



AGENDA

Strategy, Finance and Risk Committee Meeting Monday, 16 May 2022

**I hereby give notice that a Strategy, Finance and Risk Committee
Meeting will be held on:**

Date: Monday, 16 May 2022

Time: 10am

**Location: Bay of Plenty Regional Council Chambers
Regional House
1 Elizabeth Street
Tauranga**

*Please note that this meeting will be livestreamed and the recording will be publicly available on
Tauranga City Council's website: www.tauranga.govt.nz.*

**Marty Grenfell
Chief Executive**

Terms of reference – Strategy, Finance & Risk Committee

Membership

Chairperson	Commission Chair Anne Tolley
Deputy chairperson	Dr Wayne Beilby – Tangata Whenua representative
Members	Commissioner Shadrach Rolleston Commissioner Stephen Selwood Commissioner Bill Wasley Matire Duncan, Te Rangapū Mana Whenua o Tauranga Moana Chairperson Te Pio Kawe – Tangata Whenua representative Rohario Murray – Tangata Whenua representative Bruce Robertson – External appointee with finance and risk experience
Quorum	Five (5) members must be physically present, and at least three (3) commissioners and two (2) externally appointed members must be present.
Meeting frequency	Six weekly

Role

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

- 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;
- to consider strategic issues facing the city and develop a pathway for the future;
- to monitor progress on achievement of desired strategic outcomes;
- to review and determine the policy and bylaw framework that will assist in achieving the strategic priorities and outcomes for the Tauranga City Council.

Membership

The Committee will consist of:

- four commissioners with the Commission Chair appointed as the Chairperson of the Committee
- the Chairperson of Te Rangapū Mana Whenua o Tauranga Moana
- three tangata whenua representatives (recommended by Te Rangapū Mana Whenua o Tauranga Moana and appointed by Council)
- an independent external person with finance and risk experience appointed by the Council.

Voting Rights

The tangata whenua representatives and the independent external person have voting rights as do the Commissioners.

The Chairperson of Te Rangapu Mana Whenua o Tauranga Moana is an advisory position, without voting rights, designed to ensure mana whenua discussions are connected to the committee.

Committee's Scope and Responsibilities

A. STRATEGIC ISSUES

The Committee will consider strategic issues, options, community impact and explore opportunities for achieving outcomes through a partnership approach.

A1 – Strategic Issues

The Committee's responsibilities with regard to Strategic Issues are:

- Adopt an annual work programme of significant strategic issues and projects to be addressed. The work programme will be reviewed on a six-monthly basis.
- In respect of each issue/project on the work programme, and any additional matters as determined by the Committee:
 - Consider existing and future strategic context
 - Consider opportunities and possible options
 - Determine preferred direction and pathway forward and recommend to Council for inclusion into strategies, statutory documents (including City Plan) and plans.
- Consider and approve changes to service delivery arrangements arising from the service delivery reviews required under Local Government Act 2002 that are referred to the Committee by the Chief Executive.
- To take appropriate account of the principles of the Treaty of Waitangi.

A2 – Policy and Bylaws

The Committee's responsibilities with regard to Policy and Bylaws are:

- Develop, review and approve bylaws to be publicly consulted on, hear and deliberate on any submissions and recommend to Council the adoption of the final bylaw. (The Committee will recommend the adoption of a bylaw to the Council as the Council cannot delegate to a Committee the adoption of a bylaw.)
- Develop, review and approve policies including the ability to publicly consult, hear and deliberate on and adopt policies.

A3 – Monitoring of Strategic Outcomes and Long Term Plan and Annual Plan

The Committee's responsibilities with regard to monitoring of strategic outcomes and Long Term Plan and Annual Plan are:

- Reviewing and reporting on outcomes and action progress against the approved strategic direction. Determine any required review / refresh of strategic direction or action pathway.
- Reviewing and assessing progress in each of the six (6) key investment proposal areas within the 2021-2031 Long Term Plan.
- Reviewing the achievement of financial and non-financial performance measures against the approved Long Term Plan and Annual Plans.

B. FINANCE AND RISK

The Committee will review the effectiveness of the following to ensure these are robust and appropriate to safeguard the Council's financial and non-financial assets:

- Health and safety.
- Risk management.
- Significant projects and programmes of work focussing on the appropriate management of risk.
- Internal and external audit and assurance.
- Fraud, integrity and investigations.
- Monitoring of compliance with laws and regulations.
- Oversight of preparation of the Annual Report and other external financial reports required by statute.
- Oversee the relationship with the Council's Investment Advisors and Fund Managers.
- Oversee the relationship between the Council and its external auditor.
- Review the quarterly financial and non-financial reports to the Council.

B1 - Health and Safety

The Committee's responsibilities through regard to health and safety are:

- Reviewing the effectiveness of the health and safety policies and processes to ensure a healthy and safe workspace for representatives, staff, contractors, visitors and the public.
- Assisting the Commissioners to discharge their statutory roles as "Officers" in terms of the Health and Safety at Work Act 2015.

B2 - Risk Management

The Committee's responsibilities with regard to risk management are:

- Review, approve and monitor the implementation of the Risk Management Policy, Framework and Strategy including the Corporate Risk Register.
- Review and approve the Council's "risk appetite" statement.
- Review the effectiveness of risk management and internal control systems including all material financial, operational, compliance and other material controls. This includes legislative compliance, significant projects and programmes of work, and significant procurement.
- Review risk management reports identifying new and/or emerging risks and any subsequent changes to the "Tier One" register.

B3 - Internal Audit

The Committee's responsibilities with regard to the Internal Audit are:

- Review and approve the Internal Audit Charter to confirm the authority, independence and scope of the Internal Audit function. The Internal Audit Charter may be reviewed at other times and as required.
- Review and approve annually and monitor the implementation of the Internal Audit Plan.
- Review the co-ordination between the risk and internal audit functions, including the integration of the Council's risk profile with the Internal Audit programme. This includes assurance over all material financial, operational, compliance and other material controls.

This includes legislative compliance (including Health and Safety), significant projects and programmes of work and significant procurement.

- Review the reports of the Internal Audit functions dealing with findings, conclusions and recommendations.
- Review and monitor management's responsiveness to the findings and recommendations and enquire into the reasons that any recommendation is not acted upon.

B4 - External Audit

The Committee's responsibilities with regard to the External Audit are:

- Review with the external auditor, before the audit commences, the areas of audit focus and audit plan.
- Review with the external auditors, representations required by commissioners and senior management, including representations as to the fraud and integrity control environment.
- Recommend adoption of external accountability documents (LTP and annual report) to the Council.
- Review the external auditors, management letter and management responses and inquire into reasons for any recommendations not acted upon.
- Where required, the Chair may ask a senior representative of the Office of the Auditor General (OAG) to attend the Committee meetings to discuss the OAG's plans, findings and other matters of mutual interest.
- Recommend to the Office of the Auditor General the decision either to publicly tender the external audit or to continue with the existing provider for a further three-year term.

B5 - Fraud and Integrity

The Committee's responsibilities with regard to Fraud and Integrity are:

- Review and provide advice on the Fraud Prevention and Management Policy.
- Review, adopt and monitor the Protected Disclosures Policy.
- Review and monitor policy and process to manage conflicts of interest amongst commissioners, tangata whenua representatives, external representatives appointed to council committees or advisory boards, management, staff, consultants and contractors.
- Review reports from Internal Audit, external audit and management related to protected disclosures, ethics, bribery and fraud related incidents.
- Review and monitor policy and processes to manage responsibilities under the Local Government Official Information and Meetings Act 1987 and the Privacy Act 2020 and any actions from the Office of the Ombudsman's report.

B6 - Statutory Reporting

The Committee's responsibilities with regard to Statutory Reporting relate to reviewing and monitoring the integrity of the Annual Report and recommending to the Council for adoption the statutory financial statements and any other formal announcements relating to the Council's financial performance, focusing particularly on:

- Compliance with, and the appropriate application of, relevant accounting policies, practices and accounting standards.
- Compliance with applicable legal requirements relevant to statutory reporting.
- The consistency of application of accounting policies, across reporting periods.
- Changes to accounting policies and practices that may affect the way that accounts are presented.

- Any decisions involving significant judgement, estimation or uncertainty.
- The extent to which financial statements are affected by any unusual transactions and the manner in which they are disclosed.
- The disclosure of contingent liabilities and contingent assets.
- The basis for the adoption of the going concern assumption.
- Significant adjustments resulting from the audit.

Power to Act

- To make all decisions necessary to fulfil the role, scope and responsibilities of the Committee subject to the limitations imposed.
- To establish sub-committees, working parties and forums as required.
- This Committee has **not** been delegated any responsibilities, duties or powers that the Local Government Act 2002, or any other Act, expressly provides the Council may not delegate. For the avoidance of doubt, this Committee has **not** been delegated the power to:
 - o make a rate;
 - o make a bylaw;
 - o borrow money, or purchase or dispose of assets, other than in accordance with the Long-Term Plan (LTP);
 - o adopt the LTP or Annual Plan;
 - o adopt the Annual Report;
 - o adopt any policies required to be adopted and consulted on in association with the LTP or developed for the purpose of the local governance statement;
 - o adopt a remuneration and employment policy;
 - o appoint a chief executive.

Power to Recommend

To Council and/or any standing committee as it deems appropriate.

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- 1 OPENING KARAKIA**
- 2 APOLOGIES**
- 3 PUBLIC FORUM**
- 4 ACCEPTANCE OF LATE ITEMS**
- 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**
- 6 CHANGE TO ORDER OF BUSINESS**
- 7 DECLARATION OF CONFLICTS OF INTEREST**

8 BUSINESS

8.1 Review of Tauranga City Council Gambling Venues Policy

File Number: A13046336

Author: Rebecca Gallagher, Policy Analyst

Nigel McGlone, Manager: Environmental Regulation

Authoriser: Steve Pearce, Acting General Manager: Regulatory and Compliance

PURPOSE OF THE REPORT

1. To seek direction on the review of Tauranga City Council's Gambling Venues Policy.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Having completed a review of the Tauranga City Gambling Venues Policy, reconfirms the policy with no changes (as per Attachment 1).

EXECUTIVE SUMMARY

2. Tauranga City Council's Gambling Venues Policy (the policy) is due for review.
3. The current policy does not permit any new gambling venues or gaming machines to be established in Tauranga, however, in certain circumstances it allows for relocation and mergers of clubs.
4. Engagement has been carried out with key stakeholders including venues, gaming trusts, TAB, social service providers, hospitality, and Ngai Te Rangi to understand any issues with the current policy. The feedback received includes support for the current policy, wanting the sinking lid replaced with a cap, a ban on relocation and merger of venues, and wanting the relocation provisions expanded.
5. An assessment of the impact of the current policy has been undertaken and is contained in attachment 2.
6. Based on the available information the changes made when the policy was last reviewed in 2019 do not appear to be having a negative impact on funding for community groups. However, more time and data is required to fully assess the impact.
7. It is recommended that the current Gambling Venues Policy continue without any amendments.

BACKGROUND

8. Under the Gambling Act 2003 and the Racing Act 2003, Tauranga City Council is required to review its Gambling Venues Policy every three years. Council's current Gambling Venues Policy 2019 was adopted in March 2019. A copy of the current policy is contained in Attachment 1.
9. The Gambling Act 2003 and Racing Act 2003 control gambling within New Zealand. This legislation focusses on ensuring that the community benefits from the proceeds of gambling, and that the harm that gambling can cause is minimised. The intent of the Acts is to give communities and local government some control over gambling in their districts while maintaining a central licensing authority to ensure consistency in regulatory approach and delivery.

10. There are four classes of gambling which are authorised types of gambling under the Gambling Act. Gambling on gaming machines hosted in pubs, hotels and clubs is referred to as Class 4 gambling. This does not include casinos.
11. The Racing Act facilitates betting on galloping, harness, and greyhound races, and other sporting events.
12. Territorial authorities have a devolved role under the Gambling and Racing Acts in relation to Class 4 gambling and gambling at standalone TAB venues. They are provided with tools to limit the impact of gambling harm on communities through controlling the number and location of class 4 and TAB gambling venues, and the number of class 4 gaming machines (gaming machines).
13. Consent is required from Council for new venues before the Department of Internal Affairs (DIA) will issue a venue licence, or if a venue wishes to increase the number of gaming machines. Council must have a policy that guides these decisions.
14. When adopting the policy, Council must have regard to the social impact of gambling in the City, and in determining the policy, may have regard to any relevant matters (e.g. the characteristics of the district and parts of the district) when determining the number of gaming machines that should be permitted to operate at any venue or class of venue, and what the primary activity at any venue should be.
15. When the policy was adopted in March 2019 there were 34 venues with 488 gaming machines operating and 532 licences issued in Tauranga. In December 2021 there are 34 venues with 496 gaming machines currently operating in Tauranga and 507 licences issued. The number of machines operating in Tauranga has increased, however, the number of licences has decreased since the policy was adopted. Attachment 2 contains more detailed analysis of the location of the venues, areas of deprivation, gambling trends and gaming spending in Tauranga.

CURRENT POLICY

16. Council's current Gambling Venues Policy does not permit any new venues or new machines to establish in the City, however, it does allow venues to relocate or clubs to merge under the following circumstances:
 - (a) due to a natural disaster or fire, the licensed premises is unfit to continue to operate, and/or
 - (b) the venue is deemed to be earthquake-prone, and/or
 - (c) the property is acquisitioned under the Public Works Act 1981, and/or
 - (d) expiration of lease, and/or
 - (e) site redevelopment.
17. These relocations and mergers may be established subject to the following restrictions:
 - (a) the venue is located within a commercial or industrial zone identified in the operative Tauranga City Plan, excluding areas within 100 metres of residential zones with a deprivation index of 8, 9 or 10,
 - (b) the venues, except TABs, must hold a current liquor licence under the Sale and Supply of Alcohol Act 2012,
 - (c) the primary activity of the venues must not be for gambling, and must not be an activity associated with family or children's activities,
 - (d) the primary activity of TAB venues shall be for providing race and sports betting services and not be an activity associated with family or children's activities,
 - (e) venues may relocate with their current number of machines.
18. When Council adopted the policy in March 2019, the decision from Council directed staff to investigate the impact of the policy on funding for community groups.

IMPACT ON FUNDING FOR COMMUNITY GROUPS

19. Attachment 2 contains an assessment of the impact the policy has had on funding. Unfortunately, the information regarding grant funding is only available until December 2020, as no information is available for 2021 at the time of writing this report.
20. The outcome of the assessment based on the information that we have, is that the amount of spending on gaming machines has continued to increase, and therefore since the current sinking lid policy was adopted in March 2019 it appears that it has not impacted the amount of funds available for community grants. There is a concern regarding the issue of how the funding is allocated. However, the funding allocation process is not something Council is involved with as it is controlled through the gaming trusts.
21. Problem Gambling Foundation and Salvation Army Oasis have suggested that Council lobby Central Government to replace the gaming machine funding with a more sustainable model of community funding. Further, they have asked us to consider a policy position that Council would not apply for or accept any funding from gaming machines. Direction from the Committee would be required to investigate these approaches further before any recommendation is put forward.

SOCIAL IMPACT OF GAMBLING

22. While most New Zealanders gamble without experiencing any apparent harm, a minority do experience harm from their gambling, including negative impacts on their own lives and the lives of others.
23. Gambling behaviour is strongly associated with distance to the nearest gambling venue, and people living in high deprivation communities are more likely to participate in gambling and more at risk of being a problem gambler. Māori and Pacific communities are also more likely to develop problems from gambling.
24. In Tauranga 64% of gambling venues are located in areas considered medium-high or very-high deprivation and the number of people in Tauranga seeking help for problem gambling is on the increase.
25. Further discussion on the impacts of gambling is contained in Attachment 2.

STRATEGIC / STATUTORY CONTEXT

26. Currently Council is refreshing its strategic framework and developing a City Vision. Together this work will ensure Council has a current and cohesive strategic framework that provides a clear line of sight from Council activities and policies to strategy documents and from there to the City's Vision and adopted Community Outcomes.
27. Gambling affects the social and economic wellbeing of our community. It is important that Council manages this correctly to achieve a city that is inclusive, safe, resilient and healthy, and is well planned with successful and thriving communities.

OPTIONS ANALYSIS

Option 1: Continue with the current approach and make no changes to the policy - RECOMMENDED

28. Option 1 is the recommended option. The current policy does not permit any new venues or gaming machines in Tauranga, which is considered a "sinking lid" policy. The policy does however allow for relocation of venues and merges of clubs in certain circumstances. This option would not require public consultation and the policy would be reviewed in three years' time.

Advantages	Disadvantages
<ul style="list-style-type: none"> Provides more time to assess the impacts of the sinking lid approach. Reduces potential harm from 	<ul style="list-style-type: none"> Continues to allow relocation and merges which may not be the most effective sinking lid policy.

Advantages	Disadvantages
<p>gambling by not permitting any new venues or gaming machines in Tauranga.</p> <ul style="list-style-type: none"> Continues to allow for existing venues to relocate and clubs to merge if required. This relocation allows for venues and clubs to move out of areas of high deprivation. By moving venues out of areas of high deprivation you are potentially reducing gambling harm, as gambling harm is experienced disproportionately by those living in high deprivation areas. 	<ul style="list-style-type: none"> Does not provide the opportunity for the wider community to provide feedback.

Option 2: Amend the relocation and merger provisions of the policy.

29. Undertake a review of the policy with a focus on the relocation and merger provisions of the policy, for example removing the ability to relocate or merge. Staff would need to report to the Committee with the options on the relocation/merger provisions. Public consultation would be required if any changes to the current policy are proposed.

Advantages	Disadvantages
<ul style="list-style-type: none"> If the proposal was to remove the ability to relocate or merge, it is likely to reduce the number of gaming machines faster having the potential to reduce harm from gambling If the proposal was to widen the reasons venues could relocate, e.g. unsuitable lease conditions, this could result in venues relocating out of areas of high deprivation. By moving venues out of areas of high deprivation you are potentially reducing gambling harm, as gambling harm is experienced disproportionately by those living in high deprivation areas. Provides the wider community the opportunity to provide feedback. 	<ul style="list-style-type: none"> Requires further staff and Committee time to investigate alternatives. Does not provide enough time to assess whether the current policy is making a significant impact. If relocation or mergers were no longer allowed, it would result in venues remaining in areas of high deprivation.

Option 3: Review the policy and change the approach.

30. Further research and analysis would need to be undertaken with options being presented to the Committee. This change in approach could be, for example, to consider a cap on the number of gaming machines. Public consultation on this option would need to be undertaken.

Advantages	Disadvantages
<ul style="list-style-type: none"> Provides the wider community with an opportunity to provide feedback 	<ul style="list-style-type: none"> Depending on the way forward may result in more gaming

Advantages	Disadvantages
on the approach to gambling venues.	<p>machines in Tauranga.</p> <ul style="list-style-type: none"> Requires further staff and Committee time to investigate alternatives, when to date the current policy appears to be functioning and the changes made in 2019 do not appear to have had a negative impact on funding for community groups Does not provide enough time to assess whether the current policy is making a significant impact.

FINANCIAL CONSIDERATIONS

31. If no further review of the policy is required, no further costs would be incurred in undertaking the review. However, if the Committee wishes to make amendments to the policy than consultation costs would be incurred.

LEGAL IMPLICATIONS / RISKS

32. The policy is required to be reviewed every three years. If the policy is not reviewed within the three-year time frame, the policy continues to be enforceable for a further two years.

CONSULTATION / ENGAGEMENT

33. Staff engaged with community groups regarding the impacts the policy had on funding.
34. The following organisations were contacted regarding the policy: Toi Te Ora Public Health, Hospitality Association, existing venues, TAB, gaming trusts, Problem Gambling Foundation, Salvation Army Oasis, Ngai Te Rangi, Sport Bay of Plenty, Bay Trust, Citizens Advice Bureau, St Vincent De Paul, TECT and Social Link.
35. Toi Te Ora was unable to provide a response due to the current COVID response. However, their submission on the policy in 2019 and the Bay of Plenty District Health Board Position Statement (2018) outlines the following key positions:
- Support for a sinking lid
 - Do not allow relocation of gaming machines
 - If a venue closes or mergers, the machines cannot be transferred or replaced elsewhere
 - If Council adopt a policy to allow for relocations, a condition should be placed that any relocation must be from a more harmful (high risk profile) location to a less harmful (low risk profile) location and not the reverse.
36. The Hospitality Association expressed support for the current policy approach, that it was well understood by their members and they hadn't received any complaints or concerns about the current approach.
37. 29 Venues were contacted regarding the policy. We received one response who supported the current policy.
38. There are 5 TAB locations in Tauranga. They are in Bethlehem, Cameron Road, Greerton, Mount Maunganui and Papamoa. Their view on the current policy is that the TAB NZ opposes a sinking lid policy for their standalone TAB NZ venues given:

- (a) Their ability to operate within vast numbers of social venues across New Zealand.
 - (b) Their ability to provide online account betting (as one of the two providers of online gambling in New Zealand).
 - (c) All TAB NZ venue staff are all trained in minimising and recognising the harms from gambling.
 - (d) Betting (as a form of gambling) has a low number (10%) of presentations for problem gambling - New Zealand, by international standards, has a low problem gambling rate of 0.2% of the adult population.
 - (e) TAB NZ Venues have modest trading hours compared to others.
 - (f) TAB NZ Venues do not sell alcohol.
39. The 10 gaming trusts operating in Tauranga were contacted to provide feedback. We received 9 responses. Their feedback can be summarised as follows:
- (a) They oppose the sinking lid policy and would like it replaced with a cap of 486 gaming machines (the current number of machines operating).
 - (b) Eight respondents asked to keep the current relocation clause and expand it to include other reasons to allow for more relocation.
 - (c) Two respondents suggested the policy should allow for a new venue to be established after an existing venue has closed.
40. Problem Gambling Foundation, Salvation Army Oasis and Bay Trust all support a sinking lid policy. However, they want Council to go further and not allow relocations or mergers.
41. Salvation Army Oasis also suggested that instead of a relocation policy, Council should consider ways to address the disproportionate concentration of venues in areas of high deprivation.
42. In December 2021 Te Rangapu members were contacted regarding the review of the Gambling Venues Policy. Ngai Te Rangi indicated a desire to be involved and staff met with Ngai Te Rangi in December 2021 to discuss the review of the Gambling Venues Policy. Ngai Te Rangi supported the sinking lid. There is a preference to remove the relocation clause but acknowledged that it does allow for machines to be moved from high-risk areas to lower risk areas. Ngai Te Rangi expressed a wish to be involved in the relocation application process, that iwi/hapu impacts were considered in an application to relocate.
43. Sport Bay of Plenty oppose a sinking lid approach as they see it as reducing community funding and this will negatively affect the sport and recreation sector.
44. Citizens Advice Bureau, St Vincent De Paul, TECT and Social Link have been unable to provide a response at the time of writing this report.

SIGNIFICANCE

45. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
46. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

47. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.



ENGAGEMENT

48. Taking into consideration the above assessment, that the decision is of medium significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

49. If the Committee decide that no changes to the policy are required, then no further action is required, and the policy will be reviewed again in three years' time.
50. If the Committee decide that there are aspects of the policy that require further investigation, then options will be presented to the Committee in June 2022.

ATTACHMENTS

1. **Gambling Venues Policy 2019 - A13275321** [↓](#) 
2. **Report into the effects of TCC Gambling Venues Policy 2019. - A12145460** [↓](#) 

Gambling Venues Policy



Policy type	Council		
Authorised by	Council		
First adopted	2004	Minute reference	M04/58.9
Revisions/amendments	22 March 2007 9 March 2010 12 March 2013 14 March 2016 14 March 2019	Minute references	M07/19.3 M10/13.4 M13/10.6 M16/10.3 M19/3.7
Review date	Council must complete a review of the policy within three years of the previous review – refer 102(5) Gambling Act 2003 and s65E Racing Act 2003.		

1. Purpose

To control the growth of class 4 and TAB venue gambling in Tauranga.

To minimise the harm to the Tauranga community caused by class 4 and TAB venue gambling.

To allow people who wish to participate in gambling to continue to do so.

To define the parameters for when consent for a Class 4 or TAB venue will be granted.

2. Scope

Under the Gambling Act 2003 Council is required to adopt a policy for Class 4 venues.

Under the Racing Act 2003, Council is required to adopt a policy for TAB venues. Council has chosen to combine the two policies, as Council's role is to regulate gambling venues and ensure they meet the requirements outlined in this policy.

This policy and any subsequent reviews must be adopted in accordance with the special consultative procedures set out in the Local Government Act 2002.

This policy:

- must state whether or not Class 4 venues and TAB venues may be established in the city boundaries and if so where they may be located; and
- may specify any restrictions on the number of gaming machines that may be operated at any Class 4 venue.

In developing its policy on Class 4 and TAB venues, Council must have regard to the social impacts of gambling in its district.

Gambling affects the social and economic wellbeing of our community. It is important that Council manages this correctly in order to achieve a city with that is inclusive, safe, resilient and healthy, and is well planned with successful and thriving communities.

The draft Community Wellbeing Strategic Plan 2018-21 notes the Gambling Venues Policy will be reviewed to provide policies that support healthy and active living.

3. Definitions

Term	Definition
Class 4 Gambling	means gambling that utilises or involves a gaming machine as defined in the Gambling Act 2003.
Class 4 Venue	means a place to conduct Class 4 Gambling.
Club	means a voluntary association of persons combined for a purpose other than personal gain, as defined in the Gambling Act 2003.
Council	refers to Tauranga City Council - the elected member body representing Tauranga City.
Corporate Society	means a society that is: (a) incorporated under the Incorporated Societies Act 1908; or (b) incorporated as a board under the Charitable Trusts Act 1957; or (c) a company incorporated under the Companies Act 1993 that: a. does not have the capacity or power to make a profit; and b. is incorporated and conducted solely for authorised purposes; or (d) a working men's club registered under the Friendly Societies and Credit Unions Act 1982.
Family or Children's Activity	means an activity which in Council's opinion is primarily associated with and/or promoted as an activity that is appropriate for any group that includes children under the age of 18.
Gaming Machine	means a device, whether totally or partly mechanically or electronically operated, that is adapted or designed and constructed for use in gambling, as defined in the Gambling Act 2003. Also commonly known as 'pokie machines'.
NZDep 2013	means an area-based measure of socioeconomic deprivation in New Zealand as defined in the 2013 Index of Deprivation published by University of Otago, Wellington.
Primary Activity	means the principal purpose of, and promoted by, the venue.
TAB Venue	means the premises that are owned and leased by the NZ Racing Board and where the main business carried out at the premises is providing racing or sports betting services.

Venue Licence	means a Class 4 venue licence issued by the Secretary for Internal Affairs.
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4. Principles

Gambling can have negative impacts on the financial, health and emotional wellbeing of individuals and their families.

Gambling is also considered by many as a positive form of entertainment and contributes funding to the local community.

5. Policy statement

5.1 What the policy applies to

This policy applies to both Class 4 Venues and TAB Venues.

5.2 When Council consent is required

Council consent is required in the circumstances set out under section 98 of the Gambling Act 2003 and section 65A of the Racing Act 2003:

- if a corporate society applies for a Class 4 Venue licence and a Class 4 Venue licence has not been held by any corporate society for the venue within the last six months;
- if the NZ Racing Board proposes to establish a TAB Venue.
- if a corporate society proposes to increase the number of gaming machines that may be operated at a Class 4 Venue (this includes at a venue where clubs propose to merge under s95 of the Gambling Act).
- if a corporate society proposes to change the location of a venue to which a Class 4 Venue licence currently applies.

5.3 Conditions of consent

An applicant for Council consent under this policy must meet both the application conditions and fee requirements.

5.4 When Class 4 and TAB venues may be established

No new Class 4 or TAB Venues may be established within the Tauranga City boundaries.

However, Council may consider granting consent for relocation of existing Class 4 Venues or TAB Venues, if the premises cannot continue to operate at the existing venue site.

Examples of such circumstances include but are not limited to the following:

- due to a natural disaster or fire, the licensed premises is unfit to continue to operate; and/or
- the venue is deemed to be earthquake-prone; and/or
- the property is acquisitioned under the Public Works Act 1981; and/or
- expiration of lease; and/or

- site redevelopment.

Where Council considers that it may grant consent for a relocation, relocated Class 4 and TAB Venues may be established subject to the following restrictions:

- The venue is located within a commercial or industrial zone identified in the operative Tauranga City Plan, excluding areas within 100 metres of residential zones with a deprivation index of 8, 9 or 10, measured on the NZDep 2013 (and any subsequent updates), as identified on the maps in Schedule 1.
- Except for TAB Venues, the venue shall hold a current on-licence or club liquor licence under the Sale of Supply and Supply of Alcohol Act 2012.
- The primary activity of the Class 4 Venue shall:
 - not be gambling;
 - not be an activity associated with Family or Children's Activities.
- The primary activity of a TAB Venue shall:
 - be for providing race and sports betting services, and
 - not be an activity associated with family or children's activities.

5.5 Number of gaming machines to be allowed

No additional gaming machines may be operated at Class 4 Venues with the Tauranga City boundaries.

For clarification:

- where Council receives an application to relocate a Class 4 venue, the maximum number of gaming machines at the relocated venue shall be the maximum number of gaming machines at the venue before relocation.
- where Clubs merge in accordance with section 95 of the Gambling Act 2003, the maximum number of gaming machines shall be the same as allowed under section 95 of the Gambling Act 2003. This is 30 gaming machines or the combined total of the number of existing machines, whichever is the lesser.

5.6 Applications for consent

All applications for consent must be made on an approved application form.

5.7 Gambling venues consent application fee

Council will set fees and charges appropriate to cover the costs associated with processing a Gambling Venues Consent Application, pursuant to section 150 of the Local Government Act 2002, and through its usual fees and charges processes.

5.8 Decision making

Consent applications are to be processed and a decision made within 30 working days of Council receiving the application.

5.9 Appeals

An appeal on a decision made in respect of a Gambling Venues Consent Application can be made to a meeting of the Council's Hearings Committee.

An appeal can be made on grounds including, but not limited to:

- An error of fact (i.e. an incorrect interpretation of the application against this policy)

- Improper process followed in making the decision.

The Hearings Committee may decline an application to appeal. Decisions of the Hearings Committee are final.

5.10 Monitoring and review

Council will review the social and economic impact of gambling on the Tauranga community and consider such impacts in any review of this policy.

Where Council amends or replaces this policy, it will do so in accordance with the special consultative procedure outlined in the Local Government Act 2002.

6. Relevant delegations

The implementation of this policy is delegated to the Chief Executive and his/her delegates.

The Manager: Environmental Protection is responsible for providing advice, support and the implementation of this policy.

7. References and relevant legislation

Gambling Act 2003

Racing Act 2003

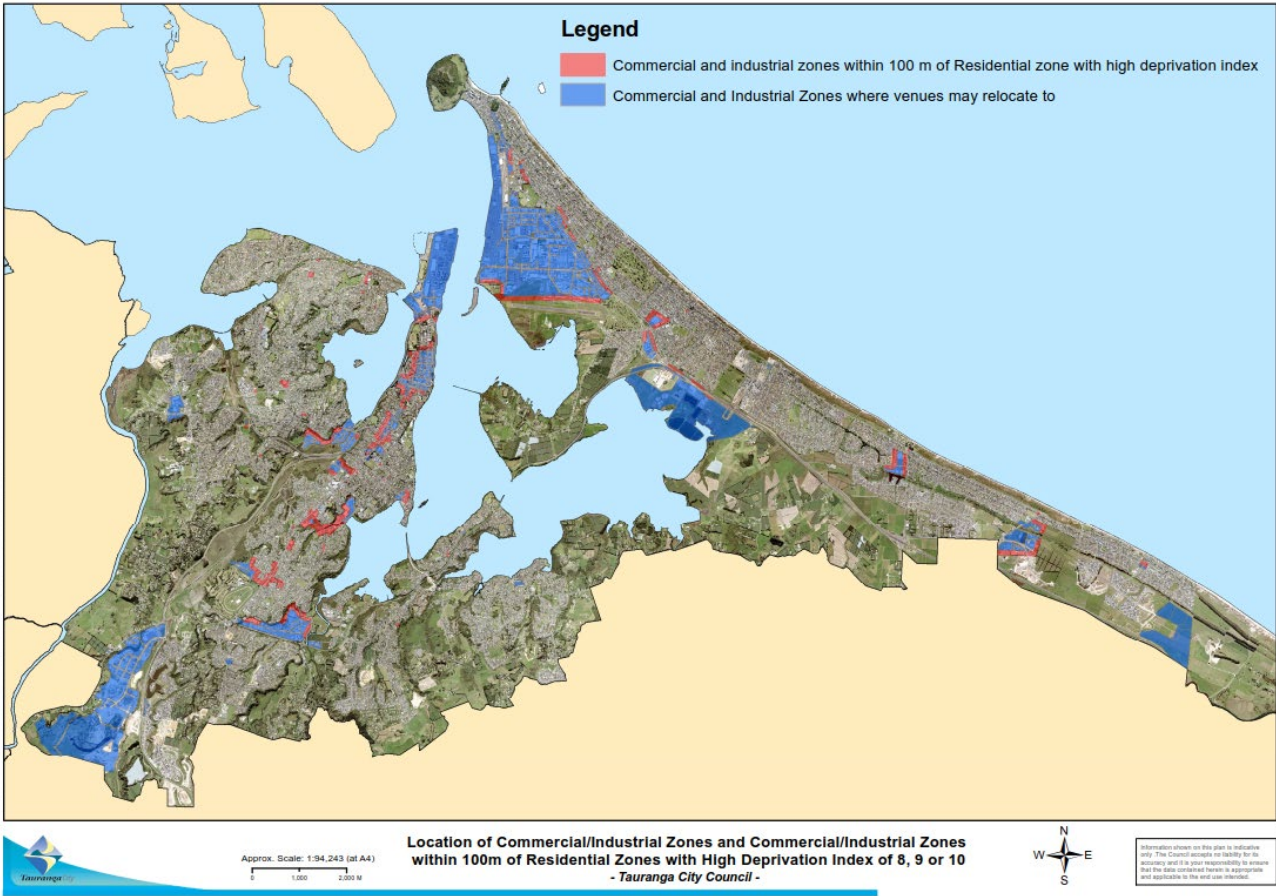
Local Government Act 2002

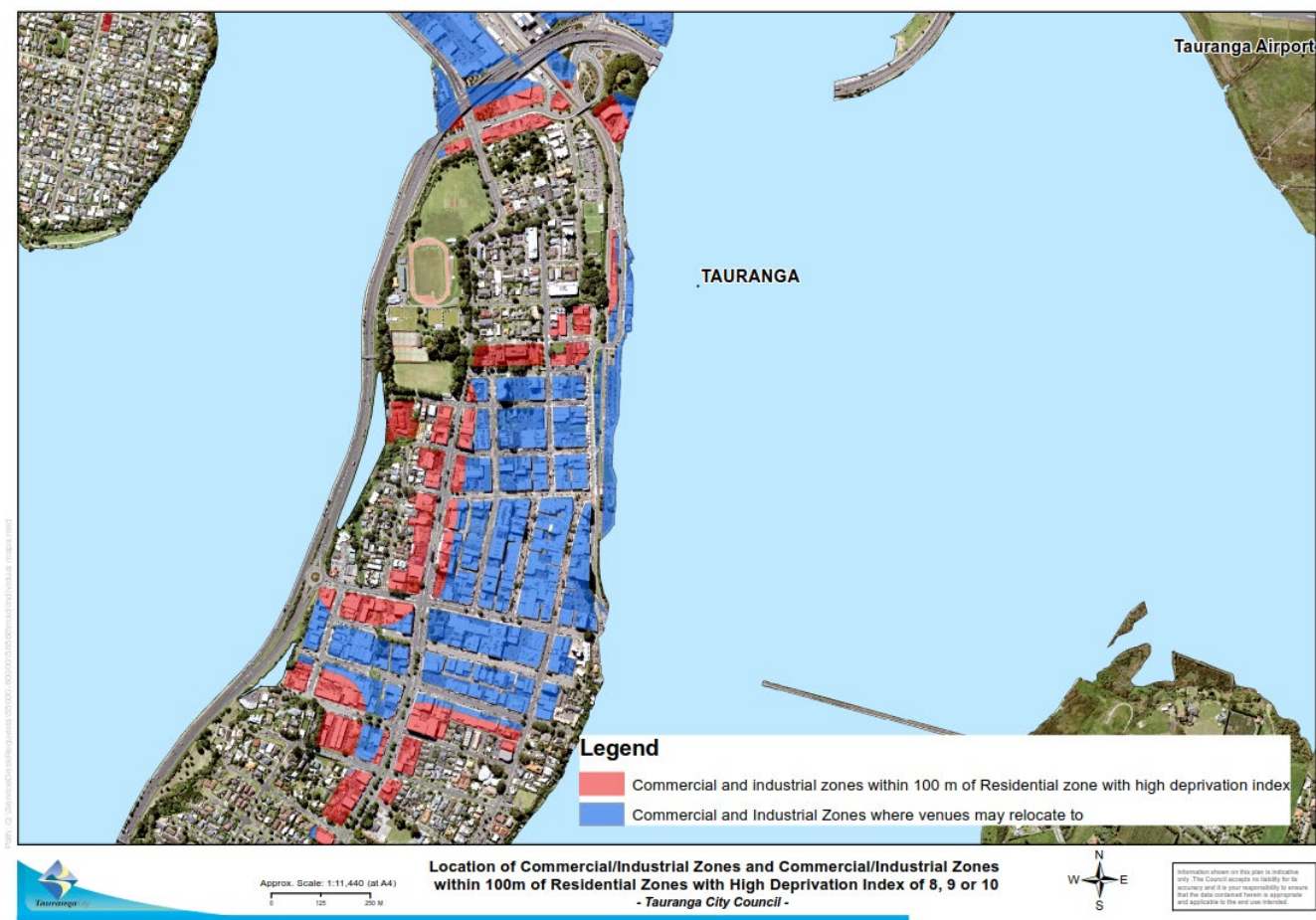
The Impact of Gambling in Tauranga Report 2003

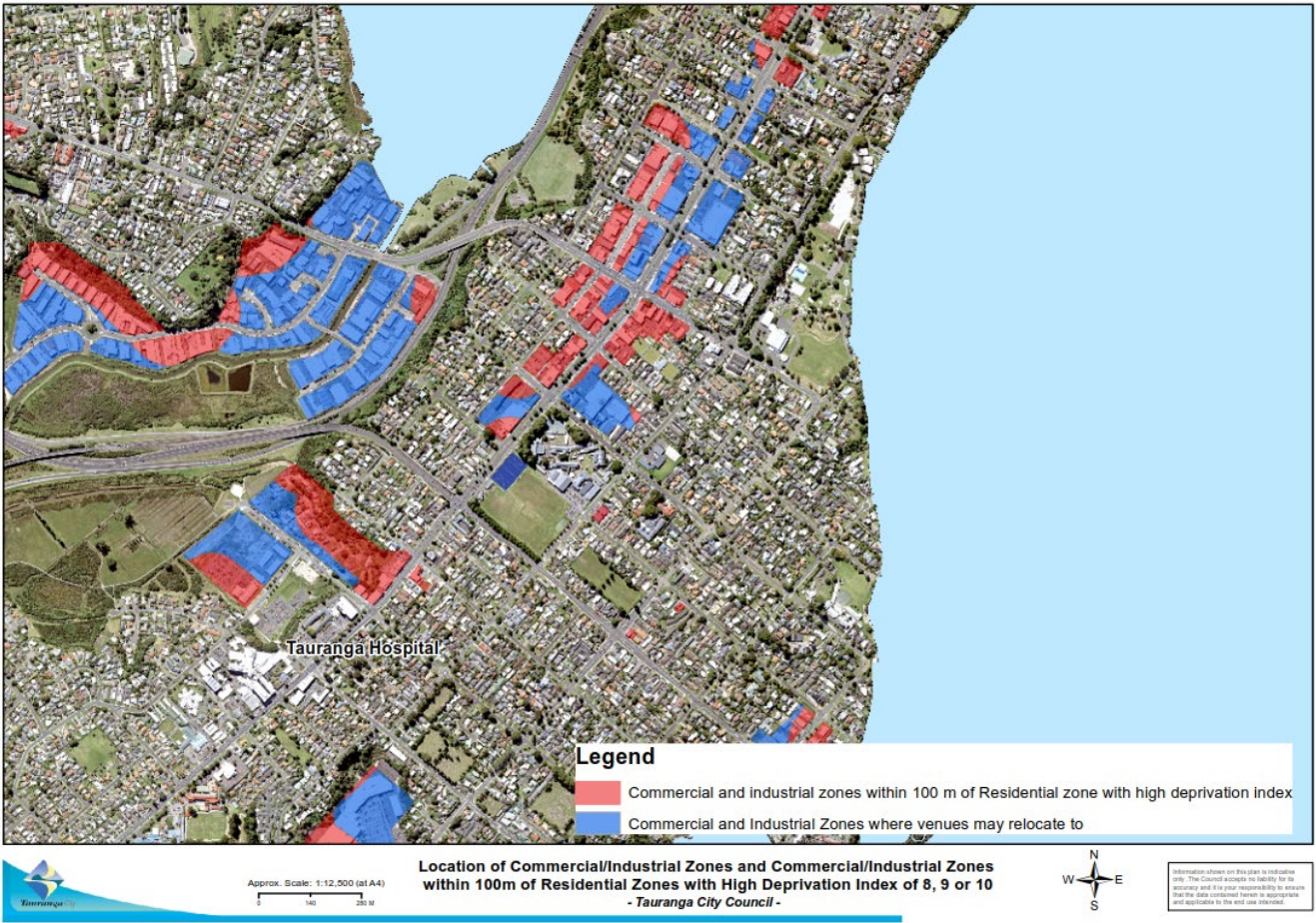
8. Schedules

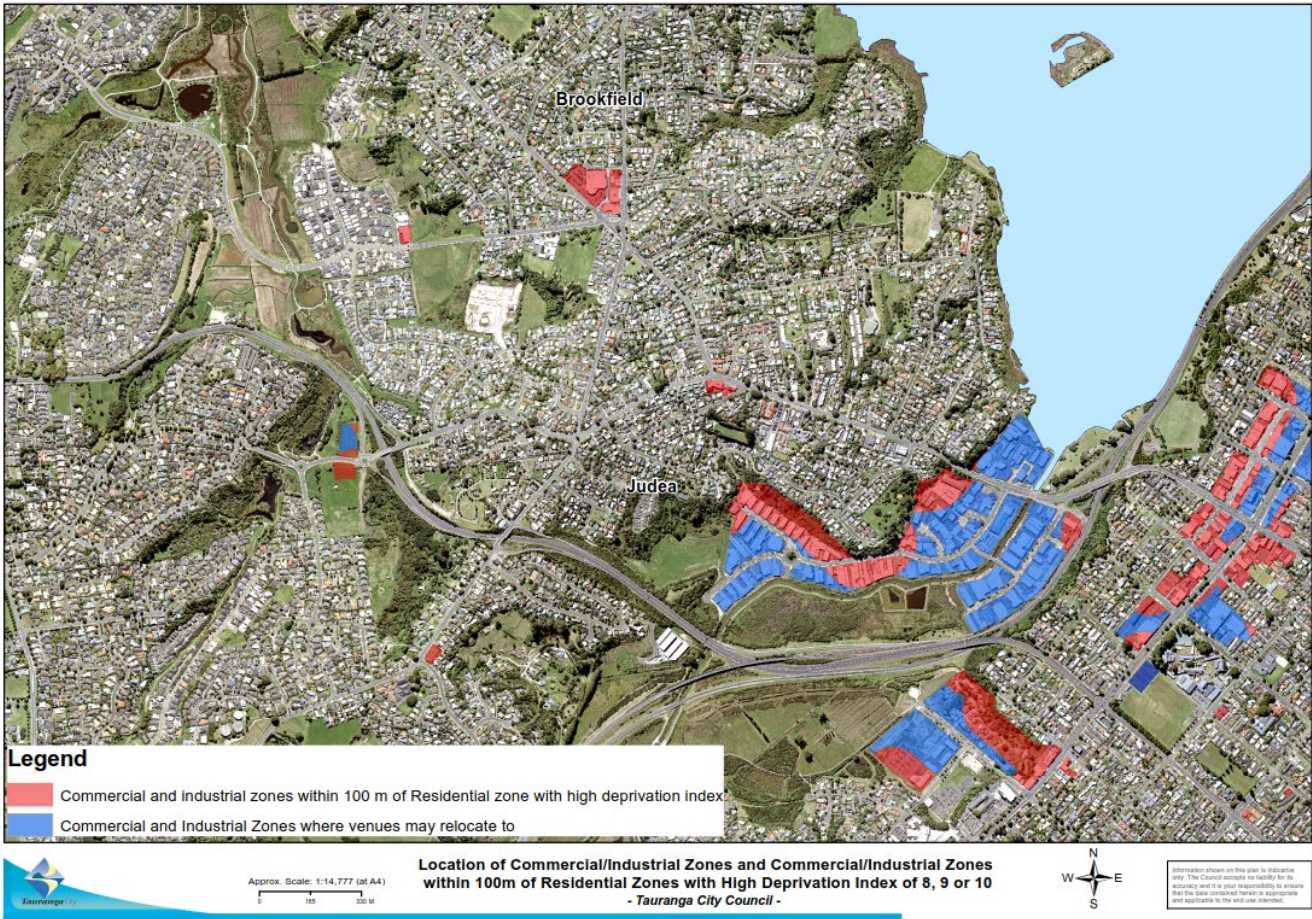
Schedule 1: Maps indicating locations within commercial and industrial zones where Class 4 and TAB venues may relocate.

