



ATTACHMENTS

**Strategy, Finance and Risk Committee
Meeting
Separate Attachments 2**

Monday, 12 September 2022

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8.6 Draft Annual Report

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DRAFT ANNUAL REPORT

PŪRONGO O TE TAU

2021/22



Mihi whakatau

Tuia te rangi e tū nei
Tuia te papa ki raro
Tuia te moana e takoto nei.
Tuia te herenga tāngata
Ka rongo te pō, ko te pō kei a koe
E te pou whirinaki o ngā iwi, e Koro Huikāhau Kawe.
Kōtou te kurakuranui, pīataata mai i te rangi ē.
Tākiri mai te ata ki runga o Mauao.
Ka ao, ka ao, ka awatea.
Tihē mauri ora.

We the people
Bound together
within our environment.
Acknowledging the past and our dearly departed.
'Tis you, o Huikāhau Kawe,
a pillar of strength for all people.
Your legacy and enlightenment
and that of those passed on
continues to shine above.
Hail the dawn upon Mauao.
We are anew, with the new day.
Life to all.

INTRODUCTION

About this report

This annual report provides a review of the work we carried out from 1 July 2021 to 30 June 2022.

It outlines our operational and financial performance (especially with regards to our budget) and our progress in relation to the first year of our Long-term Plan 2021-2031.

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

Our audience

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

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

Acknowledgements

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



Tauranga Moana

meaning a safe anchorage or resting place

Ko Mauao te Maunga.

Mauao is the ancestral mountain.

Ko Te Awanui te Moana.

Te Awanui is the harbour.

Ko Takitimu me Mataatua ngā waka.

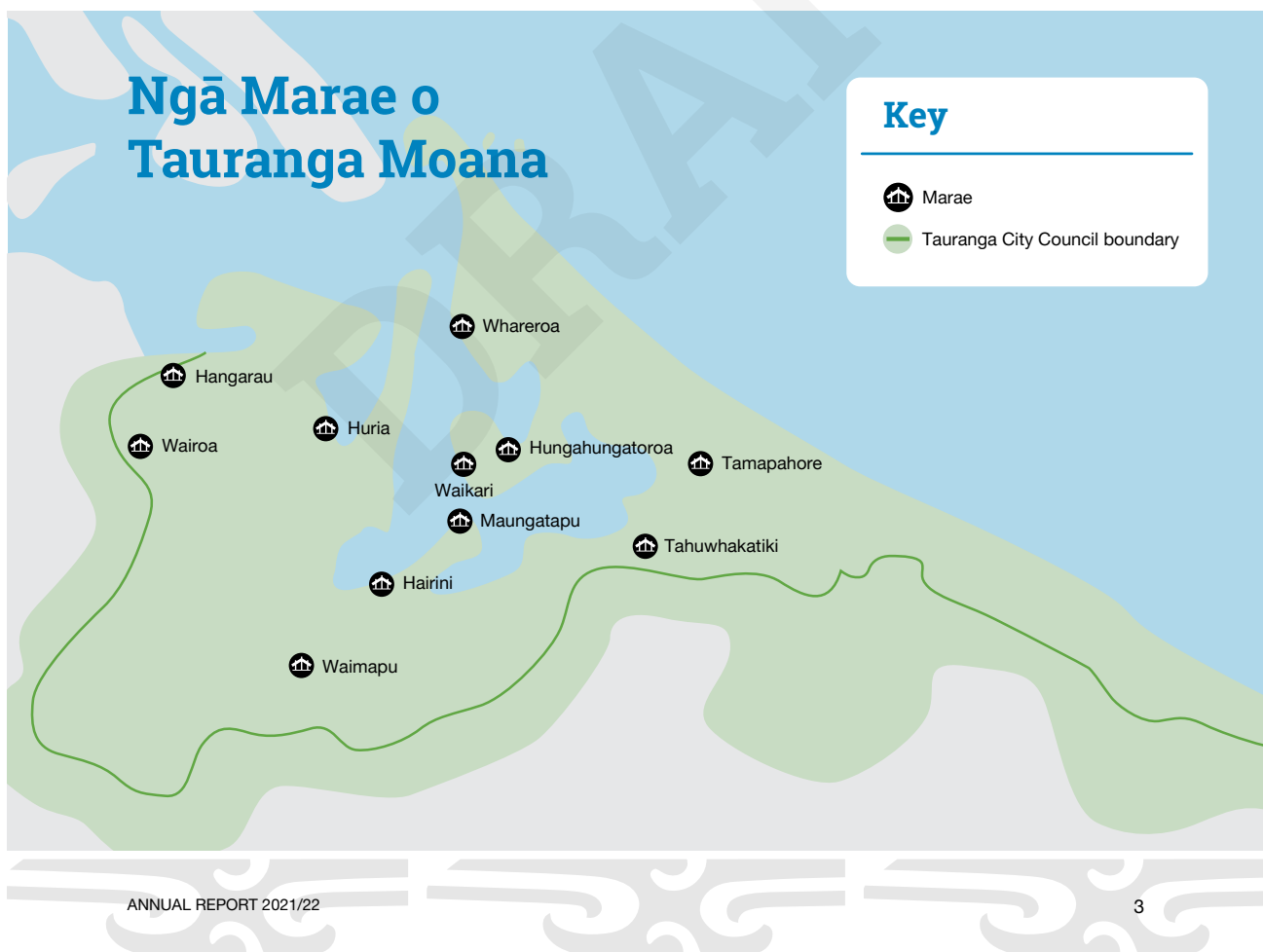
Takitimu and Mataatua are the ancestral canoes.

Tauranga Moana, Tauranga Tangata.

We have 17 iwi and hapū across Tauranga City Council boundary.

Nga Marae o te takiwā.

Marae within the Tauranga City Council boundary.



INTRODUCTION

A snapshot of our city





INTRODUCTION

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placeholder only - to be updated

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Commissioners' message

Tēnā koutou katoa

Welcome to Tauranga City Council's Annual Report for 2021/22.

The year began with the adoption of our 2021-31 Long-term Plan (LTP) which set out a capital expenditure programme of more than \$4.5 billion over the 10-year period. This is an investment in our future and aims to redress years of underinvestment in the infrastructure and community facilities that Tauranga needs to cope with our rapid population growth, and become the world-class city we all want.

In delivering the LTP, we have asked council to focus on six key strategic priorities:

- addressing our housing needs and housing affordability
- moving around the city easily
- our city centre refresh
- environmental leadership
- a review of port and industrial land
- continuing our transition to a delivery-focused organisation.

These are long-term priorities and achieving them will require consistent effort over this and future LTP periods. Work to increase our housing supply and affordability issues is underway, but it will take several years for this to really gather momentum. We're working with government ministers and agencies on a number of fronts to accelerate progress on an upgrade to SH29, which will enable significant housing and commercial development in Tauriko West. We're also looking to use a range of funding mechanisms to open up new housing opportunities in the western and eastern corridors. In addition, a proposed plan change is underway which will enable higher density housing options within our existing city footprint, particularly around our commercial centres.

The LTP earmarked close to \$2 billion for transport network improvements aimed squarely at reducing congestion on city roads and making it easier to travel across, and through, our city. This includes a substantial investment in multi-modal transport infrastructure to encourage more people to use public transport, cycling and walking options and reduce our dependency on private vehicles.

The reinvigoration of our city centre is also beginning to take shape from a number of different angles. Following extensive community consultation through this year's LTP amendment process, we have decided to proceed with a single-phase, staged development of the Te Manawataki o Te Papa project set out in our Civic Precinct Masterplan. This \$303 million investment in a new library and community hub (construction of which will begin later this year), civic whare, museum, exhibition and events space, and waterfront improvements will transform the heart of our city. With significant private investment also planned in the CBD, we can now look forward to making this neglected area a place where people will once again want to live, work, play, learn and visit.

It's also important that our city takes the lead on environment and sustainability initiatives, with a focus on reducing our carbon footprint, increasing our resilience to natural hazards and dealing with the impacts of climate change.

During 2021/22, we made some significant changes to our rating policy, which means commercial ratepayers are now paying a fairer share of the cost of running the city. The business sector's willingness to shoulder increased rates charges will greatly assist our work to deliver a better transport network and carry out the investment programme discussed above, and we acknowledge that important contribution. Work in this area is continuing as we review a number of factors relating to the port and industrial land in Mount Maunganui.

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The council is also placing an increased focus on delivering the outcomes our community wants and needs, while still meeting the regulatory commitments we're required by law to carry out. This people and community-centric approach should apply to every council activity to the greatest extent that it can, and we look forward to making further advances in this area. In particular, we will look to continue enhancing our growing partnership with mana whenua, for the benefit of iwi, hapū, our community and council.

As part of our planning for the future, council has adopted a strategic framework – Our Direction - Tauranga 2050 – which is underpinned and inspired by our city vision. That 'Vision for Tauranga' is a community-focused 'call to action'. Tauranga, together we can has had input from more than 10,000 people. It acknowledges where we've come from; creates the foundations for a shared identity; and aims to bring our communities together to inspire meaningful change. Three key themes are at the heart of our vision:

- Prioritising nature – we are the kaitiaki for our environment
- Community and inclusivity – we lift each other up, and
- Vibrancy – we foster creativity and innovation.

Together, we can, and will, ensure that Tauranga is a city we can all be proud of.

In conclusion, the commissioners wish to thank everyone who has shared their views with us on the many matters council has asked the community for feedback on during 2021/22. We appreciate hearing about your concerns and priorities and we share your commitment to this wonderful place we call home.



Anne Tolley
Commission Chair



Bill Wasley
Commissioner



Stephen Selwood
Commissioner

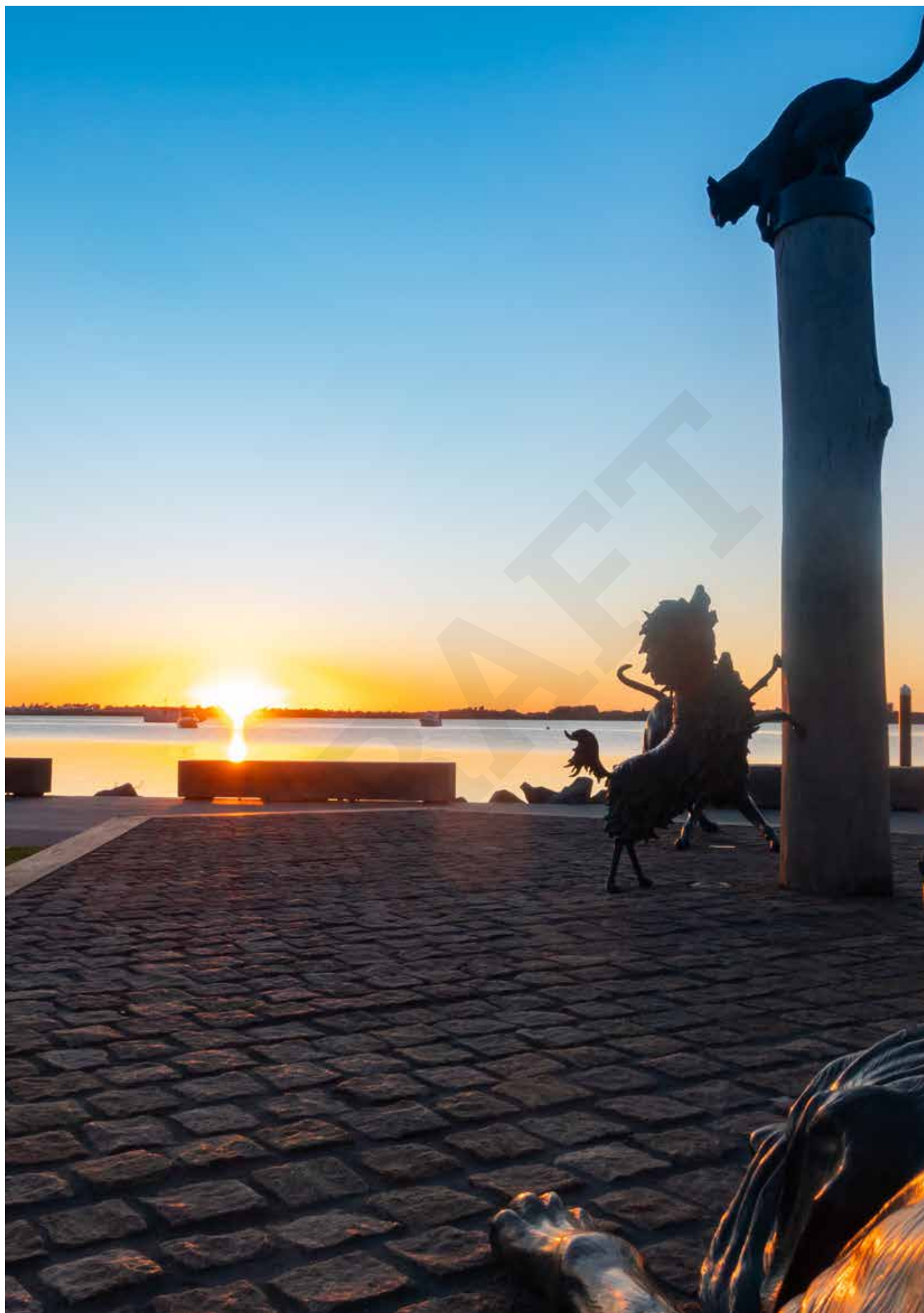


Shadrach Rolleston
Commissioner

INTRODUCTION

Statement of compliance placeholder only - to be updated

DRAFT



02

Year in review

Te tau kua hipa





Council planning and reporting cycle

Reporting on our progress

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

This Annual Report covers the period 1 July 2021 to 30 June 2022, which is the first year of our Long-term Plan 2021-31 (LTP).

