an adverse impact on the

## COUNCIL CONTROLLED ORGANISATIONS

organisation's workstreams or the level of engagement from our shareholding councils. Therefore, when preparing the financial statements there has been no material adjustments made to the carrying amounts of assets and liabilities within the current or future financial years.

- BOPLASS has minimal assets and the value of those assets will not be impacted by COVID-19.
- There has been no impact from COVID-19 on the company's liquidity and we don't expect there to be future change.
- Project revenue is generated directly by councils' participation in collective contracts or projects. The core BOPLASS principle remains in place that the company will not enter into supplier contracts or commitments without first gaining agreement and financial commitment from participating councils.
- Letters of Support have been provided to BOPLASS by our shareholding councils, providing financial surety for the current and future financial year.
- The level of business for BOPLASS will continue as forecast and may, in some circumstances, create further opportunities.
- BOPLASS current and future performance targets will not be adjusted as a result of COVID-19.

Based on the circumstances described above, the financial statements have been prepared on the assumption that any impacts on BOPLASS from COVID-19 are minimal and the company will continue to operate as a going concern.

We will continue to follow the various government policies and advice, while at the same time doing our utmost to continue our operations in the best and safest way possible without jeopardising the health or wellbeing of our staff.

**Still to be updated**

FINANCIAL PERFORMANCE		
	2020 Actual \$000's	2019 Actual \$000's
Revenue	1,405	1,445
Expenditure	1,420	1,456
<b>Net Surplus/(Deficit) for Year</b>	<b>(15)</b>	<b>(11)</b>

INCOME DERIVED FROM COUNCIL		
	2020 Actual \$000's	2019 Actual \$000's
Operational Contribution	50	50
<b>Total Council Derived Income</b>	<b>50</b>	<b>50</b>