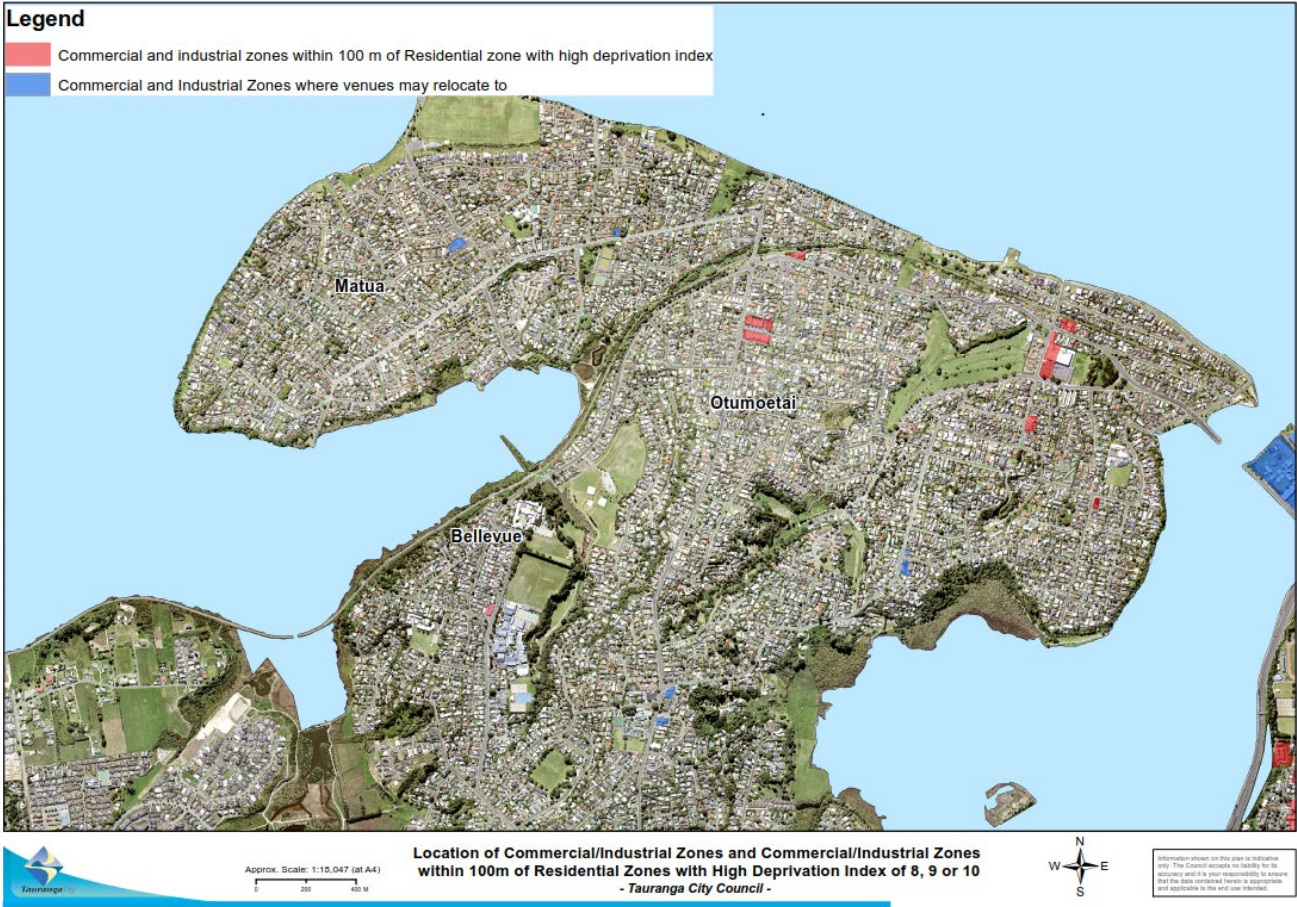
Schedule 1 – Maps indicating locations within commercial and industrial zoned land where Class 4 and TAB venues may relocate

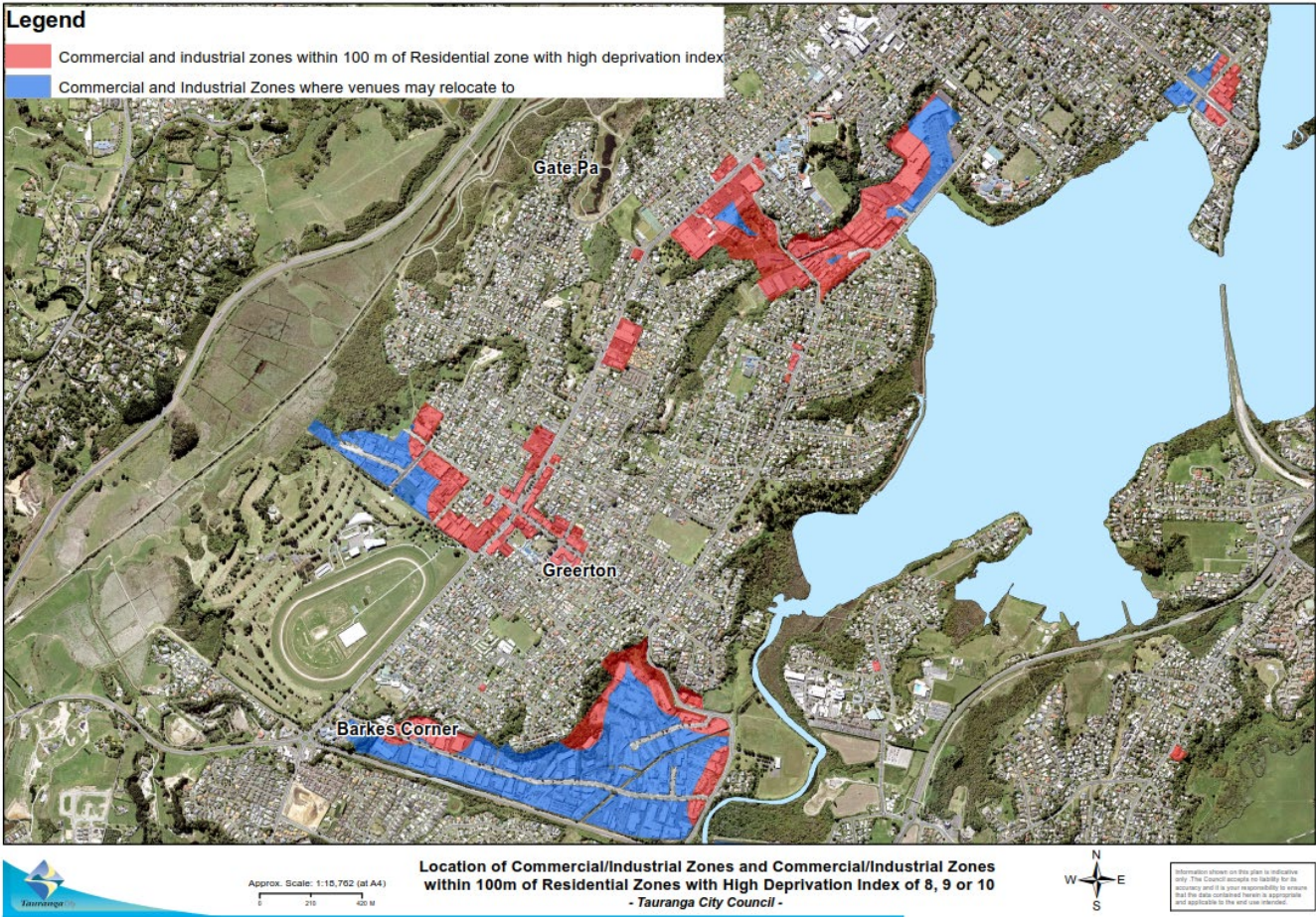


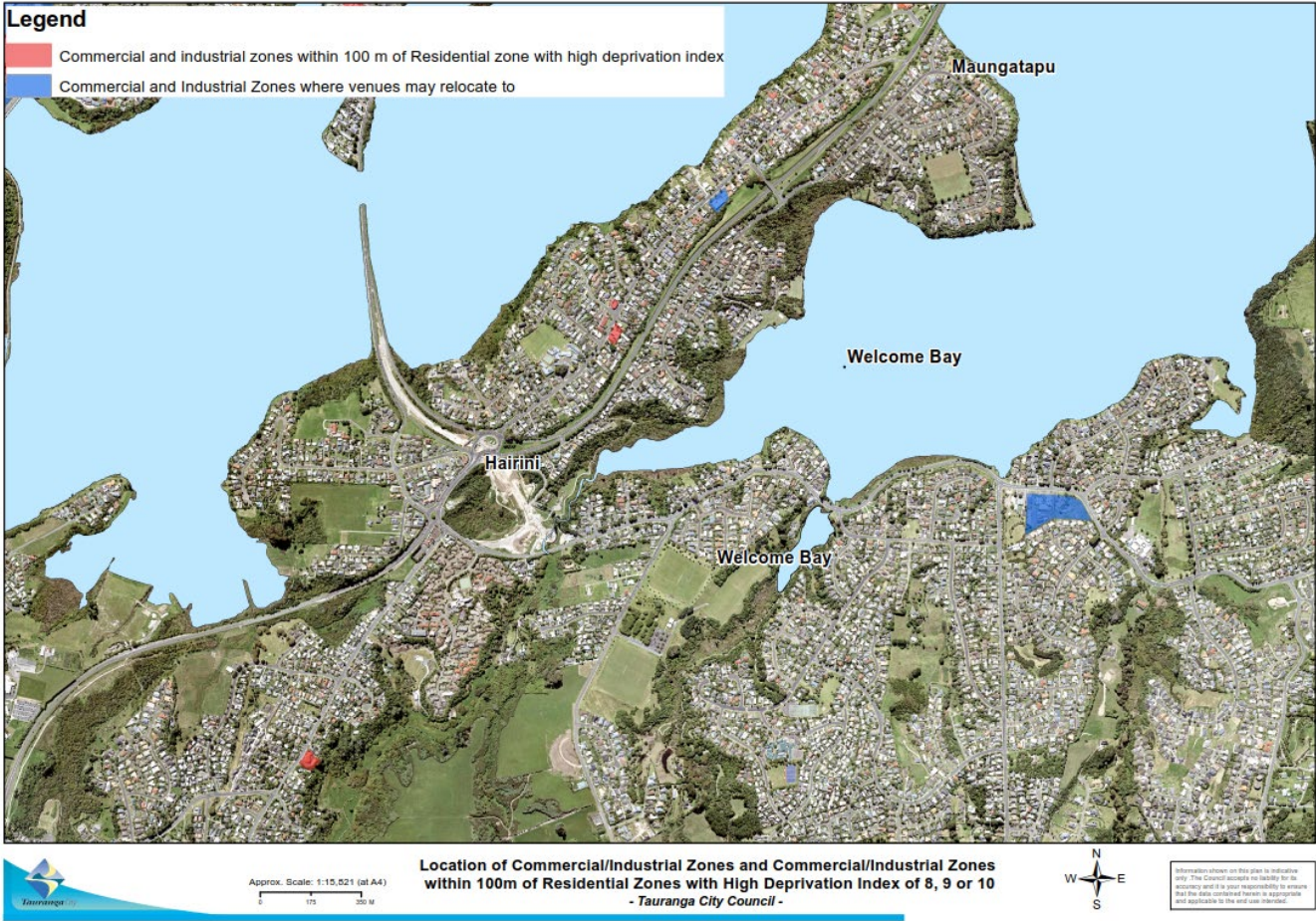


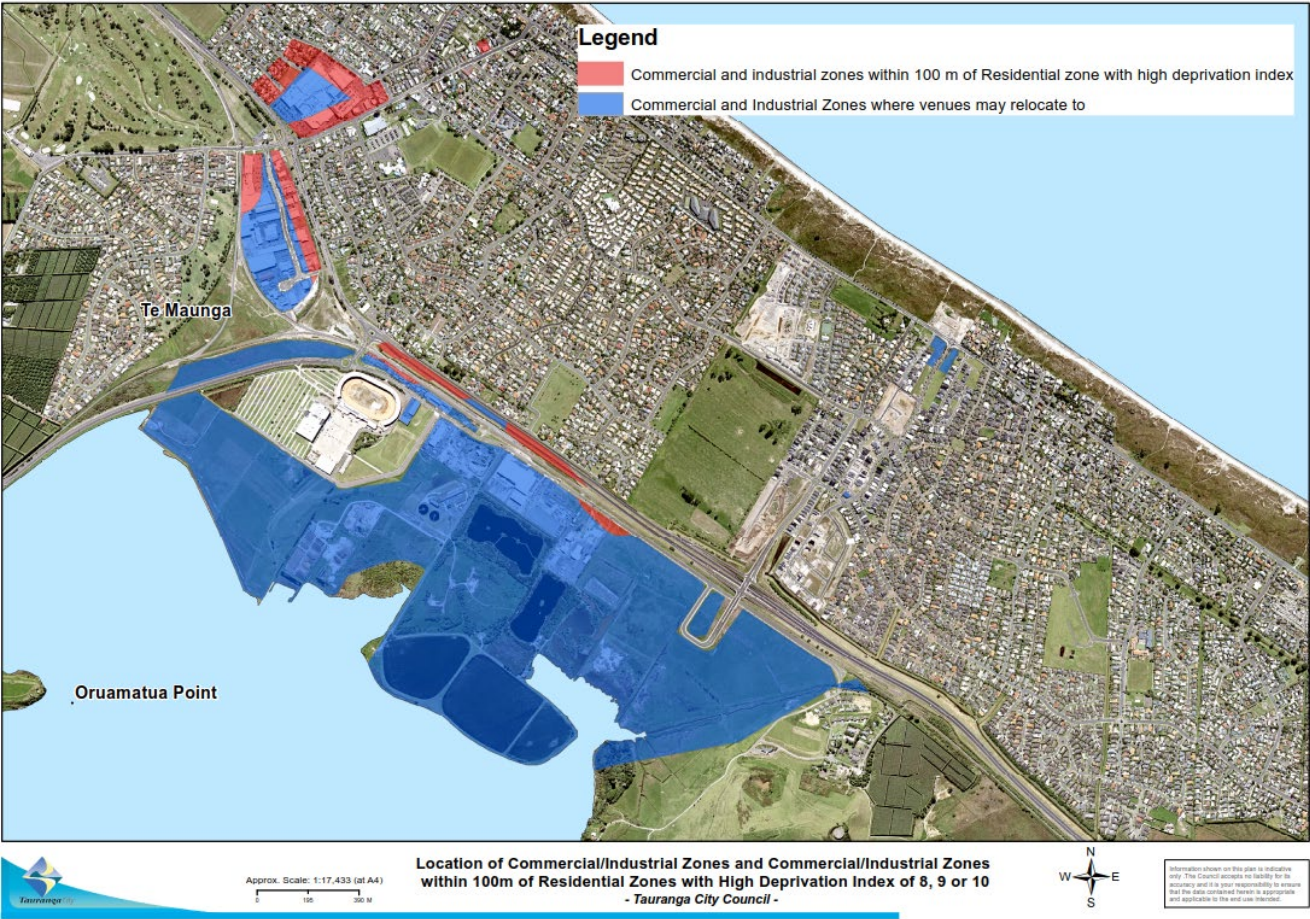


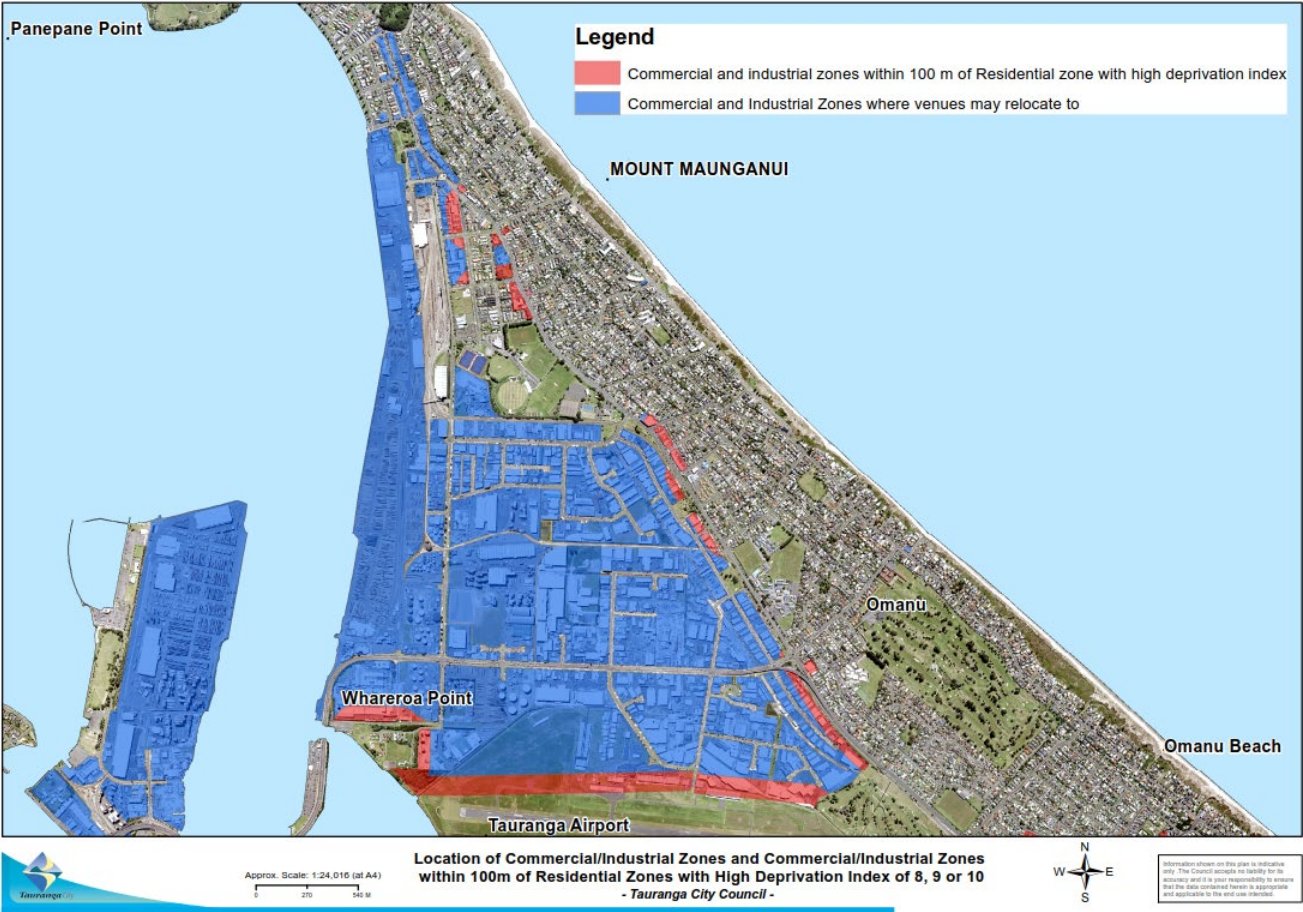


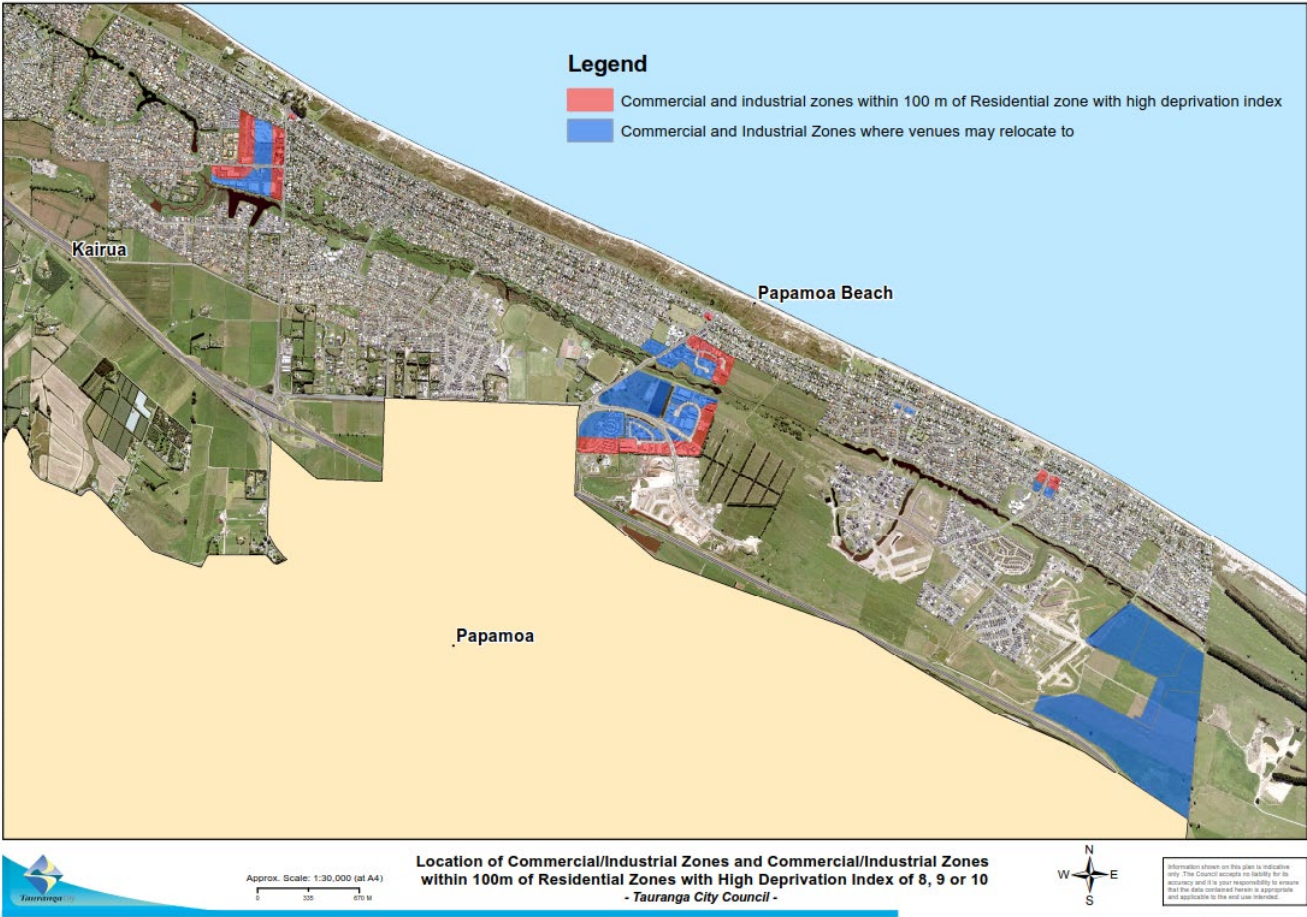












Report into the effects of TCC *Gambling Venues Policy 2019*.

April 2022

1. Executive Summary

Council adopted the [Gambling Venues Policy 2019 \(the policy\)](#) on 14 March 2019.

The policy introduced a 'sinking lid' for Class 4 gambling venues and gaming machines (also known as 'pokies'). This provision does not allow any new Class 4 venues to be established and no increase in gaming machine numbers to be approved. In addition, when an existing Class 4 venue closes, the policy does not allow consent to be provided for another venue to be established other than in limited circumstances.

In response to concerns that the policy may impact community funding, at the time of adoption, the Community & Culture Committee directed staff to investigate potential effects of any declining gambling generated community funding prior to the next policy review.

Summary of conclusions:

- As at March 2022, the Gambling Venues Policy which came into effect on March 2019 has not:
 - prevented any mergers or relocations of Class 4 Gambling venues.
 - directly impacted the number of gaming machines operating.
- Since the Gambling Venues Policy has come into effect the number of venues has remained at 34, with the number of licences issued for gaming machines declining. The number of gaming machines operating in Tauranga has increased from 488 to 496.
- The available information related to funding generated for grants distribution includes Department of Internal Affairs (DIA) statistics showing that (in both Tauranga and nationally) venue and gaming machine numbers have declined since 2015, while total Gaming Machine Profit (GMP) has increased, and the total pool of community grants funding available has also increased. This means players are spending longer hours playing gaming machines, betting more per game or more players are playing gaming machines. As a result of these trends, it is unlikely that a reduction in community grants funding will occur in the short to medium term as a result of a 'sinking lid' policy.
- It is likely that gaming machine funding will remain at approximately the same level or decline very slowly, allowing considerable time for organisations to adapt and identify other sources of funding.
- The number of people in Tauranga seeking help for problem gambling is on the increase.
- Class 4 problem gambling significantly and disproportionately impacts Māori and Pacific communities. Greater consideration may need to be given to the impacts of Class 4 gambling on these communities compared to the general population in Tauranga. Culturally appropriate responses to this issue are advisable.
- It is important to note that other factors may have impacted the ability of some organisations to access funding. These include changes to the way gaming trusts allocate funding, and any increase in the number of groups applying for funding.
- The groups interviewed expressed support for Council monitoring the impacts of the policy on community access to funding and felt this would enable Council to identify adverse impacts early and take remedial action if required.

2. Background

The Council adopted an amended [Gambling Venues Policy 2019](#) on 14 March 2019. The key changes in the 2019 policy (compared to the previous policy) were to:

- Amend the purpose to clarify that the growth and harm from gambling relates only to gambling at Class 4 venues and TAB venues
- Introduce new restrictions on mergers, relocations and numbers of gaming machines as follows:
 - No new Class 4 gambling venues or TAB venues to be granted consent by Council to open within the Tauranga City boundaries
 - No additional gaming machines to be given consent to operate at Class 4 venues in the Tauranga City boundaries
 - Venues wishing to relocate will only be able to establish in commercial or industrial zones (current rules) and more than 100m away from residential zones with a deprivation index of 8, 9, or 10, as measured on the New Zealand Deprivation Index 2013
- Amend the objectives to include gambling at TAB venues
- Include a statement that relocations are to be considered as new applications for consent
- Add suburb names on the maps at Schedule 1.36.

These changes introduced a 'sinking lid' policy for Class 4 gambling venues and gaming machines (also known as 'pokies'). A 'sinking lid' policy means no new Class 4 venues may be established and no increase in gaming machine numbers will be approved. In addition, when an existing Class 4 venue closes, consent will not be provided for another venue to be established other than in limited circumstances such as:

- due to a natural disaster or fire, the licensed premises is unfit to continue to operate; and/or
- the venue is deemed to be earthquake-prone; and/or
- the property is acquisitioned under the Public Works Act 1981; and/or
- expiration of lease; and/or
- site redevelopment.

While a more restrictive 'sinking lid' policy would ban all mergers, relocations and new applications; the policy allows the merger of venues with the maximum number of allowed gaming machines of 30 or the combined total of the number of existing machines, whichever is the lesser.

An appeal on any decision made in respect of a Gambling Venues Consent Application can be made to a meeting of the Council's Hearings Committee. An appeal can be made on grounds including, but not limited to:

- An error of fact (i.e. an incorrect interpretation of the application against this policy)
- Improper process followed in making the decision.

The Hearings Committee may decline an application to appeal. Decisions of the Hearings Committee are final.

At the Community and Culture Committee meeting on 14 February 2019, staff were directed to investigate potential effects to Tauranga community of declining gambling-generated community funding prior to the next policy review (this report).

Regulatory Roles and Responsibilities relating to Class 4 Gambling

The Department of Internal Affairs (DIA) is responsible for determining new venue licences upon receipt of a completed application form, which must include a venue consent provided by the Council:

Council's Role	Department of Internal Affairs' (DIA) Role
<ul style="list-style-type: none"> Determine New Venue Consents (location and machines by applying the Class 4 Policy) Provide New Venue Consents 	<ul style="list-style-type: none"> Regulate Existing Venues Issue/Renew Venue Licences (upon receipt of application which includes Council's venue consent)

3. Application of the new policy provisions

Since the new policy came into force on 14 March 2019, council has received a total of four applications to merge or relocate a Class 4 Gambling venue and one application for a new venue in Tauranga City:

Applications to merge venues (two):

Applicant	Detail	Outcome of application
The Lion Foundation	Application to transfer 18 machines from Rossco's Café at Wharf Street (closed) to World's End Bar & Restaurant at Fraser Cove (previously held 9 machines)	<p>The application was initially refused after legal advice indicated the policy did not allow for the transfer.</p> <p>The policy clause relevant to this application states:</p> <p><i>"Where Council receives an application to relocate a Class 4 venue, the maximum number of gaming machines at the relocated venue shall be the maximum number of gaming machines at the venue before relocation."</i></p> <p>The applicant appealed the decision on the basis that the Policy had been interpreted incorrectly and therefore the number of existing machines could be relocated to an existing venue. The application was approved by the Regulatory Committee on 21 February 2020.</p>
New Zealand Community Trust	Maleme Street Pub (lease expired) to Marble Bar at Gate Pa (previously held 9 machines)	Application successful

Applications to relocate venues (two)

Applicant	Detail	Outcome of application
Grassroots Trust Central Ltd	Relocated 18 machines from Rosie O'Grady's Irish Pub (site redeveloped) at the Mount to Mount Social Club at 305 Maunganui Road	Application successful

New Zealand Community Trust	Relocating 18 machines from Flanagan's Irish Pub (site redeveloped) at 14 Hamilton St to The Clover at 80 Willow Street	Application successful and licence issues on 19 January 2021.
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Closed venues (four)

As a result of the above four applications to relocate or merge a venue, four venues closed (with gaming machines transferred to other venues):

- Rossco's Café (9 gaming machines transferred to World's End Bar)
- Maleme Street Pub (3 gaming machines transferred to Marble Bar)
- Rosie O'Grady's Irish Pub (18 gaming machines relocated)
- Flanagan's Irish Pub (18 gaming machines relocated)

Application for a new venue (one)

Applicant	Detail	Outcome of application
The Lion Foundation	Application to establish a new gaming machine venue at The Lakes Sports Bar Tauriko with 9 Gaming machines.	The application for a new gaming machine venue was declined as per the Gambling Venue Policy effective March 2019. The policy clause relevant to this application states: <i>"No new Class 4 or TAB Venues may be established within the Tauranga City boundaries."</i> The applicant appealed the decision on the grounds that the application for a new venue was lodged prior to the new sinking lid policy being adopted by Council. The application was approved by the TCC Hearings Panel on 24/06/2019 .

Conclusion:

As at February 2021, The Gambling Venues Policy which came into effect on March 2019 has not halted any mergers or relocations for Class 4 Gambling venues. The one application for a new Class 4 Gambling Venue was received just prior to the current policy being adopted by Council. No other applications for a new Class 4 Gambling Venue have been received.

4. Impact of Gambling

According to the biennial survey conducted by the Health Promotion Agency over 69% of adults over 15 years old have been involved in at least one gambling activity in the past 12 months. This survey shows a decline in Class 4 gaming machines machine use, however, the Covid-19 government restrictions on venues may have impacted people's ability to use Class 4 gaming machines. There is a sharp increase in online gambling from 13% in 2018 to nearly 27% in 2020. The graph below provides the trends for the types of gambling New Zealanders are participating in.

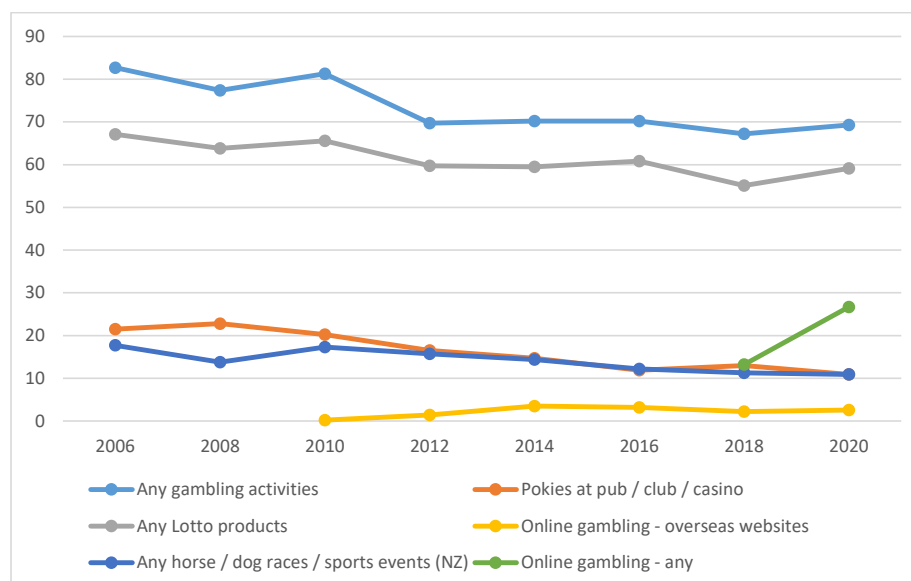


Figure 1: National Gambling Participation (Involvement in at least one gambling activity in the past 12 months)¹

While most New Zealanders gamble without experiencing any apparent harm, a minority do experience harm from their gambling, including negative impacts on their own lives and the lives of others.

Harm may include damage to relationships, emotional and psychological distress, disruptions to work or study, loss of income, the financial impacts of gambling, and potentially fraud and related crimes, which can also impact negatively on the gambler's family, whānau and community. It may also cause financial stress and anxiety and contribute to child neglect and family violence.²

Gambling behaviour is strongly associated with distance to the nearest gambling venue.³ People living in high deprivation communities are more likely to participate in gambling and more at risk of being a problem gambler.⁴

To provide a picture of problem gambling in Tauranga the Ministry of Health collect data on clients who have sought help for problem gambling. According to the Ministry of Health 159 clients in Tauranga City sought intervention services in 2020/2021, of which 116 were new clients. Figure 2 below shows how the number of people seeking help for problem gambling is on the increase.

¹ <https://kupe.hpa.org.nz/#!/gambling/gambling-participation>

² Government Inquiry into Mental Health and Addiction 2018

³ Ministry of Health 2008

⁴ Problem Gambling Foundation 2011

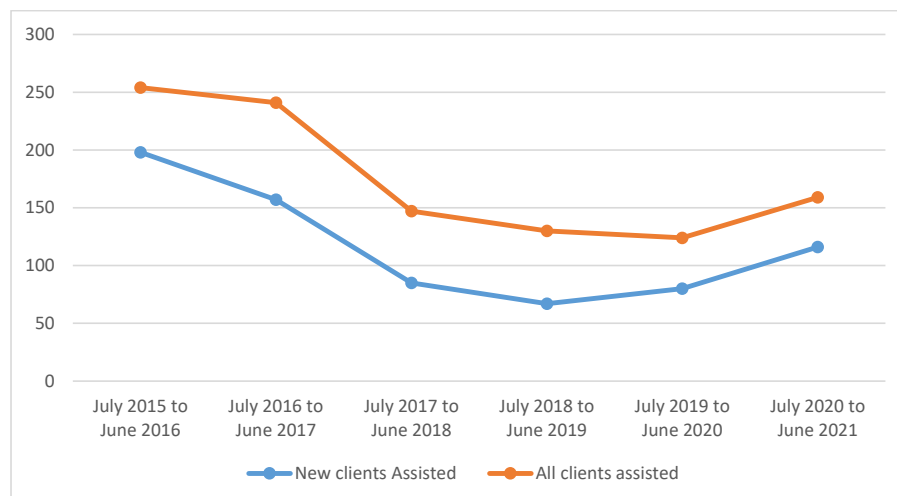


Figure 2: Clients Assisted in Tauranga for the 2015/16 to 2020/21 Financial Years (All Intervention Type)⁵

5. Cultural Considerations

Māori comprise more than 18% of Tauranga's population, higher than the national average of 16.5%. Many Māori are affiliated to one of the three iwi (tribes) of Tauranga Moana (Ngāi Te Rangī, Ngāti Ranginui and Ngāti Pūkenga). Pacific peoples comprise 2.9% of Tauranga's population, lower than the national average of 8.1%.

The Strategy to Prevent and Minimise Gambling Harm, released by the Government on 28 June 2019, states:

"... Māori and Pacific adults were more likely to develop problems from gambling (ie, to become a low-risk, moderate-risk or problem gambler) than European/other New Zealanders. Asian people also experienced a slightly higher risk. Importantly, while inequalities between population groups by age, social deprivation, gender and ethnicity have reduced in absolute terms, in relative terms, disparities in exposure to gambling and experience of gambling-related harm persist and have been relatively static over the past five years. Māori, Pacific peoples and Asian peoples are each more than twice as likely to experience moderate to severe gambling harm than the European/other population."

Information from the Problem Gambling Foundation indicates that nationally:

- Māori populations comprise 31% of problem gambling intervention service clients but make up only 15% of the population
- Pacific populations comprise 21% of problem gambling intervention service clients but make up only 8% of the population

⁵ <https://www.health.govt.nz/our-work/mental-health-and-addiction/addiction/gambling/service-user-data/intervention-client-data#territorial>

- There has been a rise in the number of Māori women seeking help for gambling problems. Māori women seeking help for their gambling problems almost exclusively (85.6% in 2008) cite gaming machines as their problematic mode of gambling.

In the 2020 Health and Lifestyles survey, 4.5% of adults reported experiencing at least one form of household-level gambling harm. For Māori and Pacific respondents the results were much higher at 11% for Māori respondents and 8.7% for Pacific respondents.

In 2009 a study⁶ concerning gambling in Māori communities outlined how Māori children are at risk if gambling is part of their young lives. Children perceived that they lost their parents, through emotional isolation as well as through both separation and divorce. As parents participated in more gambling, the children lost respect for their parents, the sense of being loved and valued, the feeling of being cared for and cared about. Some children missed out on essential aspects of family life, such as adequate nutrition as well as more enduring memories from family outings and holidays.

Conclusion:

Class 4 problem gambling significantly and disproportionately impacts Māori and Pacific communities. Greater consideration may need to be given to the impacts of Class 4 gambling on these communities compared to the general population in Tauranga. Culturally appropriate responses to this issue are advisable.

6. Gambling venue and gaming machine numbers

Since the policy came into effect in March 2019, the number of venues has fluctuated and then remained steady at 34. Figure 3 below shows the overall trend since 2018 has been a decline in venue numbers as clubs and venues consolidate (merge) as part of cost saving measures. In most cases, a venue merge has not resulted in a decline in gaming machine numbers.