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

What is a long-term plan?

Every three years we develop a Long-term Plan in consultation with our community. This sets out council's vision, direction, budgets and work plans for the following 10 years. On 27 June 2022, Audit New Zealand audited our Long-term Plan Amendment 2021-2031. The amended plan replaces the Long-term Plan adopted on 26 July 2021.

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

What is an annual plan?

In the two years between adopting our LTPs, we develop annual plans. Essentially these plans update what we agreed through the LTP, highlighting any changes to our budgets and workplans for each specific year. For significant or material changes, we consult with the community. This process ensures that our budgets and workplans are flexible and responsive to our community's needs and the demands of growth.



YEAR IN REVIEW

Highlights, opportunities and challenges

During 2021/22 there have been many highlights, along with opportunities and a range of challenges which are summarised in the following sections:

- addressing housing needs, including affordability
- land review of the port and industrial land
- city centre refresh
- moving around our city easily
- environmental leadership
- a delivery-focused organisation.

Addressing housing needs, including affordability

Our city is projected to grow by around 78,500 residents by 2063. To cater for this population increase, it is forecast we will need to build approximately 34,400 new homes. To tackle these long-term challenges, in 2021/22 we focused our efforts on initiatives to prepare for this growth, including:

Plan Change 33 – Enabling Housing Supply

In late 2021, the Government passed legislation to help grow New Zealand cities called the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act 2021. It directs the councils of high-growth cities, including Tauranga, to amend their city plans so that they:

- allow people to build up to three dwellings of up to three storeys (a height of 11m) on most sections in residential zones, without needing to obtain a resource consent
- enable higher density housing with more building height around the city centre and identified commercial centres across the city, and close to public transport.

In August 2022 council will notify a plan change to bring these rules into the Tauranga City Plan – the rule book for how our city grows. Further key dates include the public submission period from late 2022/early 2023, with hearings set for mid-2023. Pending the Council decision, this plan change is expected to become operative by the end of 2023.

Note: Plan Change 26 – Housing choice was withdrawn on 15 August 2022.

Ōtūmoetai Spatial Plan

Growth will occur across our city, but particularly in the suburbs of Ōtūmoetai, Matua, Brookfield, Bellevue and Judea because of its central location, proximity to the water, green spaces, and commercial/retail centres.

Take me to the future: Ōtūmoetai 2050 collected community feedback from March to April 2022 to develop a draft plan to support growth across the Ōtūmoetai peninsula to ensure there are enough homes, suitable ways to get around, and community spaces over the next 30 years.

Feedback on this draft plan was shared with stakeholders, mana whenua and our community for feedback in June 2022. Council is reviewing feedback and will share key findings with our community in August 2022, with the final plan set to be shared by the end of 2022.

Sale of the elder housing portfolio and reinvestment of proceeds

In 2018 Council decided to sell its elder housing portfolio and in May 2022 Council finalised the sale of seven elder housing villages to Kāinga Ora: Homes and Communities. The other two remaining villages, Pitau Road village and Hinau Street village, are being sold for private development. Council has committed to reinvesting proceeds from the sale of the portfolio into delivering housing outcomes for the city. Overall, the expected gross proceeds of all sales associated with the portfolio are circa \$38.6 million.

The sale and purchase price being paid by Kāinga Ora takes into consideration the age and condition of the properties and the ongoing costs to maintain and provide warm, safe and dry public housing. Kāinga Ora and council have also entered into a 25 year partnership which commits Kāinga Ora to investing a further \$32.4 million on upgrading and redeveloping the villages.

Council has already committed some of the sale proceeds to delivering housing outcomes. This includes providing community housing providers and Papakāinga housing with up to \$3 million of development contribution rebates over three years. Council has also used approximately \$3m to relocate the Tauranga Women's Collective (previously known as Tauranga Women's Refuge) to new premises which will remain in council ownership.

More recently, on 25 July 2022, Council adopted principles to guide future reinvestment of sale proceeds. Funds will be used in such a way as to:

- deliver an increase in public, social, affordable and elder housing for Tauranga
- minimise private individual profit
- provide opportunity to leverage for additional external funds
- ensure funds remain within non-profit entity control
- result in community benefit being retained long-term.

On 25 July, Council also authorised staff to:

- work collaboratively with BayTrust on a co-design model for a proposed Housing Equity Fund, based on a possible council investment of \$20 million minimum
- complete further work investigating the establishment processes, costs, governance, and potential return on investment of setting up an independent entity versus investing alongside others (such as investment into the proposed Housing Equity Fund).

The decision on the amount of funds to be invested, and the nature of the investment, will be consulted on via our 2023-2024 Annual Plan process.

Enabling growth

Ensuring there is enough land and associated infrastructure to support residential growth is a high priority for Tauranga. While land for new housing is limited, planning is ongoing to unlock areas.

The summary of progress made during 2021/22 includes:

Te Tumu and Tauriko West

Our two priority greenfield development areas continue to face challenges that remain a focus of the SmartGrowth Partnership. These include changes to central government policy, limitations with Waka Kotahi transport planning and investment, and ongoing land issues.

YEAR IN REVIEW

Wairakei and the Wairakei town centre

There are approximately 3,000 homes still to be developed in the Wairakei urban growth area in Pāpāmoa East. Many of these are medium and high density homes around the zoned and consented future Wairakei town centre. They rely on the Wairakei town centre to provide amenity and in turn the Wairakei town centre relies on the delivery of the Pāpāmoa East Interchange (PEI) to be commercially feasible. Council has made significant progress regarding the PEI over the last 12 months including securing Waka Kotahi funding, moving to the final stage for Housing Infrastructure Fund interest free financing assistance, awarding a contract for enabling works and progressing design of the interchange.

Smiths Farm, Bethlehem

Smiths Farm is owned by council and contains approximately 14ha of developable land which can be used for housing. Resource consent has already been approved for residential development and council are proposing to rezone the land from Rural Residential to Medium Density Residential as part of the proposed Plan Change 33.

Pōteriwahi, Bethlehem

In 2000 we purchased a 22ha block of land in Bethlehem known as Pōteriwahi (Parau Farms) for sports field and active leisure purposes. However, in November last year we asked our community for feedback on a proposal to develop it for much-needed housing instead, given its proximity to shops, schools and public transport routes. The community feedback raised some valid questions which are currently being addressed. We're also engaging with mana whenua on the proposal and exploring alternative options for sports fields. Once the questions raised by the community have been answered and the commissioners have had an opportunity to consider all the feedback, they'll make a decision on the proposal. It's expected this will be at the end of 2022.

Unlocking land

Land availability and affordability is a key issue for council. We are progressing a range of projects in both the greenfield and intensification space and are working closely with the government to identify issues to move at greater pace. In addition to the above, work is underway to unlock land to enable development in the Ohauiti area

Land review of the port and industrial land

Housing and Business Assessment and Future Development Strategy

Under the National Policy Statement on Urban Development (NPS-UD), a Housing and Business Assessment (HBA) and Future Development Strategy (FDS) is required every three years. This is to help councils provide sufficient development capacity to meet residential and business needs over the next 30 years.

The HBA estimates the type and location of future demand for housing and business, and compares this against the current development capacity available across the next three, 10, and 30-year periods. The FDS responds to the findings of the HBA by identifying where development will occur in future to meet capacity requirements.

As a part of this, significant work is being undertaken on long-term business land needs and options, including a focus on existing business land areas that may be compromised by natural hazards and reverse sensitivity issues in future (e.g., noise-sensitive activities), and the needs of heavy emitting industry.

Mount Maunganui Spatial Planning & Industrial Area Review

In order to support the policy direction of the Urban Form and Transport Initiative, Council made resolutions on 24 November 2020 to commence the Spatial Planning programme for existing urban communities, including the Mount Maunganui/ Arataki area. During 2021/22, the city-wide Plan Change 33 to support implementation of the National Policy Statement on Urban Development and Medium Density Residential Standards (MDRS) was progressed, along with broader natural hazards planning, both of which will provide a platform for preparation of the proposed Mount Maunganui/ Arataki spatial plan and broader industrial area review.

In 2022/23, significant planning work will occur in the Mount Maunganui area especially in relation to the existing industrial area and its future, as well as spatial planning to support residential intensification.

Mount Maunganui Industrial Air Quality Working Party

To address community concerns relating to Mount Maunganui's air quality, whilst considering the ability of business and industry to continue operating in the airshed, a working party was formed comprising representatives from government agencies including council, iwi and hapū, community groups and industry representatives.

The purpose of the working party is to promote and pursue the reduction of all air emissions within the Mount Maunganui airshed that may cause adverse health effects.

Further information regarding the Mount Maunganui airshed can be found here: <https://www.boprc.govt.nz/environment/air/airshed>

Hazardous substance facilities

Council's Emergency Management team is currently leading a new project focused on Mount Maunganui Industrial Zone Emergency Preparedness. This project currently aims to understand the potential off-site risks of hazardous facilities in this area.

While there is planning to mitigate the risks in place by individual facilities, it has been identified that a coordinated approach to readiness is required to further mitigate risks present by off-site impacts and natural hazards. Understanding the hazards in this area provides the tools to build a coordinated planning framework by response agencies including response coordination arrangements, evacuation planning and public communication. Agencies involved include, but are not limited to, Tauranga City Council, Emergency Management Bay of Plenty, Fire and Emergency NZ, NZ Police and Bay of Plenty Regional Council.

City centre refresh

Elizabeth Street upgrade

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

The streetscape enhancements include a new green public space or linear park at the south end of the city centre, better access between Elizabeth Street and First Avenue, and some safety improvements at the First Avenue and Devonport Road intersection. Significantly, the upgrade will complement the Thirty-Eight Elizabeth development which has brought major anchor store Farmers back to the city centre and is expected to attract hundreds of new city centre residents.

Upgrades to wastewater and water mains on First Avenue, Devonport Road and Elizabeth Street were completed in late 2021, in addition to streetscape works on First Avenue and the first half of the linear park.

From July 2022, works on the streetscape project will mostly be on pause for a few months while the development of Thirty-Eight Elizabeth progresses. They will resume when the site for the next stages of the streetscape upgrade is made available.

Stage two of the linear park – from the mid-block crossing outside Event Cinemas to the Grey Street roundabout – will begin following the removal of the crane and scaffolding from the Thirty-Eight Elizabeth construction site. In addition to continuing the linear park treatment (concrete paving, landscaping, lighting, furniture and play elements), Elizabeth Street from the mid-block crossing to the roundabout, and including the roundabout, will be resealed.

Stage three of the linear park, from Devonport Road heading east, including the stairs down to the harbour through Tunks Reserve, is planned to begin in 2023.

He Puna Manawa

As part of our staged withdrawal from Willow Street, our customer service centre and central library relocated to He Puna Manawa, in January 2022 and April 2022 respectively. The name He Puna Manawa was gifted to Council by mana whenua, Ngāi Tamarāwaho and Ngāti Tapu and translates to 'heart of the spring'.

The relocation involved a huge and meticulous effort, most notably from our library team to pack, transport, and rehouse over 100,000 books, as well as other resources and furniture in just under six months.

Tauranga Library will continue to call He Puna Manawa home until its new space is built at the civic precinct in the city centre. Our service centre will be based at He Puna Manawa until our leased administration building is constructed at 90 Devonport Road.

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Community stadium

Economic development agency Priority One led a feasibility study investigating a community stadium for Tauranga in collaboration with Tauranga City Council, Bay of Plenty Regional Council and Sport New Zealand.

At a meeting on 23 May 2022, Council supported Tauranga Domain as the most suitable location for a community stadium and agreed the project should continue on to a detailed business case and further concept design work.

If the project progresses, the community stadium would be able to hold various events including community, business, entertainment, sporting events, and large music and cultural festivals.

Progress on this project will be reported back to council throughout 2022/23.

Te Manawataki o Te Papa (Civic Centre)

The Te Manawataki O Te Papa Masterplan (Refreshed 2021) was adopted at the Council meeting held on 6 December 2021. This masterplan provides an opportunity for urban transformation and includes three important sites within the Tauranga CBD, namely:

Site A – Site A is bounded by Willow, Hamilton, Durham and Wharf Streets and includes Masonic Park from Willow Street to The Strand. The facilities proposed for this site include a new library community hub on the corner of Wharf and Willow Streets, a new museum and exhibition centre on the corner of Willow and Hamilton Streets, and a civic wharf for council meetings and other civic functions. It is proposed that Baycourt Community and Arts Centre is externally refurbished to reflect the architecture of the new buildings within the precinct. The extensive urban landscape will connect the site from Durham Street through to The Strand and Waterfront Reserve.

Site B – 21-41 Durham Street (the old TV3 site). The facilities proposed for this site include a hotel, conference centre and a performing arts centre.

Site C – This site includes the section of the Waterfront Reserve between Hamilton and Wharf Street. The development includes the construction of a new whare waka, waka launching ramp, installation of a pouwhenua and waharoa, new connections to the moana and extensive landscaping.

On 29 June 2022 Council amended its Long-term Plan to include the Te Manawataki O Te Papa Masterplan at a capital cost of \$303.4 million with ratepayer funding not exceeding 50% of this amount.

The preliminary design for services, civil works and buildings is currently underway.

Moving around our city easily

While growth is affecting all types of infrastructure, the most visible impacts for our community relate to the transport network, with traffic congestion highlighted in submissions to our Long-term Plan earlier in 2021.

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

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

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

Western Bay of Plenty Transport System Plan

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

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

The transition of the TSP from a planning to a delivery focus has been underway throughout 2021/22. Considerable progress has been made relating to the procurement of suppliers to deliver key business cases. This includes the appointment of project teams to deliver business cases for 15th Avenue to Welcome Bay Road, Cameron Road Stage 2 projects, Accessible Streets for

Ōtūmoetai, Bellevue, Brookfield and Judea (all council-led), the Hewletts Road sub-area project (led by Waka Kotahi), and the first phase of the Public Transport Services and Infrastructure business case (led by Bay of Plenty Regional Council).

In addition, council has progressed policy initiatives including delivery of a citywide Parking Strategy with Parking Implementation Plans and an initial focus on the city centre. Work has also progressed with regional council on a Travel Demand Management study, and with Waka Kotahi on a proof of concept 'dynamic road pricing' study.

Further information on the TSP can be found on our website at <https://www.tauranga.govt.nz/council/council-documents/strategies-plans-and-reports/strategies/transport-plan>

Building our future - Cameron Road, Te Papa

Over the next 30 years, 15,000 more people will be living on the Te Papa peninsula. That means we need to start work now to transform the area into a place where more people can live, work, study and provide more ways to move around. Cameron Road is one of our city's main arteries, connecting people in Tauranga's southern suburbs to the city centre. It is an important through route and a destination for many with schools, businesses and the hospital being located along it.

We are transforming Cameron Road between Harington Street and 17th Avenue to make it safer, more attractive, and provide more ways to travel. In 2020/21 council secured \$45 million from central government's Crown Infrastructure Projects (CIP) initiative. Changes will include new part-time bus lanes, a new two-way cycleway, and improvements to make the area more walkable, attractive and community friendly. This includes 30,000 new plantings that reflect the history of the area to attract bird life and create spaces for the community to spend time in. Businesses will have the opportunity to interact with the street and create outdoor dining areas, for example. Existing traffic lanes will be retained. Other proposals include road layout changes to some of the side-road intersections connecting with Cameron Road, more pedestrian crossings and upgrades to stormwater and wastewater.

The Cameron Road Joint Venture between local firms Fulton Hogan and Downer NZ has constructed 1000m of stormwater pipes, 35 catch/metro pits, 1050m of wastewater pipes, 30 manholes, 3900m of kerbs and 5500m² of asphalt for the footpaths and two-way cycleways as part of the upgrades which will be completed in late 2023.

At the same time, we are working on a plan to transform Cameron Road between 17th Avenue and Cheyne Road. We have started work on a business case which will consider options for improving this corridor, taking account of the local environment and community needs, local centres, cultural sites and the corridor's function of connecting the suburbs along its route with one another and the Te Papa peninsula and city centre. Our work involves many conversations with mana whenua, stakeholders, local communities and our regional and central government partners so that we understand the issues, opportunities and important values that are held. This will help us properly evaluate development options and select a preferred option that has wide support. Assuming the business case funding is approved, detailed design (which will include further engagement with mana whenua, partners, stakeholders and the community) will begin.

Links Avenue

Over the last few years, parents of school children using Mount Maunganui's Links Avenue have repeatedly raised safety concerns with council about the proximity of shared path users to traffic. A safety review confirmed the road layout of Links Avenue to be unsafe for young people with peak traffic of up to 7500 cars a day. Restricting access was identified as the most effective way to significantly reduce traffic, resulting in improved safety for vulnerable road users.

Following the presentation of the report's findings, the commissioners approved the trial of a cul-de-sac to test the impact on the safety of school children using Links Avenue and the impact on the network. The trial took place between 15 November and 17 December 2021.

Outcomes, data and community feedback from the first trial show that the numbers of cars travelling through Links Avenue decreased significantly and that people's perception of safety improved. However, it didn't fully test all aspects of a cul-de-sac solution. Residents have told us the location should be changed and travel engineers need a longer trial to accurately test and observe changes in road user behaviour.

To make an informed decision about the future of Links Avenue, commissioners approved a new trial at the Concord Avenue end of Links Avenue. In March 2022, a temporary cul-de-sac was established on Links Avenue between Solway Place and Concord Avenue. This trial is ongoing.

SH29 progress

In February 2022, Council endorsed the Tauriko Enabling Works (EW) business case for submission to Waka Kotahi. Waka Kotahi subsequently approved the EW business case for detailed design, property acquisition, consenting and implementation/

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construction funding. This enables the first stage of urban development including up to 2,000 homes to be established in the Tauriko West urban growth area. Waka Kotahi are now leading the delivery of the approved business case.

Waka Kotahi's ongoing investigations into the long-term solutions for the State Highway 29 network through Tauriko continue. Council continues to work closely with Waka Kotahi to support their investigation and its completion. The lack of a confirmed long-term solution for the SH29 network through Tauriko impacts the delivery of the urban development plan for the wider western corridor agreed through the Urban Form and Transport Initiative and therefore remains a key focus.

Pāpāmoa East Interchange funding

We are currently working to identify and secure a variety of funding and financing sources to develop the Pāpāmoa East Interchange (PEI) and the ancillary roading projects that connect to it.

Funding for the PEI is likely to be made up of Waka Kotahi's subsidy funding and the collection of development contributions and general rates.

We are exploring the opportunity to access an interest-free loan from the Housing Infrastructure Fund to finance Tauranga City Council and Waka Kotahi shares in the first instance, with council to repay its obligation through the collection of development contributions.

Council is also exploring alternative funding opportunities to contribute towards the total cost. This includes an ongoing investigation of whether tolling access might be equitable and appropriate, and any other funding sources that become available over time.

Takitimu North Link

Through the New Zealand Upgrade Programme (NZUP), Stage One of the Takitimu North Link (TNL) project will connect Tauranga and Te Puna. The new four-lane expressway will have a separated walking and cycling path along its entire length, including across the new Wairoa River bridge. One lane in each direction will be used to prioritise public transport, vehicles carrying multiple passengers and/or freight.

The project, led by Waka Kotahi, will significantly improve safety, ease congestion and provide greater travel choice for local communities, and support economic growth across our region. Construction is underway and expected to be completed in late-2026.

Upon completion of Stage One, the existing SH2 will become an important local road with reduced traffic volumes and heavy freight using the alternative TNL route. It will also provide an on-ramp connection from 15th Avenue to Takitimu Drive.

Waka Kotahi continue to undertake work to protect the route for TNL Stage Two which extends from Te Puna to Ōmokoroa.

Totara Street safety upgrade

We've been working on a safer option for people who cycle along Totara Street so they can choose to ride off the road, away from heavy vehicles.

In September 2021, Waka Kotahi approved partnership funding for the Totara Street safety upgrade and works started in October 2021.

Between Hewletts Road and Kawaka Street, a three metre wide shared path was constructed on the eastern side of Totara Street. Works to install power to the traffic signals at Waimarie Street, Triton Avenue and Hull Road intersections were completed in July 2022.

Works on the separated cycleway on the port-side between Kawaka Street and Rata Street progressed well, and by the end of July 2022 traffic signals at the crossing were connected to power, road signs were installed, and road markings and asphaltting were complete.

One of the challenges of this project was how to get people safely from the harbour bridge pathway on the western side of Totara Street to the new shared path on the eastern side. To resolve this issue, a traffic light will be added at the left turn slip-lane into Totara Street as well as an upgrade to the refuge island. The new fully signalised crossing will only be activated when people want to cross the slip lane, allowing for safe movement of pedestrians and cyclists between the harbour bridge path and the main Hewletts Road intersection.

These works will be completed by the end of August 2022

Environmental leadership

Strategic leadership

During 2021/22, in response to the strong steer identified through community engagement, council began developing a formal environment strategy. This included working with key external stakeholders. The draft strategy was adopted by Council for the purposes of public consultation on 27 June 2022. The final strategy will be adopted in early 2023.

To support the environment strategy, a Climate Action and Investment Plan is also being developed. This will cover Tauranga's and the council's response to climate change and include both climate mitigation and climate adaptation actions. That project started at the end of the 2021/22 financial year and will involve stakeholder and community engagement and input. The climate plan will be completed in early 2023.

Kerbside collections

In July 2021, council began kerbside collections for recycling, food, garden and waste in addition to glass collections which were already underway. This resulted in an almost 50% reduction in residential waste going to landfill.

The project has also reduced the number of trucks on our roads, the cost to our community and the safety and wellbeing of collectors.

This project was a finalist in the LGNZ Air New Zealand EXCELLENCE Award for Environmental Wellbeing and received high marks for innovation, collaboration, and safety.

Decision made on Plan Change 27 – Flooding from Intense Rainfall

Changes to the City Plan were notified in November 2020 to ensure that future land use including subdivision and development in Tauranga is planned to be resilient to flooding. The plan change introduces a new rule framework to the City Plan in managing the effects of flooding from intense rainfall on people, properties and infrastructure.

A hearing was held in late 2021 where four independent hearing commissioners considered the plan change and any submissions received. The decisions of the hearings panel were released on 11 April 2022 and included three appeals to the Environment Court.

Plan Change 30 (earthworks) approved and made operative

Earthworks rules within the City Plan are designed to manage the effects of earthworks in Tauranga, particularly those that are not controlled by the Bay of Plenty Regional Council. Over time there have been some implementation issues identified. Plan Change 30 was progressed to address these issues so earthworks are effectively managed across our city.

The decisions of the hearings panel were released on 27 July 2022 with no appeals to the Environment Court received. On 15 July 2022 Council approved the plan change in full and the plan change was made operative on 12 August 2022.

Te Ara o Wairākei planting

Te Ara o Wairākei is the main area for stormwater management and a major biodiversity corridor for the Pāpāmoa area. Predominantly council-owned, the Wairākei Stream corridor is located within Pāpāmoa and extends for approximately 14km before reversing back into Te Tumu. The stream relies on in-stream storage and soakage for the management of stormwater and mitigation of flooding within the existing Pāpāmoa area, the urban growth area in Wairākei (under development) and also the future development area of Te Tumu.

In May 2022, pond-edge planting in the Palm Beach West area of Te Ara o Wairākei stormwater corridor recommenced following a revised plan. The revised plan was developed after meetings with project partners, local iwi Waitaha and Ngā Pōtiki, resident representatives and user groups. Key features of the plan include the planting of lower-growing native species and the inclusion of more native trees, surrounded by low-level planting. These trees will provide shade and food for local wildlife, encourage ecological enhancement and restore cultural recognition and activity in the area.