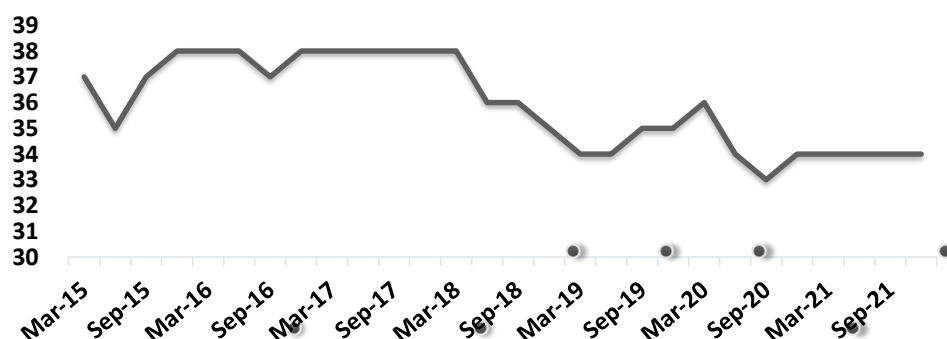


Figure 3: Numbers of gaming machine venues in Tauranga City⁷

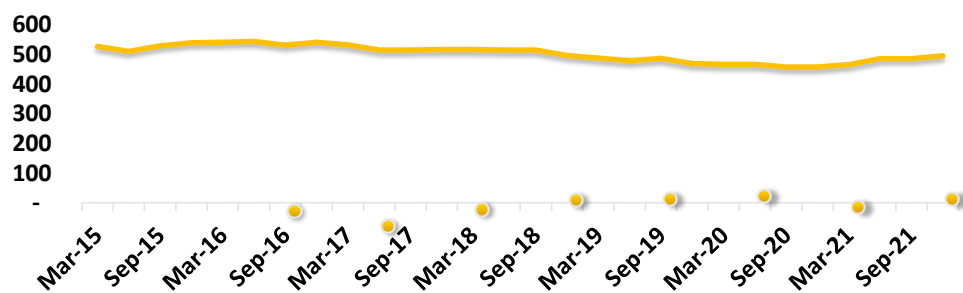
The overall trend for gaming machines operating is increasing (see table 1 below), however, the number of licences granted has decreased. The apparent decline in machine numbers operating in Sept 2020 was related to mergers, relocations and new venues still involved in a transition process and numbers returned to earlier levels once those concluded.

⁶ [The impact of gambling on Māori. Ngā Pae o te Māramatanga](#)

⁷ [GMP Dashboard, Department of Internal Affairs](#)

Table 1: Venues and Gaming Machines in Tauranga City⁸

Quarter	Venue numbers	Gaming Machine numbers operating	Gaming Machine licences granted
March 19	34	488	532
June 19	34	479	523
Sept 19	35	487	531
Dec 19	35	469	531
March 20	36	467	541
June 20	34	467	541
Sept 20	33	458	547
Dec 20	34	458	522
March 21	34	466	546
June 21	34	486	507
Sept 21	34	486	507
Dec 21	34	496	507

Figure 4: Numbers of gaming machines currently operating in Tauranga City⁹

Since March 2015, mergers and relocations have resulted in a reduction in the number of venues located in higher deprivation areas (see figure 5). However, even with this reduction, approximately 64% of gambling venues are located in areas considered medium-high or very high deprivation.

⁸ [GMP Dashboard, Department of Internal Affairs](#)

⁹ [GMP Dashboard, Department of Internal Affairs](#)

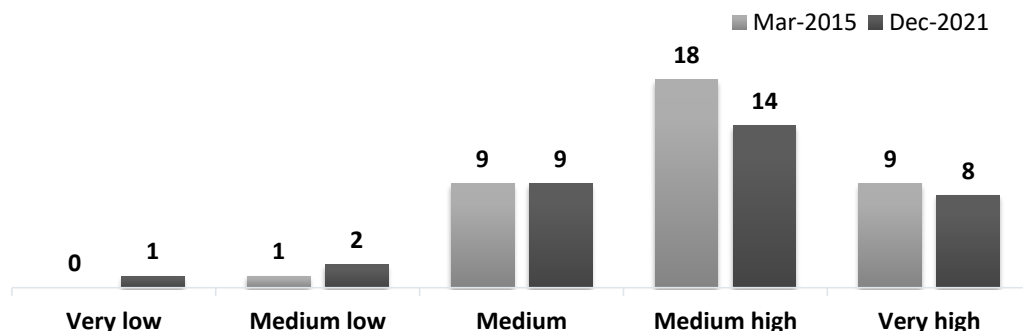


Figure 5: Number of Venues in Tauranga by deprivation rating¹⁰

Figure 6 below shows the location of gaming machines in Tauranga and the deprivation ratings.

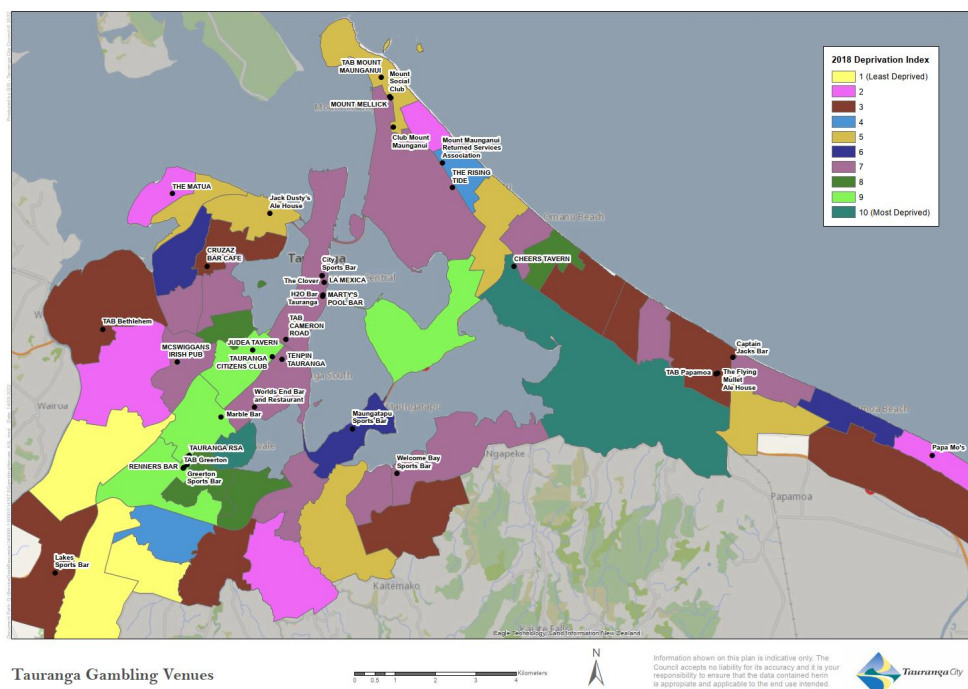


Figure 6: Map of the location of gaming machines in Tauranga showing deprivation rating

Conclusion:

Since the Gambling Venues Policy came into effect on March 2019 the number of Gaming Machine Licences has declined, although the number of gaming machines operating has increased.

¹⁰ [GMP Dashboard, Department of Internal Affairs](#)

7. Gaming Machine Profits

The money put into a gaming machine that is not returned to a player¹¹ is called Gaming Machine Profits (GMP). GMP is distributed according to rules from the Department of Internal Affairs with at least 40% returned to the community and a similar amount paid to the Government in Duty and Tax, the remainder goes toward the cost of hosting and operating the machines, and societies that operate them.

There are two types of society that operate class 4 gaming machines:

- *Public societies* are societies that operate gaming machines in commercial venues such as bars. They distribute their profits to the wider community by way of grants.
- *Clubs* are societies that operate gaming machines in their own premises and apply gaming funds to their own purposes. There are three types of clubs:
 - Chartered clubs
 - Returned Services Associations
 - Sports clubs

Currently, these societies are legally required to allocate a minimum of 40% of GMP back into the community. The societies do not necessarily advertise the availability of funding; however, they are required to advertise the beneficiaries annually.

In 2021, \$36,608,436.20 GMP was available across New Zealand to be used for authorised purposes – including community grants¹². This is an increase of 12.2% compared to 2020.

Table 2: Yearly GMP in New Zealand

Yearly GMP (year ending)		
Dec-2020	\$32,618,008.58	
Dec-2021	\$36,608,436.20	
Difference	\$3,990,427.62	↑ 12.2%

¹¹ The term 'returned to player' does not necessarily mean the player that put the money into the machine received the returned funds. This term refers to funds returned to players in general in the form of 'winnings'.

¹² [GMP Dashboard, Department of Internal Affairs](#)

Despite a decrease in the GMP over the March and June-2020 Quarters due to Covid-19, annual GMP recovered and increased comparative to the September-2019 Quarter, however it is recognised that in the last two Quarters the GMP decreased (see figure 7).

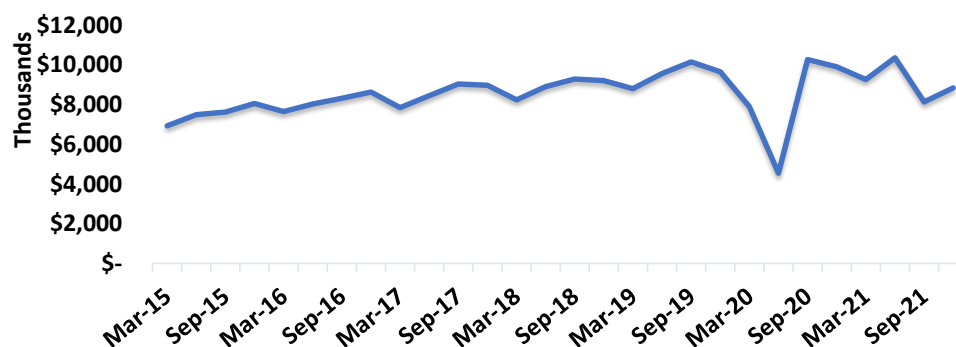


Figure 7: GMP per quarter for Tauranga City March 2015-Sept 2021¹³

Gaming funds available for the community to access may be adversely impacted by Covid-19 for the 2020 and 2021 financial years. However, the long-term trend suggests that gaming machine profits available for the community to access will continue to increase.

A way to compare year on year expenditure equally is by taking GMP as a percentage of Electronic Gaming Machines (EGM) which has increased by 35.5% or \$4,676.00 since 2015 in Tauranga. This means players are either spending longer hours playing gaming machines, betting more per game or more players are playing gaming machines¹⁴.

¹³ [GMP Dashboard, Department of Internal Affairs](#)

¹⁴ [GMP Dashboard, Department of Internal Affairs](#)

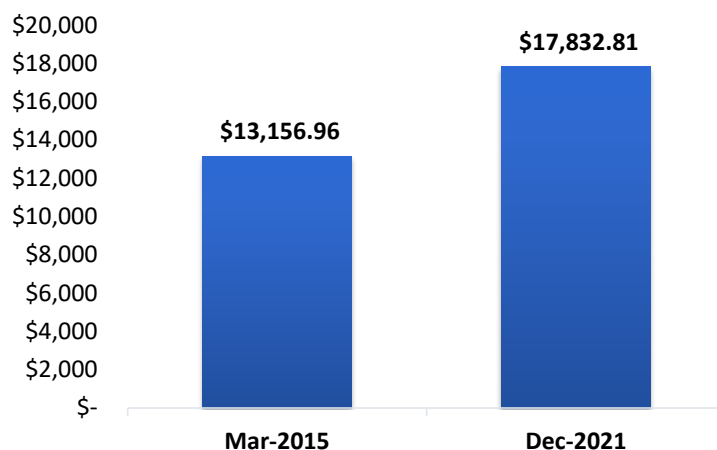


Figure 8: GMP per EGM for Tauranga March 2015-Dec 2021¹⁵

Due to the Central Government covid-19 restrictions which have impacted venues' ability to operate, it is difficult to compare different areas. In comparison, Napier and Hastings who have a similar combined population size and policy approach as Tauranga, have a combined GMP per EGM increase of \$4,428.00 which totals \$16,694.00 in Dec-2021 or a 36.1% change.¹⁶ The national GMP per EGM increased by \$660, which translates to \$12,289 in December 2021 or a 5.7% change.¹⁷

Conclusion:

While venue and machine numbers have declined since 2015 (both in Tauranga and nationally) GMP continues to increase. This means players are either spending longer hours playing gaming machines, betting more per game or more players are playing gaming machines.

As a result of these trends, it is unlikely that a reduction in community grants funding will occur in the short to medium term as a result of a 'sinking lid' policy.

It is likely that gaming machine funding will remain at approximately the same level or decline very slowly, allowing considerable time for organisations to adapt and identify other sources of funding.

8. Allocation of Grants in Tauranga City

The Problem Gambling Foundation (PGF) maintains a grant database tracking the allocation of grants from Class 4 gaming machine profits (GMP) and have provided Tauranga City Council with reports detailing the allocation of grants from gaming trusts based in Tauranga. This summary does not include an analysis of 2021 figures as they are unavailable at the time of this report. Copies of the reports can be made available to the Committee if required.

¹⁵ [GMP Dashboard, Department of Internal Affairs](#)

¹⁶ [Community Funding: A Focus on Gaming Grants](#) (2012), commissioned by Auckland Council

¹⁷ [Community Funding: A Focus on Gaming Grants](#) (2012), commissioned by Auckland Council

For the period 1 January 2015 to 30 June 2021, the PGF database held data for 2,005 grants made to the Tauranga City Council area with a further 217 grants made to the Bay of Plenty region. The PGF Group grants database currently has 157,135 recorded grants, beginning in 2014.

Of the funding allocated to organisations based in Tauranga in 2020, sports organisations received \$1,819,047 while community groups received \$490,646 and community services received \$612,774. Grant figures for the 2020 calendar year should be regarded as an overview only because of the nationwide Covid-19 alert level 4 lockdown (and subsequent lockdowns in Auckland), Class 4 gambling venues were closed for a large proportion of the year, as well as many sporting and community activities also were unable to go ahead during the year

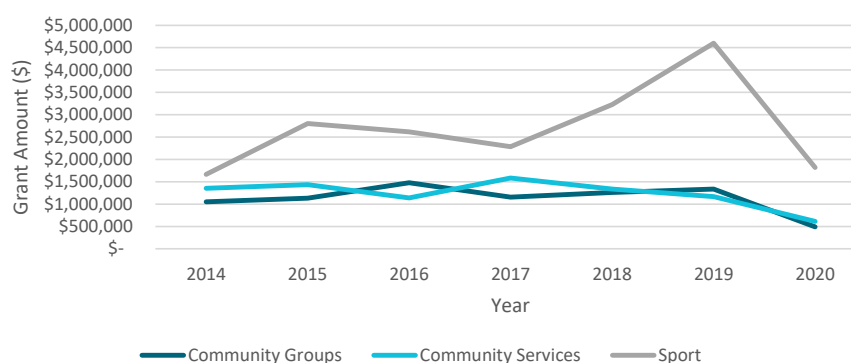


Figure 9: Funding allocated in Tauranga from 2014 to 2020¹⁸

Table 3: Funding allocated in Tauranga from 2014 to 2020¹⁹

	2014	2015	2016	2017	2018	2019	2020
Community Groups	1,050,469	1,131,126	1,477,454	1,153,473	1,260,348	1,334,644	490,646
Community Services	1,356,365	1,435,193	1,139,388	1,583,230	1,334,938	1,167,339	612,774
Sport	1,664,870	2,804,742	2,617,384	2,287,382	3,225,007	4,600,713	1,819,047
Total	4,071,704	5,371,062	5,234,225	5,024,085	5,820,293	7,102,696	2,922,466

9. Survey of Community Groups

In December 2020, 204 community groups from the Tauranga City Council database were contacted with a brief questionnaire asking if they had noticed any change accessing funding from Gaming Trusts since February 2019.

Of the 204 groups contacted, 18 groups responded (8.8%). Of these:

- 17 groups had received funding from a gaming trust within the past 2 years
- When asked if they had experienced any change in ability accessing funding from gaming trusts since February 2019:
 - 7 groups indicated there had been no change

¹⁸ The Problem Gambling Foundation, Electronic Gaming Machine Grant Funding Report: Tauranga

¹⁹ The Problem Gambling Foundation, Electronic Gaming Machine Grant Funding Report: Tauranga

- 2 groups indicated there had been a change but did not specify if it was easier or harder to access funding
- 2 groups indicated it was slightly harder to access funding
- 5 groups indicated it was much harder to access funding
- One group did not answer this question
- Groups who indicated it was harder to access funding made the following comments related to the effect by the funding changes:
 - *"The providers often tell us there is no funds in your community area & decline the application. If there are no funds available then we miss out & the community are the ones who miss out long term".*
 - *"Reduced funding for our programme"*
 - *"Adjusting levels of service"*
 - *"Covering operational costs has become hard"*
 - *"Sinking lid policy implemented by local councils has meant decreased amount of funds available to community groups - resulting in more declined applications. A continued decrease in gaming trust funding has meant we have had to review our staffing levels, and our approach to what programmes and events we are able to offer"*
 - *"Covid-19 activities"*
 - *"Covid-19 had a slight disruption in our ability to obtain the funding levels we've received in the past, but generally funders have been supportive of our organisation".*

Five groups participated in a more detailed one-on-one conversation with staff about their experiences applying for funding from gaming trusts, with interviews held in January 2021.

All five groups emphasized their reliance on gaming trust funding, particularly for salaries. There was a general anxiety related to any perceived threat to this funding.

The five groups had all experienced a greater difficulty access gaming funds over the past 2 - 3 years. All five organisations mentioned that they had been informed applications were not successful or full funding was not available due to there not being enough funds for the gaming trust to fully fund their application.

Four organisations stated the pool of applicants was increasing, and therefore demand for gaming trust funding was under pressure.

Two organisations reported being told by a trust that the reduction in funding was due to council sinking lid policies.

Four organisations suggested it stood to reason that if the number of machines declined that funding would also decline.

The groups interviewed expressed support for the council monitoring the impacts of the policy on community access to funding and felt this would enable council to identify adverse impacts early and take remedial action if required.

Conclusion:

Despite no evidence that the 2019 Council policy has yet had any impact on venue numbers, gaming machine numbers, GMP or community access to gaming funding; some community organisations perceive the Council policy for Class 4 gaming machines to be adversely impacting their ability to access gaming funding.

Changes to the way gaming trusts allocate funding, and any increase in the number of groups applying for funding, may have impacted the ability of some organisations to access funding. This may be misinterpreted as being the result of Council policy.

10. Concerns regarding the gaming machine funding model

Reports and studies have highlighted the reliance of community groups on gaming trust funding, and the relationship between gaming trusts and some community organisations.

An investigation undertaken by Auckland Council²⁰ found 70% of respondents considered gaming trusts to be a moderate (37%) or major (33%) source of funding. The same report found 75% of respondents indicated they were moderately or totally reliant on gaming trusts to fund core business.

The 2020 report '*Ending community sector dependence on pokie funding*²²' noted that:

"For grant recipients, many of which support laudable causes and communities, the Class 4 community funding programme represents revenue of between \$250 million to \$300 million per year. Few community recipients can see any alternative to meet their revenue needs".

A Department of Internal Affairs Class 4 Gambling Report in 2017 indicated that 49% of Class 4 gambling funding was allocated to sport nationwide, with the remaining proportion allocated to all other funding recipient types i.e. the distribution of funding by Gaming Trusts is not spread equally among all community group types.

Since the DIA report, some Gaming Trusts may have adjusted their funding allocation to support a wider variety of community groups, potentially changing the ease with which some groups access funding.

However, the 2020 report '*Ending community sector dependence on pokie funding*²²' indicates that nationally, funding allocation continues to disproportionately support sporting organisations over other community groups as shown in the Table 3 below:

Table 4: 2019 calendar year grants split in New Zealand

2019 calendar year grants split	
Community	\$120,812,075
Sports	\$120,444,774
Total	\$241,256,849

The report notes:

²⁰ [Community Funding: A Focus on Gaming Grants \(2012\)](#), commissioned by Auckland Council

²¹ [Ending community sector dependence on pokie funding](#), (2020), White Paper published by the Problem Gambling Foundation, Salvation Army Oasis and Hapai te Houora

²² [Ending community sector dependence on pokie funding](#), (2020), White Paper published by the Problem Gambling Foundation, Salvation Army Oasis and Hapai te Houora

“Approximately \$120 million, or about half of the money raised through the Class 4 community funding scheme, goes to sports. National sports bodies and community sports groups are now highly dependent on Class 4 gambling losses. This dependency, in terms of the history of New Zealand sport is relatively contemporary. While there may be long standing relationships and “rollover” application processes in place between some sports groups and some Trusts or Societies, this is not the case for all. For some groups the annual and uncertain application cycle limits development”.

In a previous 2016 review of Class 4 gambling, the DIA also highlighted the risk of venues using venue market power to effect ‘grant capture’, or improper inducements to attract a venue or support for a venue. For example, a venue hosting the gambling machines may have expectations that the society will give grants to groups associated with the venue owner.

Problem Gambling Foundation and Salvation Army Oasis have suggested that Council lobby Central Government to replace the gaming machine funding with a more sustainable model of community funding. Further, they have asked us to consider a policy position that Council would not apply for or accept any funding from gaming machines. Direction from the Committee would be required to investigate these approaches further before any recommendation is put forward.

8.2 Review of Easter Sunday Shop Trading Policy- Issues and Options

File Number: A13183869

Author: Sharon Herbst, Policy Analyst

Authoriser: Christine Jones, General Manager: Strategy & Growth

PURPOSE OF THE REPORT

1. To agree that Council should continue to allow shops to trade on Easter Sunday in the review of the Easter Sunday Trading Policy.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Agree to propose to continue with the current policy of allowing shops to trade on Easter Sunday if they wish to.
- (b) Adopt the Statement of Proposal appended at attachment 2 as the basis for the required public consultation process.

EXECUTIVE SUMMARY

2. The Easter Sunday Trading Policy (the policy) allows shops in Tauranga to trade on Easter Sunday if they wish to. In 2016 the Shop Trading Hours Act 1990 (the Act) was amended to make this possible. A requirement of the Act is to review the policy no later than five years after it was first adopted, which was 23 November 2017.
3. Early feedback received suggests the policy is generally working well.
4. This report recommends retaining the status quo (allowing shops to trade on Easter Sunday) as the Council's preferred option.
5. Consultation about the current policy will still need to occur as part of the review. This must be done using the special consultative procedure, when deciding whether to amend, revoke, replace or continue the current policy without amendment, as required by the Shop Trading Hours Amendment Act (S 5C (4)).

BACKGROUND

Amendment to the Shop Trading Hours Act 1990

6. In 2016 the Shop Trading Hours Act 1990 was amended to allow territorial authorities to have a policy permitting shops to open on Easter Sunday. The change in legislation only enables councils to develop a policy for shop trading on Easter Sunday and does not include any other holiday dates such as Good Friday.
7. The Act only provides for councils to consider three options: a) to have no policy, b) to implement a policy that is city-wide, or c) to specify specific areas that allow trading.
8. If no policy is in place, then Easter Sunday remains a restricted trading day under the Act. This means general shops must be closed, except for certain shops set out in the Act, such as restaurants and cafes, garden centres, dairies, petrol stations, pharmacies, souvenir shops, duty free shops, and shops in public transport terminals, shows or exhibitions. Certain services may open (e.g. hairdressers and real estate agencies). Shops not permitted to open include shopping malls, supermarkets and clothing, appliance, homeware, sports and recreation retailers.

9. Prior to the Act, the law was inconsistent, with exemptions that allowed Queenstown and Taupō to open as tourist hot spots, but nearby Wanaka and Rotorua could not. Many retailers had chosen to open and risked prosecution and fines of up to \$1000.

Development of the 2017 policy

10. Pre-consultation in 2017 supported Easter Sunday trading in Tauranga. A Council snapshot survey conducted in May to August 2017 had 5,736 responses. Of those who responded 49% wanted full unrestricted trading on Easter Sunday, 15% wanted Easter Sunday trading in specific city areas and 36% were against trading on Easter Sunday. A phone survey of 401 people found 60% supported Easter Sunday trading, 38% were against, and 2% not sure.
11. In 2017, 897 formal submissions were evenly split on the issue with 444 in favour (49.5%), and 453 against Easter Sunday trading (50.5%).
12. The main objections were the religious significance/sacredness and historical significance of Easter Sunday, and to allow families/whānau to have a break and spend quality time together. It was noted there are now only three days (Christmas, Anzac morning and Easter Friday) that are guaranteed family days (restricted trading days), especially for those in retail who often work weekends. Some felt there would be pressure on employees to still work even though there is protection in legislation, and pressure on employers to open if competitors do. Some mentioned it may affect their ability to engage in sporting or cultural events held on Easter Sunday. A suggestion was to consider half day trading like Anzac Day (however the legislation does not allow this option).
13. The submissions in support of the policy reasoned that it gave owners the choice to open or not, and it supported the city's economy, especially tourism. Easter weekend attracts many tourists for the Jazz Festival and visitors expecting shops to be open. Locals may like to shop over the long weekend. The importance of regional uniformity was noted - that anyone who chose could open. Others argued that a significant portion of society are not religious and should not be restricted by a religious holiday. Also noted was that as Easter Sunday is not a paid public holiday, employees may lose a day's pay if shops were unable to open and employees could not work.

Current Policy

14. In November 2017, Council adopted the current policy that enables shops in Tauranga to trade on Easter Sunday. It aims to meet the demand for goods and services from visitors and residents in Tauranga during the Easter holiday weekend.
15. The policy does not override shop trading provisions in other legislation, such as liquor licensing provisions. Alcohol cannot be sold on or delivered from a premise at any time on Easter Sunday unless it meets limited criteria or is subject to a special licence.

Approach of other councils

16. All councils in the Bay of Plenty region allow unrestricted trading on Easter Sunday.
17. A number of large city councils do not have a policy: Auckland, Hamilton, Christchurch, Wellington, Lower Hutt, Palmerston North, and Nelson. In these cities Easter Sunday remains a restricted trading day.
18. Auckland Council cited analysis which predicted minimal economic benefit from allowing trading. They supported the status quo to retain a guaranteed day off for more employees, rather than the benefit for some Aucklanders gaining leisure or convenience from having more shops open. Hamilton City Council voted against a policy after 71% of submissions were against the policy. The Council stated that their decision supported vulnerable workers to have a day off to spend with family.
19. Western Bay of Plenty District Council adopted their policy in December 2017 and are intending to review in 2023.

Current context

20. The Jazz Festival in particular aims to bring vibrancy to the central business district on Easter Saturday and Sunday. The current policy supports the focus and investment on bringing life to the civic precinct. The events themselves operate with a special liquor licence, which would be unaffected if this policy changed. (Note that the 2022 Jazz Festival has been pushed forward to June due to COVID-19 restrictions, however it is planned to return to Easter Weekend in 2023).
21. Stallholders at regular markets across town (which fall into the definition of a shop) may be negatively affected if the policy was revoked. Should the policy continue as recommended, we suggest clarifying that “shops” includes markets.
22. Recognising events and markets in the policy would help clarify how this policy supports the positive contribution they make to our city.
23. Council’s Regulation Monitoring team have had enquiries from businesses wondering if they could trade, but not negative feedback about the policy. Council’s Environmental Health and Licensing team have not had any feedback about this policy. They noted that liquor licensing provisions are very clear and understood as distinct from the Easter Trading policy.
24. Pre-consultation strongly supports the current policy remaining as it is. The Tauranga Chamber of Commerce provided feedback on behalf of local business representative organisations to show strong support for the current policy. A number of local churches (who had made submissions in 2017) were approached for comment. One response was received from the Anglican Parish of Gate Pa, suggesting an amendment to allow trading in specific areas of Tauranga, without noting a specific area.

Options to Consider

25. The options for the Committee to consider are to retain the status quo, allow trading in only some parts of the city, or to have no policy, which would require shops to close on Easter Sunday.

STRATEGIC / STATUTORY CONTEXT

26. Currently Council is refreshing its strategic framework and developing a City Vision. Together this work will ensure Council has a current and cohesive strategic framework that provides a clear line of sight from Council activities and policies, to strategy documents and from there to the City’s Vision and adopted Community Outcomes.
27. The policy aims to bring broader benefits to increase the economic opportunities for Tauranga as a destination city. It aligns with our adopted Community Outcomes and the strategic framework that state we support business and education, we are inclusive, and we are an integral part of the wider Bay of Plenty region and upper North Island.
28. The policy was adopted on 23 November 2017 and must be reviewed no later than five years after the date on which it was adopted.
29. The legislation has the following parameters:
 - (a) Councils cannot require shops to open, this is the choice of each business
 - (b) Easter Sunday is not a public holiday. Employees are not entitled to be paid time and a half or to an alternate paid day off
 - (c) All employees have a right to refuse to work on Easter Sunday, and can bring a personal grievance if they are compelled to work or treated adversely for refusing to work
 - (d) Councils cannot decide shop trading hours, liquor licencing parameters, and the types of shops that can open
 - (e) Policies will not apply to the sale and supply of alcohol from licenced premises on Easter Sunday, which is regulated by the Sale and Supply of Alcohol Act 2012

- (f) Councils will not have to enforce the policies. Enforcement will continue to be undertaken by the Ministry of Business, Innovation and Employment (MBIE)
- (g) Councils must use the special consultative procedure under the Local Government Act 2002 to adopt, review or revoke the policy

OPTIONS ANALYSIS

Option 1: Continue with the current approach and make no changes to the policy (Recommended)

30. The current policy enables shops in Tauranga to trade on Easter Sunday if they wish to. This option would still require further public consultation as it is legislated.

Advantages	Disadvantages
<ul style="list-style-type: none"> Provides freedom for shops to make their own decision if they open or not Provides benefit for locals and visitors to have more shops open for leisure convenience and choice Provides uniformity across the city Supports broader benefits to increase the economic opportunities for Tauranga as a destination city. Aligns with what other councils in our region are doing More employees can choose to work and gain an additional day's wages or revenue Businesses not penalised for breaking the law if they open 	<ul style="list-style-type: none"> Continues the status quo of one less guaranteed day off than could be available (2.5 instead of 3.5) May impact ability to engage in cultural, religious or whānau activities Some employees potentially unaware of and unlikely to use the protections in the law (to refuse to work and take a personal grievance) Some businesses may feel compelled to open

31. If this option is supported, an additional sentence will be added to the policy to indicate that the policy shows support for events and markets held on Easter Sunday and clarifying that 'shops' include markets.

Option 2: Amend the policy to only allow trading in specific areas (e.g. Mount Maunganui, Tauranga CBD, Greerton, Papamoa)

32. Undertake a review of the policy to consider only allowing trading in specific areas. Further public consultation would need to be undertaken, with a report to the Committee with options.

Advantages	Disadvantages
<ul style="list-style-type: none"> Opportunity to focus trading in specific areas Retains a guaranteed day off for some retail employees – for rest, cultural, religious or whānau activities 	<ul style="list-style-type: none"> Complexity in defining which areas should be given priority to trade over others Potential confusion for retailers and customers as to which shops may or may not open Limited community interest in change Potential to create division in the community when some businesses can trade and others cannot

	<ul style="list-style-type: none"> • Some businesses may choose to open regardless • Potential transfer to online spending • Customers may choose to spend their money in nearby council districts where shops are permitted to trade • Does not support Tauranga as a destination city • Potential loss of leisure or convenience for those wishing to shop on Easter Sunday • Potential loss of income for those who prefer to work and receive a day's wages (is not a paid Public Holiday)
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Option 3: Revoke the policy so that Easter Sunday becomes a restricted trading day

33. If the policy is revoked, Easter Sunday would become a restricted trading day in Tauranga.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Social, cultural and recreational benefits of a guaranteed day off are supported - for rest, cultural, religious or whānau activities • Respects the sacredness of Easter Sunday • Aligns with what other big city councils are doing (e.g. Auckland, Hamilton, Christchurch, Wellington) • Locals and tourists can still access shops selling essential supplies, attractions, restaurants and cafes which can all legally open for trade. 	<ul style="list-style-type: none"> • Limited community interest in change • Potential to create division in the community when some businesses can trade and others cannot • Some businesses may still to choose to open • Potential transfer to online spending • Customers may choose to spend their money in nearby council districts where shops are permitted to trade • Does not support Tauranga as a destination city • Potential loss of revenue for businesses • Potential loss of leisure or convenience for those wishing to shop on Easter Sunday • Potential loss of income for those who prefer to work and receive a day's wages (is not a paid Public Holiday)

FINANCIAL CONSIDERATIONS

34. There are no financial considerations from the recommended option.
35. If the Committee prefers options two or three, there is potential that some businesses would lose revenue as people would not be able to patronise their business. This may also impact support for events over Easter weekend.

LEGAL IMPLICATIONS / RISKS

36. The policy is required to be reviewed every five years.

CONSULTATION / ENGAGEMENT

37. The Tauranga Chamber of Commerce provided feedback on behalf of local business representative organisations (Priority One WBOP EDA, Tourism Bay of Plenty, Restaurant Association NZ, EMA, Greerton Village Community Association, Papamoa Unlimited, Mainstreet Tauranga, Mount Business Association and Hospitality NZ). They showed strong

support for the current policy as this ensures consistency with other councils in the Bay of Plenty and sends a clear message to both visitors and residents that businesses across the region are open for business. It ensures consistency with online businesses who can trade. It also allows employers the option to open if they choose. They observed that since the policy was adopted, further employee entitlements have been passed into law including an additional public holiday (Matariki) and additional sick leave. Pāpāmoa Plaza support the policy and plan special Easter events to attract families to shop on Easter Sunday.

38. Churches who provided submissions in 2017 have been contacted for feedback, however only one has responded. The Anglican Parish of Gate Pa suggest the policy be amended to only allow trading in specific areas of Tauranga. The response noted the importance of remembering the Christian roots of our society. It also noted the need to support physical and mental wellbeing and supporting shop workers to have time off with no pressure to be at work. The current policy seems to focus on financial gain with a human and social cost and the stripping away of family freedom and workers' rights.

SIGNIFICANCE

39. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
40. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the issue
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
41. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the issue is of medium significance.

ENGAGEMENT

42. Taking into consideration the above assessment, that the issue is of medium significance, it is noted that public consultation is required under section 83 of the Local Government Act 2002 anyway.

NEXT STEPS

43. If the Committee agrees that the council's recommended approach is to continue with the current policy, then this decision will proceed to formal consultation.
44. The consultation will be for four weeks in June/July with hearings scheduled for August/September. This approach will enable analysis and reporting back to the Committee, subsequent amendment, if required, and final adoption in October 2022. The draft Statement of Proposal is attached.
45. If the Committee decides there are aspects of the policy requiring further investigation, this will occur in May with options presented to the Committee in June, followed by formal consultation.
46. If the Committee decide that changes are required to the policy, then these changes will be prepared for the Committee to approve in June, followed by formal consultation.
47. If the Committee decide to revoke the policy, then this decision will be taken out for formal consultation.

ATTACHMENTS

1. **Easter Sunday Shop Trading Policy 2017 - A13269862** [!\[\]\(38441ceaa711016e0bf2ad46ad394ff4_img.jpg\)](#) 
2. **Statement of Proposal for the Easter Sunday Shop Trading Policy - A13269932** [!\[\]\(781510d64f329bf3c880acf086e884d6_img.jpg\)](#) 

EASTER SUNDAY SHOP TRADING POLICY



Policy type	City		
Authorised by	Council		
First adopted	23 November 2017	Minute reference	M17/105.2
Revisions/amendments	N/A	Minute references	N/A
Review date	The Policy must be reviewed no later than five years after the date on which it was adopted - 2022.		

1. PURPOSE

- 1.1 The purpose of this Policy is to enable shops in Tauranga city to trade on Easter Sunday if they wish to.
- 1.2 This Policy is made under the Shop Trading Hours Act 1990. The Act was amended in 2016 to allow territorial authorities to have a policy to permit shops to open on Easter Sundays. The change in legislation only enables Council to develop a policy regarding Easter Sunday and does not include any other holiday dates such as Good Friday.
- 1.3 The Policy aims to meet demand for goods and services from visitors and residents in Tauranga during the Easter holiday weekend.

2. SCOPE

- 2.1 This policy covers the whole of Tauranga City.

3. DEFINITIONS

Term	Definition
The Act	Shop Trading Hours Act 1990
Council	refers to Tauranga City Council - the elected member body representing Tauranga City
Shop	Has the same meaning as in the Shop Trading Hours Act 1990, that is: "a shop is a building, place, or part of a building or place, where goods are kept, sold, or offered for sale, by retail and includes an auction mart, and a barrow, stall, or other subdivision of a market; but does not include- (a) a private home where the owner or occupier's effects are being sold (by auction or otherwise); or

	<p>(b) a building or place where the only business carried on is that of selling by auction agricultural products, pastoral products, and livestock, or any of them; or</p> <p>(c) a building or place where the only business carried on is that of selling goods to people who are dealers and buy the goods to sell them again.”</p>
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4. PRINCIPLES

4.1 This Policy does not:

- a) Control the types of shops that may open, or their opening hours¹;
- b) Limit Council's ability to undertake its duties, powers or functions under any other Act (e.g. the Sale and Supply of Alcohol Act 2012); and/or
- c) Address shop employee rights which are governed by the requirements of the Shop Trading Hours Act 1990 (the 'Act')². For the avoidance of doubt, shop employees have the right to refuse to work on Easter Sunday.

4.2 Council is not responsible for the enforcement of this Policy. Enforcement will continue to be undertaken by the Ministry of Business, Innovation and Employment (MBIE), which enforces current legislation.

4.3 This Policy does not apply to the sale and supply of alcohol on Easter Sunday from licenced premises, which is regulated by the Sale and Supply of Alcohol Act 2012.

5. POLICY STATEMENT

5.1 Tauranga City Council will permit unrestricted shop trading in Tauranga on Easter Sunday as provided for by the Act.

6. RELEVANT DELEGATIONS

6.1 The implementation of this policy is delegated to the Chief Executive and his/her delegates.

7. REFERENCES AND RELEVANT LEGISLATION

7.1 Shop Trading Hours Act 1990.

7.2 The Policy must be reviewed **no later than five years** after the date on which it was adopted.

7.3 Section 5C (4) of the Shop Trading Hours Act requires the use of the Special Consultative Procedure when undertaking a review and determining whether to amend, revoke, replace or continue the Policy.

7.4 Council cannot delegate the power to make the final decision on whether to adopt, amend or revoke the Policy.

7.5 Section 5E requires Council to provide a copy of any decision to adopt, amend or revoke the Policy to the Chief Executive of the Ministry of Business, Innovation and Employment within 10 days of the decision being made.

¹ As per the requirements of Part 2, subpart 1, 5A (1A) of the Act.

² Refer to Part 2, subpart 2, 5G – 5L of the Act.

8. ASSOCIATED POLICIES/PROCEDURES

N/A

9. SCHEDULES

N/A

STATEMENT OF PROPOSAL FOR THE EASTER SUNDAY SHOP TRADING POLICY

This statement of proposal includes:

- the proposed Easter Sunday Shop Trading Policy 2022
- the reasons for the proposal.

Easter Sunday Shop Trading Policy

The Council proposes to review the Easter Sunday Shop Trading Policy 2017 and continue to allow shops in Tauranga to trade on Easter Sunday if they wish to. A minor change will be made to indicate that the policy shows support for events and markets held on Easter Sunday and clarifying that shops also include markets.

Under the Shop Trading Hours Act 1990, the Council can choose whether to adopt a policy that allows shops to open in all or some of our city on Easter Sunday. Other regulations about the sale of alcohol and associated matters still apply. Employees have the right to choose not to work on Easter Sunday if they are asked to by their employer.

Reason for proposal

The reason for the proposal is to review the policy as required under the Act five years after its adoption, and to consult with the community as part of that review. In doing so, the Council proposes to keep the current policy as it is, with a minor change as indicated above to show support for events and markets.

Submissions to the Easter Sunday Shop Trading Policy 2022

The Easter Sunday Shop Trading Policy will be open for public submissions from [INSERT DATE] to [INSERT DATE].

Full copies of the current policy and the submission forms are available from council's customer service centre at He Puna Manawa - 21 Devonport Road, the Tauranga, Mount Maunganui, Greerton and Papamoa libraries and on council's website at [INSERT LINK] or contact the policy team on 07 577 7000 or info@tauranga.govt.nz.

8.3 Updated outline plan of Committee's upcoming workload

File Number: A13255588

Author: Jeremy Boase, **Manager:** Strategy and Corporate Planning

Authoriser: Christine Jones, **General Manager:** Strategy & Growth

PURPOSE OF THE REPORT

1. To present an update on the Committee outline work programme that the last considered at the Strategy Finance Risk Committee December 2021 meeting

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Notes the updated work programme for the Committee per Attachment 1.

BACKGROUND

2. One of the responsibilities of the Committee, noted in the scope section of its terms of reference, is to 'adopt an annual work programme of significant strategic issues and projects to be addressed'. The scope also notes that this programme should be reviewed on a six-monthly basis.
3. On 20 September 2021, the Committee resolved to adopt such a work programme. As part of the discussion on the report preceding that resolution, the Committee noted that a quarterly update on that programme would be appropriate. An update was subsequently provided to the 13 December 2021 meeting. A second update was not provided in the first quarter of 2022 due to the full nature of the 28 March 2022 agenda.
4. An updated version of the adopted outline work programme is now included as **Attachment 1** to this report.
5. Changes made to the outline work programme since it was adopted on 20 September include:

Structure

- (a) Removal of reference to now-passed December 2021 and February and March 2022 and meetings.
- (b) Inclusion of the October to December 2022 and January to March 2023 quarters to maintain a four-quarters perspective.

Strategy development and reviews

- (c) Inclusion of revised detail on elements of the strategic framework refresh project, including the renaming of the Social Wellbeing strategy to the Inclusive City strategy, and various timing clarifications. Refer also a separate report on this agenda titled 'Strategic Framework Refresh – proposed framework structure'.

Growth management

- (d) Removal of the 'growth and land use projects' and 'transport strategy and planning projects' updates from this quarter as they are being reported to Council on 23 May instead due to the large number of agenda items for this meeting (the documents will be circulated to Committee members separately).
- (e) Removal of the Greerton Maarawaewae study line item as that work will now be reported to Council on 13 June seeking final endorsement.

- (f) Removal of the Urban design panel line item as that work is now intended to be reported back to Council towards the end of the calendar year.
- (g) Deferral of the Otumoetai spatial plan and Greenfield growth planning pathways reports by a quarter to allow further detailed work to be undertaken.
- (h) Introduction of a new item relating to dynamic road pricing which will be reported to the Committee later in the year.

Waste management

- (i) Introduction of a separate section to recognise the waste management and minimisation plan and associated bylaw work.