YEAR IN REVIEW

Water Watchers Plan

In November 2021 we launched our Water Watchers Plan. It replaces traditional outdoor watering restrictions with a year-round plan to help maintain our city's water supply, and provide everyone with clarity about how they can use water at home, at work, and in the community.

The new plan was in response to three dry summers in a row which have taken their toll on groundwater levels in our region and left the aquifer-fed streams that supply our city with water (Tautau and Waiohohi) at their lowest levels we've seen going into summer.

In the plan, some water usage requires submitting a Smart Water Plan. These plans saw individuals and organisations take innovative steps to reduce their water use and meant that the most severe water restrictions could be avoided.

Rehoming furniture

In anticipation of the demolition of 95 Willow Street, community groups were contacted by Tauranga City Council's Sustainability and Waste team in April 2022 and were invited to take their pick from hundreds of items available. This meant many items were saved from landfill and provided to community organisations.

Grateful groups and organisations who benefited from the reused carpet tiles, desks, tables, lockers, and other furniture included Sustainability Options, Remaker, The Incubator Creative Hub, Awhina House and Te Puna Hall.

Development and adoption of the Draft Environment Strategy

Our communities have told us that protecting and enhancing the natural environment is the first priority for our city. To show our commitment to demonstrating environmental leadership, the Draft Tauranga Taurikura – Environment Strategy 2022-2032 was adopted for public consultation in June 2022. This strategy aims to realise that we are 'a city that values, protects and enhances the environment'.

Council's leased administration building at 90 Devonport Road

In December 2021, we finalised lease arrangements with Willis Bond for a new council administration building to be constructed at 90 Devonport Road.

Expected to be completed by late-2024, the 10,000 sq.m. building will house all of council's administration staff under one roof, for the first time since 2014, creating significant efficiency savings and making it easier for community members to access the services they need.

This exciting project will set new standards for sustainability in development and construction in New Zealand, targeting a net zero carbon footprint for the building's construction process and six-star Green Star and five-star NABERS ratings (a system for rating the energy efficiency of office buildings).

Set to be the largest mass timber office building in New Zealand, the new council headquarters will activate a different part of the city centre and add to the positive momentum generated by the planned civic precinct developments, which will get underway in late-2022.

A delivery-focused organisation

Kulim Park upgrade

In 2021/22 we made some changes to make Kulim Park even better. The park upgrade is part of council's plan to create a more accessible and connected city with a network of shared pathways for cyclists and pedestrians, as well as providing a special place for whānau to come and enjoy. As well as a new playground and basketball court, the upgrade included accessible picnic tables and bike stands, safety improvements to the car park and new plantings. Some of the features from the existing park have remained, including the original green slide, the petanque court and the active aging gym.

Construction began in September 2021 and was originally due for completion before Christmas 2021. But due to delays in material supplies and some very wet weather, we weren't able to finish the upgrade until May 2022. The park was formally blessed by a representative from Ngāi Tamarāwaho in December 2021 to mark the opening of the playground and a family fun day was held on 7 May 2022 to celebrate the park upgrade.

Due to a delay in material supplies, shade sails will be installed over the toddler playground in late-2022, and new signage will also be added telling the cultural stories of the area.

Mauao placemaking

The installation of the Ātea-ā-Rangi (celestial compass) on Mauao was unveiled on Aotearoa's first public holiday celebrating Matariki on 24 June 2022. This milestone marked the completion of stage one of the project led by Ngā Poutiriao ō Mauao, the joint management board for Mauao made up of representatives of the Mauao Trust and Tauranga City Council. The project, which is set to be completed in 2024, will revitalise the interpretation of Mauao by sharing the history and stories of the maunga through new wayfinding signage and cultural touchpoints.

Pyes Pā connections

Construction of the first stage of the Pyes Pā Connections Cycleway linking Cheyne Road to Condor Drive was completed in mid-2022. The aim of this project is to create generous, safe and functional pathway connections through the drainage reserves and local road connections between SH29A and Mortlake Heights in The Lakes. The construction of the three metre wide pathway through the stormwater reserve network is a mix of concrete and gravel tracks and includes park furniture, bins and additional planting. Feedback on the project was extremely positive with local residents looking forward to improved community connections, and a higher standard of amenity in the local reserves. When all four sections are complete by early-2023, the project will have an added benefit of providing predominantly off-road access to Taumata School for children from the direction of Pyes Pā.

Tauranga Domain grandstand

To reduce any risk to users and potential damage from a significant earthquake, seismic resilience work was carried out on the Tauranga Domain grandstand. Originally built in 1962, the project was successfully completed in time for the New Zealand Black Ferns match at the venue on 6 June 2022. In addition, a long-awaited permanent TV filming platform, which sits on top of the grandstand, was constructed providing an opportunity for camera crews to film the Bay of Plenty Steamers rugby matches at the domain.

Bay Street boardwalk

A new 200m boardwalk from Elmes Reserve to Bay Street Reserve in Matua was completed in late-2021, giving Tauranga residents and visitors unrestricted access to one of the city's most significant natural landscapes. The Matua Saltmarsh is a 21ha coastal wetland which helps enrich the quality of our harbour, protects our coast from erosion and provides a habitat for many species of plants, fish and birds including the banded rail and North Island fernbird. The new Bay Street boardwalk completes the walkway through and around Papahenga – the Matua Saltmarsh from Carlton Reserve on Ngātai Road to Bay Street Reserve in Matua, providing an opportunity for people to travel off-road and experience the nature and biodiversity of the saltmarsh. A video showcasing the boardwalk can be found here: <https://www.youtube.com/watch?v=3lQaiekGQw>

Keeping active

Throughout the year, more amenity projects were completed across the city including a basketball half-court at Dive Crescent and two new playgrounds at Tuihana Reserve in Pāpāmoa and Te Paeroa Reserve in Bethlehem which also include accessible play options. See the Bethlehem playground opening here: https://youtu.be/mZ75g0oG_vc

YEAR IN REVIEW

How we're responding to climate change

Responding to climate change means reducing our greenhouse gas emissions and adapting to the likely impacts on Tauranga that will result from a changing climate.

We are committed to reducing our impact on the climate, and since 2017 we have implemented changes around everyday operations and taken steps to ensure our impact is reducing.

Delivering a climate resilient future requires us to take part in transformational action to reduce vehicle emissions, improve energy efficiency in our facilities, minimise waste to landfills and change consumption patterns.

Policies and initiatives

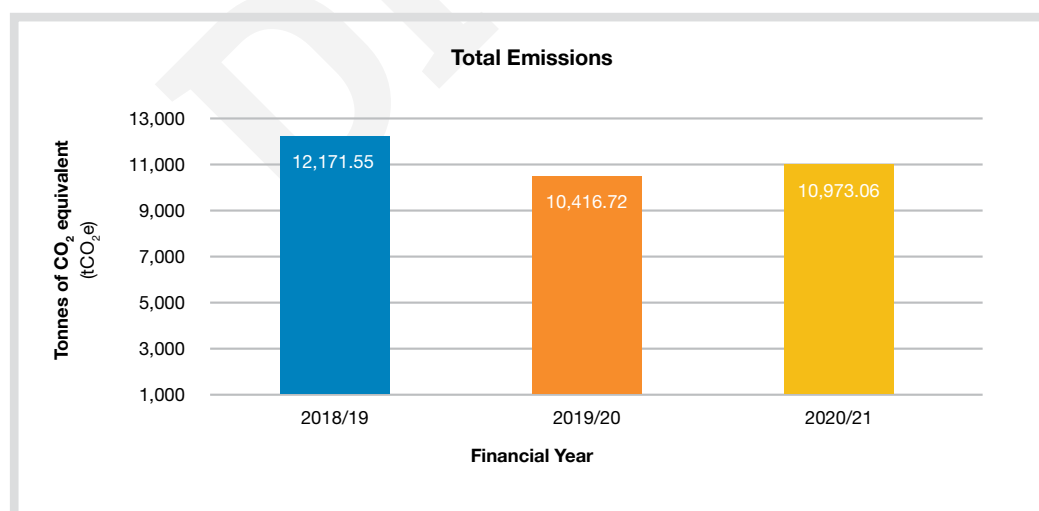
We have adopted a range of initiatives to help us reduce greenhouse gas emissions and prepare for a changing climate.

Toitū carbonreduce certification

Since 2018 council has measured and monitored its carbon footprint under the Toitū carbonreduce programme. To measure our footprint, we first had to identify the sources of greenhouse gas (GHG) across council facilities such as waste, electricity, diesel, petrol, air travel, LPG, accommodation, taxi, refrigerants, emissions from wastewater treatment plants, etc. This data is collected yearly, and our carbon footprint is calculated by using the quantity of the activity (e.g. kWh used) multiplied by the emission factor. The common unit used to represent all GHG emissions in a carbon footprint is tonnes of CO₂ equivalent (tCO₂e) and accounts for carbon dioxide and all the other gases as well: methane, nitrous oxide, and others.

We recently completed two greenhouse gas emissions audits under the Toitū carbonreduce certification in 2019/20 and 2020/21. Under certification, we have committed to a 15% reduction in operational greenhouse gas emissions by 2024 (from our 2018/19 baseline). Our actions to achieve this reduction are contained within our Emissions Management and Reduction Plan 2020-2022 (EMRP). Our carbon footprint is audited annually, with our next audit due in late 2022. We review, revise and adopt a new EMRP every three years.

Our total greenhouse gas emissions are shown below:

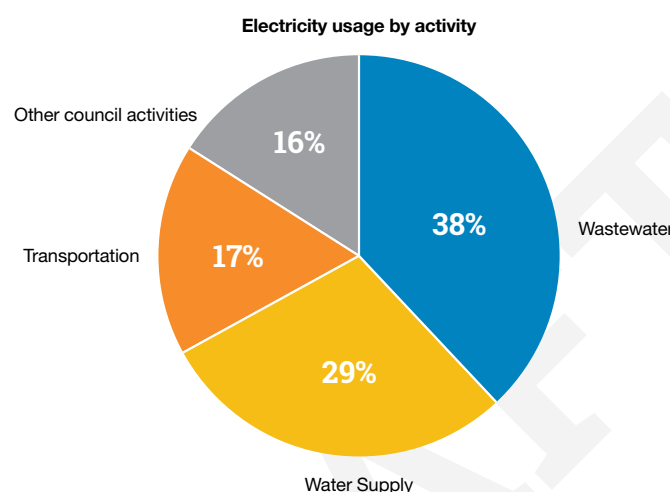


YEAR IN REVIEW

In 2020/21, our organisation's emissions were 10,973.06 tCO₂e, which was 9% lower than 2018/19 (12,101.27 tCO₂e) and 5% higher than 2019/20 - a year our operations were impacted by the start of COVID-19 lockdowns.

Of the total greenhouse gas emissions in 2020/21, 90% (9,875.75 tCO₂e) were from three carbon emitting sources: wastewater treatment (62%), electricity (28%) and fuel usage – petrol and diesel inclusive (3%).

As energy consumption is a key driver of greenhouse gas emissions, and our second largest emitting source, the following chart displays our organisation's electricity usage by activity for 2020/21:



Corporate Energy and Carbon Management Programme

Our Corporate Energy and Carbon Management programme acknowledges that our corporate response to climate change is just as important as our wider responsibility to ensure we are working with the community to address climate change. This programme aims to set the tone and expectation for what other community leaders will do in their own businesses to reduce their carbon footprint, and respond to the impacts of climate change. Our action also helps us avoid unnecessary costs associated with running inefficient equipment and buildings, and helps us to avoid the future costs of offsetting our emissions.

Oversight of the programme is managed within the Corporate Sustainability team by our energy advisor, who is then supported by individuals within the organisation who are experts in their field, and who have a responsibility to ensure the services and infrastructure they provide is as efficient as possible.

Our Energy and Carbon team has recently expanded so we have representation from areas within council which have the greatest impact on our energy and greenhouse gas emissions profiles. This ensures discussions and projects are targeted, and focused on identifying and completing actions which will have the most material impact on our consumption and emissions.

Response to Emissions Reduction Plan

In November 2021 we made a submission to the Ministry for the Environment on its consultation document – Te hau mārohi ki anamata | Transitioning to a low-emissions climate-resilient future – which will inform New Zealand's first emissions reduction plan and set the direction for climate action for the next 15 years. The final plan was released in May 2022.

A copy of our submission is available here: https://www.tauranga.govt.nz/Portals/0/data/future/strategic_planning/sustainability/files/response-emissions-reduction-plan-consultation.pdf.