City Plan

- (j) Recognition that the 'direction on priority Plan changes' planned for this quarter has already occurred, and therefore the next milestone for the Committee is to consider giving effect to Policy 3 of the National Policy Statement on Urban Development.

Policy development

- (k) Deferral by one meeting-cycle of the local alcohol policy deliberations due to the complexity of matters raised during submissions.
 - (l) Reintroduction of the public art policy item (it had been removed in December 2021)
 - (m) Introduction of a review of the community funding policy that was introduced through the long-term plan and at that time was proposed to be reviewed after a full funding round to ensure it was operating as expected.
 - (n) Introduction of a review of the traffic and parking bylaw which is close to its ten-yearly statutory review.
 - (o) Introduction of a review of the Easter Sunday trading policy as its statutory review deadline is later this year.
 - (p) Deferral of the Committee's engagement with the reviews of the risk management policy, the consultation with tangata whenua on resource consents policy, the fraud prevention and management policy, and the open space level of service policy. This change in timing is to balance total workload within available resources, while still completing the work by the end of the financial year.
6. In reading the outline work programme it should be noted that for many projects the timing of 'next steps' will be determined by feedback on, and decisions about, earlier stages in the project. This makes timing of latter stages difficult to determine. This difficulty is recognised in Attachment 1 by the annotation "(?)" as part of various elements of the work programme.
7. As projects and initiatives are reported to the Committee, each report will have a better indication of the timing of subsequent steps than can be provided by this report.

STRATEGIC / STATUTORY CONTEXT

8. Many of the priority projects on the outline work programme relate to the city vision and the associated refresh of council's strategy documents. Others relate to the management of growth or the government's reform programme. Each of these matters are of high strategic importance to the city.

SIGNIFICANCE

9. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

10. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
11. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter of the Committee's work programme is of high significance. However, the decision to note the updated outline work programme is of low significance as it is an update on a previous decision and simply collates existing work programmes into one place.

ENGAGEMENT

12. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.
13. Note that for many of the projects listed on the outline work programme specific engagement plans and approaches will be prepared that are suitable to that project.

NEXT STEPS

14. Work will continue on each of the projects listed on the outline work programme. In accordance with the Committee's terms of reference, a refreshed outline annual work programme will be brought to the Committee in September 2022.

ATTACHMENTS

1. **Outline of topics to SFR Committee 2022-23 (May 2022) - A13386030** [↓](#) 

Outline work programme for the Strategy, Finance Risk Committee for 2021/22 (as at December 2021)

* part of Council's strategic framework project priority item (projects that the Committee will consider in the P = next six months that have the most significant impact on the community)	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-March 2023
	Established meeting dates: 16 May (this meeting) 20 June	Established meeting dates: 1 August 12 September	Proposed meeting dates: 14 November 5 December	Assume two meetings
Strategic framework				
P City vision	Project update			
* Council's strategic framework	Project update incl. framework structure	Project update		
Strategy development (new)				
P * Environment Strategy development	Review draft strategy			
P * Sustainability strategic approach development	Project update			
P Spaces & Places Strategic Plan development		Project initiation and scope	Endorse final plan	
P * Inclusive City Strategy development	Review draft strategy			
P * Te Ao Māori strategic approach development	Project update			
P Climate Change Action Plan		Project update		Review final document
Arts & Culture strategic plan			Review draft	Adoption
Strategy reviews				
Events Strategic Plan	Adoption			
P Community centres / halls investment plan	Adoption			
Marine Strategy		Project update		
Wairoa River Strategy		Project update		
City Centre Strategy refresh and action plan	Endorse final plan			
Growth management				
Growth and land use projects progress report		Quarterly report	Quarterly report	Quarterly report
Transport strategy and planning projects progress report		Quarterly report	Quarterly report	Quarterly report
P Otumoetai Spatial Plan		Endorse final plan		
Infrastructure Acceleration Fund		Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)
Housing Infrastructure Fund		Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)
Greenfield growth - planning pathways		Report on planning pathways for Tauriko West and potentially Te Tumu		
Parau Farms	Project update			
Dynamic road pricing study			Project update	
Waste management				
Waste Bylaw	Hearings and deliberations	Adoption		
Waste Management and Minimisation Plan	Hearings and deliberations	Adoption		

Obj ID: A12730119

Outline work programme for the Strategy, Finance Risk Committee for 2021/22 (as at December 2021)

<p>* part of Council's strategic framework project</p> <p>priority item (projects that the Committee will consider in the next six months that have the most significant impact on the community)</p> <p>P =</p>	<p>April-June 2022</p> <p>Established meeting dates: 16 May (this meeting) 20 June</p>	<p>July-Sept 2022</p> <p>Established meeting dates: 1 August 12 September</p>	<p>Oct-Dec 2022</p> <p>Proposed meeting dates: 14 November 5 December</p>	<p>Jan-March 2023</p> <p>Assume two meetings</p>
P Resource management issues and options - City Plan	Direction on giving effect to Policy 3 of the NPS-UD			
Policy & bylaw development				
Local Alcohol Policy - statutory review	Deliberations	Adoption of provisional policy	Considering appeals, if any	Hearings, deliberations, and adoption (?)
Consultation with Tangata Whenua on Resource Consents Policy - review			Review draft policy and adopt for consultation	
P Use of Council land - multiple policies under review		Adopt draft policy	Hearings, deliberations, adoption (?)	
Draft Risk management policy - review		Consider revised draft		
Draft Fraud Prevention and Management Policy - review		Consider revised draft		
Gambling Venues Policy - statutory review	Review draft policy	Consultation, hearings, deliberations, adoption (?)		
Smokefree Places Policy - review	Issues and options Review draft policy	Consultation, hearings, deliberations, adoption (?)		
Community Amenity Funding framework / prospectus - new	Adoption			
P Rates remission and postponement policies - review	Deliberations and adoption			
Open Space Policy - partial review (focused on Te Tumu and Tauriko West)		Review draft policy, adopt for consultation	Hearings, deliberations, adoption (?)	
Public Art Policy - review	Review draft framework and policy	Consultation, hearings, deliberations, adoption (?)		
Community funding policy			Review draft policy, issues and options	
Traffic & parking bylaw				
Annual report		Review draft 2021/22 Annual Report	Audit management letter - 30 June 2022 attest audit	
Government reform programme		Watching brief and, as required, contribution to submissions to central government	Watching brief and, as required, contribution to submissions to central government	Watching brief and, as required, contribution to submissions to central government
Risk deep dives	Project delivery	Topic to be determined	Topic to be determined	Topic to be determined
Financial and non-financial reporting	Qtr 3, 2021/22 monitoring report		Qtr 1, 2022/23 monitoring report	Qtr 2, 2022/23 monitoring report
Other quarterly reporting				
Health & safety	Quarterly report	Quarterly report	Quarterly report	Quarterly report
Risk	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
Internal audit	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)

Obj ID: A12730119

Outline work programme for the Strategy, Finance Risk Committee for 2021/22 (as at December 2021)

* part of Council's strategic framework project priority item (projects that the Committee will consider in the P = next six months that have the most significant impact on the community)	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-March 2023
	Established meeting dates: 16 May (this meeting) 20 June	Established meeting dates: 1 August 12 September	Proposed meeting dates: 14 November 5 December	Assume two meetings
Legal & litigation	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
Cyber maturity update	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
LGOIMA and Privacy Act requests	Quarterly report	Quarterly report	Quarterly report	Quarterly report
Other				
P Whareroa marae project		Project update		

Obj ID: A12730119

8.4 Strategic Framework Refresh - proposed framework structure

File Number: A13384617

Author: Anne Payne, Strategic Advisor

Authoriser: Christine Jones, General Manager: Strategy & Growth

PURPOSE OF THE REPORT

1. This report outlines the proposed structure for TCC's refreshed strategic framework, including strategies and an initial signal on potential strategic plans. In principle endorsement is sought from the Committee.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report 'Strategic Framework Refresh – proposed framework structure'; and
- (b) Provides feedback on the proposed framework structure; and
- (c) Provides in principle endorsement of the proposed framework structure; and
- (d) Notes the next steps outlined in the project timeframes section of this report.

EXECUTIVE SUMMARY

2. Two related projects to clarify Tauranga City Council's strategic direction were approved in June 2021. The first facilitates creation of a Vision for Tauranga, which was tested with key city partners in early May. The second project is to refresh Tauranga City Council's strategic framework.
3. This report focuses on Tauranga City Council's strategic framework project, providing an update on progress and next steps, along with a first signal on the proposed framework structure and content. The aim is for the refreshed framework strategies and plans to drive the right projects into the next Long-term Plan 2024 - 2034
4. **Attachment 1** to the report provides a diagram depicting the proposed framework and potential content on one page, noting that this is still very working draft information.
5. Feedback on, and in principle endorsement of, the proposed framework structure and content is sought from the Committee.
6. Next steps are to provide a draft framework and high-level content to Council on 13 June to adopt in draft for wider community feedback. Community feedback will be sought late June to late July, with a revised draft framework and high-level content being provided to Council on 5 September for final adoption.
7. Two new primary strategies, for Inclusive City and Valued & Protected Environment, are under development as part of this project. These strategy development processes will follow their own reporting and community feedback timelines but will dovetail in with the strategic framework processes where timelines align.
8. We note that our new strategies are intended to be quite brief high-level documents which will not include implementation plans. Our new strategies will instead clearly point to relevant strategic plans which contain specific implementation plans, and also reference other contributing Council documents to be considered during strategy implementation.

BACKGROUND

9. On 28 June 2021 a paper entitled 'Strategic Framework for Tauranga City Council' was received by the Committee¹. This paper outlined the work undertaken on a multi-partner City Futures Project over the previous 12 months, factors that contributed to rethinking of that project, and proposed a more tailored approach that could be taken to address identified gaps.
10. The Committee approved the Strategic Framework Refresh Project concept, which comprises:
 - (a) working with the community to develop a City Vision for Tauranga, and
 - (b) refreshing Tauranga City Council's strategic framework to ensure Council's strategic direction contributes to that City Vision and is clearly articulated and understood.
11. The Committee also approved the project's intention to draw on information received through prior engagement processes as far as possible and acknowledged that the City Futures Project input to date would continue to be valuable to the City Vision and the wider Strategic Framework Refresh Project.
12. On 1 November 2021 the Committee received a project update report, which outlined the planned process to deliver a refreshed strategic framework².
13. This report focuses on Tauranga City Council's strategic framework refresh. The closely aligned City Vision project is well underway, with the proposed vision being shared with city leaders, Te Rangapū Mana Whenua o Tauranga Moana and Kaumatua Forum members at two sessions on 3 and 4 May.

TAURANGA CITY COUNCIL'S STRATEGIC FRAMEWORK REFRESH

Project Purpose

14. The purpose of the strategic framework refresh project is to ensure that Tauranga City Council has a current, cohesive, and understandable strategic framework that provides a clear line of sight between '*what we do*' and '*what we are trying to achieve for our city*' (our contribution to the City's Vision).
15. For Tauranga City Council, the key outcomes from this project are that:
 - (a) Our community and partners will be easily able to see how the organisation is contributing to our adopted community outcomes and to achieving Tauranga City's Vision.
 - (b) Our governance and staff will have a shared understanding of what the organisation is trying to achieve and how we aim to get there.
 - (c) Our people will know how they fit into the bigger picture of what the organisation is working toward.
 - (d) We will be guided by a set of current, relevant, and succinct strategic documents, which 'weave together' where this makes sense.
 - (e) We will have a clear focus for evaluating existing programmes, and those considered in the future, to ensure all efforts support our overarching purpose.

Project Progress and Timeframes

16. The project has been scheduled within tight timeframes to enable our strategic framework, including any new strategies and strategic plans, to guide development of our next Long-term

¹ Report 'Strategic Framework for Tauranga City Council', Agenda item 9.2: [TCC Strategy Finance and Risk Committee Agenda 28 June 2021](#)

² Report 'Strategic Framework Refresh Project Update', Agenda item 9.3: [TCC Strategy, Finance and Risk Committee Agenda 1 November 2021](#)

Plan. For this to happen, we will need any new strategies and strategic plans to be in place close to the end of this calendar year.³

17. Progress since the last report to this Committee on 1 November includes:

- (a) Pre-Christmas 2021, a 'weave' concept was drafted as a proposed strategic framework. A set of eight At a Glance documents, one for each of the eight strands of our framework 'weave', were also drafted to summarise Tauranga City Council's strategic direction (or approach).
- (b) During March to May 2022, eight workstream projects – one for each strand of our framework 'weave' – are underway.
 - (i) The five community outcome workstreams are focusing on determining the strategies and plans Council needs now and into the future, how best to arrange these together, and what strategies and plans may no longer be needed in their current form. This report presents working draft material from this work.
 - (ii) Council's strategic approaches are more focused on *how Council does everything*, particularly how the organisation goes about its business. The three strategic approaches workstreams are establishing how best to embed these approaches across all five community outcome strands of our framework.

18. Key reporting timeframes for the remainder of the project are:

- (a) **Council Meeting 13 June;** We intend to provide a draft framework and high-level content for adoption as a draft for wider stakeholder and community feedback.
NB: Development of individual strategies and strategic plans will follow their own consultation and engagement processes and will only dovetail in with the wider framework processes where these align.
- (b) **Late July:** Once wider stakeholder and community feedback has been received on the draft framework and high-level content, staff will analyse feedback and make recommendations on changes to the draft.
- (c) **Council 5 September;** We intend to provide a final version of the framework and high-level content for adoption, along with a programme of work to complete development of any remaining strategic plans. This will close the project.
- (d) **Post-project work;** From September through to early 2023 will include developing new strategic plans as programmed, formally rescinding superseded strategies, and implementing ongoing strategy (and strategic plan) monitoring and review processes.

19. We also intend to provide further project updates to the Committee as Committee meeting scheduling allows. An alternative or additional option may be to provide Council report information to the Committee members, particularly the 13 June and 5 September reports.

20. Te Rangapū Mana Whenua o Tauranga Moana is considered a key stakeholder group for this project, so we are endeavouring to seek Te Rangapū input to the framework and content prior to reporting to this Committee or Council.

Strategic Framework Concept

21. We initially developed a 'flax weave' concept to depict Tauranga City Council's strategic framework. This showed our five community outcomes connecting up to Tauranga City's Vision with Council's three strategic approaches *weaving through* everything we do. Our six underpinning principles guide how we do things and were represented as the foundation stone for the strategic framework.⁴

³ While some strategic plans may not be adopted by the end of this calendar year, we anticipate each will be sufficiently advanced to identify projects to be considered for inclusion in the 2024-2034 Long-term Plan.

⁴ Link to Tauranga City Council's community outcomes and six guiding principles: [TCC community outcomes and principles](#)

22. This 'flax weave' concept has now been further developed and localised to Tauranga Moana in the shape of a kupenga (a type of fishing net). The concept design and narrative are currently being worked through with guidance from Te Rangapū Mana Whenua o Tauranga Moana, and we look forward to sharing this with Governance and our communities soon.

23. The eight strands of our kupenga comprise:

Tauranga City Council's **five adopted community outcomes**, which are that Tauranga is:

- An inclusive city
- A city that values and protects the environment
- A well-planned city
- A city that is easy to move around, and
- A city that supports business and education

all of which are interwoven with **our three strategic approaches** (*about the way we do things, so are principles-based rather than actions focused*) to:

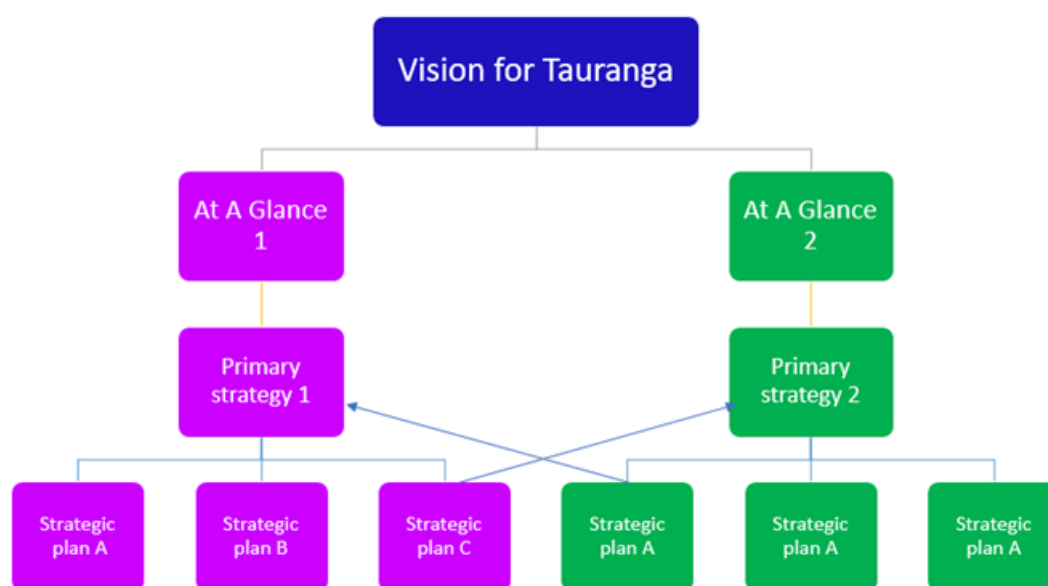
- Te Ao Māori
- Sustainability
- Working beyond Tauranga.

Strategic Framework Structure

24. Our strategic framework structure will enable us to better balance our strategic direction and priorities across the social, environmental, economic, and cultural aspects of community wellbeing – as represented by our community outcomes and strategic approaches.

25. Having recognised the inter-related nature of most of what we do and are trying to achieve through our woven 'kupenga' framework, our intention is to streamline our strategic documents as far as possible. To do this we are developing a very simple hierarchy for our strategies and plans, and some clear guidance for what a strategy or strategic plan should include.

26. The proposed framework structure is outlined in the following diagram:



27. For each strand of the framework, there will be one **At A Glance** which summarises Tauranga City Council's strategic direction or approach.
28. Then for each of the five community outcome strands of the framework, there will be
 - One **primary strategy** which covers off the overarching outcome (this could be a joint strategy such as the Connected Centres Programme (from the Urban Form and Transport Initiative final report).
 - A number of **topic-based or place-based strategic plans** to implement aspects of the primary strategy (ideally this will be 3-6 for each strand).
 - Some of these strategic plans may cross over into other community outcome deliverables.
 - Spatial plans are place-based strategic plans.
29. There are also a range of existing council documents such as policies, guidelines and management plans that will contribute to the delivery of the strategic plans and ultimately the primary strategies but aren't necessarily part of the framework itself. These '**contributing documents**' have a different, equally important, purpose and will be clearly referenced within relevant strategies and strategic plans so they are considered when needed.
30. To help identify where documents fit, we are applying the following rule of thumb
 - **A strategy** – Moves us from one place to another (often solving problems) and has a finite life, normally of 10 to 30 years. Does not include business-as-usual or operational activity.
 - **A strategic plan** – Is a plan to implement aspects of our primary strategies and has a finite life, normally of 3 to 10 years. Does not include business-as-usual actions, may include 'ongoing' actions only where they are new (for example, for a new or increased level of service).
 - **A management plan** – Is an enduring commitment to manage, protect, maintain, implement, action (for example, reserves management plan). It will require monitoring and periodic review but does not necessarily have a finite life.
31. The three strategic approach strands of the framework are about *how we do things* (more than what we do or deliver). For our strategic approaches:
 - The '**At A Glances**' are more principles and values-based documents that focus on the way we do things, with the actions being largely process focussed. We are currently re-writing the early draft 'At A Glances' to better reflect this.
 - Working through how best to make our strategic approaches 'real', to embed them into everything we do, the cross-overs between them have become more apparent. This has led us to consider a combined implementation plan for all the three strategic approaches, with a key focus on capacity and capability building within our organisation in these areas.
32. Our new Vision for Tauranga Moana provides a long-term aspiration out to 2050. We have mirrored this timeframe for our strategic framework, particularly at the 'At A Glance' level. Our primary strategies will range from 10 years out to 2050 (now just under 30 years), while our strategic plans will normally range from 3 to 10 years. This is a general guide only.

Strategic framework content

33. A diagram showing our initial thinking on the strategies and strategic plans within the refreshed framework is included as **Attachment 1** to this report.

34. Please note that this information is provided now as working draft, for information and feedback. It will further evolve during the remainder of the project, through both workstream-specific work as well as whole-of-framework considerations.
35. The framework content developed or identified to date is outlined in the following sections:
Strategic direction 'At A Glance'
36. We have created an 'At A Glance' summary of Tauranga City Council's strategic direction for each of the eight 'strands' of our strategic framework, i.e., for each community outcome and strategic approach. They were initially drafted in-house, tested with small stakeholder groups in late 2021, and are continuing to evolve as the workstreams progress.
37. These new documents will, when taken together, provide a headline summary of Tauranga City Council's direction of travel. Our aim is that each 'At A Glance' will run to 2-3 pages maximum, and that all eight plus our new Vision for Tauranga Moana will be downloadable as one document from our website.
38. The purpose of the 'At A Glance' documents is to better focus the organisation on our overarching goals and to provide succinct information for our partners and our community.

Primary strategies

39. Our new primary strategies are intended to be brief documents that reference supporting strategic plans for implementation. This is a departure from previous Council practice, which has generally seen the strategy and implementation plan contained within one, often quite long, strategy document.
40. The project is currently running eight separate workstreams, one for each strand of our framework. We have identified the primary strategy for each of the five community outcome workstreams. It is unlikely that our three strategic approaches will require primary strategies, but these can be developed if there is a need.
41. As envisaged, two new primary strategies are required and are currently being developed. These are for our two 'critical gap' community outcomes of **Inclusive City** and **Valued & Protected Environment**.
42. Initial drafts of both strategies have been created based on previous community engagement and feedback and are being further developed with key stakeholders during May and June. We anticipate that both draft strategies will be ready to share with a wider stakeholder and community base later in June, dependent on Council approval in mid-June.
43. Both of our new strategies follow a simple template, showing how they fit within our strategic framework and identifying the strategic plans that will implement different elements of the strategy. Implementation plans are to be included within strategic plans, rather than within strategies themselves, so our strategies can be written as brief high-level documents.

Strategic plans

44. We have identified over 60 existing strategies that Council has developed or signed up to, including joint strategies and plans. Strategy actions were mapped to the community outcome each action contributes most to, which signalled the existing strategies each community outcome workstream needed to assess for current relevance.
45. This assessment process, while quite laborious and still underway, is enabling each workstream to form a picture of what strategic plans are needed now and how relevant our existing strategies and plans still are. (Workstreams include a mix of internal and external stakeholders).
46. Each new strategic plan will follow a simple template, showing how it fits within our strategic framework, including which primary strategies it implements along with an implementation plan. They will also identify any key contributing Council documents to be considered during implementation.

Project outputs

47. Our refreshed strategic framework is envisaged as primarily a web-based tool that users (both our community and within our organisation) can click into to move through the layers of the framework, accessing more detail at each level. This web-based structure will give us more flexibility to show that our strategies and plans normally contribute to more than one community outcome. It is more difficult to show this relationship in a written format.
48. A range of printable documents will also be available from the web-based strategic framework tool.
49. A process will be developed to formally rescind any strategies and plans that have been superseded or are no longer needed, along with a programme to complete this work.
50. Responsibilities for monitoring and reporting on progress will be assigned, and processes and systems put in place to enable this to be delivered. This includes monitoring and reporting at action level right through to outcome level, as well as managing review timeframes for the suite of strategies and plans.

FINANCIAL CONSIDERATIONS

51. All separate workstreams are now well underway, with external consultants engaged to support delivery of the four 'critical gap' workstreams as anticipated. Creative design and publication work is also being resourced externally as anticipated. Website development is being done in-house, so no external cost is envisaged for this aspect of the project.
52. Budget is available for this project within the approved 2021/22 Annual Plan for strategy development. This budget also accommodates the City Vision project and continues to be monitored closely. At this stage actual and projected costs are within approved budgets but will be incurred slightly later than initially envisaged so may go across the year-end.
53. Post 30 June 2022 work, such as design and delivery of publication material and additional functionality for internal use of the web-based strategic framework tool, has also been included in the draft Annual Plan 2023 budget.

LEGAL IMPLICATIONS / RISKS

54. This report has no legal implications. Risks associated with the recommended approach have been considered during planning and implementation of the workstreams for each 'strand' of the framework.
55. A key risk to delivery of the project within targeted timeframes relates to potential Covid-19 impacts on staff, consultants, and key stakeholders for the project. While we continue to manage around the people impacts from Covid-19 as far as possible, our reality is that if key people are impacted at critical times, some timeframes may need to move as a result. At this stage no major targets have been missed for this reason, but this risk will remain for the duration of the project.

CONSULTATION / ENGAGEMENT

56. There has been considerable consultation with our communities to date, as referenced in the background section of this report. Further involvement with both the general community and sector groups is outlined in the project timeframes section above.

SIGNIFICANCE

57. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

58. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the issue.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
59. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the issue of Tauranga City Council's strategic framework refresh is of high significance, however the decision proposed in this report (being to receive a project update) is of low significance.

ENGAGEMENT

60. Taking into consideration the above assessment, that the matter of Tauranga City Council's strategic framework refresh is of high significance, staff are of the opinion that the nature of this project requires our communities' involvement as outlined in this report.

NEXT STEPS

61. Next steps to progress Tauranga City Council's strategic framework refresh are outlined in the project timeframes section above.

ATTACHMENTS

1. **Proposed strategic framework structure (working draft) - A13426296** [↓](#) 

Proposed Strategic Framework for Tauranga City Council (working draft: 4 May 2022)					
	EXISTING - no change required	EXISTING - under review or to be updated (will incorporate or supersede...)	NEW - under development (will incorporate or supersede...)	NEW - not yet started (will incorporate or supersede...)	
TIER 1 = Vision for Tauranga Not Council's, belongs to the city.	Vision for Tauranga (under development)				
	Narrative linking TCC's strategic framework to the Vision for Tauranga				
TIER 2 = TCC's strategic direction 'At A Glance'	Inclusive City 'At A Glance'	Valued & Protected Environment 'At A Glance'	Well-planned City 'At A Glance'	Move Around Easily 'At A Glance'	Support Business & Education 'At A Glance'
TIER 3 = Primary Strategy Ideally only ONE strategy at this level for each community outcome. Sub-regional OR citywide - but are intended to cover the whole community outcome. * Key elements of each strategy listed.	Inclusive City Strategy <ul style="list-style-type: none">AccessInclusion and DiversitySafe & Connected CommunitiesStrong NeighbourhoodsWellbeingArts & Culture	Valued & Protected Environment Strategy <ul style="list-style-type: none">AtmosphereWaterNature & BiodiversityWasteManaging impacts of built environment on natural environment	Connected Centres Programme, 2020 (UFTI, joint strategy) <ul style="list-style-type: none">Urban form & DevelopmentLand for housing & businessProtection of areas of cultural & environmental significance <u>Additional to CCProg:</u> <ul style="list-style-type: none">Urban design & placemakingWaters & community infrastructureOpen space, sport & recreation	Connected Centres Programme, 2020 (UFTI, joint strategy) <ul style="list-style-type: none">Multi-modal transport systemSafe travelEfficient transport	Western Bay Economic Strategy, 2021 (PriorityOne) (SmartEconomy 2012) <ul style="list-style-type: none">Economy underpinned by skilled talent, innovation & collaborationIntelligent growth where economic strategy informs future plans and spatial development <u>Key focus areas:</u> <ul style="list-style-type: none">Talent & innovationCity centreMaori economic developmentInfrastructure
TIER 3 = Holistic Strategies & Plans (high-level, no main outcome)	SmartGrowth Strategy 2013 (SmartGrowth, W/BOP sub-regional)				
	Tauranga Moana Iwi Management Plan 2016 (Iwi document, Tauranga Moana)				
TIER 4 = Strategic plans (topic-based) * More than one strategic plan within each 'strand' at this level: * Joint OR citywide - with a specific service/activity focus. NB: Anticipate that some of these will contribute to more than one community outcome.	Accessible Tauranga Strategic Plan (incl separate work programmes for older people and disability) (Age-Friendly Strategy 2013) (Disability Strategy 2013)	Climate Action Plan Nature and Biodiversity Strategic Plan (Vegetation Management Strategy - Growing Tauranga Green 2006)	Urban Design Strategic Plan (Urban Design Strategy 2006)	Western Bay Transport System Plan 2021 - Report 3: Transport System Operating Framework BOP Regional Public Transport Plan 2019 (update to be adopted July 2022) Regional Land Transport Plan (2021-2031) Tauranga Parking Strategy 2021 (to be underpinned by a range of parking management plans)	Priority One Business Plan - Regional Growth Agenda (P1-led) WBOP International Strategy 2019-2022 (P1-led) Tourism BOP Visitor Economy Strategy 2018-2028 (TBOP-led) Te Ha Tapoi - Tourism Strategy 2019-2022 (TBOP-led)
Note re: all Tier 4 strategic plans, both topic-based and place-based: For simplicity in this first version of the framework structure, each document is positioned under the community outcome we think it it contributes most to (not a schientific assessment). Future versions of this table will signal other key community outcome contributions for each document, which will also be clearly identified at action level.	Welcoming Communities WBOP Plan 2018-2023	TCC Stormwater Strategy 2021-2051 (in DRAFT) (may supersede Stormwater Strategy for the BOP 2005 (tbc))	Water Sustainability Strategy WBOP sub-region 2010 (SmartGrowth)		
	Safe Communities Strategic plan (City Safety Action Plan 2018) (Tauranga WBOP Safer Communities Plan 2020-2025)	Waste Management & Minimisation Plan 2022-2028 (in DRAFT)	TCC Water Supply Strategy 2020-2050 (in DRAFT)		
	Community Wellbeing Strategic Plan 2018-2021 (review planned)	Regional Trade Waste Strategy (NEW - from Mayoral Forum 11/3/22, ref BOPRC)	TCC Wastewater Network Strategy 2020-2050 (in DRAFT) (next iteration to incorporate 30 year Wastewater Treatment Plant Strategy 2017)		
	Kainga Tupu - WBOP Homelessness Strategy 2020		Spaces & Places Strategic Plan - He tauranga tangata (Open Space Strategy 2012) (Aquatic Network Strategy 2012) (Our Community Places Strategy 2008) (Sport & Active Living Strategy 2006)		
	Children and Youth Strategic Plan		Community Centres Strategic Plan - He pa tangata (in DRAFT)		
	Toi Moana Arts & Culture Strategy 2018-2021 (under review)		Active Reserves Strategic Plan		
	Events Strategic Plan (review underway)		Neighbourhood Reserves & 'Other Related Spaces' Strategic Plan		
			Sport BoP Spaces & Places Strategy 2021-2023 (Sport BOP-led, under review)		
			Marine Facilities Strategic Plan		
TIER 4 = Strategic plans (place-based) (includes all spatial plans) * Joint OR citywide - with a place-based focus (regardless of the breadth of services or activities covered). NB: Anticipate that most of these will contribute to more than one community outcome.	The Historic Village Strategic Plan 2020	Kaituna Action Plan - Te Tini a Tuna 2019-2029 (BOPRC admin) Wairoa River Valley Strategy 2013 (under review) Tauranga Moana Advisory Group work & programme (BOPRC admin) (Tauranga Harbour Integrated Management Strategy 2006) (Tauranga Harbour Recreation Strategy 2008)	City Centre Strategic Plan 2022 (under development) (City Centre Spatial Framework 2018) (City Centre Strategy 2012)	Te Papa Spatial Plan 2020	
				Otumoetai Spatial Plan 2022-2050 (under development)	
				Mount Spatial Plan 2022-2050	

8.5 Residential intensification to give effect to Policy 3 in the National Policy Statement on Urban Development

File Number: A13397485

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PURPOSE OF THE REPORT

1. The purpose of this report is to seek direction on the approach to giving effect to Policy 3 in the National Policy Statement on Urban Development which requires Council to provide height and density around commercial centres to enable residential intensification.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Approves progressing with the enabling housing supply plan change to implement the Resource Management (Enabling Housing Supply and other Matters) Amendment Act to apply the Medium Density Residential Standards to residential zones and give effect to Policy 3 in the National Policy Statement on Urban Development.
- (b) Endorses that the approach set out in Plan Change 26 (Housing Choice) and the Te Papa Spatial Plan is reflected in the enabling housing supply plan change to enable at least 6 storeys within a walkable catchment of the city centre and along Cameron Road to give effect to Policy 3(c) and Policy 3(d) in the National Policy Statement on Urban Development.
- (c) Endorse the following principles for the application of Policy 3(d) in the National Policy Statement on Urban Development to enable height and density within and adjacent to identified neighbourhood, local and town centres:
 - (i) That centre type will be identified based on the land uses within and surrounding the commercial zone and the size of the commercial zone.
 - (ii) That discretion will be applied where there is a relevant strategy or spatial plan.
 - (iii) No additional Policy 3(d) intensification (beyond the application of zones containing the Medium Density Residential Standards) for commercial zones identified as neighbourhood centres.
 - (iv) Apply an accessible and walkable catchment of approximately 400metres enabling greater height and density of four storeys in and around commercial centres identified as local centres.
 - (v) Apply an accessible and walkable catchment of approximately 800metres enabling greater height and density of six storeys in and around commercial centres identified as town centres.
- (d) Note that a walkable catchment is measured along public footpaths that are formed and well-lit for pedestrian safety.
- (e) Note that where a commercial zone meets the principles set out above, there may be qualifying matters which justify lesser height and density.
- (f) Note that staff will report back to the Strategy Finance and Risk Committee in June on the approach to give effect to Policy 3(a) in the National Policy Statement on Urban Development which relates to providing building heights within the City Centre Zone.

EXECUTIVE SUMMARY

2. The Resource Management (Enabling Housing Supply and Other matters) Amendment Act 2021 (Amendment Act) was passed into law in December 2021, requiring Council to implement the Intensification Planning Instrument (IPI) to give effect to the intensification provisions of the National Policy Statement on Urban Development (NPS-UD).
3. In particular the Amendment Act requires Council's IPI to give effect to NPS-UD Policy 3:
 - (a) Maximise building heights and density in the City Centre Zone to release as much housing development capacity as possible; and
 - (b) Allow for residential building heights of at least six storeys within a walkable catchment of the City Centre Zone; and
 - (c) In and around other commercial centres, allow for residential building heights and density commensurate with the level of commercial activities and community services of the centre.
4. Staff have undertaken an assessment of Policy 3 and prepared a methodology and principles to give effect to the National Policy Statement on Urban Development.
5. Based on the level of commercial activity and community services in each centre, a set of principles have been developed to guide what is 'commensurate' in terms of heights and density of urban form within and adjacent to neighbourhood, local and town centres. These principles are set out below and included in full in the recommendations of this report.
6. These principles will identify the areas of the City which are appropriate for rezoning to enable greater height through a non-notified, Restricted Discretionary Activity (resource consent is required).

BACKGROUND

7. The Government enacted the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act (Amendment Act) in December 2021. This amended aspects of the NPS-UD. In particular, the Amendment Act replaced Policy 3(d) in the NPS-UD.
8. The Amendment Act requires Council's IPI to give effect to Policy 3 in the NPS-UD which states:
 - (a) *In city centre zones, building heights and density of urban form to realise as much development as possible to maximise the benefits of intensification; and*
 - (b) *In metropolitan centre zones, building heights and density of urban form to reflect demand for housing and business use in those locations, and in all cases building heights of at least 6 storeys; and*
 - (c) *Building heights of at least 6 storeys within at least a walkable catchment of the following:*
 - i) *Existing and planned rapid transit stops*
 - ii) *The edge of city centre zones*
 - iii) *The edge of metropolitan centre zones*
 - (d) *Enable within and adjacent to neighbourhood centre zones, local centre zones and town centre zones (or equivalent), building heights and density of urban form commensurate with the level of commercial activities and community services.*
9. Policy 3 identifies centres which are set out in the National Planning Standards. The City Plan has not yet given effect to the National Planning Standard zones that have been referenced in Policy 3(b) and 3(d). The Tauranga City Plan zoning provisions currently do not identify a commercial hierarchy and therefore the same rule framework applies in the Commercial Zone across the city. The nature of each centre has developed over time due to market needs and other factors. A methodology is required identify and allocate Tauranga's

commercial zones to the nearest 'equivalent zone' as described in Section 8 of the National Planning Standards.

10. This approach will not establish a commercial hierarchy in the City Plan but enables the identification of centres that have appropriate land use characteristics and are of an appropriate size to support additional height and density in and around them to enable residential intensification. Any rezoning or changes to the distribution of centres will need to be part of a future comprehensive review of business land and market dynamics to develop specific planning frameworks for centres that meets the purpose of each zone as set out in the National Planning Standards.

1. Policy 3(a) – Building Heights in the City Centre

11. Work is currently underway to identify any amendments required to give effect to Policy 3(a) for the City Centre. This work is being undertaken in alignment with the City Centre Strategy and will be reported back to the Strategy, Finance and Risk Committee in June.

2. Policy 3(b) – Building Height and Density in Metropolitan Centres

12. Currently, it is considered that no commercial centres align with the definition of a metropolitan centre zone. The metropolitan centre zone was developed by Auckland Council and adopted by MfE to enable the continued use of this zone in the Auckland Unitary Plan for large centre like Manukau.
13. It is considered that there are no commercial centres that currently meet the definition of metropolitan centre in Tauranga, however it is considered that some centres may meet this definition in the future. It is therefore considered appropriate to align the requirement to enable six storeys within Metropolitan Zones with the principles of enabling height around town centres as set out below.
14. As set out above, future work is required to establish the commercial hierarchy for Tauranga City within the City Plan with appropriate rule frameworks and at that time further discussions could occur around the use of a metropolitan centre zone.

3. Policy 3(c) – Building Heights within Walkable Catchment of the City Centre

15. Based on MfE guidance that recommends walking catchments greater than 800m may be appropriate for larger centres, a walkable catchment of 1500m or 15 minutes (calculated from the edge of city centre zone) is considered appropriate given the size of the City Centre Zone offering a large range of services and amenities and being well connected along a narrow corridor. This also aligns with the Urban Form and Transport Initiative (UFTI) key performance indicator that seeks to increase the percentage of people living within 500m of frequent public transport service.
16. Policy 3(c) is largely given effect to by continuing with the approach put forward for the northern end of Te Papa in Plan Change 26 (Housing Choice), which was informed by the Te Papa Spatial Plan. The extent of this intensification area will be rolled over, with minor changes to ensure that it is giving effect to the Amendment Act. The proposed heights will allow for eight storeys (27m) to address submissions and only reduced where necessary to accommodate viewshafts to Mauao and avoid significant transitions between blocks.
17. Plan Change 26 confirmed that there are no areas across the city that meet the definition of existing or planned rapid transit stops. This approach was also confirmed with Ministry for Housing and Urban Development.

4. Policy 3(d) – Height and Density within and around Neighbourhood, Local and Town Centres

18. In order to apply Policy 3(d) in the IPI that will give effect to the NPS-UD, the level of commercial activity and services in each centre needs to be determined.

5. The table below outlines the characteristics of neighbourhood, local and town centres:

- 6.
- 7.

8. Zone	9. Zone description	10. Scale of centre	11. Centre examples
12. Neighbourhood Centre	13. The neighbourhood centre applies to small shopping strips (i.e dairy, takeaways, bakery), used predominantly for small-scale commercial and community activities that service the immediate residential neighbourhood	14. Less than 10,000m ²	15. Omanu Shops 16. Tay Street Shops
17. Local Centre	18. The local centre provides a limited range of activities that enable people within a residential catchment to meet their daily shopping needs.	19. 10,000m ² to 50,000m ²	20. Brookfield Shopping Centre 21. Tweed Street Shops
22. Town Centre	23. The town centre provides a range of services, being a variety of commercial and community services that serve the needs of the immediate and neighbouring suburbs. A town centre is where people access jobs, services and amenities.	24. Greater than 50,000m ²	25. Bethlehem Shopping Centre 26. Greerton Town Centre

27.

19. A methodology has been developed to determine the level of commercial activity and services in each centre and the 'equivalent zone' as set out in the National Planning Standards. This methodology calculates the level of activities and services based on the following principles set out below.
20. **Principle 1** considers the equivalent National Planning Standards based on criteria of the established land uses within the Commercial Zone, the surrounding context and the size of extent of the zone. This does not result in a change to the land uses or rule framework currently provided within the Commercial Zone. The criteria include:
 - (a) Whether existing land use is characterized by industrial, large format activities or special purpose.
 - (b) Whether the surrounding land use is predominantly residential; and
 - (c) The scale or size of the commercially zoned land.
21. The map included as Attachment 1 illustrates the distribution of neighbourhood, local and town centres across Tauranga.
22. Centres identified as neighbourhood, local and town centres will then be considered against principle 2.
23. **Principle 2** is a strategic lens on the centre to determine if specific circumstances affect how it aligns with how the centre has been identified as a neighbourhood, local or town centre. This will allow for consideration of strategic direction, such as spatial planning outcomes (i.e Te Papa, Ōtūmoetai and Urban Form Transport Initiative) to provide further justification about the purpose of the centre and potential up-zoning under Policy 3(d) of the NPS-UD.
24. **Principle 3** is to apply an appropriate and accessible walkable catchment around the centre from the zone boundary. The extent of this catchment increases relevant to the scale of the

centre to recognise that people will walk further for a greater range of services, transport options or employment. The following walkable catchment is recommended for each centre:

- (a) Neighbourhood Centre – No additional walking catchment applied as the Medium Density Residential Standards are considered to provide building heights and density of an urban form that is commensurate with the level of commercial activities and community services within a centre.
- (b) Local Centre – 400m walking distance
- (c) Town Centre – 800m walking distance

25. The extent of the catchment will take into consideration accessibility along formed footpaths that provide safe and convenient walking access to the centre. Land use constraints, such as state highways, access through industrial land and surrounding industrial land uses, steep topography, or natural barriers, will also be considered. Land that is open space or rural in character would also be excluded from the walkable catchment.

26. **Principle 4** is the consideration of building heights and density of urban form within the centres themselves and the surrounding residential land identified as having a walkable catchment as set out in Principle 3. It is proposed to use a tiered approach to increasing height as follows:

- Neighbourhood Centres - align with Medium Density Residential Standards (three storeys).
- Local Centres - enable four to five storeys as a non-notified, Restricted Discretionary Activity; and
- Town Centres - enable six storeys as a non-notified, Restricted Discretionary Activity.

28. Qualifying Matters

27. Amendments to height and density can be made to accommodate a prescribed list of qualifying matters. Qualifying matters allows Council to limit or reduce the application of the NPS-UD Policy 3 but only to the extent necessary to accommodate:

- a) a matter of national importance under s6 RMA,
- b) to give effect to a National Policy Statement or the New Zealand Coastal Policy Statement,
- c) to ensure safe and efficient operation of nationally significant infrastructure,
- d) open space for public use,
- e) the need to give effect to a designation or heritage order,
- f) iwi participation legislation,
- g) sufficient business land, and
- h) any other matter that makes higher density as provided for by Policy 3 inappropriate in an area (a high level of justification is required if this clause is utilised).

28. Areas where Policy 3 applies will be assessed to identify where a qualifying matter applies and whether it is appropriate to reduce height. This includes current rule frameworks within the City Plan such as protection of the Tauranga Airport flight path, cultural viewshafts to Mauao, natural hazards and open space. There is also additional technical work required to justify amendments to height around some centres where a qualifying matter is not set out in the City Plan, but it is appropriate to apply a qualifying matter.

STRATEGIC / STATUTORY CONTEXT

29. The provision of a sufficient supply and variety of residential development capacity to meet market demand over time is a key part of the overall city growth objectives and addressing current shortages. The work programme for 2022 is focussed on increasing capacity for residential development within our existing residential zones, by implementing the MDRS

and increasing building height and density around centres and within our greenfield urban growth areas by rezoning primarily for residential. This is consistent with the UFTI overall guiding connected centres urban form.

FINANCIAL CONSIDERATIONS

30. There are no financial considerations associated with this report. The cost associated with the work programme will be met within existing budgets.

LEGAL IMPLICATIONS / RISKS

31. The IPI will be prepared to meet the legislative requirements under Schedule 1 of the Resource Management Act 1991.
32. The IPI is required to give effect to Policy 3 in the National Policy Statement on Urban Development and must be notified by 20 August 2022.
33. Preparation of the enabling housing supply plan change includes a risk register that is revisited on a regular basis. The key risks identified across the work programme are:
- (a) Plan change scope increasing and resourcing being insufficient;
 - (b) The ability to give effect to national policy statements;
 - (c) Tight timeframes to deliver a plan change to meet the Amendment Act requirements;
 - (d) Meeting community, tangata whenua and stakeholder expectations.

CONSULTATION / ENGAGEMENT

34. Implementation of the Amendment Act requires that Council undertake pre-consultation that meets the requirements of Schedule 1 of the RMA.
35. The timeframes leading to notification and the volume of work that needs to be undertaken before 20 August 2022, means that the approach to engagement will be heavily focussed on informing stakeholders and the community about the proposed changes, and for most, directing them to the notified plan change as the best opportunity to provide feedback through the submission process. However, feedback will be sought prior to notification from some stakeholders that have a higher degree of interest in the proposed changes and with tangata whenua.
36. There was comprehensive engagement through 2019 and 2020 on the Te Papa Spatial Plan and Plan Change 26. This feedback and submissions on Plan Change 26 will be considered in the preparation of the IPI. The Ōtūmoetai Spatial Plan project has also commenced with engagement underway.
37. Policy 3(d) in the NPS-UD requires Council to enable greater intensification around centres. Due to the tight timeframes to progress this work for public notification, spatial planning of some areas will be undertaken in the future eg in Mount Maunganui. This spatial planning will identify investment required to support growth and intensification, such as community amenities. These spatial planning projects will include community engagement similar to that undertaken through the Te Papa and Ōtūmoetai Spatial Plans.
38. Consultation continues with tier 1 councils, legal advisors and central Government agencies on the implementation of the Amendment Act.

SIGNIFICANCE

39. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

40. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 29. (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 30. (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 31. (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
41. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of high significance.


ENGAGEMENT

42. Taking into consideration the above assessment, that the decision is of high significance, staff are of the opinion that the consultation will be undertaken as set out in the engagement section of this report and to meet the requirements under the RMA.

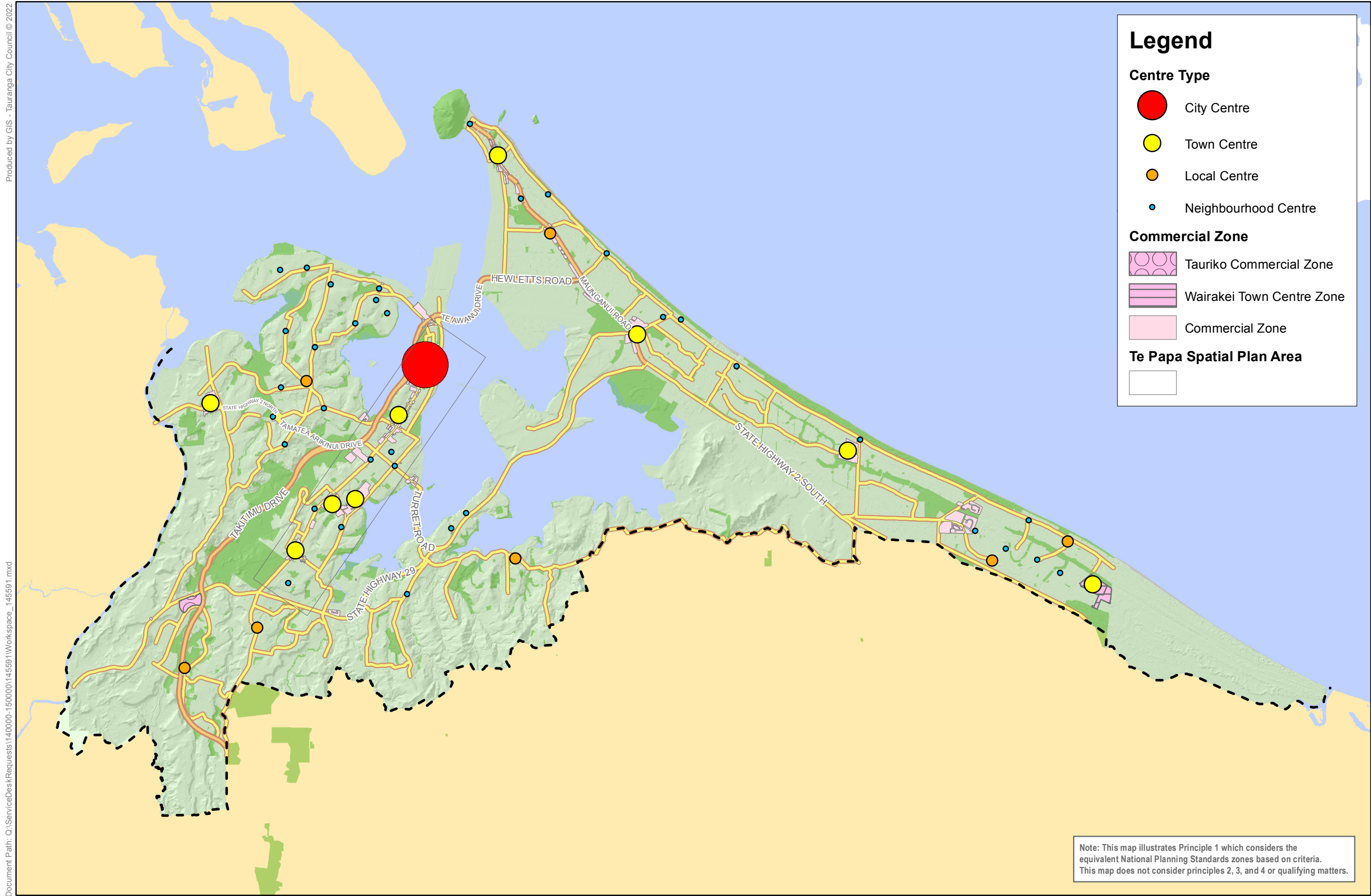
NEXT STEPS

43. Commence mapping of centres and walkable catchments to identify increased height in accordance with principles set out above to give effect to Policy 3(d).
44. Report back to the Strategy, Finance and Risk Committee on principles to give effect to Policy 3(a) – height within the City Centre Zone.
45. Continue with the preparation of the IPI for public notification by 20 August 2022.

ATTACHMENTS

1. **Map illustrating identification of Commercial Zones equivalent to neighbourhood, local and town centres - A13459186** [↓](#) 

Print Date: 10/05/2022



Identification of Commercial Zones equivalent to Neighbourhood, Local and Town Centres

1:80,000 @ A3
0 1 2 4 Kms



Information shown on this plan is indicative only. The Council accepts no liability for its accuracy and it is your responsibility to ensure that the data contained herein is appropriate and applicable to the end use intended.



8.6 Financial and Non-Financial Monitoring Report: Period ended 31 March 2022**File Number:** A13363155**Author:** Kathryn Sharplin, Manager: Finance

Tracey Hughes, Financial Insights & Reporting Manager

David Moore, Manager: Capital Projects Assurance Division

Raj Naidu, Corporate Planner

Authoriser: Paul Davidson, General Manager: Corporate Services**PURPOSE OF THE REPORT**

1. The purpose of this report is to inform Council and the public of our financial and service level performance result for the first nine months of the financial year 2021/22 and provide an overview of resident perceptions. The report also includes information on progress and risks relating to the capital programme.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives Report Financial and Non-Financial Monitoring Report: Period ended 31 March 2022.

EXECUTIVE SUMMARY

2. As at 31 March, a year to date operating surplus of \$13.2m has been recorded against a year to date budgeted deficit of \$18.2m. Current forecasts indicate a favourable year end forecast of a \$12m deficit, an improvement on budget of about \$13m.
3. Operating revenue overall is close to budget with services affected by the alert level restrictions early in the year offset by higher revenue across other activities including building services and waters laboratory services.
4. Full year total revenue forecasts (including capital revenue) have now been revised lower than budget particularly relating to expected capital subsidies from Waka Kotahi due to delays in delivery of transportation projects.
5. Expenditure overall is now \$29m below budget year to date. Delays in projects and services disrupted by covid and the level of staff vacancies are the most significant drivers of this.
6. Capital expenditure is tracking below budget year to date with a full year result forecast by project managers to be within 75-80% of total budget.
7. The ongoing impacts from covid have continued to affect the cost and timing of the capital delivery programme and it is expected the residual impact will continue in the short to medium term. Recent market data obtained has confirmed that supply chain costs will continue to rise through 2022. Demand for construction resources will remain high in New Zealand and globally, placing significant project cost pressure on a range of commodities affecting imported raw and manufactured materials.
8. Labour market issues affecting our ability to attract staff and compete on salary expectations were signalled in the December quarterly report. The progress of the work programme is beginning to be affected by the level of vacancies in some business units.
9. **Attachment 1** includes the Statement of Comprehensive revenue and expense along with a by activity breakdown of variances in user fee revenue and operating expenditure. A

Treasury summary showing debt and full year projections is shown along with a high-level summary of capital expenditure to budget.

10. **Attachment 2** summarises the performance of the top 25 capital programmes being undertaken this year up to 31 March 2022.
11. **Attachment 3** presents how Council is tracking towards achieving Council's non-financial performance measures and levels of service.
12. Of the 100 non-financial performance measures, 88 have been measured and reported on. Data is not yet available for 12 measures.
13. 47 measures (47%) are on track, with 30 measures (30%) off track (14 of these are due to COVID-19) and 11 measures have been met already (11%).
14. Of the 88 measures reported on 53% are on track, 34% off track and 13% have been met already.
15. Of the 30 measures off track, 47% (14 measures), across eight groups of activities (Transport, Sustainability and Waste, Community Services, Economic Development, Emergency Management, Marine Precinct, Regulatory and Compliance, and Spaces and Places), have been affected by the COVID-19 pandemic and subsequent restrictions.
16. **Attachment 4** presents a high-level summary of the year-to-date results of the Annual Residents Survey.

BACKGROUND

17. This report is for monitoring and reporting purposes showing Council's financial and non-financial performance in delivering services to the community.
18. The operational budgets for year one of the Long-term Plan (LTP) set the revenue and expenditure expectations to deliver on agreed service levels and capital investment.
19. In an LTP, the level of service that the council will deliver along with operational budgets and capital investment programme are agreed upon by the council in consultation with the public. Rates and user charges are set based on these budgets.
20. The Local Government Act 2002 stipulates that local authorities are required to report on how well they are performing in delivering these levels of service to their communities as measured by the non-financial performance indicators.
21. In the 2021-31 LTP there were 100 KPIs that were agreed upon, 23 of which are mandatory measures as per section 261B of the Local Government Act.

STRATEGIC / STATUTORY CONTEXT

22. Maintaining expenditure within budget ensures delivery of services in a financially sustainable way.
23. Monitoring non-financial performance is a key function of the committee.

DISCUSSION

Part 1: Financial Performance

24. **Attachment 1** to this report provides a summary of Council's financial performance for the year to date. The content of this attachment includes:
 - (a) A summary of revenue and expenditure year to date with revised full year projections presented as a Statement of Comprehensive Revenue and Expense.
 - (b) A summary by activity of user fee revenue and operating expenditure variances year to date.
 - (c) A Treasury report which shows borrowing year to date and full-year projections, the average cost of funds and money market investments benchmarked to average return.

- (d) A summary of capital expenditure to date and full year projections across the whole programme.

25. **Operating Performance and Revenue and Expenditure Variances by Activity** (Attachment 1) shows the operating and capital revenue and expenses in a format consistent with the Annual Report. It shows the year to date results for revenue and expenditure.
26. Revenue overall is tracking close to budget with full year revenue forecasts impacted mainly by a reduction in expected subsidies from Waka Kotahi. There is a small increase in interest revenue forecast based on higher cash deposit levels due to slower expenditure profile. There has been some impact on revenue in areas of the business from covid alert level restrictions early in the financial year including the airport and community facilities such as Baycourt, with further disruptions experienced through the Omicron wave. However, this has been offset to date by favourable results elsewhere such as in building services, sustainability and waste and lab testing. There are forecast full year revenue losses from closure of the two carparking buildings for several months although to a lesser extent than originally thought due to revisions to the phasing of the seismic strengthening work.
27. Operational expenditure remains below budget, partly due to lower activity in some areas due to alert level restrictions and new contract arrangements being established. Infrastructure and growth planning work is also slower than budgeted. Digital projects have been delayed which has flow on impacts to operational costs. Delays in the recruitment of specialist staff has impacted progress (and therefore expenditure) across the organisation. Expenditure is projected to increase in the last quarter with the full year position projected to be below budget (\$13.2m) but not to the extent of the Q3 results. Uncompleted work will carry forward to the next financial year.

Summary Treasury and Net debt projections

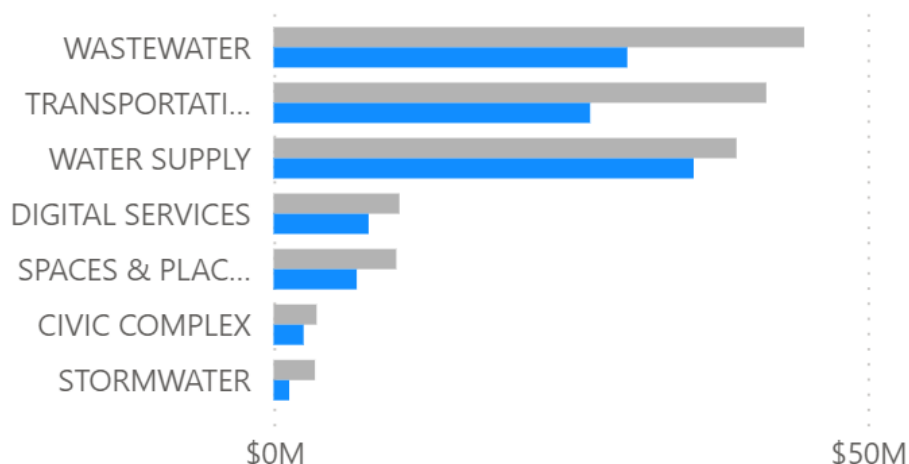
28. Net debt at year end is projected to be below budget at around \$740m. Lower forecast capital delivery for the full year of \$240m, which is 72% of full year budget, has been partially offset by a significant weathertight claim settlement.
29. Interest rates are increasing, but are not expected to have a significant effect on current year interest expenditure. Current interest rates impact only new debt (debt increases and refinancing) and floating rate debt, and as council has a high proportion of fixed rate debt and debt hedged at lower rates (or at zero interest rates through the HIF loans), the exposure to interest rate fluctuations is limited for the remainder of the year. Sensitivity analysis will be performed to assess the impact on the 2023 Annual Plan.

Part 2: Capital Programme Performance and Top 25 Projects

30. Capital expenditure to March 2022 (FYQ3) has been \$118m against a budget of \$163m. The covid headwinds highlighted in the previous monitoring report have made a significant impact to the delivery of the Top 25 capital projects and programmes. The financial year end forecast has dropped from \$217M in FYQ1 to \$179M in FYQ3 against a year end Top 25 budget of \$227M. To meet the year end forecast of \$179m will require a spend of \$20m per month in the final quarter, with full year delivery forecast at between 75-80% of budget.
31. Project performance by activity area is indicated graphically below with detailed project and programme information provided in the attachments. Activity areas accounting for the majority of year-to-date underspend include Sustainability and Waste (18% actual spend to budget), Stormwater (38%), Transportation projects (54%) and Spaces and Places (55%).

Activity Performance YTD

● Annual Plan YTD (Proj) ● Actuals YTD (Proj)



32. Recent market data confirms that project costs have risen across all of NZ construction since July 2021 with increases in the order of 2% to 3% per quarter and up to 8.5% over the financial year. Based on current trends many suppliers are predicting further cost increases in 2022 and possibly into early 2023. This is driven partly by demand in New Zealand, but also by global demand for similar internationally traded products such as steel and petrochemical products such as plastics and bitumen
33. The expected increase in budget carry forward due to project delays shall be factored into the Annual Planning process for next financial years capital programme. A review of lessons learnt across projects for FY2022 is in progress which shall assist with finalising the Capex Annual Plan for FY2023 and targeting areas for improvement.
34. Please refer to **Attachment 2** for information on the Top 25 project and programmes up to the end of March 2022.

Part 3: Non-Financial Performance

35. **Attachment 3** presents how Council is tracking towards achieving Council's non-financial performance measures and levels of service.
36. Of the 100 non-financial performance measures, 88 have been measured and reported on. Data is not yet available for 12 measures.
37. 47 measures (47%) are on track, with 30 measures (30%) off track (14 of these are due to COVID-19) and 11 measures have been met already (11%).
38. Of the 88 measures reported on 53% are on track, 34% off track and 13% have been met already.
39. Of the 30 measures off track, 47% (14 measures), across eight groups of activities (Transport, Sustainability and Waste, Community Services, Economic Development, Emergency Management, Marine Precinct, Regulatory and Compliance, and Spaces and Places), have been affected by the COVID-19 pandemic and subsequent restrictions.
40. Where data is not available, the majority relate to annual measures which are only surveyed at one point through the year or to measures that have no current method of assessment.

Part 4: Perceptions Monitor

41. The Annual Residents' Survey supports non-financial reporting by measuring the perceptions of residents regarding various aspects of services that Council provides.

42. The survey is conducted in four waves across the year. Each wave's mail out quotas are applied according to age, gender and ward, to ensure that a representative sample of Tauranga City's population is achieved. The data is weighted to account for variances in the achieved quotas and to ensure that the sample reflects the population profile achieved.
43. Waves were introduced in 2016/17 so that data was captured at different points throughout the year rather than one data collection point, as had been the case until then.
44. The overall results have an anticipated margin of error of +/- 4.6% at the 95% confidence level. Scores for the reporting periods exclude 'Don't know' responses.
45. The year-to-date results for 2021/22 are interim and based on the sample of n=513. Data collection for wave three took place between 10 Feb 2022 and 14 Mar 2022.
46. A summary of the highlights is attached at **Attachment 4**. The summary helps provide an insight into how different elements of Council's core service deliverables, reputation and the perception of value for money contribute to respondents' perception of Council's overall performance.
47. Overall performance year-to-date result is that 32% of respondents are satisfied or very satisfied with Tauranga City Council in general, which is equal to the full year result for 2020/21.
48. Reputation measures the community's perception of four key areas – leadership, faith and trust, financial management and quality of services/facilities. Under reputation, the year-to-date result is that 23% of respondents are satisfied or very satisfied, up from the full year result for 2020/21 which was 19%.
49. Within reputation, there is the measure in terms of respondent's faith and trust in Council, the year-to-date result is that 23% of respondents are satisfied or very satisfied, up from the full year result for 2020/21 which was 19%.
50. A summary of the rest of the high-level survey results of the and their trend to date is summarised in the table below:

Measure	2020/21	2021/22 YTD	Trend
Overall Performance	32%	32%	-
Overall Image and Reputation	19%	23%	▲
Overall Value for money	35%	38%	▲
Overall Core Services Deliverables	59%	56%	▼
Overall Water management	61%	54%	▼
Overall Road and footpaths	48%	42%	▼
Overall Waste Management	61%	61%	-
Overall Outdoor spaces	81%	74%	▼
Overall Public facilities	67%	73%	▲

51. In this year's survey an additional question was added asking the respondents' awareness that a Crown appointed commission had taken over the governance responsibilities of Tauranga City Council.
52. The result year to date was that 78% of respondents are aware and 22% unaware, with age being a main factor. Further breakdown of awareness results by age is as follows:

Age	2021/22 YTD
18 to 24	46%

25 to 34	54%
35 to 44	75%
45 to 54	87%
55 to 64	93%
65 +	92%

53. Another additional question was added asking how the respondents rated the Commissioners' leadership with the year-to-date result being 48% of respondents stating they are satisfied.
54. The next wave is due to be collected during May - June 2022 with the final results scheduled to be reported as part of the Annual Reporting.

OPTIONS ANALYSIS

55. There are no options associated with this report. The report is provided as information only.

FINANCIAL CONSIDERATIONS

56. The financial results to budget for the third quarter provide information on trends and risks. Forecasts have been considered across the organisation, leading to a positive variance against budget for operating surplus of \$13.1m. This positive variance has occurred at the cost of delays in the progress of the work programme.

LEGAL IMPLICATIONS / RISKS

57. This monitoring report has no specific legal implications or risks.

CONSULTATION / ENGAGEMENT

58. This report is made public.

SIGNIFICANCE

59. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
60. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
61. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

ENGAGEMENT

62. Taking into consideration the above assessment, that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

63. This report ensures monitoring of Council performance to ensure compliance with Council's budgets, policies and delegations.

ATTACHMENTS

1. **Attachment 1 March Financial report PDF - A13433719** [!\[\]\(30a147af384f9f71632c2ff17bc706c8_img.jpg\)](#) [!\[\]\(9b33568d5c136f08ca688ce48be37574_img.jpg\)](#)
2. **Top 25 Projects & Programmes - March 2022 - A13424744** [!\[\]\(8c93063dab026f10e159986b27c41c64_img.jpg\)](#) [!\[\]\(8a17676a8da87a4e59299223a765e613_img.jpg\)](#)
3. **Non-Financial Performance Measures - Q3 2021_22 - A13433561** [!\[\]\(f7fdc7cc047b770fc5fdd2c2137c07d9_img.jpg\)](#) [!\[\]\(3ca549f0313858650ddae522dc3cfea6_img.jpg\)](#)
4. **Annual Residents Survey 2021_22 - Wave 3 - Performance Report - A13396623** [!\[\]\(b6026cac39735f17b6ea8953e5327900_img.jpg\)](#) [!\[\]\(7e162357375a287a75d78d6b99984a4b_img.jpg\)](#)

Financial Statements

As at 31 Mar 2022

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Favourable
(Unfavourable)

FULL YEAR

	\$'000	Actual YTD	Budget YTD	Variance	Variance %	Forecast	Total Budget	Variance
OPERATING REVENUE								
Rates		176,435	175,982	453	0%	234,278	234,278	0
Subsidies & Grants		8,730	7,959	771	10%	9,552	11,652	(2,100)
Other Revenue		41,953	40,983	970	2%	55,243	53,771	1,472
Finance Revenue		1,631	1,073	558	52%	2,053	1,472	581
Total Operating Revenue		228,749	225,996	2,752	1%	301,126	301,173	(47)
ASSET DEVELOPMENT REVENUE & OTHER GAINS								
Development Contributions		22,100	20,145	1,955	10%	26,860	26,860	0
Other Gains/(Losses)		2,674	995	1,680	169%	2,674	1,326	1,348
Subsidies & Grants Capital Expenditure Contributions		28,521	38,363	(9,842)	-26%	49,300	57,659	(8,359)
Assets vested to Tauranga City Council		11,298	16,206	(4,908)	-30%	21,608	21,608	0
Total Asset Development Revenue & Other Gains		64,594	75,709	(11,115)	-15%	100,442	107,453	(7,011)
TOTAL REVENUE		293,342	301,705	(8,363)	-3%	401,568	408,626	(7,058)
OPERATING EXPENDITURE								
Personnel Expense		56,325	58,615	2,291	4%	76,935	77,935	1,000
Depreciation & Amortisation Expense		49,546	53,503	3,958	7%	71,338	71,338	0
Finance Expense		15,563	15,559	(4)	0%	21,466	21,466	0
Consultants & Contractors		14,132	18,594	4,462	24%	22,509	24,909	2,400
Other Expense		79,904	97,989	18,085	18%	120,912	130,705	9,793
Total Operating Expenditure		215,469	244,261	28,792	12%	313,160	326,353	13,193
OTHER EXPENSES								
Provision Expense		0	900	900	100%	1,200	1,200	0
Total Other Expenses		0	900	900	100%	1,200	1,200	0
TOTAL EXPENDITURE		215,469	245,161	29,692	12%	314,360	327,553	13,193
SURPLUS/(DEFICIT)		77,873	56,544	21,329	38%	87,208	81,073	6,135
OPERATING SURPLUS/(DEFICIT)		13,279	(18,264)	31,544	173%	(12,034)	(25,180)	13,146

Overall Comments on Year to Date Balances

Rates revenue is broadly in line with budget.

Subsidies & Grants revenue mainly comprises the NZTA subsidy, which is currently 10% above budget, but is forecast to be below budget for the full year as NZTA have capped our operating subsidies for the year.

Other Revenue, primarily user fees is tracking above budget. COVID revenue losses e.g. at the airport and facilities, have been offset by strong results from building services, sustainability and waste, and lab testing. Details of user fee variances by activity are attached.

Finance Revenue includes interest on deposits and dividends, which have both exceeded budgets due to additional funds on deposit (slower capital programme) and higher dividend payments.

Development Contributions are ahead of budget. Primarily from city-wide development contributions (60%) and Papamoa East local development contributions (18%).

Other Gains and Losses includes non-cash accounting entries in relation to:

- an unbudgeted gain recognised from the Housing Infrastructure Fund loan (\$131m loan for Waiari and Te Maunga), which recognises a zero percent interest rate as a gain over market, and
- a budgeted gain relating to the Totara Farm (Te Tumu) land transaction.

Subsidies & Grants Capital Expenditure Contributions are primarily related to Crown Infrastructure Partnership (CIP) subsidies for the Cameron Road upgrade project, which are currently ahead of budget and are expected to be well over budget for the year. NZTA capital project funding is significantly behind budget due to a shortage of project managers and contractors, and forecast to remain like this for the full year. Also included is CIP funding for waters projects which is currently behind budget, but expected to be on budget for full year.

Assets vested to Tauranga City Council - revenue recognition is dependent on the timing of project completion of infrastructure projects by developers.

Personnel Expense underspend reflects a significant number of unfilled positions, notably in Digital Services and City Waters, reflecting the difficulty we are experiencing in the tight labour market at present. In some cases we are unable to compete in the market around salary expectations. While the Executive are continuing to work on mitigation strategies, we are now seeing this beginning to impact the work programme across the organisation.

Depreciation is under budget, but the variance is expected to decrease as assets are capitalised.

Consultants and Contractors costs are tracking below budget, primarily within the Development planning and three waters activities. Partially offsetting this are higher spends for Transportation and Building Services (offset by higher user fees revenue).

Other Expenditure is below budget across a number of activities. The main areas of underspend are Digital Services, Spaces and Places, three waters and Transportation. COVID disruption and a lack of personnel (staff and contractors) are common reasons, leading to a significant under budget full year spend being forecast. Details of expenditure variance by activity are attached.

Provision expense will be recognised towards the end of the financial year. The budget is for Leaky Homes claims.

Full year forecast Amendments for known, material, variances have been made to the expected full year result. These are explained above, and in the user fees and expenditure variance by activity report, attached.

Revenue and Expense Variance - March 2022

USER FEES						EXPENDITURE			
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
	Corporate Services								
101	Corporate Treasury	Rates and water penalties	(33,878)	(800,000)	(800,000)	Revenue: Rates penalties timing variance. Expenditure: Unbudgeted Bella Vista costs.	(158,833)	692,020	800,000
102	Head Office - TCC		4,546	0	(5,000)	Expense: Transfer of funds to the Acorn Foundation, from Stewart & Carruthers Reserve. Actual costs forecast to be in-line with budget at year end.	(256,978)	756,589	756,589
104	Strategic Properties		23,230	0	0	Expense: Rates expense on strategic council properties below budget.	39,616	90,000	60,000
10	Finance	Payments/contributions from Regional Council	103,842	(722,000)	(722,000)	Revenue: Timing variances with BOP Regional Council rates commission and valuation data recoveries. Expenditure: Lower than budget across following areas; consultants, valuations, rates database maintenance, training and travel.	399,518	5,476,932	5,276,932
12	Executive Team		10,000	0	0	Revenue and Expenditure: Minor variances.	(8,300)	(2,880)	(2,880)
13	Digital Services	Metro network lease	(6,562)	(156,000)	(156,000)	Revenue: Slightly lower than budgeted due to lower recoveries from metro fibre network leases. Expenditure: Employee costs are behind budget due to 20 vacant positions due to difficulties filling specialised roles in the current market. Planned expenditure for licensing fees that are linked to substantial digital projects have not yet been able to be implemented due to project delays.	5,535,921	19,423,939	19,423,939
19	Insurance	Insurance recovery	369,353	0	(370,000)	Revenue and expenditure: Unbudgeted insurance costs, recovered and offset in revenue.	(369,362)	(1)	370,000
55	Legal & Risk		0	0	0	Expenditure: Credits from capitalisation of salaries, for legal input on capital projects, are running below budget. External legal fees are above budget due to unbudgeted litigation costs. Business continuity consultancy costs lower than expected, meaning recoveries are also under budget.	(429,554)	1,953,055	2,203,055
57	Marine Precinct	Leasing & Berthage	444	(1,002,804)	(1,002,000)	Expenditure: Increased maintenance activity during the past six months (a catch up on R&M was required) and over budget on staff costs (all contractors). Forecast increased to reflect these.	(163,851)	1,312,020	1,520,000
81	Airport	Landing & parking fees / Leasing	(620,282)	(8,785,782)	(8,100,000)	Revenue: Landing charges and Parking fees are under budget as a result of the recent COVID lockdowns and year end revenue forecasts have been adjusted downwards accordingly. Expenditure: A number of budgets are underspent by small amounts, however the largest variance is driven by the variable element (callouts) of fire service fees being lower than budgeted.	124,169	3,723,716	3,675,527
83	Fleet Management		0	0	0	Expenditure: Timing of Custom Fleet lease payment recharges.	(2,593)	(17,909)	(17,909)
94	Elder Housing	Rental Income	459,733	(897,251)	(1,537,251)	Revenue: Budget assumed a sale date of January 2022. Sale date has been deferred and the forecast revenue has been increased. Expenditure: The delay in sale has generated ongoing repairs and maintenance requirements, due to the aging housing stock, along with other ongoing operational expenses.	(314,051)	749,070	1,150,000
	TOTAL CORPORATE SERVICES		310,427	(12,363,837)	(12,692,251)		4,395,703	34,156,551	35,215,253
	Community Services								
15	Civic Complex	Leasing	(6,298)	(20,000)	0	Revenue: No rental income from Willow Street retail premises. Forecast reflects this. Expenditure: Higher than budget consultancy costs (re future ways of working project) and 306 Cameron Road rent (unbudgeted additional floor space being leased), partly offset by reduced security costs.	(120,618)	5,045,046	5,200,000
54	City Events		4,400	0	(4,400)	Expenditure: Underspend from cancellation of New Years Eve events will be partly offset by other initiatives and activations, as well as external comms support. There will be a request to transfer any unspent monies to the Event Investment Fund.	626,061	2,701,211	2,701,211
56	Community Partnerships	Grant funding, partnership agreements and WBOPDC contributions	1,841	0	(1,841)	Expenditure: Behind budget due to timing of Papakainga housing and community housing grants (which will be carried forward to 2023 FY). Expenditure across graffiti control and community funding portfolios are also tracking slightly behind budget, but expected to be fully expended by year end.	328,278	4,697,605	3,897,605
58	Bay Venues Limited & CCO's	Depreciation - trsfr to TCC Depreciation Reserve / External Recoveries	(117,073)	(805,487)	(805,487)	Revenue: Tracking behind budget due to timing of depreciation transfer from BVL and operating expense recoveries. Expenditure: Renewals claim in the third quarter lower than budget due to a delayed renewals programme. Additional costs associated with Greerton Aquatics renewals (due to a lack of sub-contractors tendering for work and significant supply chain premiums for materials) signalled as manageable within existing budget through reprioritisation across the programme. Consultancy costs associated with Memorial Park projects lower than budget as a result of in-house project management resource in Spaces & Places activity.	1,016,658	11,038,355	10,888,355

USER FEES						EXPENDITURE			
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
59	Spaces & Places	Reserve and property rentals, McLaren Falls	(101,907)	(422,760)	(322,760)	Revenue: Lower than anticipated revenue as a result of COVID alert level changes and closure of the campground. Full year forecast expected to be \$100k lower than budget as a result. Expenditure: COVID related construction delays at Bay Oval means a portion of grant funding will need to be carried forward to 23 FY (\$1.49m) to construct the Stage 2 Pavilion and complete other minor capital projects. Unscheduled structures maintenance deferred to offset unanticipated storm damage costs in February (approx. \$200k). Passive reserves maintenance tracking behind budget due to COVID lockdown and contractor availability but expected to be fully spent by year end. Employee costs forecast above budget due to under-capitalised salaries and additional unbudgeted resource required to carry out maintenance contract review. Partly offset by forecast savings across Mauao planting (reduced planting area per Mauao planting plan), coastal and harbour restoration (reduced restoration area as a result of COVID lockdown) and the carry forward of Mt Cricket Club loan-funded grant for building construction to align with wider Blake Park master planning. TECT All Terrain Park maintenance forecast above budget due to additional resources and overheads at the park, offset by reduced public toilet maintenance costs across the network.	2,428,824	24,250,581	23,001,996
61	Civic Precinct Support		0	0	0	Expenditure: Unbudgeted resource to establish Civic Precinct structure and oversee operational and capital programmes to transform the central city.	(37,126)	-	200,000
64	Baycourt Community & Arts Centre	Sales & Hireage Fees	(447,168)	(933,440)	(298,000)	Revenue: Lower than anticipated revenue as a result of COVID alert level changes and deferred productions. Utilisation was strong at the end of 2021 calendar year thanks to local community groups; discounted rental rates during these months has enabled activity to continue. Full year forecast revenue lower than budgeted as Baycourt unlikely to meet Ticketek volume targets. Expenditure: Marketing and stock purchases below budget as a direct result of deferred productions. Casual staff tracking to budget despite decreased number of productions YTD as staffing levels have increased to respond to new COVID protection framework requirements (e.g. introduction of My Vaccine Pass system).	203,929	1,760,576	1,618,282
65	Arts & Culture		0	0	0	Expenditure: Tracking behind budget due to timing of community contract payments, but expected to be within full year budget at year end.	202,457	3,264,971	3,264,971
67	Marine Facilities	Leases	30,919	(606,838)	(636,838)	Revenue: Revenue broadly in line with budget. Expenditure: Lower than budget consultancy fees on the Marine Facilities Strategy, partially offset by additional waterfront R&M and rates expense.	23,812	978,181	978,181
68	Beachside	Accommodation	(216,281)	(2,159,104)	(1,959,104)	Revenue: Tracking below budget due to COVID lockdowns and late cancellations in December as a result of the vaccination mandate. Also impacting revenue was delayed building consent on the 5 new cabins which were budgeted to be bookable from October. Expenditure: Tracking ahead of budget due to additional casual staff costs. Full year forecast anticipates this will be offset by other operational savings associated with lower occupancy.	(69,994)	1,217,168	1,217,168
77	Libraries	User Fees	37,880	(326,087)	(416,087)	Revenue: User fees revenue tracking above budget as a result of unbudgeted revenue from DIA to cover additional staff as part of the Libraries Partnership Programme. Expenditure: Employee costs tracking above budget due to additional staff (being recovered through DIA), partly offset by lower than budgeted lease costs associated with the timing of the temporary library relocation.	(4,609)	7,399,576	7,579,576
84	Cemeteries	Product sales	(176,899)	(1,192,632)	(1,042,632)	Revenue: Income from cremations tracking below budget as a result of COVID lockdown and fewer illnesses over the winter months. Expenditure: R&M and fuel costs associated with cremations also tracking below budget, offset by increased staff costs related to the Spaces & Places restructure.	3,098	657,762	657,762
90	Property Management	Leasing Income	205,396	(4,554,395)	(4,750,000)	Revenue: Commercial lease revenue above budget (high demand for properties and rent increases), partly offset by lower than budgeted operating expense recoveries from tenants. Expenditure: Underspend mainly relates to reduced costs for repairs and maintenance, consultants and less investigation activity (surveys for asbestos and seismic issues). Full year spend expected to be in line with budget.	170,303	5,228,731	5,200,000
92	Historic Village	Leasing Income	(167,028)	(812,424)	(740,000)	Revenue: Lease revenue tracking behind budget due to the timing of the tenant programming plan rollout (anticipated to be fully in place by the end of this FY). Event & venues revenue behind budget due to booking cancellations as a result of COVID alert level restrictions. Full year forecast expected to be lower than budget as a result. Expenditure: Full year forecast above budget due to unplanned electrical audit required on priority buildings this financial year.	24,821	993,057	1,061,057
	TOTAL COMMUNITY SERVICES		(952,217)	(11,833,167)	(10,977,149)	0	4,795,889	69,232,820	67,466,164
	Infrastructure Services								

USER FEES						EXPENDITURE			
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
26	Stormwater	Leasing, Operational cost recovery	3,366	(10,410)	(10,410)	Revenue: Minor Variance. Expenditure: Mainly due to R&M tracking behind budget. This is due to a change in contract (started 1 July 2021) and a system change which has created a large WIP backlog which should be corrected to normal levels by year end. Consultancy expenses are running behind budget due to timing differences relating to recruitment of planners, thereby pushing some of the budgeted modelling work back.	2,559,438	10,092,536	8,092,536
27	Wastewater	Trade Waste and Omokoroa metered income	35,028	(1,970,414)	(1,970,414)	Revenue: Minor variances. Expenditure: Mainly driven by reduced R&M activity, however there is a trend of increasing WIP backlog which will be corrected to normal levels by year end. Bio solid costs are running slightly behind budget but expected to pick up before year end. Consultancy expenses running behind budget due to timing differences relating to recruitment of planners thereby pushing some of the budgeted modelling work back.	2,653,760	17,383,345	15,583,345
29	Water Supply	Water operation fees/forestry	(398,398)	(861,500)	(201,500)	Revenue: Extended engagement with stakeholders, along with widely reported international supply chain issues means that the forestry income (\$660k) budgeted this year, is postponed until next year. Expenditure: Related variable forestry costs will be delayed (\$490k). Consulting costs in waters planning is behind budget year to date, with projects picking up later in the financial year.	2,881,427	16,330,939	13,840,939
30	City Waters (Support Services)	Laboratory fees	1,052,053	(262,030)	(1,362,030)	Revenue: External cost recoveries from the joint asset management system and additional external recoveries in lab testing due to additional compliance requirements. Expenditure: All external operating costs running on budgeted levels. Internal cost recovery is running behind generating the negative variance.	(1,208,530)	634,391	1,234,391
32	Sustainability & Waste	User Fees - from operations & contract	701,151	(56,458)	(756,458)	Revenue: Glass sales and income from new /additional garden waste bins. Expenditure: Volume of waste going into landfill is significantly lower than budget, which is reflected in the forecast.	1,192,162	10,767,268	9,450,000
38	Transportation	Road Zones & Other Fees	150,474	(605,142)	(800,000)	Revenue: Majority of positive variance are recoveries from external third parties for completing work on their behalf. Expenditure: Majority of YTD expense variance relates to timing of R&M expenditure on maintenance and renewals. Expected to be spent by year end.	1,477,269	19,748,284	19,748,284
47	Infrastructure Delivery (Asset Delivery)		0	0	0	Expenditure: Minor variance.	4,159	3,870	3,870
69	Asset & Infrastructure Planning	Consent & Planning Fees	108,044	(800,000)	(800,000)	Revenue: Revenue from engineering planning approvals and recoveries running ahead of budget. Expenditure: External operating costs are within budget allowances, with some costs to be reallocated to other activities including transport and waters.	(939,513)	939,927	939,927
85	Parking Management	Parking Fees	(541,194)	(3,402,336)	(2,702,336)	Revenue: Working from home through COVID restrictions and beyond has impacted revenue. Adverse impact reflected in forecast. Expenditure: Underspend on R&M expenditure due to COVID restrictions and timing of the seismic remedial work.	409,693	2,781,046	2,234,788
TOTAL INFRASTRUCTURE SERVICES			1,110,525	(7,968,290)	(8,603,148)		9,029,865	78,681,606	71,128,080
Human Resources									
11	Human Resources		4,188	0	0	Revenue: No material variance. Expenditure: Training underspend is expected to be utilised over the remainder of the year. Consultancy costs and salaries are also tracking behind budget.	467,848	4,603,925	4,400,000
16	Democracy Services		2,972	0	0	Revenue: Citizenship revenue received that is not budgeted for. Expenditure: Contingency expenditure (\$248k) to support commissioners hasn't materialised. Remuneration costs for the commissioners is less than the budget set for the elected members (\$244k under) and is anticipated to be under budget by \$200k at year end. Forecast reflects these under spends.	717,414	3,040,231	2,490,231
20	Communications & Engagement		0	0	0	Expenditure: Underspend across marketing and advertising, public information and engagement expenses (as business is paying for more directly on specific projects), as well as other operational expenses. Expected to be inline with budget at year end	205,328	2,428,815	2,428,815
21	Te Pou Takawaenga Maori Unit		0	0	0	Expenditure: Consultancy costs and salaries are behind budget. Consultancy costs expected to be fully expended by year end.	203,373	746,242	696,242