YEAR IN REVIEW

Climate Action and Investment Plan

Tauranga faces pressures on our native flora and fauna, threats to our marine life and rising sea levels threatening coastal communities and infrastructure as a result of the changing climate

Alongside the changes we've already made, we're developing a Climate Action and Investment Plan to reduce the drivers of climate change and its effects on our people and city. This will be a proactive response plan to the identified drivers and projected impacts of climate change in our area. It is in response to the recently released national Emission Reduction Plan (ERP) and the National Adaptation Plan (NAP).

The end product will be a set of emission reduction targets and resilience goals supported by a prepared roadmap of actions in the form of an investment plan. We expect to have this plan available for consultation early 2023.

Energy and solid waste**Energy Efficiency and Conservation Authority (EECA)**

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

Since beginning to work with EECA in 2017, council has reduced its energy consumption with LED, heating and pump replacements throughout several sites and facilities.

In September 2021 council signed a new agreement with EECA to employ an energy graduate who will work across council to deliver 2GWh of energy savings (with a minimum of 1GWh from electricity).

Projects that will contribute to achieving this target include installing a hydroelectric power plant at Joyce Road, operating water supply (intake) pumps at best efficiency points, and energy use audits.

Waste minimisation and recycling

Per capita, our city produces more waste per year than the national average. In 2021 a waste assessment showed we've reduced the total amount of waste we send to landfill, largely as a result of the rollout of our kerbside service. But we can do better. We now need to focus on reducing construction and demolition waste.

In August 2022, Council adopted its Waste Management and Minimisation Plan 2022-2028 (WMMP) which contains an overview of the kind of waste issues we're dealing with in our city, our vision, goals and objectives, and our action plan to achieve them. The new WMMP will begin on 1 October 2022.

We've also reviewed our current Waste Management and Minimisation Bylaw and added some proposed new rules. The new bylaw (adopted in August 2022) sets out the rules for collection, removal, transport, disposal and processing of waste. It also covers the health and safety of waste collectors, operators and the public, and the management of litter in public places.

These two documents work together to support our vision and action plan for reducing waste to landfill.

More information can be found here <https://www.tauranga.govt.nz/council/council-documents/strategies-plans-and-reports/plans/draft-waste-management-and-minimisation-plan-2022>

Transport

We're investing in our transport network to give people more choice about how they get around. We're placing a particular focus on low emission options such as cycleways, pedestrian areas, public transport and our electric vehicle fleet.

Greater Tauranga Travel Pledge

A group of Tauranga organisations, including council, have come together to address travel and transport-related concerns through the Greater Tauranga Travel Pledge. The pledged organisations have committed to understanding and managing their own approaches to fleet and staff travel and travel choices, including staff commutes. They work together to promote and support change and initiatives, share templates and guidelines information, and to provide a forum for collaboration and advocacy.

Through the pledge the council has committed to:

- investigating and implementing flexible working arrangements where practicable
- supporting and enabling active forms of transport for both staff commute and work-related travel

- investigating and implementing other opportunities to reduce our environmental / carbon footprint relating to how our teams travel for and to work.

The council has a Flexible Ways of Working Policy that is actively managed and supports a mix of office work and remote work, depending on the practical realities associated with what staff do, and the responsibilities associated with each role.

The council's travel initiatives and programmes aim to:

- reduce the total number of staff driving to work in a single occupancy car by encouraging car sharing, cycling, walking, scootering and public transport travel
- encourage and support behavioural change in travel patterns
- discourage the unnecessary use of private vehicles for business purposes
- support efficient use of the council's fleet
- improve the health and fitness of staff by promoting walking, cycling and other active travel modes.

Key initiatives we have undertaken include:

- adding four electric cars, four e-bikes and an e-scooter to our fleet
- encouraging as many staff as possible to walk, cycle, use public transport, or carpool to get to work. Active and efficient travel to, from or for work is promoted and supported throughout the year
- providing bike cages, showers and changing facilities for active commuters
- providing e-bike inductions and bike programmes to help staff develop skills and confidence
- organising or supporting events such as Bike Month and active travel challenges or days
- promoting car-sharing, virtual meetings, and other initiatives designed to reduce the need to travel in a car with no passengers
- looking for ways to ensure travel options for staff deliver environmental, social and economic benefits.

Adapting to our changing climate

Managing natural hazards

We are doing a lot of work to build our knowledge of the natural hazards in Tauranga, and to make this data available to our community.

Plan Change 27 – Flooding from intense rainfall

This rule has been introduced to manage the effects of flooding in intense rainfall events on people, properties and infrastructure. To understand the risk of flooding, council undertook city-wide risk assessments. These included flood modelling of the likely impacts of a one in 100-year rainfall event. This is extreme rainfall that you might experience at least once in your lifetime in Tauranga and takes into account recorded rainfall data and flood levels from past events, the contours of the land and our existing stormwater network. It also factored in the predicted effects of climate change on rainfall and sea level rise out to the year 2130.

Planning for new developments – delivering resilient communities

All new community planning takes into account natural hazards. To progress any new urban growth area we need to ensure that, based on the information we hold, the proposed new community will be resilient to natural hazards and climate change.

We do this through first mapping the effects of each hazard in the proposed area, and then undertaking risk (likelihood/consequence) assessments based on a range of possible development and hazard susceptibility scenarios.

This work considers damage to buildings, damage to assets and lifeline utilities, as well as the potential for loss of life.

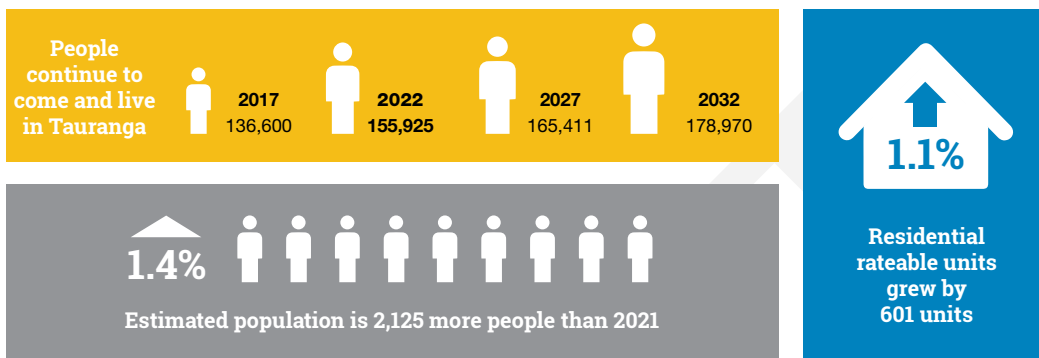
Two key urban growth areas are currently being planned under this framework: Te Tumu and Tauriko West. We have been undertaking assessments for both areas which take into consideration projected sea levels out to 2130 (based on 1.6m of sea level rise).



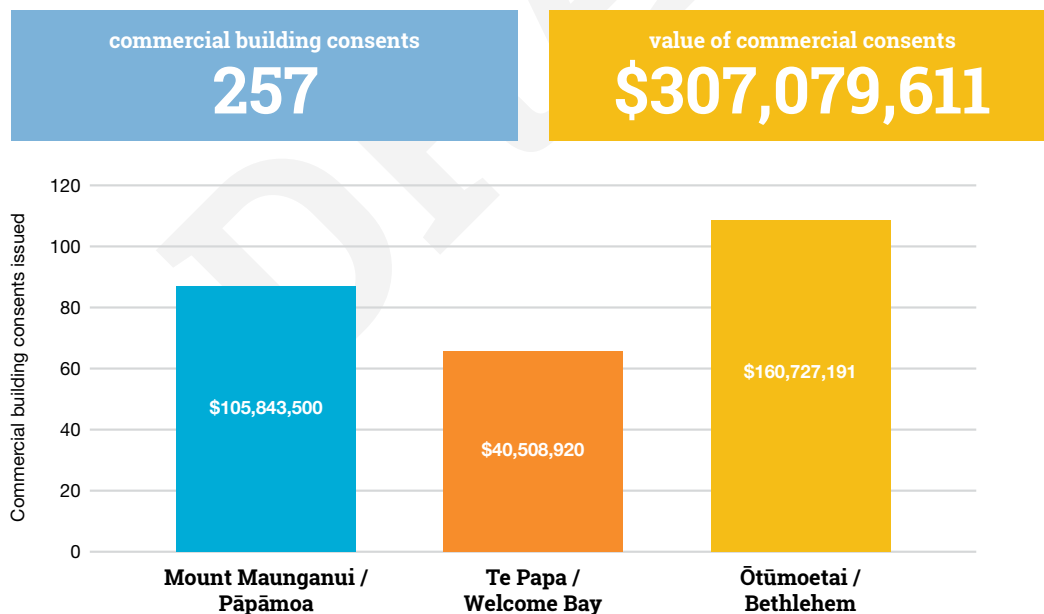
YEAR IN REVIEW

OUR PERFORMANCE 2021/22

Our city continues to grow



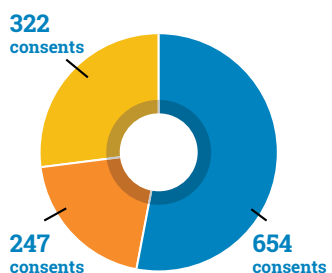
We continue to see commercial investment





YEAR IN REVIEW

But the rate of growth is putting pressure on our city



New dwelling consents by growth area

- Mount Maunganui / Pāpāmoa
- Te Papa / Welcome Bay
- Ōtūmoetai / Bethlehem



additional
residential
allotments created



median house price

\$970k*

3.2% increase on June 2021

*REINZ June 2022 data

We need to encourage behaviour change in both our community
and industry to protect our environment

In the first year of kerbside collections we:



Delivered a total of

174,000 bins

to 58,000 households

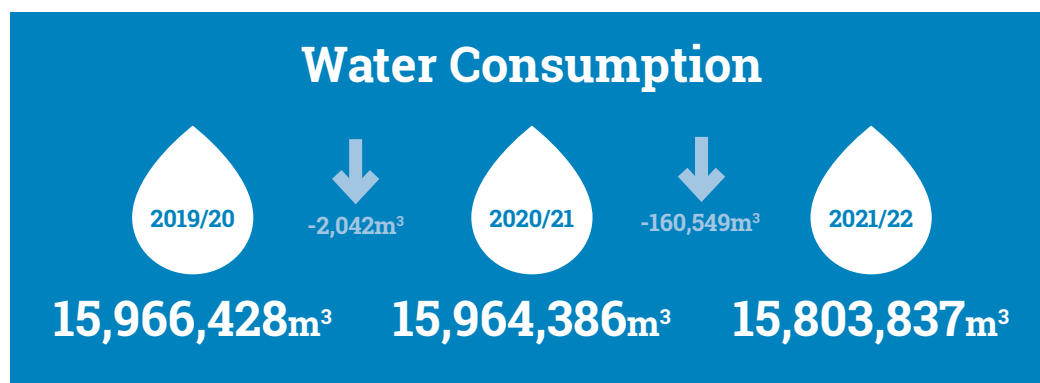
Our food scraps and garden waste are then converted into nutrient-rich compost for gardens, farms, and orchards across the Bay of Plenty ... and afar.



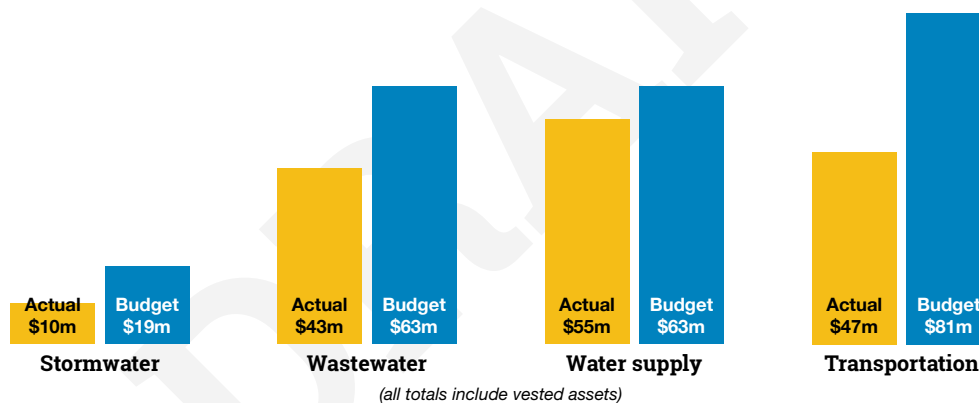
YEAR IN REVIEW

We launched our 'Water Watchers Plan'

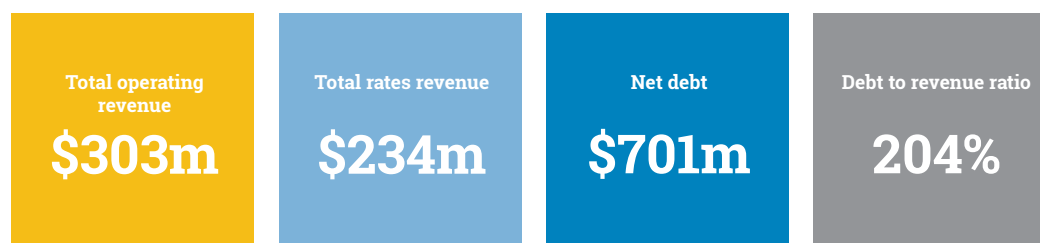
a year-round plan to help maintain our city's water supply, reduce the impact on source water streams, and help increase awareness on water use at home, at work, and in the community.



We are in the process of building more infrastructure to support growth.



Our overall financial position is following underlying trends towards higher debt in order to pay for the investment in infrastructure.



Key themes from financial results

As 2021/22 is the first year of our 2021-2031 Long-term Plan (LTP), council embarked on an ambitious capital programme to address infrastructure shortfalls across transportation, three waters and community facilities. It also continued planning new residential and industrial areas to accommodate our city's growth and demand.

Our LTP identified the need to address long-term underinvestment in community and cultural facilities and our city centre, along with the pressures of continued population growth. It also acknowledged we need to invest in climate change and infrastructure resilience.

COVID-19 continues to impact our business areas. This was especially evident in operational revenue for Baycourt, the Historic Village and Bay Venues. It has also impacted our timing, cost of services and capital delivery.

Uncertain economic conditions and global geopolitical tensions have contributed to rising interest rates and other cost increases. Full employment has also made it more difficult and costly to retain and attract staff.

Interest rates have increased in line with the Reserve Bank of New Zealand's actions to slow down inflation. This had a beneficial impact on our finance revenue from funds on deposit, and a small impact on finance expenses in the last quarter of the 2021/22 financial year which will continue into 2023.

Council's full kerbside waste and recycling service began on 1 July 2021 with residents able to opt into additional services for green waste. The uptake was greater than expected, resulting in \$172,000 of unbudgeted revenue and 50.3% of our waste being diverted from landfill.

In the past year there has been an increased emphasis on supporting our community partners through grants to enable access to further funding and delivery options.

Capital delivery

Our capital programme was budgeted at \$285m for the year, with expenditure reaching \$208m or 73%. The following word cloud shows the main programmes of work for 2021/22 which account for most of the capital programme spend. The size of the spend is shown in the relative size of the lettering of that programme.

Of the \$208m of capital expenditure delivered, \$42m was spent on the new Waiāri Water Treatment Plant which is due to be completed in the next 12 months, and \$18m was spent on the upgrades to Te Maunga Wastewater Treatment Plant. This is a long-term programme of works to increase capacity and efficiency as our city grows. Three waters expenditure makes up 55% of the total and continues to dominate council's capital expenditure and its need to borrow.



YEAR IN REVIEW

Other notable projects in addition to three waters expenditure include:

- \$27m on upgrades to Cameron Road (Stage One) which are due to be completed in the next 18 months
- \$6.4m on Maunganui Road and Totara Street transportation safety upgrades
- \$4.2m to temporarily relocate the central library while construction of the new library takes place over the next few years
- \$4.8m on the Elizabeth Street upgrade associated with the major Farmers development
- \$1.8m on Kulim Park's redevelopment.

A challenging year

Supply chain disruption is still being felt since COVID-19. With significant increases in investment in capital projects across New Zealand, this has made it harder to secure internal project delivery resources and external contractors and consultants to deliver the programme.

The increasing cost of materials and labour, along with material availability and lead-in times, are also proving to be a challenge to keep projects on track. This challenge will continue in the next financial year.

However, capital delivery did increase over the year. The fourth quarter delivered the highest expenditure to date which gives some confidence that our focus on the ever-growing capital programme and the extra resources we are investing internally to deliver it, are having a positive impact.

New ways of paying for capital investment

Council is continuing to find new ways to fund capital expenditure by continuing to work closely with other government departments such as Waka Kotahi and the Ministry for the Environment.

The government's Housing Infrastructure Fund is also providing assistance to council by offering zero interest loans to meet costs incurred on the Waiāri and Te Maunga growth projects. By agreement with the Crown, the financial benefit of these zero interest loans are shared across all council debt, recognising that debt is managed at the whole of council level rather than against specific projects. To date \$106m has been drawn down in relation to the Waiāri Water Treatment Plant and \$35m in relation to the Te Maunga Water Treatment Plant.

Significant new 'stepped' infrastructure investment is needed across the organisation over the next 10 years with limited capacity for council to fund and finance this investment from its balance sheet without debt retirement or funding by an entity other than council. This was one of the key themes in our Long-term Plan Amendment. Council has continued to progress Infrastructure Funding and Financing (IFF) through Crown Infrastructure Partners as options to contribute \$200m to the delivery of key transport projects and the delivery of Tauriko West infrastructure. The key benefit of IFF funding is to remove a significant amount of debt from council's balance sheet which then provides debt capacity for other capital projects and certainty of funding for those deemed a priority.

Council is also investigating alternative funding sources for the high level of investment in community facilities and city centre redevelopment planned in coming years. These include alternative ownership models and grants from organisations such as TECT.

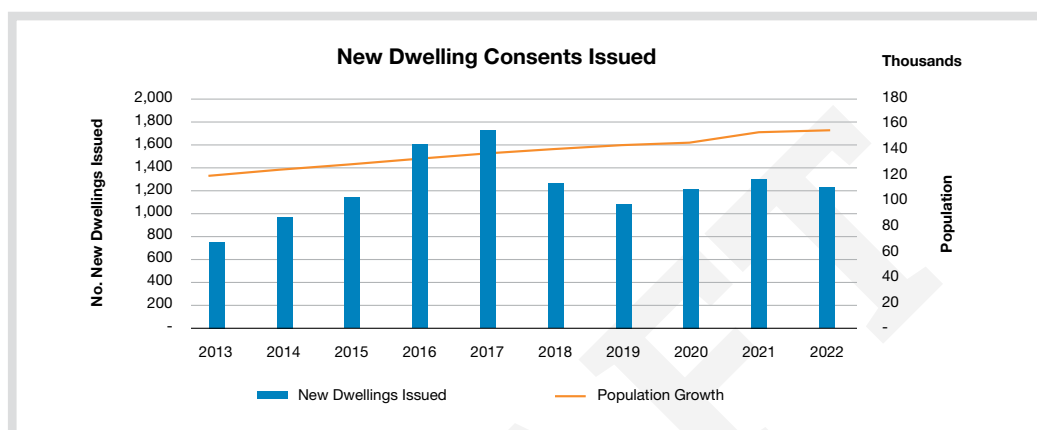
A high-level assessment of funding options for the Te Manawataki o Te Papa Civic Precinct and other community facilities and amenities has been developed and will be used to support ongoing discussions with various external funding agencies, including central government, community trusts, philanthropic, corporate, and individual sponsors.

Government stimulus funding

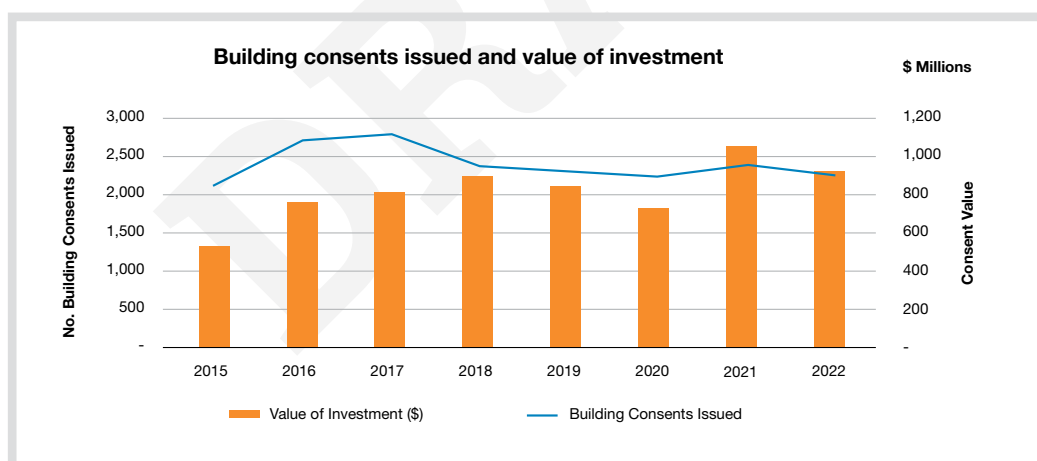
After New Zealand's initial 2020 lockdown, the government made available a stimulus package through Crown Infrastructure Partners (CIP). A total of \$45m was awarded to council by CIP for the upgrade of Cameron Road through to 17th Avenue to enable better multi-modal transportation options, and \$14.9m for various approved three waters projects. To date, council has received \$19.2m of these funds, with the remaining expected in the 2022/23 financial year.

Managing our growth and future infrastructure requirements

Tauranga continues to grow with an estimated population of 155,925. This is 2,125 more people than we estimated in our 2020/21 Annual Report. While the number of new residential dwellings increased at a slower rate than last year, it still increased more than anticipated after factoring in COVID-19 related impacts. There were 1,223 new residential dwellings consents issued for the year which is 79 less than last year.



Overall, building consent numbers (which includes consents and upgrades of existing dwellings) decreased in both number and value from the previous year. The total number of building consents was 2,237 which is 137 lower than last year. The total value of those consents was \$900m which is 12% lower than in 2021.

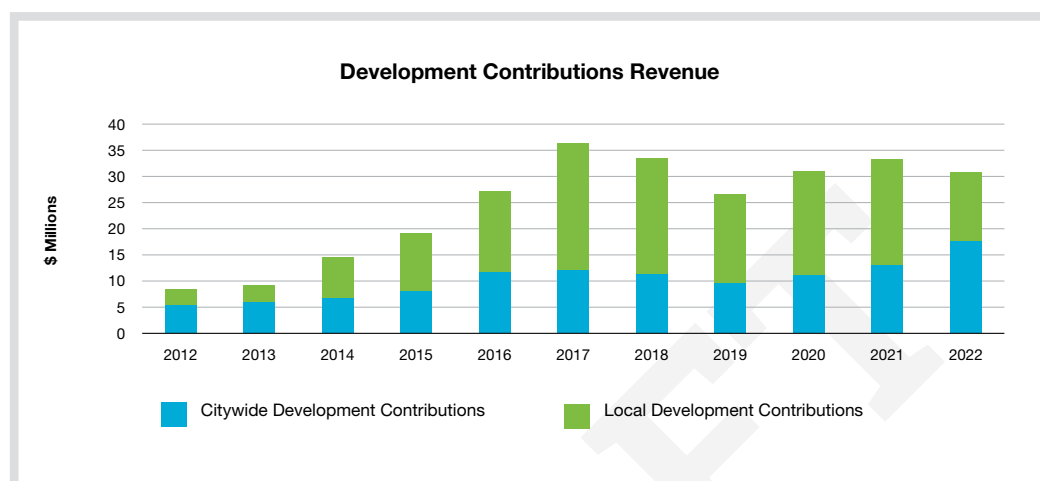


Our existing growth areas at Pyes Pā West and Wairakei continue to fill with new homes. In Wairakei, development surged ahead with large areas now being made ready for development. As well as developing areas in residential property, a large amount of development occurred within the Tauriko industrial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

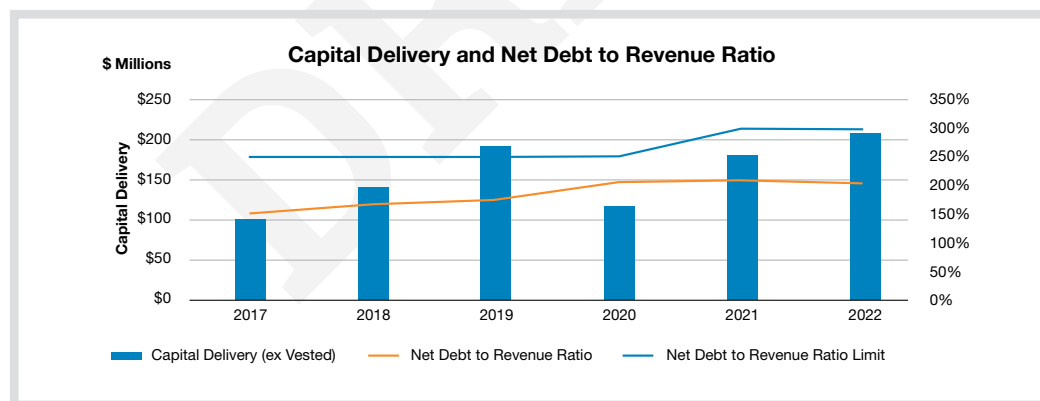
Available land in our existing growth areas is fast running out and we are relying on developing a new growth area, Tauriko West, by 2026. While we have begun planning for these new growth areas, development has been delayed as the result of a third-party case and ongoing discussions with Waka Kotahi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