USER FEES						EXPENDITURE			
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
75	Customer Services	Property Files & Information	(170,715)	(1,595,637)	(1,345,637)	Revenue: Lower than expected volumes for LIMs and property files, primarily due to COVID. LIM and property file applications have declined 5% and 17% respectively against the previous year to date. Market indications are that this trend will continue for the remainder of this year. Expenditure: Salary overspend, offset by savings in operating expenditure. Salary overspend is due to incorrect HR establishment data in the LTP which has since been corrected. Full year spend expected to be inline with budget.	81,397	3,090,326	3,090,326
TOTAL HUMAN RESOURCES			(163,555)	(1,595,637)	(1,345,637)		1,675,359	13,909,539	13,105,614
Regulatory and Compliance									
44	Emergency Management		0	0	0	Expenditure: Consultancy and employee expenses underspent, but expected to be on budget at year end.	347,386	1,307,986	1,307,986
46	Environmental Planning	Consent fees	(783,529)	(4,040,841)	(3,257,312)	Revenue: Resource consents revenue is under budget. Higher consent volumes are being offset by a shortage of resourcing, resulting in lower output. Expenditure: Consultancy expenses over budget, partially offset by lower employee costs due to unfilled positions.	(106,346)	4,512,748	4,628,287
48	Environmental Regulation	Monitoring Fees	(12,578)	(910,931)	(910,931)	Revenue: Variance not material. Expenditure: After hours service expense, internal charges and employee expenses under budget.	299,551	1,668,661	1,503,498
50	Animal Services	Dog Registration Fees/ court recoveries/ impounding	(70,834)	(1,439,271)	(1,439,271)	Revenue: Majority of variance is due to lower court recoveries and fines revenue. Expenditure: Internal charges and employee expenses under budget.	38,342	1,153,089	1,109,876
52	Building Services	Consenting & Inspection Fees	1,309,446	(12,216,025)	(14,180,193)	Revenue: Revenue above budget across all revenue streams due to higher volumes, which is reflected in the forecast. Expenditure: Extra workload means employee expenses are over budget; temporary staff expense, salaries and overtime paid.	(530,590)	9,017,806	9,813,692
74	Regulatory Services	Permit Fees, Premises registrations	(44,260)	(108,250)	(108,250)	Revenue: Revenue under budget, but expected to increase in the fourth quarter if COVID restrictions lift. Expenditure: Variance caused by lower than expected corporate overheads and bylaw expenses, offset by salary coss above budget.	28,946	(56,514)	(56,514)
TOTAL REGULATORY & COMPLIANCE			398,244	(18,715,318)	(19,895,957)		77,287	17,603,776	18,306,825
Strategy and Growth									
18	Strategy & Corporate Planning		0	0	0	Expenditure: Consultants and employee costs (vacancies) and operational project expenses are all under budget. Currently expected to be on budget by financial year end.	487,902	2,805,685	2,500,000
51	City & Infrastructure Planning	Recoveries (external)	2	0	0	Expenditure: Year to date underspends and reduction to forecast reflect the effect of RMA reform on the planning programme, along with delays in progressing some items due to resourcing issues.	3,993,040	10,325,257	5,800,000
72	SmartGrowth Implementation	Partner Contributions - WBOPDC/BOPRC	264,389	(1,294,359)	(1,726,179)	Revenue: Is ahead year to date and forecast due to income received in 2021 carried forward to 2022. Expenditure: Community consultation delays due to COVID. Expected to be on budget at year end.	237,274	1,294,194	1,294,194
76	Economic Development	Targeted Rate Funding	0	0	0	Expenditure: Under spend due to Internal recoveries tracking ahead of budget.	148,766	4,814,636	4,814,636
95	Strategic Investment & Commercial Facilitation		2,059	0	(3,000)	Expenditure: Minor variance	(2,888)	725,489	725,489
TOTAL STRATEGY AND GROWTH			266,450	(1,294,359)	(1,729,179)		4,864,093	19,965,261	15,134,319
TOTAL			969,874	(53,770,608)	(55,243,321)		24,838,197	233,549,553	220,356,256

green font = favourable to budget
red font = unfavourable to budget

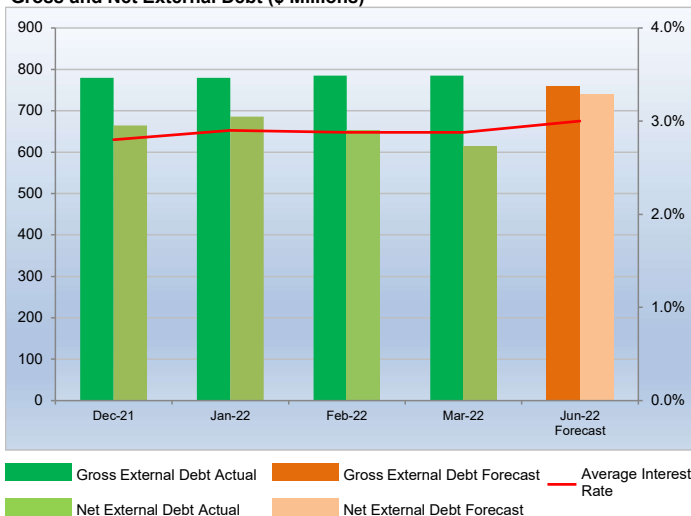
Forecast as per Feb
Forecast

Treasury Report Policy Compliance

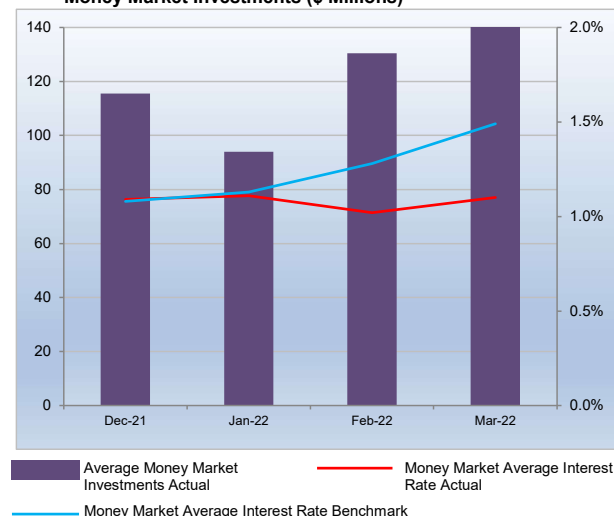
As at 31 March 2022



Gross and Net External Debt (\$ Millions)



Money Market Investments (\$ Millions)



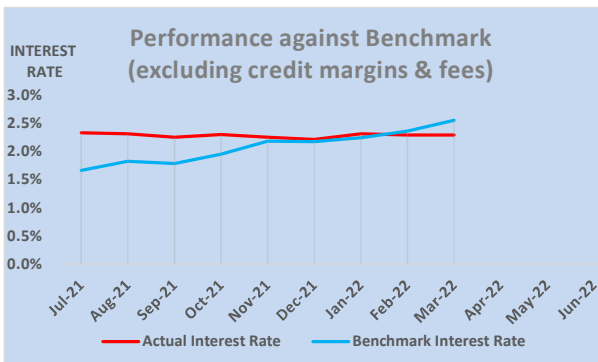
Comments

Gross debt as at 31 March 2022 was \$784.7m and net debt at \$616.0m. New long-term debt of \$151.0m has been added over the last nine months, of which \$11m is under the Housing Infrastructure Fund. \$60m of this borrowing has been assigned to repay debt maturing later in the year. Money market investments and bank balances are at \$168.7m, (higher balance as six-monthly rates are received in February) and this will cover operating / capital expenditure and debt maturities. Both interest rate hedging and debt maturity levels are within recommended levels. \$548.7m of total debt (73.8%) is at fixed interest rates as at 31 March 2022. The overall capital expenditure is 51% of the full year budget. The slower capital delivery is reflected in forecast full year net debt of \$740m, which is below budget of \$763m.

The Official Cash Rate ("OCR") is currently 1.50% following a 50bp increase in April.

Financial Limits (Council only)

	Limit	30 June 2022 Forecast
Net Debt to Operating Revenue	300%	206%

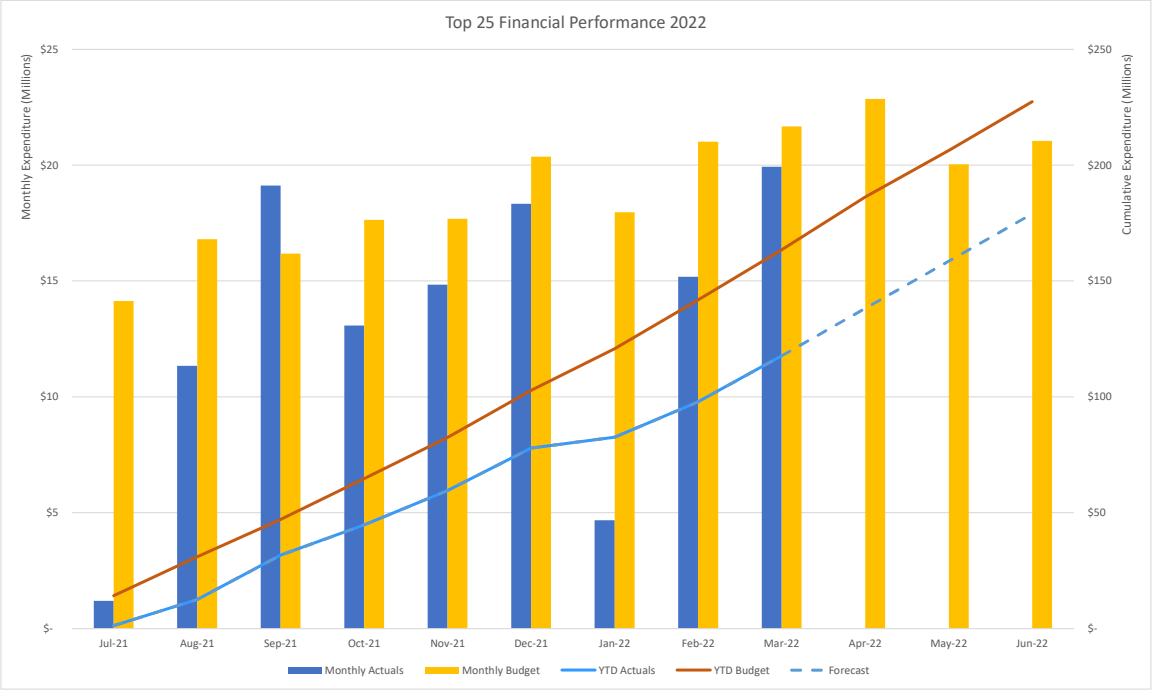


Sensitivity: General

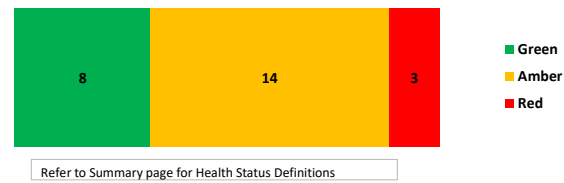
Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022



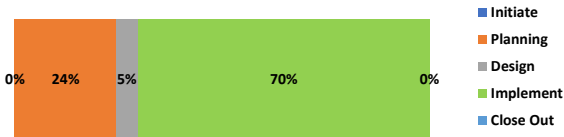
Actuals Current Month	\$20m
Budget Current Month	\$22m
Variance Current Month	(\$2m)
<p>Top 25 capex spend for March was just below the month budget target, and was the highest monthly spend this financial year. The overall actual spend to date is \$46M behind budget after 9 months of the financial year. The low expenditure has been impacted by the continuing COVID impacts of resourcing availability, supply chain and complexity to site works methodology.</p> <p>The project/programme health status fell during the month with Cameron Road Stage 1, Kaweroa Dr & SH29, Historic Village and Totara St Cycling Improvements projects trending down. The Kulim Park Development is now largely complete with a community celebration planned for May.</p> <p>A review of lessons learnt across projects for FY2022 is in progress which shall assist with finalising the Capex Annual Plan for FY2023.</p> <p>The overall Top 25 capital performance forecast target is approx \$179M compared to the budget of \$227M or 79% of budget (down 2% from February).</p> <p>Refer to the summary pages for detailed project/programme commentary.</p>	
FY22 Actuals to Date	\$118m
FY22 Budget to Date	\$163m
FY22 Variance to Date	(\$46m)
FY22 Year End Forecast (Top 25)	\$179m
FY22 Year End Budget (Top 25)	\$227m
FY22 Year End Variance (Top 25)	(\$48m)



TOP 25 OVERALL HEALTH STATUS




TOP 25 LIFECYCLE STATUS (% OF 2022 BUDGET)




Top 25 Projects/Programmes	Project Budget 2022	Project Forecast 2022	Variance 2022	Project Health	Health Trend
Waiari Water Treatment Plant	\$45,448,344	\$42,900,360	-\$2,547,984	●	▬
Cameron Road Stage 1	\$28,168,221	\$25,345,408	-\$2,822,813	●	▼
Te Maunga Wastewater Treatment Plant	\$32,767,930	\$20,419,874	-\$12,348,056	●	▬
Papamoa East Interchange	\$17,247,155	\$10,620,293	-\$6,626,862	●	▬
Intersection Kaweroa Dr & SH29	\$8,931,500	\$22,448	-\$8,909,052	●	▼
Digital Works Programme	\$14,407,429	\$13,720,698	-\$686,731	●	▬
Elizabeth St Streetscape	\$5,405,793	\$4,872,144	-\$533,649	●	▲
Kennedy Road Embankment Dam	\$3,008,033	\$2,745,817	-\$262,216	●	▬
Civic Redevelopment	\$9,382,222	\$7,375,882	-\$2,006,340	●	▬
Marine Parade Boardwalk	\$2,000,000	\$466,249	-\$1,533,751	●	▬
Kulim Park Development	\$1,999,185	\$1,974,338	-\$24,847	●	▬
Omanawa Falls Formal Track	\$1,000,000	\$839,116	-\$160,884	●	▬
Memorial Park Aquatics Facility	\$264,223	\$37,310	-\$226,913	●	▬
Eastern Corridor Trunk Wastewater	\$2,550,000	\$864,009	-\$1,685,991	●	▬
Historic Village Investment Programme	\$2,417,142	\$1,208,349	-\$1,208,793	●	▼
Infrastructure Resilience Programme	\$1,600,000	\$692,420	-\$907,580	●	▬
Kopurererua Valley Development	\$2,599,000	\$1,311,811	-\$1,287,189	●	▬
Marine Precinct Offloading Wharf	\$1,998,716	\$650,000	-\$1,348,716	●	▬
Maunganui Rd Safety Improvements	\$3,336,750	\$3,385,438	\$48,688	●	▬
Redevelopment of the The Maunga Transfer Station	\$4,589,089	\$965,320	-\$3,623,769	●	▬
Totara St Cycling Improvements	\$0	\$6,541,768	\$6,541,768	●	▼
Transport Renewals	\$13,265,050	\$8,228,417	-\$5,036,633	●	▬
Waters CIP Stimulus Package	\$15,570,121	\$14,344,186	-\$1,225,935	●	▬
Western Corridor Wastewater Strategy Stage A	\$7,278,725	\$7,551,231	\$272,506	●	▬
Accessible Streets	\$2,179,822	\$1,916,709	-\$263,113	●	▬
TOTAL TOP 25 ¹	\$227,414,450	\$178,999,593	-\$48,414,857		

¹The CAPEX totals expressed in this report cover the Top 25 Projects & Programmes only

Sensitivity: General

Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022 - Summary							
				Project 2022 Financials			
Projects/Programmes	Health Status ¹	Lifecycle Stage ²	Budget Total	Budget 2022	Forecast 2022	Variance 2022	Commentary
Waiari Water Treatment Plant	Amber	Implement	\$185,999,425	\$45,448,344	\$42,900,360	-\$2,547,984	Good progress is being made with Mechanical and Electrical installations with Teams progressing to the best of their ability given the current circumstances. Areas of contracts still to be completed include the Water Treatment Plant, Intake and Membrane contracts. The timeline on all outstanding projects has been negatively impacted by COVID, from the Alert Level 4 imposed lockdowns through to the on-site productivity constraints whilst working under the red traffic light system. This together with global supply chain issues and an underlying dominant delay caused by design development matters (outside of TCC's control) has had a consequential impact on the entire works programme and in turn the programme's critical path with a 'month on month' slippage of the completion date. Additional resources have now been employed to test the viability of current programme and the associated completion date for commissioning. The timeline impacts have also had an effect on budget expectations. The main risks are still late delivery and ongoing COVID impacts. Newly identified risks are quality of works tested during cold commissioning. The impact of the Omicron COVID variant have been realized on site and majority of work crews have now returned to site. Some post-COVID fatigue present on site otherwise works are continuing as planned.
Cameron Road Stage 1	Amber	Implement	\$66,473,804	\$28,168,221	\$25,345,408	-\$2,822,813	Harington St to Elizabeth St section – Work front is now progressing South on the Western side of Cameron Road and making good progress Elizabeth St to 6th Ave section – Wastewater renewals now completed under Cameron Road and work crews are focusing on connectivity down 2nd and 3rd Avenues 6th Ave to 12th Ave section - Stormwater and streetscape works progressing well outside Pak'n'save area. 12th Ave to 17th Ave section – Works progressing well and work front has switched from East to West and will start progressing North from 15th Ave Overall construction is behind schedule due to the impacts of COVID and the resulting delays with materials to site and availability of specialist staff and resources. The JV Team has a plan in place to regain the lost time and is expecting to be back on programme from late May 2022. The project is currently tracking inside total approved budget with spend against cashflow down due to programme implications noted previously. Key project risks (including COVID impacts) remain on the unforeseen ground conditions in the areas still to be excavated and potential service clashes. All of these are being proactively managed with appropriate mitigation in place such as services potholed in advance so clashes are detected early and design changes made to avoid construction delay.
Te Maunga Wastewater Treatment Plant	Amber	Implement	\$255,493,978	\$32,767,930	\$20,419,874	-\$12,348,056	The Outfall Pipeline works are progressing well with 75% of pipe now laid. Some initial complaints around overnight pumping noise have been resolved through discussions and additional noise dampening. The outfall pipeline works are about 4 weeks behind programme due to design issues and forecast for pipe installation by July 2022 and CIPP works by October 2022. COVID is affecting contractor's ability to claw back time, to help mitigate this procurement orders for CIPP liner will be placed in April 2022 for potential delivery within the next 2-3 months. The Bioreactor Ground Improvements production piles are progressing slowly (500 out of 3076), with a week's delay due to equipment failure. Concern around the ground conditions at the south west corner could develop into a contractor claim including a delay to schedule if a redesign is required. Onsite manufacture of Bioreactor 2 Structure precast panels is progressing well at a rate of about 4 per week. The Bioreactor 2 structure works is dependent upon handover of the site ground improvement works which is currently scheduled for Sept 2022, this could potentially be delayed if ground conditions at the south west corner do become a problem. Overall the Bioreactor 2 is still on track for completion by end of December 2023. The Clarifier 3 ECI (early contractor involvement) is progressing steadily and the selection of a preferred foundation option is expected by April 2022. This will enable the structural elements to move into preliminary design. Council has approved exemption from open competition for key mechanical plant, enabling the design team to start working directly with suppliers. The annual budget has been significantly underspent, primarily due to COVID disruption delaying the establishment of a drilling rig and operator out of Auckland (about 3 months delay) and ongoing difficulty achieving the specified quality of production piles, this has had a knock on effect on the schedule delay for the Bioreactor Ground Improvement works. The annual budget spend has also been affected by the delay of relining of a long section of the existing outfall due to ongoing negotiations with Nga Potiki delaying the finalisation of consent for works over the dunes by 8 months. However all projects are currently being forecast to meet the total approved budgets. The key risks being actively managed are the Outfall Pipeline works in close proximity to houses (noise and vibration monitoring), Bioreactor 2 unforeseen ground conditions, Bioreactor 2 Structures connection to existing infrastructure (close liaison with TCC Operations team) and Clarifier 3 constructability and cost (ECI during design phases).

Sensitivity: General

Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022 - Summary							
				Project 2022 Financials			
Projects/Programmes	Health Status ¹	Lifecycle Stage ²	Budget Total	Budget 2022	Forecast 2022	Variance 2022	Commentary
Papamoa East Interchange	Amber	Planning	\$151,488,689	\$17,247,155	\$10,620,293	-\$6,626,862	The tender award has been delayed due to contractors' staffing issues caused by COVID. It will now close on 13 April 2022, and be awarded in the first week of May 2022. The detailed design for the Te Okuroa Drive and Sands Intersection is currently in progress, and is planned for completion in June 2022. The detailed design for the Main Contract will run from May 2022 to February 2023. The project budget is currently tracking to baseline forecast. \$5M has been reforecast from this financial year into the next due to delays in getting the early works finalised/approved. A further \$2.5m may need to carry forward if further delays occur with the early site works tender. Ongoing discussions continue with MHUD and Waka Kotahi (WK) regarding funding, WK agreement is to have funding confirmed and any requirements resolved by the end of June 2022, any delay will directly impact programme. WK has recently approved the seismic departure request. In regards to the source of bulk fill, Hapū requires no materials sourced coming from a waahi tapu site (site of significance). The project team are just working through an issue regarding the primary quarry that both Contractors have indicated they intend to use. The Bell Road Connection (Southern Leg) has an estimated additional cost of approximately +\$2.8M. TCC require the developer to fund this and will need final direction by end of May 2022.
Intersection Kaweroa Dr & SH29	Red	Planning	\$45,547,692	\$8,931,500	\$22,448	-\$8,909,052	This project is a key enabler enable for the first stage of the Tauriko West urban growth area and ongoing development of the Tauriko Business Estate which includes a combination of both transportation and associated waters infrastructure works. The Detailed Business Case (DBC) has now been completed and was endorsed by Council at their meeting on 28 February 2022 and has now been approved by Waka Kotahi. The 2021/22 LTP project costs relate primarily to anticipated property purchase costs (c. \$8.4m) and the balance (c. \$0.5m) relate to business case and design. The next stage of the project (pre-implementation which includes property acquisition) led by Waka Kotahi is underway however the property acquisition programme and when the costs associated with this are to be incurred (e.g. this financial year, next or a combination thereof) is still to be confirmed. However, it now seems unlikely that the identified (\$8.4m) land purchase funds will be spent this financial year. This is not yet confirmed by Waka Kotahi and will be better known once they confirm their approach and timing for the land acquisition workstream which is expected in May/June 2022. Overall, the project delivery timeframe for the roundabout and wider Tauriko West project will be influenced by processes beyond the DBC e.g. the impact of the still developing NPS on Fresh Water, Structure Plan and Plan Change processes, detailed design.
Digital Works Programme	Green	Implement	Annual Allocation	\$14,407,429	\$13,720,698	-\$686,731	The overall programme remains on track against the Digital Roadmap albeit slower than planned, driven by COVID impacts & business readiness. Detailed design and prototyping for the future Property and Rates model (to support the ongoing migration from the legacy Ozone system to the new SAP platform) is in progress. The upgrade of the SAP Finance and Purchasing system to the latest 2021 version is currently in testing, and is on track to complete by June 2022. Focus continues on Regulatory & Compliance improvements, Contracts management/reporting, CPAD project reporting enhancements and the Community Relationship Management (CRM) initiative. Other key focus areas include digitising the City Plan (aka e-plan), enhancing engagement tool for Annual Plan and LTPA, digital twin animations to support project engagement & dashboarding for the organisation to track progress against plans.
Elizabeth St Streetscape	Amber	Implement	\$11,647,651	\$5,405,793	\$4,872,144	-\$533,649	The eastern half of the linear park is largely completed with minor works (addressing defects, planting, installing furniture) to be undertaken over the next couple of months. Works around the Grey Street Roundabout have been delayed by the construction crew isolating due to COVID, and are now due to be complete by early May 2022. The remainder of the linear park and most of Mareanui lane will be on hold until Farmers construction has been completed and the site made available, which is anticipated in the upcoming summer. Delays with the Farmers project continue to be a major financial risk to the Streetscape project. TCC is in continuing discussions with Hawkins to mitigate the financial risks of Farmers delays.
Kennedy Road Embankment Dam	Green	Implement	\$6,684,093	\$3,008,033	\$2,745,817	-\$262,216	Project/contract works are complete, the Contractor has applied for Practical Completion) and is undertaking defects/snags. Currently compiling the quality assurance/asbuilt and project completion documentation. The project is forecast to be come under budget and will move to 'close-out' next month.
Civic Redevelopment	Green	Planning	\$88,724,757	\$9,382,222	\$7,375,882	-\$2,006,340	No commentary provided this month.
Marine Parade Boardwalk	Green	Design	\$4,060,000	\$2,000,000	\$466,249	-\$1,533,751	The concept proposal has been updated taking into account the submissions received. A construction cost estimate has been prepared for the updated concept and the overall project budget refined. A number of compromises would need to be made to the concept if the current budget is to remain as is. A briefing of the Commission is proposed to present the options to finalise the concept, budget and program. Lodgement of the planning application is planned for April 2022. Procurement of a contractor for construction has begun and the project is near to schedule. The 'Nohonga' seating structure used during public engagement has been disassembled although the signboard has been kept in place onsite.
Kulim Park Development	Green	Implement	\$2,307,778	\$1,999,185	\$1,974,338	-\$24,847	Construction of the playground, carparks, footpaths, boardwalks and deck areas are now complete. The basketball court has been painted and will open after Easter 2022. Currently working through the defects rectification with contractor. A community celebration for the project completion is planned for Mid May 2022.

Sensitivity: General

Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022 - Summary



				Project 2022 Financials			
Projects/Programmes	Health Status ¹	Lifecycle Stage ²	Budget Total	Budget 2022	Forecast 2022	Variance 2022	Commentary
Omanawa Falls Formal Track	Amber	Design	\$5,594,119	\$1,000,000	\$839,116	-\$160,884	Hearing for the resource consent will be held in April 2022, with a decision anticipated in May 2022. Detailed design of the track and viewing platforms is mostly complete and is due to be completed at the end of April. Detailed design of the carpark area is due to be completed in May 2022. Subject to the resource consent being granted in May 2022, cliff stabilisation and construction of the track is anticipated to start in June 2022. The funding application for the Lottery Significant Projects Fund (LSPF) is due by 6 May 2022, subject to consent being granted by that time. Funding for the project is at risk due to uncertainty around LSPF grant and consultation on the Annual Plan.
Memorial Park Aquatics Facility	Green	Planning	\$100,049,623	\$264,223	\$37,310	-\$226,913	The project is transitioning from the concept design stage to detailed planning stage. The cost estimate carried out in late 2020 has been peer reviewed with some areas identified for revision. The estimates to be revised are some specific project risks and inflation costs over the life of the project. Project scope assumptions included in the feasibility study also carried out in late 2020 are being peer reviewed by a specialist team formed under Sport NZ guidance. The programme team is analysing data collected during the study tour to inform a procurement strategy. The first risk workshop was held in March which focussed specifically on risks which can be mitigated during early stages of the project. The Programme Steering Group has met twice. The team has started recruiting for a full-time project manager.
Eastern Corridor Trunk Wastewater	Green	Planning	\$208,386,343	\$2,550,000	\$864,009	-\$1,685,991	The Opal Rising Main works scope has been reasonably well defined, though network uncertainties could result in potential scope changes. An adaptive planning exercise for the Pump Station site will be undertaken to assess future options for site development for consideration by Project Sponsor/Business Owner. The construction contract will be awarded once the resource consents are received and the project is ontrack to complete by the end of 2022. Opal Pump Station design tender has been awarded and is in progress. The project is currently within budget with 20% contingency available and shall be reviewed as design progresses. The annual budget spend has been impacted by the deferral of two works packages, the Te Tumu rising main has been deferred to align with the Papamoa East Interchange project schedule, and the Fashion Island to Te Maunga rising main has been de-coupled from the pump station project and subsequently deferred. Key project risks being managed include Nga Potiki potentially withdrawing their support for the rising main project with negotiations continuing to determine a resolution, and communications material is being developed to inform the community and stakeholders once a clear timeframe for the commencement of construction is available.
Historic Village Investment Programme	Red	Design	\$13,879,393	\$2,417,142	\$1,208,349	-\$1,208,793	Detailed design of the C2 building is nearing completion and documents are being prepared to submit building consent. Tender documents have been issued for the electrical enabling works that need to occur at the village to facilitate the C2 upgrade, and tender evaluations will take place in April 2022. The initial cost estimates have come in more than the budget that is available, and as such there will need to be value engineering undertaken and / or additional budget requested.
Infrastructure Resilience Programme	Amber	Planning	\$314,119,556	\$1,600,000	\$692,420	-\$907,580	Cambridge Reservoir trunk main relocation - The Pipeline is a core connection to a large part of the existing western part of the city (Otumoetai/Bethlehem, etc). Pipes are vulnerable being located in liquifiable land and a couple of pipe breaks have occurred in the past. The aim of the project is to find a better route alignment. Scoping study is underway and a feasibility study is to commence later this Financial Year. The planning budget is sufficient, but current construction cost estimate probably on the low end. Tauranga Hospital Slope Stability - The scope of project has been assessed and the pipelines in question are not critical for the Tauranga hospital. A slope stability assessment has been tendered and will further inform the risk to the pipes. This slope stability will be finalised by April 2022. A new forecast has been undertaken with some potential significant budgets, which can be deferred to the time when pipes are due for renewal. Oropi Trunkmain - High level project scope has been carried out and modelling is currently underway to confirm high level approach. More planning is required for this big infrastructure project, which requires less budget in the first years, but will require investment in future years with dependencies on other water supply projects. While coordination of these takes time, this is a critical project as an enabler for these other projects and enabler for intensification in the city. Joyce Raw Water inlet slip mitigation. - This project was reassessed and determined that projects already underway will alleviate the resilience risk. Final checks are being made to confirm this project is not needed. A memo currently being prepared which will outline why this project is not needed and will form the basis for reallocating the budget to other resilience projects. Chapel Street & Turret Rd Bridge resilience works - Bridge inspections are complete and delivered. Investigation underway into joint replacement options for Chapel St & Turret Rd bridges. Work currently programmed for completion by June 2022 and will be delivered under the roading maintenance contract.
Kopurererua Valley Development	Green	Implement	\$11,601,726	\$2,599,000	\$1,311,811	-\$1,287,189	Construction on the southern realignment is now well underway, the contractor is making good progress onsite and have nearly completed the dig out of the alignment. The work on the Southern realignment will take the remainder of the summer earthworks season. Planting within the southern alignment will take place during the winter season with work on the northern realignment now not due to commence until October 2022 (next earthworks season).


Sensitivity: General



Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022 - Summary

				Project 2022 Financials			
Projects/Programmes	Health Status ¹	Lifecycle Stage ²	Budget Total	Budget 2022	Forecast 2022	Variance 2022	Commentary
Marine Precinct Offloading Wharf	Amber	Design	\$2,585,332	\$1,998,716	\$650,000	-\$1,348,716	Resource and building consents are being prepared for lodgement, and tender documentation prepared to be released to market. Options are currently being reviewed to procure long lead time materials such as pile casings for the project so procurement of these items can commence while consenting and tender process are being undertaken.
Maunganui Rd Safety Improvements	Amber	Implement	\$14,499,993	\$3,336,750	\$3,385,438	\$48,688	Golf Rd to Tui St section - work is continuing at corner of Tui St & Maunganui Rd, issues are being managed with existing services. Works shall be completed at Tui St Intersection once the gas main is relocated. Works will then continue from MT. Maunganui College toward Golf Rd roundabout with the consent now lodged. Hinau St to Sutherland Ave section - works are to commence at Sutherland Ave with service location and drainage works, then move on eastern side in southerly direction. Looking to potentially add additional works as part of the library / reserve upgrade and signalised crossing on Golf Rd (Low Cost Low Risk transport programme). The overall project schedule has been impacted due to lead times for utilities and COVID related issues. FY22/23 budget spend on track.
Redevelopment of the The Maunga Transfer Station	Amber	Design	\$14,984,476	\$4,589,089	\$965,320	-\$3,623,769	The final project scope is now well defined however the final project programme yet to be confirmed by the contractor. If the final cost estimate exceeds the project budget, value engineering will be required to maintain costs at budget value (\$33M is the current rough cost estimate which shall be confirmed before end of financial year). The project team is also seeking external funding for the education facility. Next step in communications & engagement is to develop a comms plan for local community stakeholders. Current project risks include incorrect cost assumptions by contractor potentially causing cost overruns with mitigations including a fixed price main contract including QS cost checks), contractor programme extends beyond final milestone due date with mitigations including a staged design and construction commencement, and unforeseen site conditions causing delay and cost overruns with mitigations of contingency sums in budget, target area specific site investigations at completion of concept design.
Totara St Cycling Improvements	Amber	Implement	\$11,133,306	\$0	\$6,541,768	\$6,541,768	The parallel construction delivery of Hewlett's Road/Totara Street slip-lane & intersection (separable portion, funded by Waka Kotahi) progressing well with 50% of the physical construction now completed. The revised programme indicates project completion in July 2022. The programme slip of 6 weeks is due to a power supply issue by outside parties. No budget overspend is anticipated with efficiencies found in delivery works and the previous forecast overspend averted. The contractor has given notice that the effects of COVID is starting to impact the delivery programme (including the Omicron community outbreak, continued law changes and Government directions) which may materially alter the contract price. Business community impact is being actively managed.
Transport Renewals	Amber	Planning	Annual Allocation	\$13,265,050	\$8,228,417	-\$5,036,633	Works currently underway include a citywide renewal of the road markings is expected to be complete by May 2022, the chipsealing programme is underway and also planned to be completed in May 2022. The chipsealing programme has been disrupted by customer resistance to asphalt over chipseal which needs to be resolved before these sites can be completed. The asphalt renewal programme is underway and other routine works such as pothole repairs, street sweeping, footpath maintenance are undertaken as and when issues are discovered or reported on the network. The contract has two inspectors that are out on the road network proactively looking for defects and programming repairs. Currently forecasting to only spend 65% of annual budget, this has been due to the transition of the new maintenance contract (which is now performing well) and the impacts of COVID to materials delivery and resourcing.
Waters CIP Stimulus Package	Amber	Implement	\$17,755,836	\$15,570,121	\$14,344,186	-\$1,225,935	The current programme has 28 individual projects, an increase from 19 in the original approved programme. The additional projects have been added to offset the risk of underspend of the \$14.9M Department of Internal Affairs (DIA) funding. DIA has extended programme delivery from 31 March to 30 June 2022. Any projects not delivered by 30 June deadline will carry forward into next Financial Years Capex programme. The budget for the original 19 projects was \$16M (\$14.9M DIA, \$1.1M TCC). Revised budget for the current 28 projects is \$18.5M with the \$2.5M increase being funded by TCC. Currently tracking close to spend the allocated annual budget with approximately \$1.2M to be carried forward. The impact of COVID/Omicron on plant and equipment procurement and shipping is a real risk with options being developed to re-allocate project funding from DIA to TCC for any projects that have the potential to run beyond 30 June 2022.
Western Corridor Wastewater Strategy Stage A	Amber	Implement	\$15,577,679	\$7,278,725	\$7,551,230	\$272,505	Construction of M2LB continues in Section 1, with an additional crew mobilising due to delays on other projects outside the region. Resource Consent has been obtained for Section 2. Pricing has been received for section 2 with negotiations commencing. Long lead times, which have become longer with COVID, are being mitigated through ordering materials in advance. Section 3 concept has been completed with as built from the developer due to enable design to progress. TBE led works are progressing with the testing and commissioning to come. The Gravity main is linked with the next stage Road 15W development, this will be deferred until next financial year.
Accessible Streets	Red	Planning	\$2,604,977	\$2,179,822	\$1,916,709	-\$263,113	The revised tender price together with internal and other business case related costs will exceed Waka Kotahi (WK) approved budget including contingency. Initial discussion with WK is underway and has been escalated to Director of Transport. Department of Transport is in negotiation with WK, to approve scope and cost in April 2022. Given the delay associated with award of the contract, a carry forward request is required for the variation identified.

Sensitivity: General

Top 25 Projects/Programmes - Capital Works Programme - 2022 Financial Year - March 2022 - Summary							
				Project 2022 Financials			
Projects/Programmes	Health Status ¹	Lifecycle Stage ²	Budget Total	Budget 2022	Forecast 2022	Variance 2022	Commentary
Total Top 25			\$1,551,200,226	\$227,414,450	\$178,999,592	-\$48,414,858	

¹Project/Programme Health Definition
Green - Scope aligns with project outcomes, on track to deliver to approved annual and total project budget, on track for project to be delivered to approved schedule timeline.
Amber - Scope changes may impact project outcomes with recovery plans in place, forecast to overspend 10-20% above approved budget at completion or forecast to underspend/overspend 10-20% of annual budget, delays expected to schedule timeline that may impact project outcomes and project risk is beginning to escalate but being managed.
Red - Scope changes will impact project outcomes with no recovery plan in place, forecast to overspend 20% above the approved budget and/or annual budget, delays to schedule timeline will materially impact project outcomes with limited recovery, and risk escalation requiring senior management awareness and potential intervention.

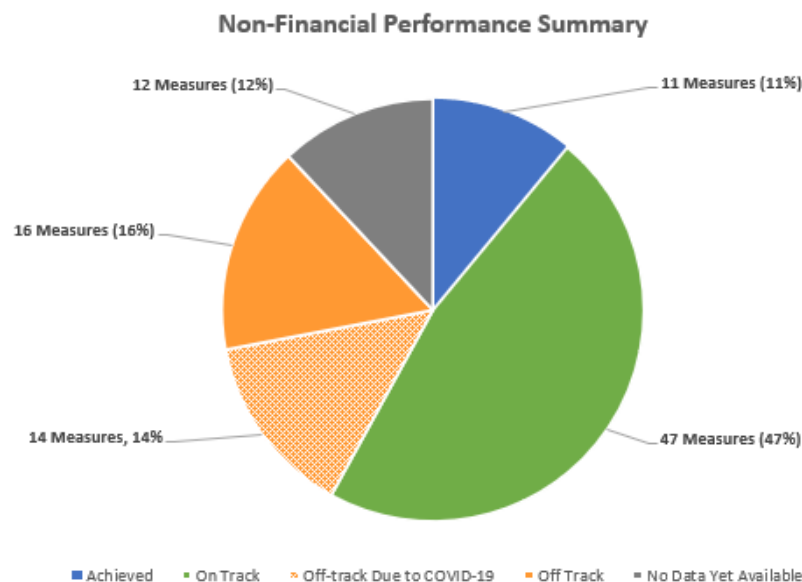
²Project/Programme Lifecycle Stage Definition
Initiate - Formal handover to project manager including stakeholder identification and establishment of project governance.
Planning - Commenced detailed project planning including development of project management plan and stakeholder engagement.
Design - Developing the project design to align with the scope requirements and project outcomes including procurement delivery.
Implement - Either in the construction or execution phase to deliver the project scope to meet the project outcomes.
Close Out- Handover of project outcomes to the Business Owner to recognise project objectives have been realised.

Non-financial performance measures monitoring report

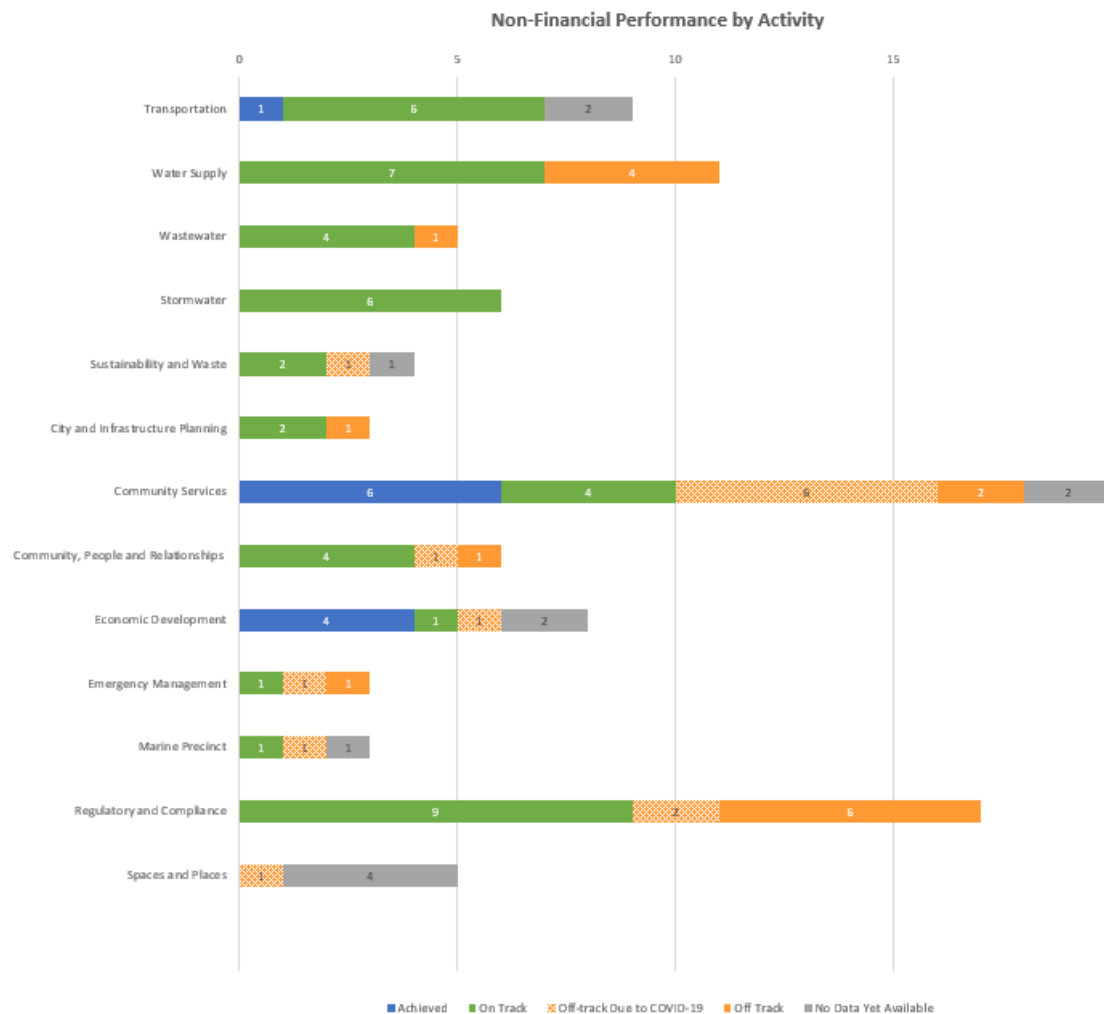
Quarter 3 | January – March 2022

Non-financial performance measures overview

- Performance measures help us report back on our service performance. Targets are set for the full financial year.
- See below an overview of how we're tracking on our performance measures across council for the first nine months of the financial year 2021/22. The current reporting period is Q3 (01 January – 31 March 2022). Our performance is grouped by the number of measures we're on track to achieve, those already achieved, and measures where we're off track. In some cases, performance data is not available, due to the relevant information only being available on an annual basis or for other reasons.
- The term 'off track' represents measures that are behind target and need attention in order to be achieved by financial year-end, or at a minimum to bring them closer to target.