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Our development contribution revenue is slightly lower than last year but ahead of budget at \$30.6m. This is primarily from city-wide development contributions and Pāpāmoa East development contributions

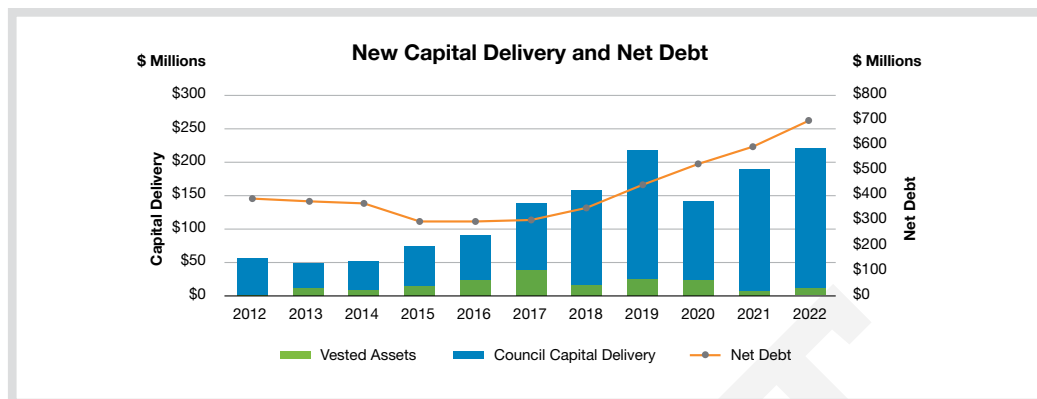


Council's capacity to borrow was extended by an increase in the New Zealand Local Government Funding Agency's (LGFA) net debt to revenue ratio limit from 250% to 300% for the 2020/21 and 2021/22 financial years, decreasing by 5% until a limit of 280% which will apply for and from the 2025/26 financial year. A prudent borrowing limit for council would maintain an amount of debt headroom below these LGFA limits so we could respond to the risk of unforeseen events and the realisation of any known risks.



The three waters reform proposal continues to be developed. This would transfer the delivery of Tauranga's drinking water, wastewater and stormwater from council to a new North Island entity (Entity B). The likely financial impact of three waters reform is a significant reduction in existing and planned debt associated with past and planned waters projects.

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Operational Results

In most cases council aims to balance its operational budget so that operational costs are funded through rates or another form of operational revenue such as user fees or subsidies.

Operational expenditure includes depreciation, which is an accounting entry reflecting the annual amount by which the useful lives of council assets are reduced. The dollar value of depreciation that is funded each year can be available to fund renewal of assets, or otherwise reduce borrowing so that over time council has capacity to replace assets when they are at the end of their useful lives.

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

- non-funding depreciation (\$12.2m) in transportation to reflect the amount of renewal cost funded by Waka Kotahi (51%)
- loan funding expenditure on long-term structural planning for our growing city to reflect intensification, transport planning and new growth areas. While this expenditure is recognised as operational, council has chosen to loan fund it as it provides long-term benefits to the community so both future and current ratepayers should contribute
- loan funding of project expenditure that could not be capitalised so it is recognised in the accounts as operating expenditure
- funding of expenditure from reserves such as the stormwater reserve or the risk reserve
- deficit in operation's activities funded by user fees (i.e. parking management where there has been a reduction in parking fee revenue as a result of city centre parking changes post COVID-19).

Most of the previously reported rates surplus has been carried forward to 2022/23 to be spent on approved operational projects such as city planning, community grants and to cover unbudgeted increases across operational businesses as a result of current economic conditions (e.g. interest rate increases).

Surplus before tax

Our surplus before tax reflects our total revenue against total expenditure. This includes asset revenue and other gains expenditure. Our consolidated operating surplus before tax is \$155m.

Asset revenue and other gains were \$58m greater than budgeted due to gains on revaluation of interest rate swaps and the movement in investment property. Lower vested assets (assets provided to council by developers during the year) and capital subsidies and contributions received were partially offset by higher development contributions received as well as the gain on valuations.

Expenditure was \$14m below budget with operational projects and expenditure not completed as planned particularly across planning activities, digital projects and council grants such as the \$1.5m grant to Bay Oval Trust. Most of this has been carried

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forward to 2022/23 along with rates funding.

Council assets and debt

Council assets total \$6 billion. This year our marine, roading, and land and building assets were revalued. Our marine assets were revalued downwards by \$7m and our roading assets were revalued upwards by \$404m. Both of these asset classes were valued within the normal three year cycle. Due to the significant increase in property values across the country, council was required to revalue land and buildings one year early in order to show an accurate measure of our asset base. Land and buildings were revalued upwards by \$xx.

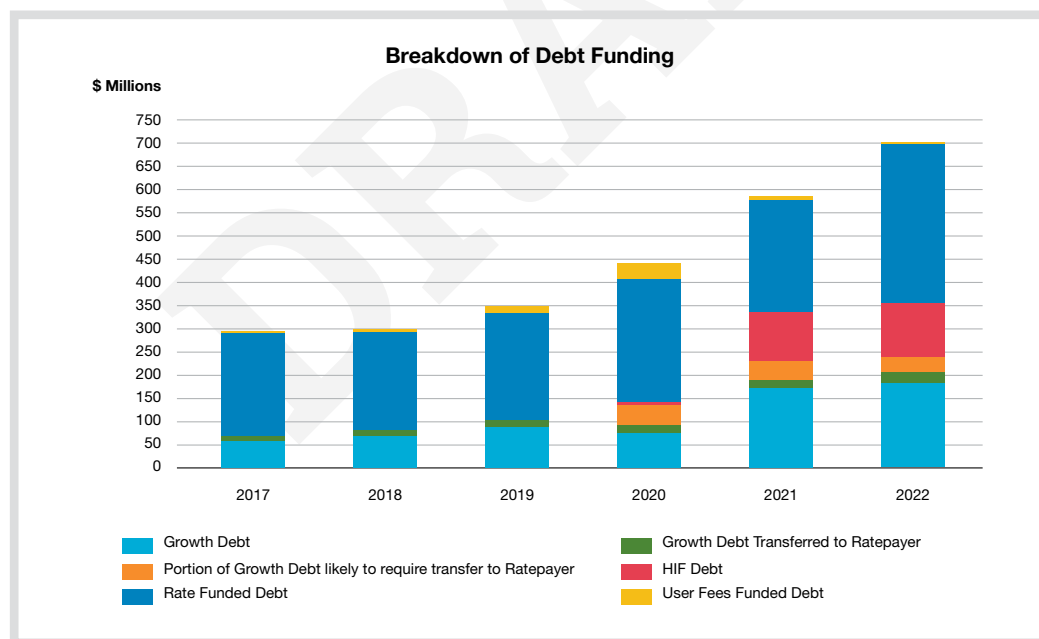
Overall net debt has increased to \$701m up from \$586m the previous year. This is less than the budgeted figure for the year of \$762m, reflecting slower capital delivery which means less has been borrowed.

Our net debt to revenue ratio at year end is 204%. This ratio excludes Bay Venues Limited (BVL) revenue. At a consolidated level (which includes BVL) the debt to revenue ratio is below 200%.

The following graph shows the increase in debt and how it is funded over time. Debt relating to both growth and rates has steadily increased over time.

Council borrowings in 2022 are made up of debt that is 43% growth-related and funded via development contributions and Housing Infrastructure Funds borrowing. While 57% is non-growth related debt with interest funded from rates and some user fees.

Rates debt comes from capital investment to enhance community levels of service or to upgrade facilities and infrastructure when such upgrades are not able to be recovered from development contributions. It also includes growth-related investment that has not in practice been able to be fully recovered from development contributions. Current rates debt includes \$16m initially identified as growth-funded debt which was transferred to ratepayer-funded debt due to under collection of development contributions. In 2020/21 an additional amount of growth debt of \$43m was identified as potential development contributions under collection. This has not increased since 2020/21. This amount is to be transferred over the next 10 years to ratepayer debt.



Risk management and weathertight reserves

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

Since July 2013 these reserves have been used to fund:

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

Due to the large value of payments recorded through the reserves and the relatively low level of reserve funding, the Weathertight Reserve deficit at the end of June 2022 is \$54m. The Risk Management Fund has an available balance of \$1.4m.

Supporting our partners and enhancing the city

Council works with other central government agencies as well as iwi and community organisations to help improve our city. In the last year we have provided \$16.6m to support various community-led initiatives. A further \$4m of community grants have been proposed which have been carried forward to 2022/23. These include community partnerships, Bay Venues Limited and Bay Oval Trust.

Council controlled organisations

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

Other partner organisations

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

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Council Grants and Community Contracts

	Actual 2021/22 \$'000	Actual 2020/21 \$'000
Support to council controlled organisations		
Bay Venues Limited ¹	8,974	7,108
Tourism Bay of Plenty ²	2,343	2,320
Art Gallery (CCO)	1,192	970
BOPLASS Ltd	56	54
Rates collected to fund mainstreet organisations³		
Tauranga Mainstreet	354	342
Mount Mainstreet	189	189
Greerton Mainstreet	135	64
Pāpāmoa Mainstreet	50	50
Grants to organisations		
Priority One	1,528	1,485
Surf Lifesaving New Zealand	322	285
Sport Bay of Plenty	421	408
Creative Bay of Plenty	228	304
The Elms Foundation	234	234
The Incubator Growing Art & Culture Charitable Trust	250	98
Citizens Advice Bureau	65	61
Tauranga Business Chamber	63	61
Other community initiatives receiving council funding		
Recycling /waste minimisation initiatives ⁴	64	50
Community Development Match Fund, civic and other community grants ⁵	143	297
Collaborative initiatives	0	146
	16,610	14,526

¹ Support for Bay Venues Limited includes capital and operating grants and payments. It includes the renewals grant of \$5.5m (2021: \$3.7m) which was funded from the depreciation reserve held by Tauranga City Council, but excludes the rate funded contribution to the depreciation reserve of \$4.4m (2021: \$4.4m)

² Includes \$498,000 (2021: \$493,000) for the Visitor Information Centre contract.

³ Mainstreet organisations are funded from targeted rates on the relevant commercial businesses.

⁴ Includes contribution to the Good Neighbour Food Rescue Project.

⁵ Includes Community Development Match Fund grants and grants to various community groups

Trends in our core financials

The following is a summary of five years of key financial data.

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

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

	2018	2019	2020	2021	2022
Rates Revenue *1	155	167	180	190	234
Other Revenue	55	62	63	68	69
Operating Expenditure	223	242	259	271	309
Operating Surplus/(Deficit)	(13)	(12)	(16)	(14)	(5)
Development Contribution Revenue	33	27	31	33	31
Capital Expenditure*2	142	206	157	182	208
Capital Subsidies*3	22	22	12	22	40
Gross External Debt	370	458	540	635	771
Net External Debt	349	41	525	586	701
Fixed Assets (Net Book Value) *4	4,000	4,333	4,983	5,096	5,712

*1 Including water by meter revenue.

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

*3 A prior year adjustment in 2020/21 accounts has increased fixed assets from \$4,404m to \$4,983m.

*4 Capital subsidies are predominantly from Waka Kotahi for local roading infrastructure.