Non-financial performance graph by Group of Activities





Non-financial performance measures Q3 monitoring report (January – March 2022)

2

Off track measures report

Water Supply	<div><div>64%</div><div>36%</div></div> <p>4 of 11 measures off track</p>	<p>We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply</p>	<p>Target Year 1</p>	<p>YTD Result</p>	<p>•Two positive E.coli samples were recorded in the network on the 23 March. Follow-up and additional sampling for next three consecutive days found no further E. coli. A full incident investigation found no faults in the reticulation. It is noted that the chlorine and turbidity parameters were all normal however there was significant wind and rain on the day of sampling.</p>
		<p>The extent to which Council's drinking water supply complies with: Part 4 of the drinking-water standards (bacteria compliance criteria);</p>	<p>100%</p>	<p>99%</p>	

Non-financial performance measures Q3 monitoring report (January – March 2022)

Wastewater	 1 of 5 measures off track	<p>We will provide a reliable, well-maintained wastewater system that is available to all serviced zones</p> <p>Compliance with Council's resource consents for discharge from its sewerage system measured by the number of:</p> <p>a) abatement notices; b) infringement notices; c) enforcement orders; and d) convictions, received by Council in relation those resource consents (DIA measure)</p>	Target Year 1	YTD Result	<ul style="list-style-type: none"> An abatement notice received for wastewater overflow at Matapihi on 27 April 2021. The abatement notice from Bay of Plenty Regional Council (BoPRC) is still in place even though the event itself occurred in April 2021 - the notice still stands. Staff have to request the cancellation of the notice and for this to be approved, BoPRC have to be confident that the risk has been removed. Staff are working with an advisory group set-up with the community and new processes have been created to reduce the risk. Staff will be looking to request the removal of the notice in the near future.
Sustainability and Waste	 1 of 4 measures off track	<p>We will provide a rubbish collection service to all residential properties in urban and rural-residential areas</p> <p>Percentage of residents that satisfied with Council run rubbish collection service.</p>	Target Year 1	YTD Result	<ul style="list-style-type: none"> This can be attributed to ongoing resistance to the new collection service by some ratepayers / ratepayer groups, as well as concerns about costs and levels of service by contractors as demonstrated in some of the commentary by respondents in the ARS. Service levels have also been further impacted by COVID-19, due to impacts on resourcing and staffing.



City and Infrastructure	<div><div>67%</div><div>33%</div></div> <p>1 of 3 measures off track</p>	<p>We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth</p>	<p>Target Year 1</p>	<p>YTD Result</p>	<p>•The 2021 Housing and Business Assessment (HBA) identified a short term (next 3 years) housing shortfall for Tauranga City as at 30 June 2020 of 400 dwellings, rising to 1,120 dwelling capacity shortfalls when the required NPS-UD competitiveness margin of +20% was applied. In the last 18 months to 31 December 2021, around 400 more dwelling consents were issued than projected for this period (i.e.: 2,202 dwelling consents issued, 1,795 consents projected) reducing the remaining forward development capacity faster than expected. As a result, it is expected that short term non-compliance over the next 3 years from 31 December 2021 will likely increase due to this reduced forward supply. It is noted that the NPS-UD short term compliance is a moving target. The Resource Management Act Housing Amendment creates challenges for progressing Plan Change 26 which seeks to help address short term housing supply constraints.</p>
		<p>Compliance with the National Policy Statement for Urban Development Capacity which require 3, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers</p>	<p>Short term compliance achieved</p>	<p>Not Achieved</p>	


Community Services Activities Include: Arts and Culture Community Partnerships Community Services (cont.) Elder Housing Libraries Venues and Events	 8 of 20 measures off track	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Target Year 1	YTD Result	<ul style="list-style-type: none"> Following a review of the Project Tauranga city partners' programme, the decision was made to wind up Project Tauranga in November 2021. The review highlighted that there are better ways to meet the needs of our community, now and into the future. The remaining Project Tauranga funds will be distributed by the end of the financial year.
		Community projects contributed to by Project Tauranga partners each year	8	7	
		Library spaces are community hubs for place making in the city centre and neighbourhood centres	Target Year 1	YTD Results	<ul style="list-style-type: none"> The Q3 result is 97,004 visits. Visitations have been affected by COVID-19 restrictions and further exacerbated by the closure of Willow Street Tauranga Main Library for move to new location.
		Visits to Council Libraries (all four combined)	600,000	303,400	
		Provide a comprehensive and fully functional performing arts venue, which is for use by the community and to attract high quality performing arts events to our city.	Target Year 1	YTD Result	<ul style="list-style-type: none"> There were 924 tickets were issued in Q3, including 600 comps to the Les Misérables dress rehearsals for friends and family (prior to the public season being cancelled due to COVID-19). This low result is due to a downturn in industry confidence - event organisers (including community groups) have been particularly hesitant to stage events whilst capacity limitations remain (100 people per event), and COVID-19 Omicron cases continue to trend upwards. This is not unique to Tauranga, it is a nationwide reality. Highly unlikely to meet Year 1 target largely due to the various iterations of COVID-19 event restrictions, associated international travel challenges, and ongoing reluctance by organisers to stage events in the short term. There is an expectation to see an increase in event activity in the second half of the calendar year, once Omicron case numbers stabilise. Ability to
		Number of patrons attending ticketed events at Baycourt	60,000	16,778	



			generate new bookings/business in Q4 may also be impacted by the forthcoming Civic Precinct demolition/construction if noise and vibration become an issue for our BAU. Of the events delivered in Q3, all were operating under 'red' level capacity restrictions, which meant a maximum capacity of 100 patrons per performance. This capacity was a decrease from Q2 due to the COVID-19 Protection Framework and reduction of event capacity numbers.
		Deliver a diverse programme of arts experiences and events through a year-round programme.	<p>Target Year 1</p> <p>YTD Result</p> <p>The number of event days that Baycourt is occupied from total possible available days using booking information.</p> <p>255</p> <p>112</p> <p>• Of the 81 days available to be booked in Q3, only 23 days (or 28%) were utilised for events. Baycourt has seen many event cancellations and postponements in Q3, along with a significant downturn in bookings and enquiries. There appears to be little appetite across the industry to stage indoor events at the present time, as event organisers continue to feel the long-term impacts of the current COVID-19 'red' restrictions on the events sector. Baycourt has not been immune to the flow on effects as these results show. If the COVID-19 related cancellations and postponements had not occurred, occupancy for this period would have been at least 50%.</p>
		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	<p>Target Year 1</p> <p>YTD Results</p> <p>Occupancy rate of Historic Village leasable village space</p> <p>95%</p> <p>86%</p> <p>Occupancy rate of Historic Village hireable venue space</p> <p>25%</p> <p>7%</p> <p>• Occupancy rate of Historic Village leasable village space result for Q3 is 82%. A few more vacancies this quarter as the tenant mapping project continues. We will have some of these vacancies being filled presently however are expecting further vacancies to appear as we continue on our strategic journey through to the end of financial year.</p> <p>• Occupancy rate of Historic Village hireable venue space result for Q3 is 5%. There were 74 bookings using venues for a total of 442 hours for the quarter. COVID-19 Omicron outbreak and restrictions have had a significant impact on bookings. We also had the Village Hall closed for a 6-week period to have works completed which</p>

				has now been achieved and comes with a new Code of Compliance for the venue.
		We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Target Year 1	YTD Results
		Number of visitor nights as a direct result of Legacy and Major Event Fund investments	75,000	22,015
		Total "Net Benefit" contribution of events within the Legacy and Major Event Funds	\$4.5M	\$3,171,510

• Only two legacy events delivered this quarter - the Tauranga Half and the Marra Sprint Triathlon. Major events reported on in this quarter - T20 Black Clash, ICC Women's Cricket World Cup, Black Caps vs Bangladesh Test and Black Caps vs The Netherlands ODI. Target unlikely to be achieved due to the cancellation of key events due to COVID-19. In Q3 these cancellations included Oceans 22, Tauranga Multicultural Festival, He iwi Kotahi - Waitangi Day Tauranga Moana, The Champions Cup and the National Hockey Masters Tournament. The cancellation of legacy and major events resulted in visitor nights and net benefit contributions being impacted.


Community, People and Relationships Activities Include: Community Relations Customer Service Democracy Services Te Pou Takawaenga Māori Unit	 2 of 6 measure off track	We will provide a Land Information Memoranda service	Target Year 1	YTD Result	<ul style="list-style-type: none"> There were 92 LIMs (out of 1009 that were issued) that did not meet the timeframe during the quarter. This was largely due to staff unavailability due to leave and sick leave (impacted further by COVID-19). However, the LIM team spoke with each customer before their LIM became overdue and worked with them to ensure that their deadlines were met.
		10 Day Statutory timeframes are met	100%	97%	
		We provide opportunities for the community to participate in decision making.	Target Year 1	YTD Result	<ul style="list-style-type: none"> The result has dropped a further percent YTD from Q2. The drop was expected based on the media analysis of the Minister of Local Government Nanaia Mahuta's announcement on 11 March 2022 of her intention to extend the timeframe for the Commission, which showed a significant rise in negative media and public coverage, and especially in criticism focusing on democratic accountability concerns and proposed rates increases.
		Percentage of residents who are satisfied or neutral with the way the Council involves the public in decision-making processes.	59%	51%	
Economic Development Activities Include: Economic Development Airport	 1 of 8 measure off track	We will provide an airport that caters for scheduled commercial flights and enables growth in traveller numbers	Target Year 1	YTD Result	<ul style="list-style-type: none"> COVID-19 restrictions and spread of Omicron continues to impact flights and passenger numbers are reduced significantly.
		Number of passengers through the airport each year- this is a 12-month running total	369,000	257,564	The 12-month running total is 257,564 and Quarter 3 result is 78,140.

Emergency Management	 <p>2 of 3 measures off track</p>	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Target Year 1	YTD Result	<ul style="list-style-type: none"> From EOC Control appointments and function leads, 66% have been trained to Joint Committee specified levels. Training has been impacted by the Delta COVID-19 variant in 2021 and then the Omicron variant early 2022. Only eight EOC staff have done the required ITF Intermediate training in the last 8 months as this is delivered face to face. There are 25 staff awaiting a course to be made available. The EOC was last practised in November 2021. The Response procedures were reviewed in 2021.
		<p>The city is prepared for and can effectively respond to an emergency.</p> <p>Measured by annual audit by EMBOP, the CDEM Group office.</p> <p>Measures include aggregate score across:</p> <ul style="list-style-type: none"> EOC Control appointments and function leads trained to Joint Committee specified levels, EOC practised within last 12 months. EOC response procedures reviewed within last 3 years. 	Advancing	66%	
		We will provide community education initiatives increase public awareness and preparedness	Target Year 1	YTD Results	<ul style="list-style-type: none"> Q3 result is on par with previous quarters despite the slight decline. As per Q2, the Emergency Management team developed and began implementing a new work programme around community education, resilience and awareness raising programmes for the upcoming year. Alongside this, staff recruitment took place, with two new advisors coming onboard to build capacity and capability in this space.
		<p>Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency</p>	95%	80%	

Marine Precinct	 <p>1 of 3 measures off track</p>	We will provide the marine industry with access to efficient and reliable large/heavy vessel lifting and hardstand facilities	Target Year 1	YTD Result	<ul style="list-style-type: none"> Quarter 3 result is 16% and YTD result is 25%. Quarter 3 is impacted by COVID-19, which is contributing to the difficulties of getting international pleasure vessels into NZ, as well as increased competition from other yards. Our pricing adjustment will be launched in May - to ensure we are competitive against other yards with less lifting capacity.
Regulatory and Compliance Activities Include: Animal Services Building Services Environmental Health and Licensing Environmental Planning Regulation Monitoring	 <p>8 of 17 measures off track</p>	We will provide an effective dog registration process that supports a safe community All known dogs are registered, or appropriate enforcement action is taken. We will provide a prompt response time to animal behavioural issues All urgent animal requests are responded to within 60 minutes where there is an ongoing risk to safety We will provide dog management and behavioural education to the community Provide educational presentations regarding dog handling, management and bite prevention to schools and other relevant businesses	Target Year 1 100% Target Year 1 100% Target Year 1 15 (events)	YTD Result 96% YTD Result 93% YTD Result 8	<ul style="list-style-type: none"> There were 96% of dogs registered and 40% of the unregistered dogs have received infringements. During April, the team reduced unregistered dogs by 110 and had taken enforcement action against a further 54 owners; despite this it is unlikely that target will be achieved in Q4. Staffing levels have been the primary reason for the team struggling to achieve on-track results. Two of the 29 requests for Q3 (in February 2022) were not responded to within the required time frame due to communication breakdown between call centre staff to notify Animal Services of the incident in the correct manner. This has been addressed and there have been no further issues in the process. The two incidents referred to did not result in any adverse outcomes, despite the potential for an ongoing risk. One required 'no further action' and the other resulted in a written warning. No presentations have been delivered in Quarter 3 and COVID-19 continues to impact on the ability to deliver coordinated educational presentations. All schools were closed for holidays during the 1st month of Q3 and when they re-opened (and despite attempts to make bookings or presentations), schools have indicated that their workload and schedules have been too full to accommodate staff attending to deliver. Animal Services staff are continuing to make enquiries of schools to lock in appointments - but this is proving difficult in the current climate.

		We will provide technical advice and consent decisions within statutory timeframes	Target Year 1	YTD Result	<ul style="list-style-type: none"> Quarter 3 result is 34%. The compliance with statutory timeframes has been significantly affected by large increases in consent volumes in August 2021 and December 2021/January 2022 as a result of applicants lodging consent applications to avoid the increases in development contributions. We have worked hard to reduce backlogs particularly through the increased use of contractors and are confident that compliance with timeframes should increase through Quarter 4.
		Percentage of building consent applications processed within legal timeframes	98%	49%	
		We will undertake audits of all food premises registered with Tauranga City Council	Target Year 1	YTD Result	<ul style="list-style-type: none"> 138 verifications have been completed for Quarter 3. This brings the total number to 337 verifications up to the end of Quarter 3 and equates to 59% of the 575 verifications due for this financial year. One verification required enforcement action (Notice of Improvement). An external Audit was done by IANZ on 3 March 2022 of our Quality Management System as per Food Regulations 2015, Regulation 110. Overdue verifications were given a non-conformance, but this had been flagged with the Auditor pre-audit. An action plan has been implemented and we know this will take some time to produce reductions and are unlikely to reach the 100% target by the end of Quarter 4. Council has asked for advice from the Ministry of Primary Industries on how to deal with the overdue verifications. After a reset of the Environmental Health and Licencing team (divided into two teams), we are now in the process of employing a Team Leader for Environmental Health & Food, an additional EHO and Health Technician. This will alleviate some of the administration that the EHO's have been doing and therefore will allow them more time in the field. It is expected that the Environmental Health Team will be able to complete 170 of the required verifications in Q4, leaving an overdue number of 68 verifications which is a far better number than it was at the start of the year. The team is aware of the need to focus on these verifications, and we are committed to addressing this issue.
		Percentage of TCC verified food premises that have been inspected and had appropriate enforcement action taken	100%	59%	

		Council will aim to reduce alcohol-related harm by annually inspecting alcohol licensed premises to ensure compliance with the Sale and Supply of Alcohol Act 2012 and licensing conditions in general.	Target Year 1	YTD Result	<ul style="list-style-type: none"> For Quarter 3 we inspected six new licensed premises and 22 renewal licensed premises, and all were compliant. For the first time this financial year (by Q4), the team will have a full complement of inspectors available to complete our licensed premises inspections. The team will be working hard to achieve the goal of inspecting the 122 renewal licences that were due for the 2021/22 year.
		Percentage of new and renewed licensed premises inspected and appropriate enforcement action taken	100%	53%	
		We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.	Target Year 1	YTD Result	<ul style="list-style-type: none"> The Quarter 3 result is 60%. 201 applications were received over the reporting period. 141 applications have been completed. It should also be noted that 131 are currently being processed. The lower percentage reflects the complexity associated with a high percentage of RC applications for delivering higher density development within suburban areas. COVID-19 (Omicron) has had considerable impact on the team, along with reduced senior capacity at present. Changes to internal process are underway to improve this, including different recruiting processes, internal progression opportunities, employment of more support staff and resource into IT to create a system for the team to use.
		Percentage of new resource consent applications processed within statutory timeframes	95%	72%	

		<p>We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.</p> <p>Respond to all parking complaints within 24 hours</p>	<p>Target Year 1</p> <p>100%</p>	<p>YTD Result</p> <p>90%</p>	<ul style="list-style-type: none"> There were 444 complaints were received and responded to during Q3. From the 444, 389 were actioned within the 24-hour KPI. There were 55 complaints that took longer than 24 hours to action. The reason for the 55 that missed the KPI can be attributed to issues with Ozone not pushing complaints through to field staff at the time they are raised, combined by a lack of resources and human error (staff investigate the CCM but because they are in the field the CCM doesn't get closed until after the 24-hour KPI).
<p>Spaces and Places</p> <p>Activities Include:</p> <p>Cemeteries</p> <p>Mount Beachside Holiday Park</p> <p>Marine Facilities</p> <p>Spaces and Places</p>	 <p>20% 80%</p> <p>1 of 5 measure off track</p>	<p>We will provide a range of accommodation options for visitors to the region</p> <p>Number of Guest Nights</p>	<p>Target Year 1</p> <p>75,000</p>	<p>YTD Result</p> <p>53,332</p>	<ul style="list-style-type: none"> Quarter 3 result is 25,737. There has been a reduction in numbers due to COVID-19 restrictions on numbers and the park requiring vaccine passes. We expect the holiday park to improve when the borders open and COVID-19 requirements are scaled back.

Annual Residents Survey

Wave three 2021/22



Introduction

The Community Perceptions Monitor Study measures the perceptions of residents regarding various aspects of services that Council provides. The results of this study feed into the Tauranga City Council Long-term Plan process and allow Council staff to assess the performance of the Council against a set of pre-determined actions and performance levels.

What does this report show?

This report summarises the responses received from the three waves of Tauranga City Council's 2021/22 annual residents survey. In this third wave conducted 10 Feb 2022 - 14 Mar 2022, 152 people have responded for the 2021/22 period. In total, 512 responses were collated over three waves. The fourth (and final) wave will be conducted August 2021 to June 2022.

This report gives a high-level view of the responses received to date and how they compared to previous years. It is important to note that as the survey has not yet been completed, these results are indicative but do not meet the threshold of statistical relevance to be reflective of the views of the whole city.

Research Objectives:

To determine residents' satisfaction with various Council services and facilities.

To determine residents' perceptions about aspects of living, working, and playing in Tauranga.

To identify progress towards Key Performance Indicators (KPIs) in Council's Annual Report.

To assess trends in perceptions and satisfaction through comparisons with previous survey results.

Methodology:

The 2021/22 annual study will target 600 responses from the residents in the Tauranga City Council area. In 2019/20 the data collection method was changed from postal to online.

Each wave's mail out quotas are applied according to age, gender, and ward, to ensure that a representative sample of Tauranga City's population is achieved.

The data is weighted to account for variances in the achieved quotas and to ensure that the sample reflects the population profile achieved.

Data collection takes place in three waves between August 2021 and March 2022.

The overall results have an anticipated margin of error of +/- 4.6% at the 95% confidence level.

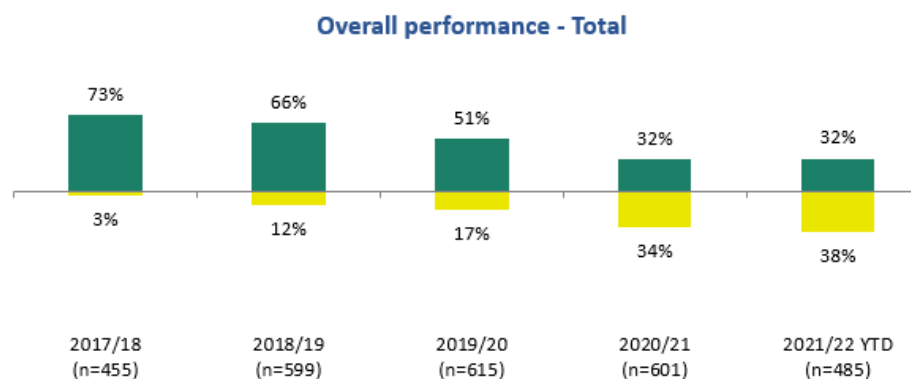
Overall Performance

Overall Performance – Wave three 2021/22 = 32% (YTD)

Results

■ Satisfied (%7-10) ▼ Trending down ▲ Trending up - No Change
■ Dissatisfied (%1-4)

Interpretation



- The year-to-date (YTD) result is that 32% of respondents are satisfied or very satisfied with Tauranga City Council in general, which is equal to the full year result for 2020/21.

Verbatim Summary

- This section of the survey includes a free text field in which respondents could comment further on their overall satisfaction score of Tauranga City Council in general.
- The majority of respondents who were dissatisfied (scored 1-4) commented on concerns around council governance, the democratic process as well as having competent elected members when it resumes, and wanting more community engagement.
- For the respondents who were satisfied (scored 7-10), the comments were themed around keeping the Commission, more investment in community amenities such as parks, playgrounds, cycleways and walkways, as well as some comments regarding housing, traffic congestion, reactivating the CBD, and a supermarket in Welcome Bay.

Summary of other measures

Measure/Result	Comments	Graph																																										
<div>▲ Overall Image and reputation</div>	<div>The Year-to-Date (YTD) results show a 4% increase in satisfaction when compared to 2020/21 and decrease in dissatisfaction by 5%.</div> <div>The YTD sub-driver results for this measure are:</div> <table><tr><th>Driver</th><th>2021</th><th>2022 YTD</th><th></th></tr><tr><td>Overall</td><td>19%</td><td>23%</td><td>▲</td></tr><tr><td>Leadership</td><td>22%</td><td>30%</td><td>▲</td></tr><tr><td>Trust</td><td>19%</td><td>23%</td><td>▲</td></tr><tr><td>Financial Management</td><td>16%</td><td>19%</td><td>▲</td></tr><tr><td>Quality of services</td><td>40%</td><td>39%</td><td>▼</td></tr></table>	Driver	2021	2022 YTD		Overall	19%	23%	▲	Leadership	22%	30%	▲	Trust	19%	23%	▲	Financial Management	16%	19%	▲	Quality of services	40%	39%	▼	<div>Overall image and reputation - Total</div> <table><thead><tr><th>Year</th><th>Satisfaction (Green)</th><th>Dissatisfaction (Yellow)</th></tr></thead><tbody><tr><td>2017/18 (n=455)</td><td>53%</td><td>14%</td></tr><tr><td>2018/19 (n=583)</td><td>46%</td><td>22%</td></tr><tr><td>2019/20 (n=587)</td><td>37%</td><td>32%</td></tr><tr><td>2020/21 (n=583)</td><td>19%</td><td>57%</td></tr><tr><td>2021/22 YTD (n=473)</td><td>23%</td><td>52%</td></tr></tbody></table>	Year	Satisfaction (Green)	Dissatisfaction (Yellow)	2017/18 (n=455)	53%	14%	2018/19 (n=583)	46%	22%	2019/20 (n=587)	37%	32%	2020/21 (n=583)	19%	57%	2021/22 YTD (n=473)	23%	52%
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Measure/Result	Comments	Graph																																										
▲ Overall Value for money	<p>A marginal increase for this measure's satisfaction YTD results when compared to 2020/21.</p> <p>The YTD sub-driver results for this measure are:</p> <table><tr><th>Driver</th><th>2021</th><th>2022 YTD</th><th></th></tr><tr><td>Overall</td><td>35%</td><td>38%</td><td>▲</td></tr><tr><td>Annual rates fair and reasonable</td><td>29%</td><td>29%</td><td>-</td></tr><tr><td>Water rates fair and reasonable</td><td>46%</td><td>38%</td><td>▼</td></tr><tr><td>Invoicing clear and correct</td><td>75%</td><td>72%</td><td>▼</td></tr><tr><td>Payment arrangements fair and reasonable</td><td>73%</td><td>71%</td><td>▼</td></tr></table>	Driver	2021	2022 YTD		Overall	35%	38%	▲	Annual rates fair and reasonable	29%	29%	-	Water rates fair and reasonable	46%	38%	▼	Invoicing clear and correct	75%	72%	▼	Payment arrangements fair and reasonable	73%	71%	▼	<p>Overall value for money - Total</p> <table><tr><th>Year</th><th>2017/18 (n=385)</th><th>2018/19 (n=497)</th><th>2019/20 (n=567)</th><th>2020/21 (n=559)</th><th>2021/22 YTD (n=449)</th></tr><tr><td>Satisfaction</td><td>58%</td><td>50%</td><td>43%</td><td>35%</td><td>38%</td></tr><tr><td>Dissatisfaction</td><td>13%</td><td>20%</td><td>28%</td><td>36%</td><td>37%</td></tr></table>	Year	2017/18 (n=385)	2018/19 (n=497)	2019/20 (n=567)	2020/21 (n=559)	2021/22 YTD (n=449)	Satisfaction	58%	50%	43%	35%	38%	Dissatisfaction	13%	20%	28%	36%	37%
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▼ Overall Core Services Deliverables	<p>The YTD results for satisfaction and dissatisfaction remain consistent with marginal changes when compared to results from 2020/21.</p>	<p>Core service deliverables - Total</p> <table><tr><th>Year</th><th>2017/18 (n=455)</th><th>2018/19 (n=594)</th><th>2019/20 (n=621)</th><th>2020/21 (n=601)</th><th>2021/22 YTD (n=475)</th></tr><tr><td>Satisfaction</td><td>73%</td><td>72%</td><td>66%</td><td>59%</td><td>56%</td></tr><tr><td>Dissatisfaction</td><td>4%</td><td>7%</td><td>11%</td><td>13%</td><td>15%</td></tr></table>	Year	2017/18 (n=455)	2018/19 (n=594)	2019/20 (n=621)	2020/21 (n=601)	2021/22 YTD (n=475)	Satisfaction	73%	72%	66%	59%	56%	Dissatisfaction	4%	7%	11%	13%	15%																								
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Measure/Result	Comments	Graph																		
▼ Overall Water management	<p>This measure has continued to decline in satisfaction and dissatisfaction has increased.</p> <p>An analysis of the commentary provided by respondents show that those that were dissatisfied (voting 1-4) mentioned drinking water quality, water restrictions, maintenance, and lack of infrastructure as reasons for dissatisfaction.</p>	<p>Sig Diff</p> <p>Overall water management - Total</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction</th> <th>Dissatisfaction</th> </tr> </thead> <tbody> <tr> <td>2017/18 (n=455)</td> <td>67%</td> <td>7%</td> </tr> <tr> <td>2018/19 (n=566)</td> <td>69%</td> <td>8%</td> </tr> <tr> <td>2019/20 (n=560)</td> <td>70%</td> <td>10%</td> </tr> <tr> <td>2020/21 (n=550)</td> <td>61%</td> <td>16%</td> </tr> <tr> <td>2021/22 YTD (n=446)</td> <td>54%</td> <td>19%</td> </tr> </tbody> </table>	Year	Satisfaction	Dissatisfaction	2017/18 (n=455)	67%	7%	2018/19 (n=566)	69%	8%	2019/20 (n=560)	70%	10%	2020/21 (n=550)	61%	16%	2021/22 YTD (n=446)	54%	19%
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▼ Overall Road and footpaths	<p>Since 2018, this measure has seen a steady decline in satisfaction and significant increase in dissatisfaction.</p> <p>An analysis of the dissatisfied comments show that roadworks, traffic congestion, road user safety, and lack of maintenance continue to be the biggest reasons for dissatisfaction.</p>	<p>Overall road and footpaths - Total</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction</th> <th>Dissatisfaction</th> </tr> </thead> <tbody> <tr> <td>2017/18 (n=455)</td> <td>63%</td> <td>6%</td> </tr> <tr> <td>2018/19 (n=597)</td> <td>57%</td> <td>16%</td> </tr> <tr> <td>2019/20 (n=634)</td> <td>51%</td> <td>21%</td> </tr> <tr> <td>2020/21 (n=612)</td> <td>48%</td> <td>26%</td> </tr> <tr> <td>2021/22 YTD (n=505)</td> <td>42%</td> <td>30%</td> </tr> </tbody> </table>	Year	Satisfaction	Dissatisfaction	2017/18 (n=455)	63%	6%	2018/19 (n=597)	57%	16%	2019/20 (n=634)	51%	21%	2020/21 (n=612)	48%	26%	2021/22 YTD (n=505)	42%	30%
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= Overall Waste management	There has been no change in the YTD results for satisfaction when compared to results from 2020/21; however, dissatisfaction has declined by 2%.	<p>Overall waste management - Total</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction</th> <th>Dissatisfaction</th> </tr> </thead> <tbody> <tr> <td>2017/18 (n=455)</td> <td>61%</td> <td>14%</td> </tr> <tr> <td>2018/19 (n=587)</td> <td>69%</td> <td>12%</td> </tr> <tr> <td>2019/20 (n=629)</td> <td>62%</td> <td>19%</td> </tr> <tr> <td>2020/21 (n=584)</td> <td>61%</td> <td>19%</td> </tr> <tr> <td>2021/22 YTD (n=498)</td> <td>61%</td> <td>17%</td> </tr> </tbody> </table>	Year	Satisfaction	Dissatisfaction	2017/18 (n=455)	61%	14%	2018/19 (n=587)	69%	12%	2019/20 (n=629)	62%	19%	2020/21 (n=584)	61%	19%	2021/22 YTD (n=498)	61%	17%
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▼ Overall Outdoor spaces	<p>This measure has seen a 7% decline, the lowest result since 2018. Dissatisfaction has remained consistent.</p> <p>There were not enough comments from respondents who voted 1-4 to form themes or provide analysis. It is recommended that this measure continues to be monitored.</p>	<p>Sig Diff</p> <p>Overall outdoor spaces - Total</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction</th> <th>Dissatisfaction</th> </tr> </thead> <tbody> <tr> <td>2017/18 (n=455)</td> <td>82%</td> <td>5%</td> </tr> <tr> <td>2018/19 (n=588)</td> <td>83%</td> <td>5%</td> </tr> <tr> <td>2019/20 (n=601)</td> <td>81%</td> <td>6%</td> </tr> <tr> <td>2020/21 (n=578)</td> <td>81%</td> <td>5%</td> </tr> <tr> <td>2021/22 YTD (n=473)</td> <td>74%</td> <td>6%</td> </tr> </tbody> </table>	Year	Satisfaction	Dissatisfaction	2017/18 (n=455)	82%	5%	2018/19 (n=588)	83%	5%	2019/20 (n=601)	81%	6%	2020/21 (n=578)	81%	5%	2021/22 YTD (n=473)	74%	6%
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Measure/Result	Comments	Graph																		
<p>▲ Overall Public facilities</p>	<p>This measure has made improvements when compared to results from the previous period. Satisfaction has increased 6% whilst dissatisfaction declined by 3%.</p> <p>An analysis of the comments show strong support and happiness with public facilities such as the Historic Village. There were some comments supporting a museum. A variety of comments wanted more investment in public facilities as well as more parking.</p>	<p>Overall public facilities - Total</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction</th> <th>Dissatisfaction</th> </tr> </thead> <tbody> <tr> <td>2017/18 (n=455)</td> <td>78%</td> <td>2%</td> </tr> <tr> <td>2018/19 (n=570)</td> <td>77%</td> <td>3%</td> </tr> <tr> <td>2019/20 (n=566)</td> <td>72%</td> <td>6%</td> </tr> <tr> <td>2020/21 (n=524)</td> <td>67%</td> <td>7%</td> </tr> <tr> <td>2021/22 YTD (n=415)</td> <td>73%</td> <td>4%</td> </tr> </tbody> </table>	Year	Satisfaction	Dissatisfaction	2017/18 (n=455)	78%	2%	2018/19 (n=570)	77%	3%	2019/20 (n=566)	72%	6%	2020/21 (n=524)	67%	7%	2021/22 YTD (n=415)	73%	4%
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Commissioner based questions

At the beginning of the reputation section of the questionnaire the following statement is made to respondents completing the survey:

- “Please note on 9 February 2021, a Crown Commission appointed by the Minister of Local Government took over all of the council’s governance responsibilities, replacing elected members until the next election in October 2022”.

Then two questions are asked to respondents about their awareness of the Commissioners of having taken over the governance responsibilities of Tauranga City Council and then rate their satisfaction with their leadership.

Measure/Result	Comments	Graph																																										
Awareness that a Crown appointed Commission has taken over the governance responsibilities of Tauranga City Council until the next election in October 2022 YTD 2021/22 – Aware 78%	<p>Whilst there continues to be very high awareness in those 45 years and older, results from Wave 3 show that awareness that a commission had been appointed has dramatically increased by those belong in age groups from 18-44 years.</p> <p>The wave results are shown in the table below:</p> <table><tr><th>Age</th><th>Wave one</th><th>Wave two</th><th>Wave three</th></tr><tr><td>18 to 24</td><td>54%</td><td>29%</td><td>69%</td></tr><tr><td>25 to 34</td><td>59%</td><td>48%</td><td>54%</td></tr><tr><td>35 to 44</td><td>80%</td><td>57%</td><td>89%</td></tr><tr><td>45 to 54</td><td>83%</td><td>94%</td><td>84%</td></tr><tr><td>55 to 64</td><td>87%</td><td>92%</td><td>100%</td></tr><tr><td>65 +</td><td>95%</td><td>90%</td><td>91%</td></tr></table>	Age	Wave one	Wave two	Wave three	18 to 24	54%	29%	69%	25 to 34	59%	48%	54%	35 to 44	80%	57%	89%	45 to 54	83%	94%	84%	55 to 64	87%	92%	100%	65 +	95%	90%	91%	<p>Awareness by Age</p> <table><tr><th>Age</th><th>% Aware of Commissioners</th></tr><tr><td>65 +</td><td>91%</td></tr><tr><td>55 to 64</td><td>100%</td></tr><tr><td>45 to 54</td><td>84%</td></tr><tr><td>35 to 44</td><td>89%</td></tr><tr><td>25 to 34</td><td>54%</td></tr><tr><td>18 to 24</td><td>69%</td></tr></table>	Age	% Aware of Commissioners	65 +	91%	55 to 64	100%	45 to 54	84%	35 to 44	89%	25 to 34	54%	18 to 24	69%
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Satisfaction with the leadership of Commissioners YTD 2021/22 Satisfaction - 48% Dissatisfaction - 26%	The YTD result of satisfaction with the Commissioners leadership is 48% and dissatisfaction is 26%. Positive result as satisfaction continues to outweigh those dissatisfied.	<div><p>Leadership of the Commissioners - Total</p><table><thead><tr><th>Period</th><th>Satisfaction (%)</th><th>Dissatisfaction (%)</th><th>n</th></tr></thead><tbody><tr><td>2017/18</td><td>0%</td><td>0%</td><td>0</td></tr><tr><td>2018/19</td><td>0%</td><td>0%</td><td>0</td></tr><tr><td>2019/20</td><td>0%</td><td>0%</td><td>0</td></tr><tr><td>2020/21</td><td>0%</td><td>0%</td><td>0</td></tr><tr><td>2021/22 YTD</td><td>48%</td><td>27%</td><td>354</td></tr></tbody></table></div>	Period	Satisfaction (%)	Dissatisfaction (%)	n	2017/18	0%	0%	0	2018/19	0%	0%	0	2019/20	0%	0%	0	2020/21	0%	0%	0	2021/22 YTD	48%	27%	354
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8.7 2022 Q3 Jan-Mar Health and Safety Report**File Number:** A13309515**Author:** Angelique Fraser, Health & Safety Change Manager

Tracy Dragovich, Health Safety & Wellness Design Lead

Authoriser: Tony Aitken, Acting General Manager: People and Engagement**PURPOSE OF THE REPORT**

1. To provide a summary of Health, Safety and Wellbeing activities over the January to March 2022 quarter.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the 2022 Q3 Health and Safety Report
- (b) Receives the 2022 Q3 Mental Health and Wellbeing Report

EXECUTIVE SUMMARY

2. This is a quarterly report provided to the Committee, designed to monitor Health, Safety and Wellbeing activities, and share learnings.
3. Any feedback regarding content or topics that the Committee would like is welcomed.

ATTACHMENTS

1. 1_2021 Q3 Health & Safety Report_PDF - A13470855 [↓](#) 
2. 1_2022 Q3 H&S_MHW Report_PDF - A13470861 [↓](#) 



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Health, Safety & Wellbeing

January 2022 – March 2022 - Community



Introduction

The January – March 2022 Health, Safety and Wellbeing (HSW) quarterly report highlights learning through incident investigation – and the resulting continual improvement for the spaces we influence in the Community.

Events

(4(d) To ensure we have the appropriate processes for receiving and considering information regarding incidents, hazards and risk and for responding in a timely manner)

H&S Events reported across TCC:

136 ↓ ➔ **46** + **71** + **19**
(163 in last quarter) Staff Contractors Third Party (incl. Community)

- 114 investigations from these events are complete
- 18 investigations from these events are underway
- 2 investigations from these events are overdue for completion
- 1 notifiable event to WorkSafe - injury to a member of public:

28 ↑
(27 in last quarter)

of these

7
Members of the
Community

Injury Events to staff, contractors or members of community.

2 x injuries resulting from **hitting stationary objects**

- 1x requiring stitches in head
- 1x fractured shoulder and deep cut to leg (*see Historic Village learnings*)

4 x injuries as a result of **slips and falls from same level** (*learning on next page*)

1 x **fall from playground equipment** (flying fox)

Health and Safety Management System Audit

4(f) To verify the provision and use of resources and processes.

Status of management actions from Financial Year 2019/20 Internal Audit.

37 ➔ **31** + **6**
Actions identified Complete For completion 2022/23

The outstanding audit items are underway within projects scheduled across 2022/2023 as follows:

Project	Audit Items	Notes
Inductions	7.3 8.4	Targeted, role specific inductions e.g. for Project Managers, Contractors.
PCBU* Relationship Management	8.2 8.3	Defining roles and responsibilities around overlapping duties.
Drug & Alcohol Impairment	9.2 : 10.5	Assessment underway around implementing drug & alcohol policy within TCC.
Vehicle Speed Monitoring	12.0	Procedures under review to ensure reflection of current processes.

*Person conducting business or undertaking as defined in section 17 of Health and Safety at Work Act



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Health, Safety & Wellbeing

January 2022 – March 2022 - Community



Slips, Trips and Learnings

4(e) To ensure that the PCBU has, and implements, processes for complying with any duty or obligations of the PCBU under this Act)

Incident

Member of the community, while walking on pavement in Tauranga CBD, with two large palms overhanging, slipped on wet pavers (also covered in seeds from the palm trees). Taken to hospital by ambulance, broken right wrist in 2 places, required surgery.

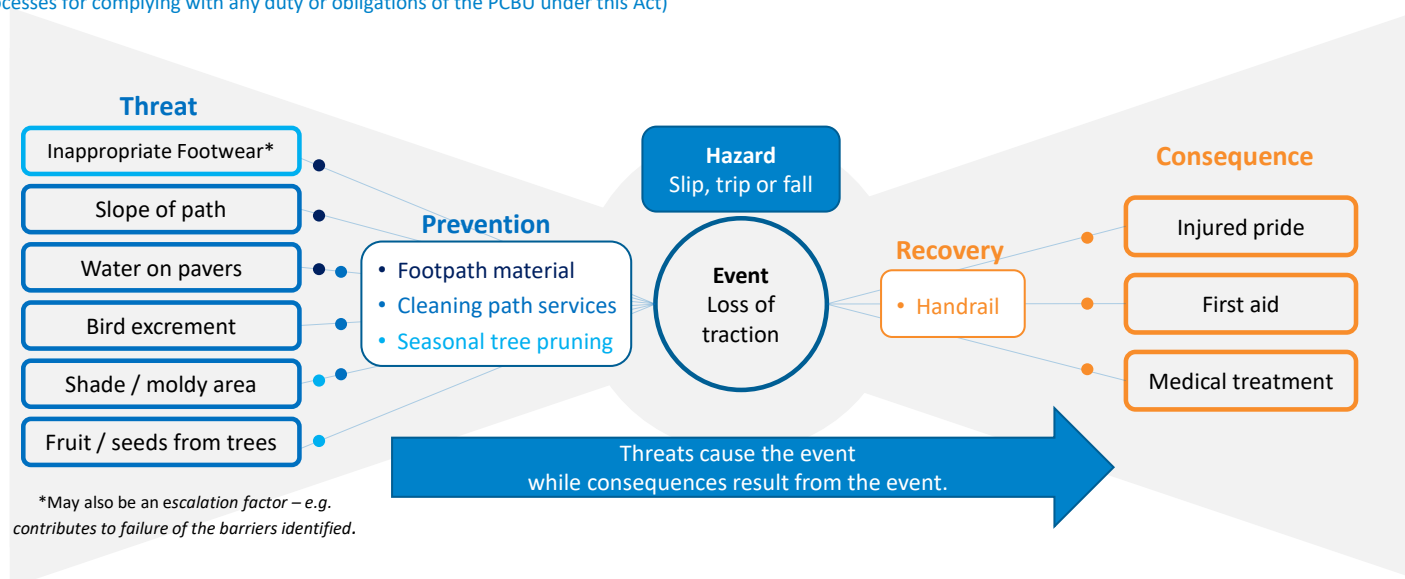
Assessment

Shaped like a bow-tie this diagram provides a method to systematically analyse and visualise risks creating a clear differentiation between preventative and reactive risk management.

Cost-benefit analysis can help identify controls that are reasonably practicable and should be implemented.

Learning

The H&S BP used this methodology to review the incident with the Network Operations team and identified the need to spend some time to understand the Footpath Cleaning Contract better and to ensure the effectiveness of critical activities in place to minimise incidents such as this.



Further controls / continual improvement

We also discussed the potential to talk with local businesses near high-risk areas – letting them know to contact us if the pathway condition may be a risk to our Community.



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Health, Safety & Wellbeing

January 2022 – March 2022 - Community



Historic Village

4(e) To ensure that the PCBU has, and implements, processes for complying with ...this Act)

The Historic Village is a Tauranga City Council site with 43 tenants providing retail, hospitality and community services, alongside Council run venue hire. The village grounds are open seven days a week and entry is free.



Incident

On the afternoon of 13 January 2022, a tenant at the Historic Village was unloading goods from her car into her shop and walked into the side of the protruding base of a wooden Christmas Tree, which had been installed as part of a community project.

The impact caused a deep cut to her leg, as well as a fractured shoulder from the resulting fall.

Key Considerations:

TCC holds the most influence and control over the public spaces within the site, as such they control any processes to accept or deny an installation based on their review of risk. Whilst the seriousness of the injury caused by the tree would not have been a likely outcome of any risk assessment if conducted, other risks such as trips and falls, user demographics and access requirements may have been identified and further controls put in place to minimise the risk.

Recommendations:

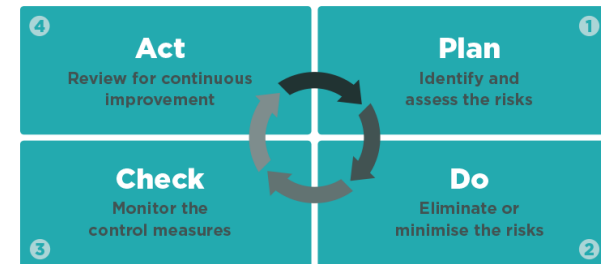
1. Develop a standard operating procedure for installing installations.
2. Develop a process to raise health and safety concerns by The Historic Village Staff and other persons. This process should include but is not limited to how the concerns are recorded, dealt with and signed off.
3. Make tenants aware of their obligations to report incidents and the process to do so.

Learnings from this event can be applied in other areas, where the intended use of the space and demographic of users should be considered as part of risk management.

Learning from harm

As a result of the tragedy in Tasmania where six children were killed, and nine others injured while playing on an inflatable castle - the Event Facilitation team and their Business Partner Mark Clifford, are reviewing TCCs approval process in relation to the use of land-borne inflatables (LBI) on council operated land.

“We are conscious of taking an all of Council approach to ensure this risk is well managed with the same consistency.” - Debbie Currin



Although the team already have good processes around the use of LBI, they are undertaking a full review across TCC processes, working with others across the Council, to ensure there is a robust and consistent approach. This is a great example of how to manage work risks – in that the team, after a tragedy elsewhere, are ‘acting’ (reviewing for continuous improvement).

Whilst the review is underway, the Events team are currently not approving any providers or land-borne inflatable devices to operate within a public space unless they have demonstrated that they can meet their duties under the Health and Safety at Work Act 2015 – in alignment with WorkSafe’s expectation and ensuring robust safe operating procedures are in place.

It is always great to review what is in place, to ensure that what we are doing to manage risk remains effective and in line with best practice. Well done Event Facilitation team.



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Health, Safety & Wellbeing

January 2022 – March 2022 - Community



HSW Strategy Update:

(c) to ensure that the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety.

Project	Audit Items	Notes
PCBU* Relationship Management	8.2 8.3	Defining roles and responsibilities around overlapping duties.

Progress on defining roles and responsibilities around overlapping duties and where 'Ownership for Health, Safety and Wellbeing' sits within TCC and across our key partnerships has been progressed.

The HSW team is focusing firstly on Capital Projects to standardise and improve activities across TCC in alignment with best practice and the due diligence framework.

Ownership (in HSW) is demonstrated and felt through:

- Realtime knowledge of key HSW risks.
- Curiosity to understand how effective current controls are.
- Monitoring risks to strengthen weak controls.
- Challenging current thinking and practice to ensure diverse perspectives have been consulted to continually improve or capitalize on opportunities.

Our purpose during this change is to ensure:

Roles and responsibilities are clear across TCC & with our contractors around critical health and safety activities.

Our Standard

– a quick reminder of our obligations and those HSW terms

HSWA - Health and Safety at Work Act 2015

sets requirements for

PCBU - person conducting a business or undertaking – essentially a business, whether operating for profit or not.

to fulfill a

Duty of Care – the environment, plant, systems of work etc.. are without risk of harm – whether you design, import, install, or manage the workplace.

but things get missed when there are

Overlapping Duties – where more than one PCBU has an ability to influence, or control work they are each required to do so. Where these duties relate to the same matter they should consult, co-operate with, and co-ordinate activities to prevent duplication or gaps.

and there's special requirements on

Officers – who need to exercise due diligence to ensure the PCBU complies with these duties.

At TCC Officers are Commissioners, the Chief Executive and any person able to 'exercise significant influence over the management of the business or undertaking' i.e. Executive Management.





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Mental Health & Wellbeing

January 2022 – March 2022



Introduction

Within this Mental Health and Wellbeing (MHW) report:

- Employee Counselling service (OCP).
- Wellbeing Policy review and inflight initiatives
- Human Resources Update.

Recommendation

- Continue to formalise the approach to MHW through planned activities within the Health and Safety Strategic Plan.
- Continue to raise awareness around the impact of workload on MHW and the role of People Leaders to provide clarity around job priorities.

TCC Counselling Service (OCP)

- Uptake of OCP services is just below national average
- Community Services remains top division to utilise OCP services
- Personal issues significantly outweigh work issues aligning to national average
- Anxiety (as % of total personal visits) has increased 40% compared to Sep20 – Feb 21.
- Workload remains the top work issue

High Workload to Burnout

Burn-out is considered by the World Health Organisation (WHO) an occupational phenomenon defined as “a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed”. It is characterised by three dimensions:

- Feelings of energy depletion or exhaustion
- Increased mental distance from one’s job, or feelings of negativism or cynicism related to one's job
- Reduced professional efficacy

The World Health Organization is about to embark on the development of evidence-based guidelines on mental well-being in the workplace.

TCC Counselling Service (OCP)

Anonymised data gathered from TCC’s counselling and advisory services. Sep 2021 – Feb 2022
(Data gathered is anonymised).

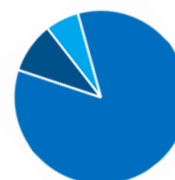
Service Uptake: 7.5%
(based on 863 employees)

National Average: 8-10%

Top three divisions utilising counselling services

	Community Services	Regulatory & Compliance	Infrastructure
People	19	12	10
%	29%	18%	15%


Monitoring issues provides insight into progress against MHW risks.



Referral Type	Ppl	TCC %	OCP %
Work	4	6%	5%
Personal	55	85%	82%
Both	6	9%	13%

Work Issues	Visits	TCC %
Workload	7	39%
Career	3	17%
Personal Issues	Visits	TCC %
Anxiety	40	42%
Relationships	11	12%
Family/Children	7	7%
Grief	7	7%


Across total of 95 visits for personal issues




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Mental Health & Wellbeing

January 2022 – March 2022






Healthy, safe. Every day.

We value our people at Tauranga City Council. We are committed to ensuring that all of our people are healthy and safe every day at work.

By actively promoting health and safety we will provide a better work environment that contributes to our success, and ultimately deliver better outcomes for our community.

We will keep our people healthy, safe and well every day by:

- ensuring our leaders understand their role in influencing the health, safety and wellbeing of their people
- understanding what we do in our business, and the role that good health and safety plays in our success
- teaching people how to be healthy and safe at work, and providing opportunities to learn more
- always looking for ways to improve, grow our knowledge and develop our people
- providing wellbeing opportunities for our people, because we know that creates a happier, healthier and more productive team
- taking personal responsibility to keep ourselves, our colleagues and community safe, healthy and well, including speaking up when people are at risk
- ensuring we've got the right tools, capacity and people to get the job done safely and without risk to health
- recognising our successes.



Date of issue: January 2022

Wellbeing Policy

Purpose: The TCC Executive Business Plan identified the need for a Wellbeing Policy. This was discussed on 23 March, by a group of Health and Safety Representatives, and members of the Health, Safety and Wellbeing & Human Resources teams.

Discussion: Firstly, the discussion turned to the purpose of a policy. A policy sets out general guidelines and provides a means to communicate this, outlining what employees and others can expect from TCC. It's something you can 'hang your hat on'. It may also set some parameters for decision-making but leave room for flexibility allowing procedures, to explain the 'how'. The existing TCC Health and Safety Commitment Statement (dated January 2020) was reviewed to determine if this meets the needs of a Wellbeing Policy.

Recommendations:
While the current Commitment Statement represents 'something to hang your hat on' – a plan should be put in place to create visibility of this commitment, including:

- Promote as well as provide wellbeing opportunities.
- Ensure the tools being provided are the right ones and are effective.
- Demonstrate how these commitments show up as action across the business.

Considerations:
Consider updating the Health and Safety Commitment to include:

- Acknowledgment that wellbeing includes your context outside work.
- Spiritual wellbeing.
- Recent changes to executive team.

★ *During the period January 2022 to March 2022 a number of these commitments were visible across TCC. These are described on the following pages.*



Healthy, safe.
Every day.

Mental Health & Wellbeing

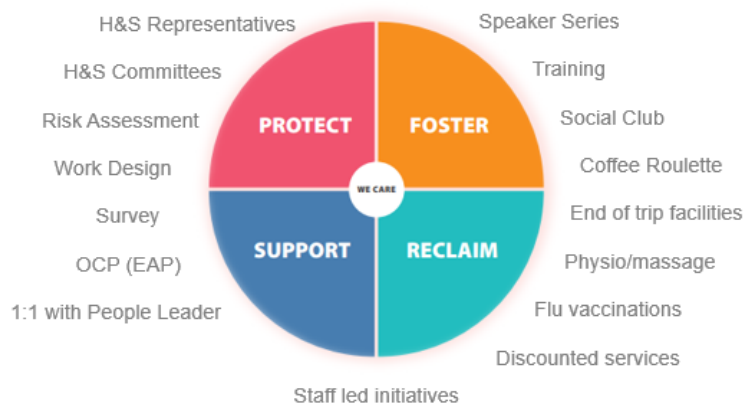
January 2022 – March 2022



Wellbeing Opportunities

Inductions

During staff inductions, New Starters are provided information on some of the Mental Health and Wellbeing initiatives provided at TCC. This includes preventative and responsive measures to assist with managing Mental Health and Wellbeing.



Learning & Development

During this quarter we launched several programmes for our people, including 5 cohorts of our very popular Communicate Powerfully programme, covering all aspects of effective communication. A couple of other learning opportunities began then too. Two cohorts of Courageous Conversations, a programme focused on understanding and addressing racism in a safe and engaging way ran in Feb and March, as well as many Team development sessions using the ISL tools Wired up and Work with to help individuals to better understand themselves and teams to work together more effectively.

Our Development Conversations

Our Development Conversations is TCC's performance development framework, based on research from leading universities and leadership experts which identifies regular and meaningful conversations as critical to lifting performance and engagement and providing development opportunities.

In late March business wide Mid-year reviews were completed with people managers looking at Behavioral and Development Goals set at the beginning of year.

Remote working and Wellbeing Survey

How are you doing in Red?

A remote working and wellbeing survey undertaken between 17 March 2022 and 23 March 2022.

68.6% ↓ 5% decrease September survey, 11% decrease August survey.

Participation rate

82% No change since August and September survey.

Score

Recommendations made to Executive team: COVID-19 response should remain consistent with Government advice. Personal views of our response across TCC varying from too extreme, to we're not doing enough.

Clear guidelines needed on expectations of returning to the office balancing the need for some teams to put their own arrangements in place.

Continued encouragement for People Leaders to maintain regular team meetings and schedule time for 1:1's with their team.



Healthy, safe.
Every day.

Health, Safety & Wellbeing

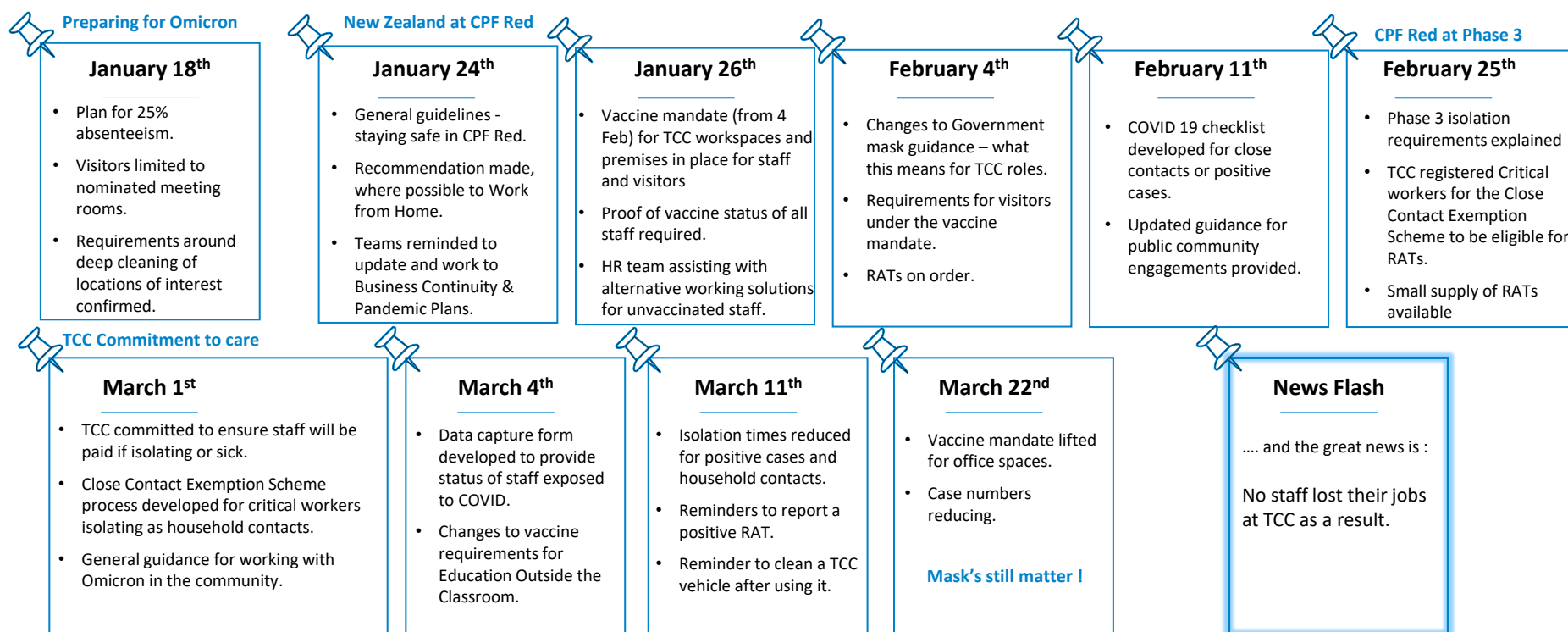
January 2022 – March 2022



Tauranga City

COVID Rollercoaster

The COVID rollercoaster continued through the January to March period for our staff and community – impacting our city events with the cancellation or reduction of key events. There was also an impact on how we did community engagement and a stop to kerbside glass collection for a few weeks, in order to ensure our critical services remained. The COVID Planning Team and Executive kept TCC staff across the various changes over this period through messaging and intranet posts. Key messaging to the business:





Healthy, safe.
Every day.

Mental Health & Wellbeing

January 2022 – March 2022

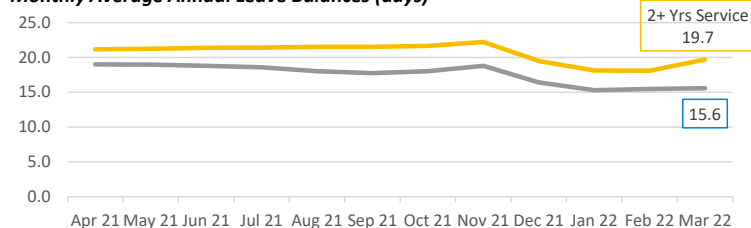


Human Resources

Employers have a responsibility to act in good faith and ensure the employment relationship continues in trust and confidence around pay, holiday leave and sick leave. Through monitoring metrics we can continue to prioritise our actions and track effectiveness of in-flight initiatives.

Annual Leave

Monthly Average Annual Leave Balances (days)

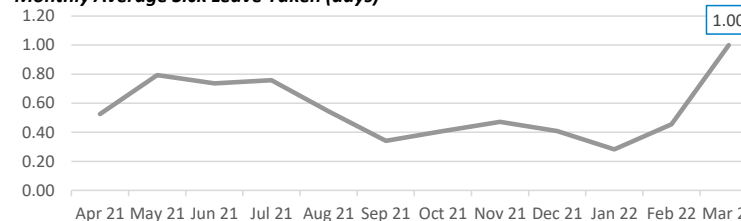


People leaders, with the support of Human Resources, ensure their staff are taking regular holidays, promoting rest and recuperation as we navigate an ever-changing work environment through the COVID-19 pandemic.

Leave balances dropped over the holiday period from December and continued through into the early part of the quarter. While leave balances have since increased, we expect to see these fall back in April as many staff look to make the most of time off between the Easter and Anzac public holidays.

Sick Leave

Monthly Average Sick Leave Taken (days)

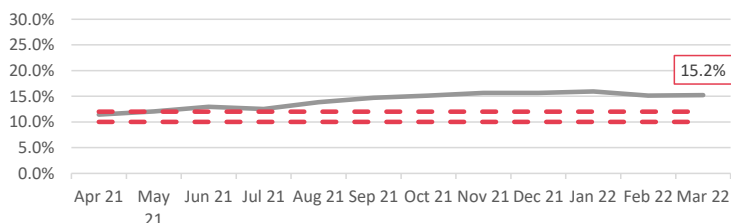


Average sick leave taken increased significantly in March in line with the Omicron peak.

This is the highest this has been in at least 24 months and compares to leave usage of just below 0.6 days in March 2021.

While sick leave usage has increased, our flexible working policies including the ability for many to work remotely allowed staff who tested positive (but felt well enough to work) or those who had household contacts test positive to remain working and connected throughout this period.

Unplanned Turnover



Percentage of unplanned exits of permanent employees over a rolling 12-month period, against the average permanent headcount over that period (including new hires).

Unplanned turnover remains significantly higher than what it was 12 months ago (15.2% vs 10.0%). Our aspirational turnover target is 10-12% which provides a good mix of new talent and retained expertise. Whilst the current rate is above this, it is comparable to other Councils and organisations nationally in the current environment.

While this isn't unique to TCC (with these trends being seen across both the public and private sectors) it does pose additional challenges in retaining and recruiting talent.

8.8 Q3 2021/22 LGOIMA and Privacy Requests**File Number: A13419003****Author: Megan Yardley, Democracy Services Advisor****Kath Norris, Team Leader: Democracy Services****Authoriser: Tony Aitken, Acting General Manager: People and Engagement****PURPOSE OF THE REPORT**

1. The purpose of this report is to update the Committee on Local Government Information and Meetings Act 1987 (LGOIMA) and Privacy requests for the third quarter of 2021/22.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report Q3 2021/22 LGOIMA and Privacy Requests.

DISCUSSION

2. The Council received 59 requests in this quarter. This is fewer than Q2 with 85 requests received for that quarter. The type of request (LGOIMA or Privacy) is set out in table 1.

Table 1 Type of Requests Received

Type of Request	Number
LGOIMA	57
Privacy	2

3. The type of the requester is broken down in table 2.

Table 2 Type of requester

Type of Requester	Number of Requests
Individual	40
Media	6
Organisation	13
TOTAL	59

4. Five individuals made two requests and one individual made three requests.
5. There were four extensions for LGOIMA requests in this quarter. These requests were all responded to within the extended timeframe.
6. One request received in Q3 is still pending a response.

7. The outcomes for the 68 requests responded to in Q3 are set out table 3 below:

Table 3 Outcomes for Requests Responded to in Quarter Three

Outcome	Number
Cancelled	7
Partial Withhold	14
Provided	42
Withheld/Refused	5

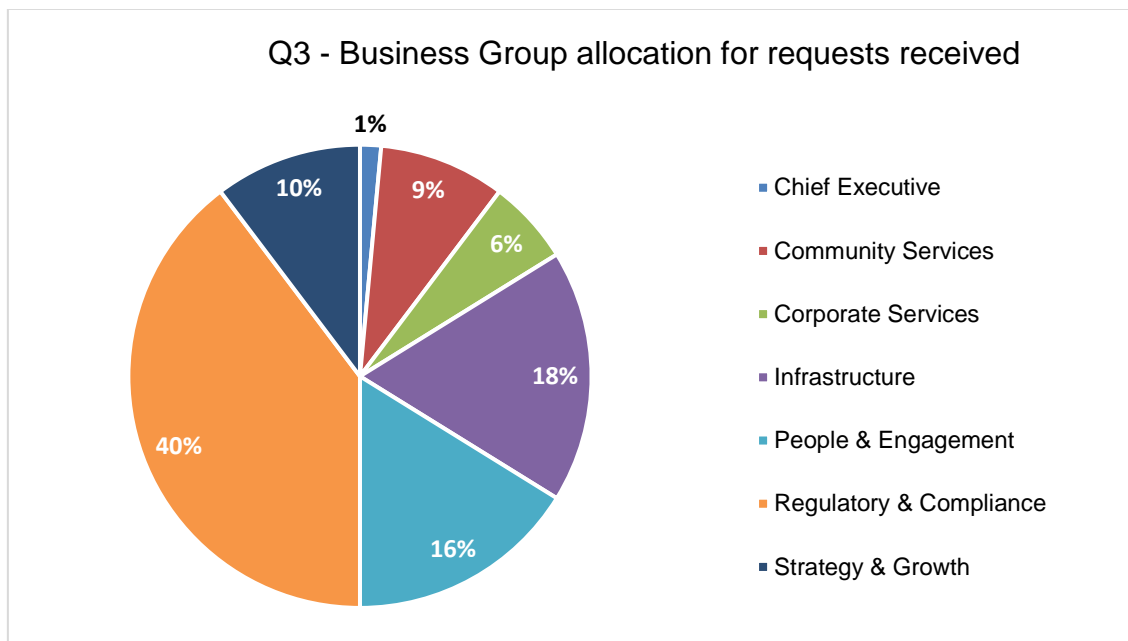
8. All Privacy requests have been responded to.
9. Common themes of requests for Q3 are set out in table 4 below:

Table 4 General Themes for Quarter Three

Common Themes	Number of Requests	Percentage of Total
Water (including three waters, water supply and water conservation)	8	14%
Commissioners and elections	7	12%
Animal regulation	6	10%
Noise complaints (various addresses)	4	7%

10. We have not charged any requesters this quarter. However, six requests have been withdrawn or amended following advice that a charge would apply. Requests took an average of 2.8 hours of staff time per request, excluding legal review where required and sign off processes. The average response time was seventeen working days.
11. There are six open complaints with the Office of the Ombudsman. We received three complaints this quarter, and there is one response pending. There are no current complaints with the Office of the Privacy Commissioner.
12. Responses that may have interest to the community continue to be proactively published on the council website.
13. Work continues completing the Ombudsman Investigation recommendations, there are no finalised actions for this quarter.

Graph 1 – Quarter three Business group allocation of requests received



ATTACHMENTS

Nil

8.9 Project Delivery Deep Dive

File Number: A13356972

Author: David Moore, **Manager:** Capital Projects Assurance Division

Authoriser: Nic Johansson, **General Manager:** Infrastructure

PURPOSE OF THE REPORT

1. To provide the committee with an update on the development of managing capital project delivery risk.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

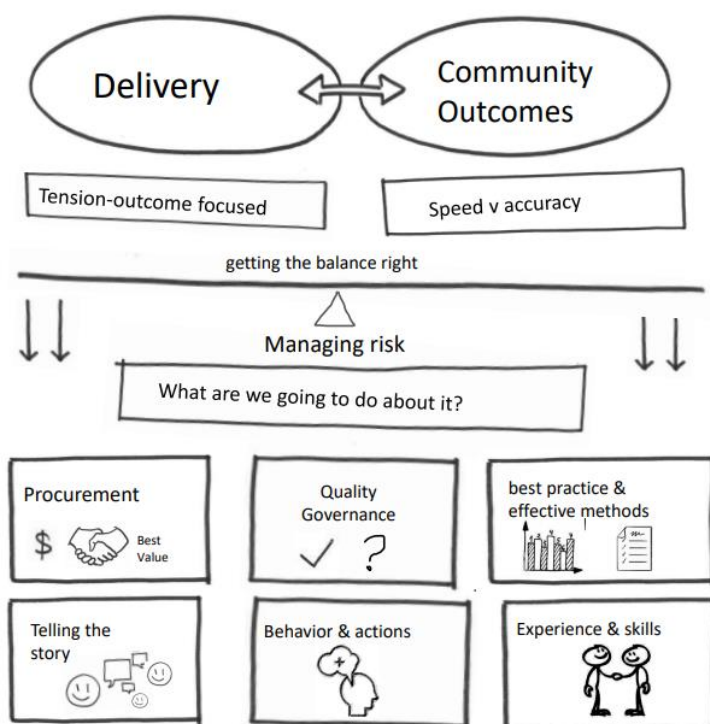
- (a) Receives the Deep Dive – Capital Project Delivery Risk Report

EXECUTIVE SUMMARY

2. The purpose of this risk deep dive is to provide the committee with a progress update on the numerous activities being undertaken to improve the way TCC manages capital project delivery risk and how benefits are being realised on projects with real life examples.
3. Staff from 3 Waters, Transport and Spaces and Places directly involved with managing this risk will present to the committee.

BACKGROUND

4. A deep dive on capital project delivery risk was presented to the committee on 16 August 2021. The diagram below was used to discuss the balance of managing project delivery risk to achieve the right outcomes and outlining the key 'building blocks' that TCC would be focusing on to manage the risk.



5. Significant work has been completed by the Capital Assurance Programme Division (CPAD) and other TCC Teams in the 9 months since the previous report
6. The intention of this deep dive is:
 - (a) To provide an update on the work completed and being undertaken on managing capital project delivery risk across TCC, associated with each of the 6 building blocks above.
 - (b) Update from Transportation, City Waters and Spaces and Places on how this work is improving the way we manage and deliver projects
 - (c) To allow the committee to be assured that the risk is appropriately understood and that robust plans are in place to manage the risk to an acceptable level.
7. The deep dive will be presented by risk owners with a slide presentation, attached.

STRATEGIC / STATUTORY CONTEXT

8. The Long Term Plan 2021/31, adopted 26 July 2021, contains the most significant programme of works that TCC has ever embarked upon. The effective management of the risks to resourcing will be key to delivering the outcomes to the community.

SIGNIFICANCE

9. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
10. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the issue is of high significance, however the decision proposed in this report is of low significance as it is to receive an update on a particular work stream.

ENGAGEMENT

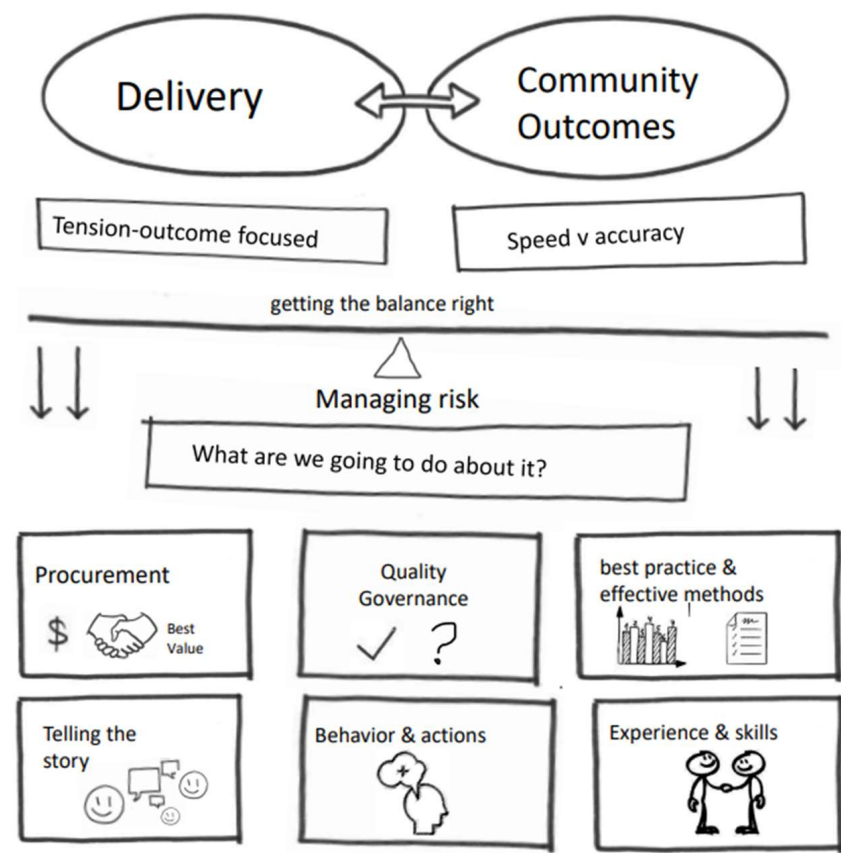
11. Taking into consideration the above assessment, that the issue is of high significance, however the decision proposed in this report is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

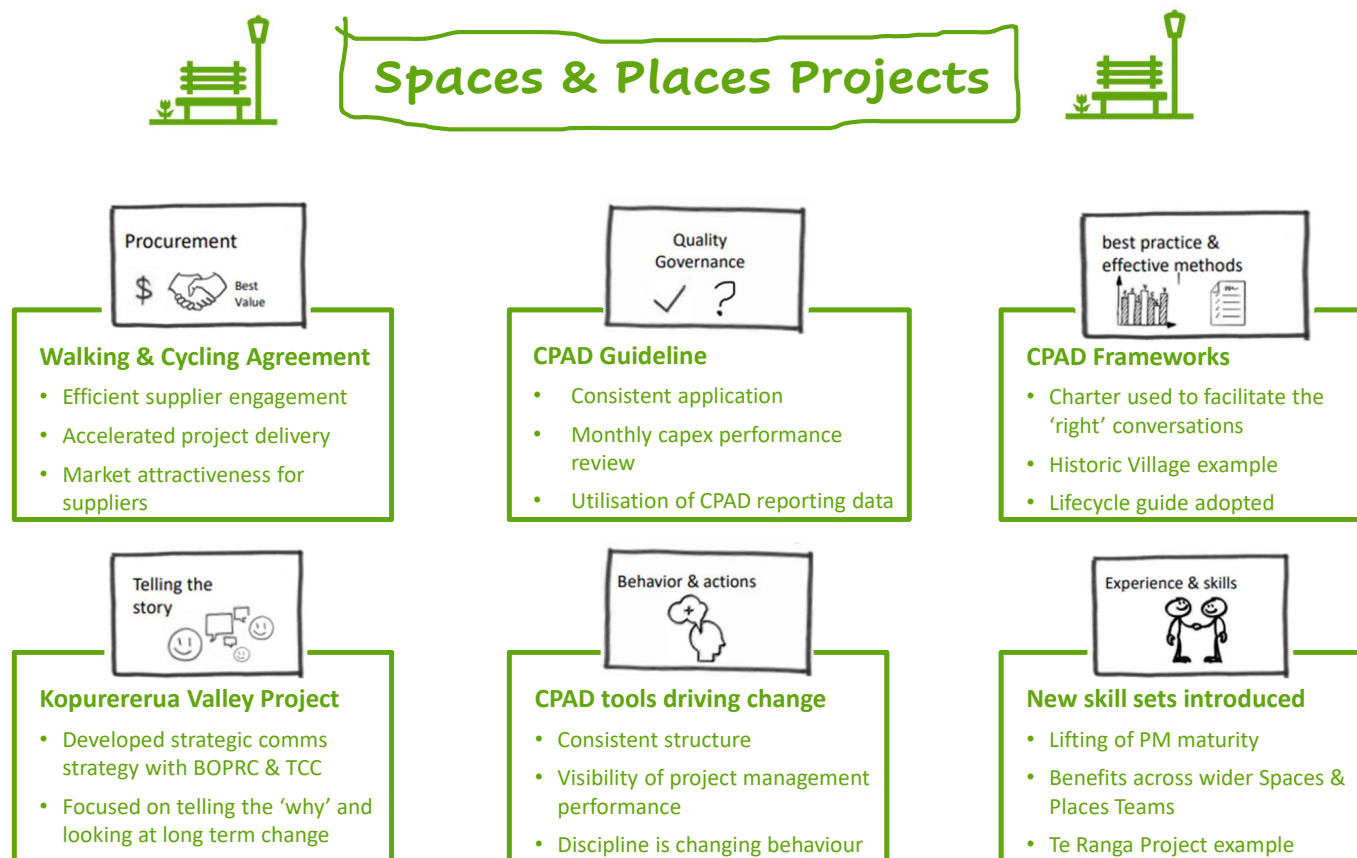
NEXT STEPS

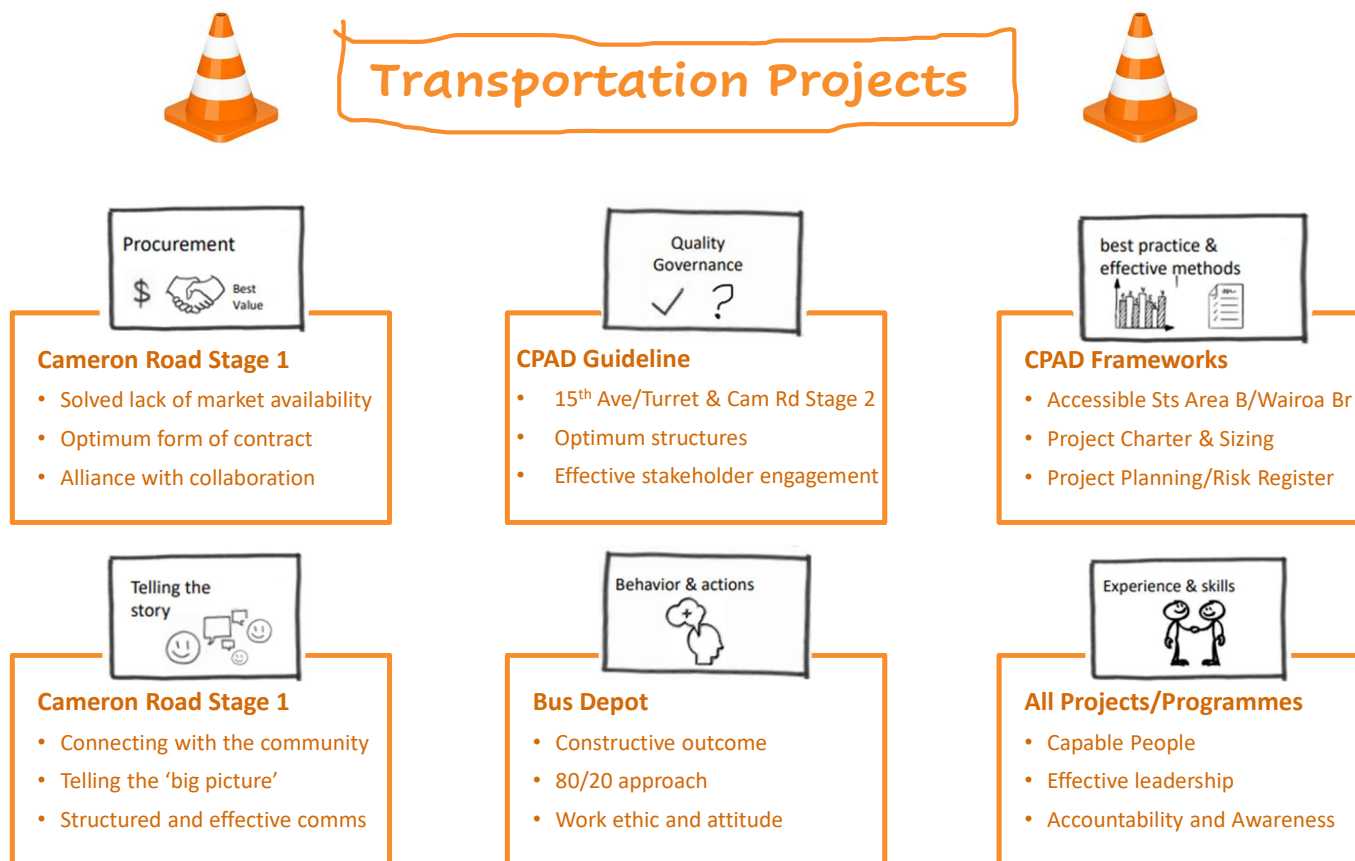
12. Officers will continue to implement actions to manage the risks to resourcing as presented to this Committee.

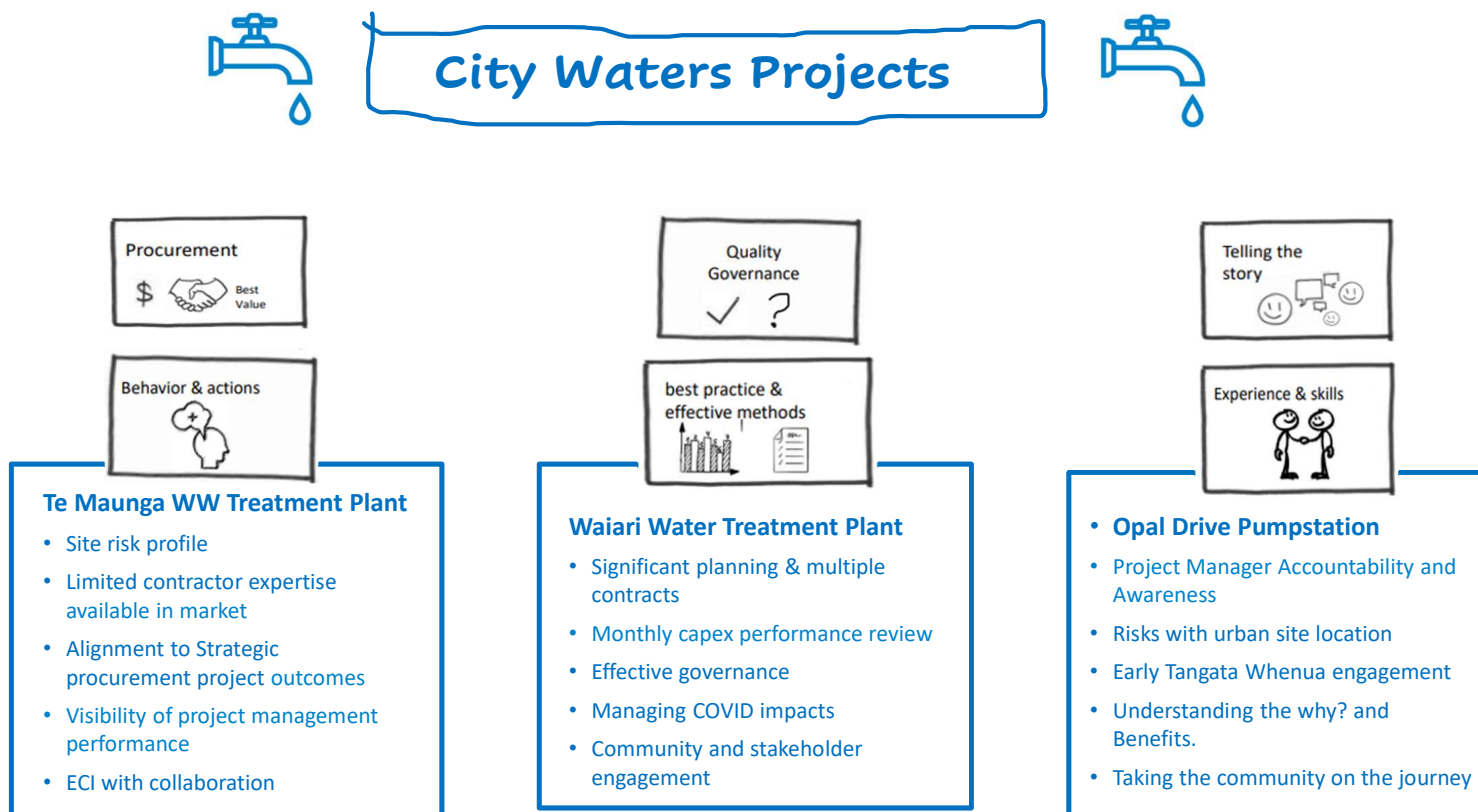
ATTACHMENTS

1. **Risk Deep Dive - Project Delivery - May 2022 - A13460180** [↓](#) 









9 DISCUSSION OF LATE ITEMS

10 PUBLIC EXCLUDED SESSION**RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATIONS**

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
10.1 - Internal Audit - Quarterly Update	<p>s6(b) - The making available of the information would be likely to endanger the safety of any person</p> <p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(j) - The withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
10.2 - Corporate Risk Register - Quarterly Update	<p>s7(2)(b)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
10.3 - Litigation Report	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural	s48(1)(a) - the public conduct of the relevant part of the proceedings of

	<p>persons</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
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11 CLOSING KARAKIA