	Limits	2018	2019	2020	2021	2022
Proportion of Rates to Operating Revenue		64.4%	66.7%	70.5%	67.8%	77.3%
Net External Term Debt to Total Assets*5		8.5%	9.8%	10.9%	10.9%	12.7%
Net External Debt per Rateable Property		6,223	7,766	8,975	9,848	11,663
Net Interest Expense to Operating Revenue	<20%	7.9%	7.4%	7.7%	6.8%	6.3%
Net Debt to Operating Revenue	<250%	167%	176%	206%	209%	204%
Net Interest Expense to Rates Revenue	<25%	11%	11%	11%	10%	8%
Rates increase after growth*5 including water by metre		3.9%	5.4%	5.0%	4.1%	22.3%
Rates increase after growth including water by meter (limit)	Varies each year	4.0%	5.8%	7.5%	4.7%	12.0%

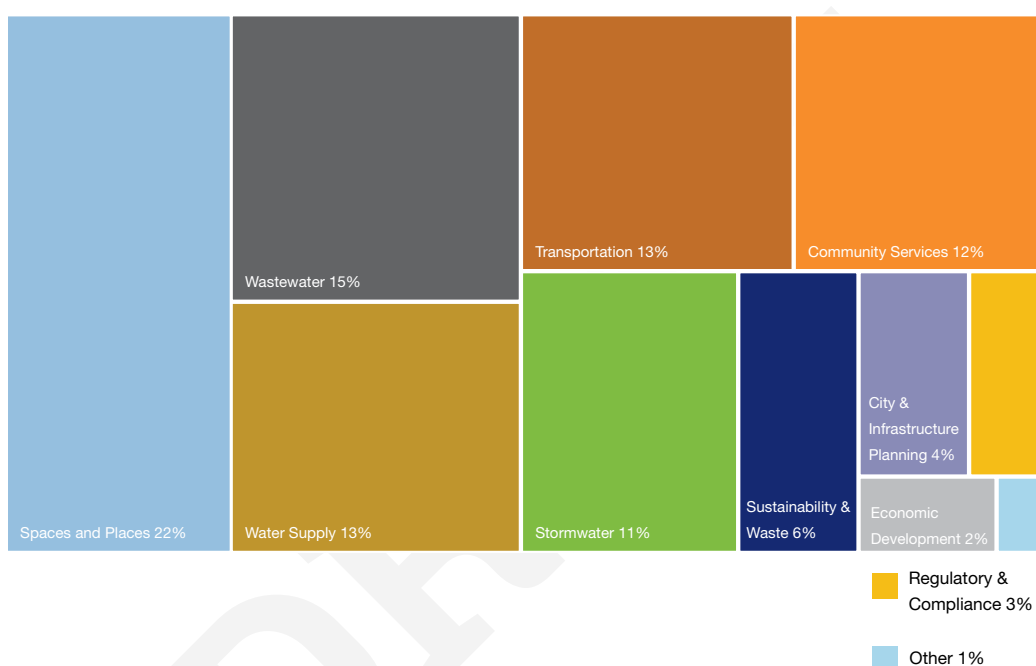
*5 A prior year adjustment in 2020/21 accounts has increased fixed assets from \$4,404m to \$4,983m.

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What did our rates pay for over the last year?

Rates and user fees cover the operational (day-to-day) costs of running our city. This includes providing core services and ensuring infrastructure is maintained. About 76% of our operational expenditure was covered by rates this year. The remainder is covered by user fees and charges, and subsidies from other organisations, particularly Waka Kotahi.

The rates graph below shows the services that rates fund. Three waters and transportation accounted for 53% of our rates spend, with a further 35% funding our city's libraries, parks and recreation, and other community facilities. Support Services includes corporate treasury in which interest revenue offsets a portion of rating requirements for the organisation.



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

Capital expenditure pays for new assets, renewing existing assets and improving them to deliver a better service. The majority of our capital works programme was spent on core infrastructure (transportation, wastewater, water supply and stormwater), which accounted for 78% of our capital expenditure this year. Key projects delivered this year were identified earlier in this section.





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Non-financial performance snapshot

60%

of measures achieved
60 measures

37%

of measures not
achieved
37 measures

3%

of measures unable
to be assessed
3 measures

All targets achieved for two activities



Arts and Culture



Community Relations

We exceeded a number of our targets

160

Community facilitations
undertaken
Target was 30

92

Proposals received for the
Creative Communities Scheme
Target was 60

109

Proposals received for the
Community Grant Fund
Target was 20

916,445

Virtual visits to our libraries
Target was 460,000

35min

Our median response time to
attend a flooding event
Target was <90 min

429kg

Of waste sent to landfill per capita
Target was 550kg

471

Items loaned to schools through
the Hands On Tauranga service
from our museum collection
Target was 300

10,247

Participants in school children's
walking and cycling programmes
Target was 5,800

357 litres

The average consumption of
drinkable water per capita per day
Target was <450 litres

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

43% of these (16 measures) were affected by COVID-19, in the following activities:

Libraries

Venues &
EventsEconomic
Development

Airport

Customer
ServiceMarine
PrecinctMount
Beachside
Holiday ParkAnimal
Services

Water Supply

483,101Visits to Council Libraries
(all four combined)
Target was 600,000**25,599**Number of patrons attending
ticketed events at Baycourt
Target was 60,000**376,312**Number of passengers through
the airport each year
Target was 396,000**12 Events**Provide educational presentations regarding dog
handling, management and bite prevention to
schools/businesses.
Target was 15 Events**70,453**Number of guest nights at Mount Beachside
Holiday Park
Target was 75,000**6**Removal of coastal encroachments
from public land each year.
Target was 20**26,031**Number of visitor nights as a direct result of Legacy
and Major Event Fund investments
Target was 75,000

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**We couldn't assess 3% (3 measures) of our targets
for reasons that included**

**COVID-19 restrictions caused
interruptions:**



**Venues and
Events and Airport
satisfaction survey**

**Alternative user engagement
took place**



Marine precinct

YEAR IN REVIEW

Non-financial performance summary

We achieved 60% of our non-financial performance measures

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

In our Long-term Plan, the level of service that the council will deliver is agreed upon by the council in consultation with the public.

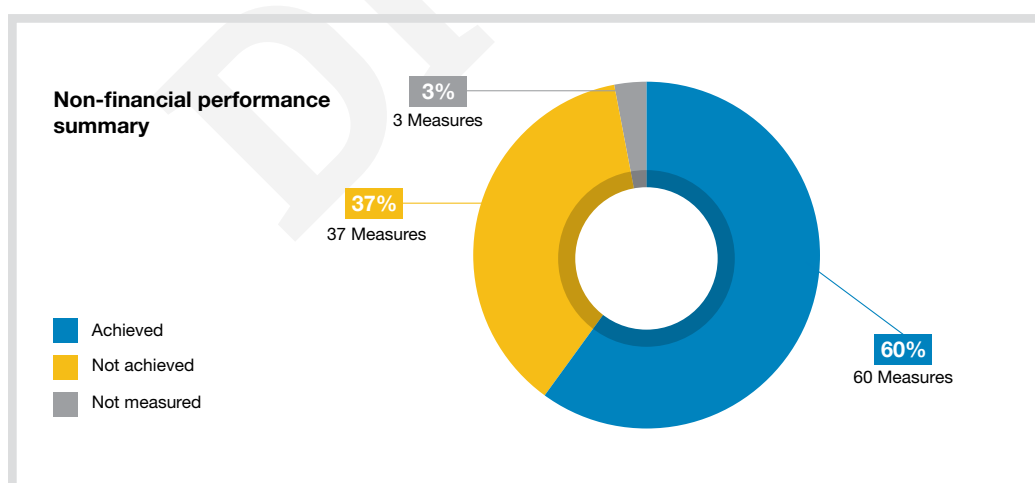
The Local Government Act 2002 stipulates that local authorities are required to report on how well they are performing in delivering these levels of service to their communities as measured by the non-financial performance indicators.

The Long-term Plan 2021-31 sets our performance and 'level of service' targets, as well as the measures we use to assess them. In total, there are a 100 measures across our 13 group of activities, 23 of which are mandatory measures as per section 261B of the Local Government Act.

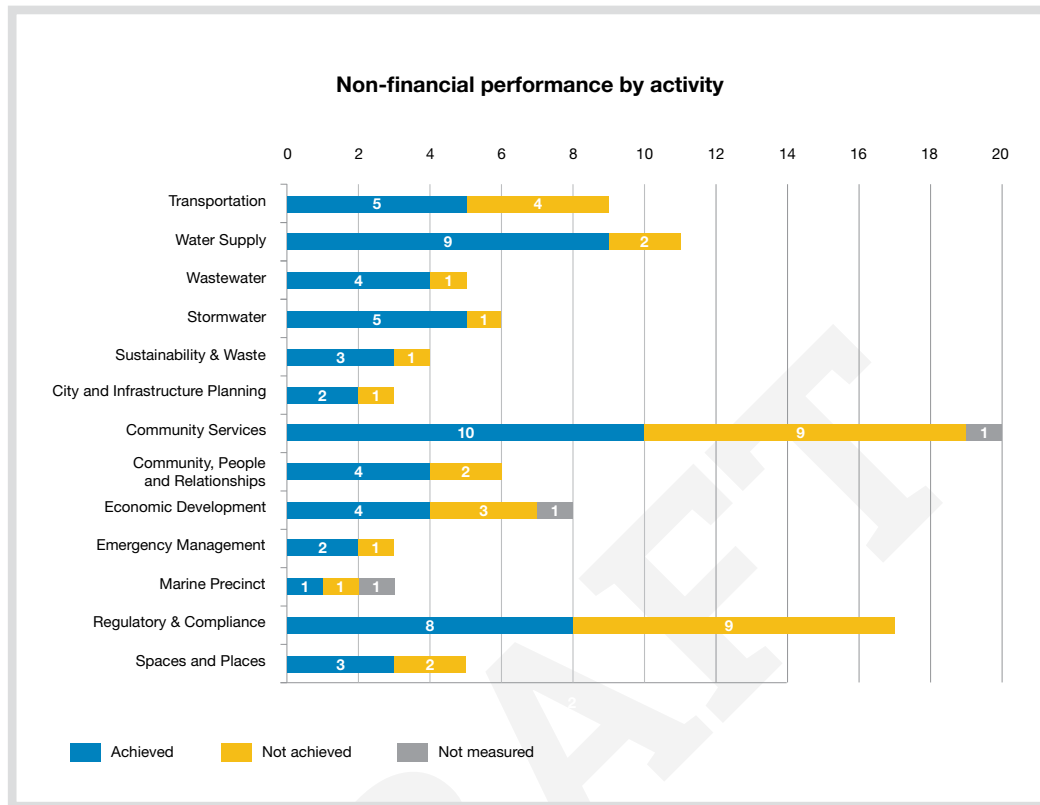
These measures vary greatly depending on the activity. For example, we use bacteriological standards as a measure for drinking water quality and perception-based measures to assess the percentage of residents who feel safe in their neighbourhood after dark. We measure our performance throughout the year,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

We have measured and reported on 97 of the 100 non-financial performance measures, 60 (60%) are achieved and 37 (37%) are not achieved; 3% were not measured.

The number of measures that were achieved for this past financial year have increased by 7% on the 2020/21 year. However, COVID-19 still continues to play a part in the non-achievement of a number of our measures. 16 of the 37 measures across seven activity groups have been affected by the pandemic and subsequent restrictions. The Venues and Events activity has been most severely affected with seven out of ten measures directly impacted.



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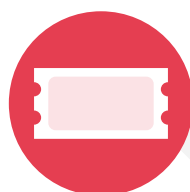
City events

Hot Springs Spas T20 Black Clash

Tauranga hosted the T20 Black Clash event at Bay Oval on Saturday 22 January 2022, with 10,081 tickets sold. The event featured New Zealand's biggest sporting stars of rugby and cricket playing against each other in a T20 cricket match and was supported by council's Major Events Fund and delivered by Duco Events. Council undertook a full post-event evaluation which included a survey sent to all spectators. This evaluation identified both the social and economic benefits the event brought to the city.

The influx of 5,920 out-of-town fans created 6,711 visitor nights, providing a strong start to the city's tourism for 2022 and a bright spot amid event challenges of the past two years due to COVID-19 restrictions. Overall, \$1,120,294 was spent by visitors while in Tauranga over the event weekend. Ninety-four percent of surveyed residents agreed or strongly agreed 'Tauranga is a more enjoyable place to live by hosting events like this'. Council worked with Tourism Bay of Plenty to provide the key messaging for commentators about the city which was broadcast on the night.

The event also provided the platform to promote Tauranga to those who did not attend in person, with more than one million viewers (1,034,900 consolidated viewership TVNZ 1, and 57,000 TVNZ OnDemand) tuned in to the on-field action. The at-home audience was treated to stunning footage of Mauao as well as player interviews in iconic Tauranga locations that were organised by council in conjunction with TVNZ and Duco Events. An additional 76,255 international viewers tuned in via Fox Sports in Australia.



10,081
tickets sold



6,711
visitor nights caused
by the event



\$1,120,294
spend by visitors



5,920
visitors from
outside Tauranga



Net benefit of
\$493,822*



94%
resident liveability**

* Net benefit = the monetary value of the benefits received by Tauranga businesses and residents less the value of the costs incurred.

** Percentage of residents surveyed who agree or strongly agree with the statement "Hosting events like T20 Black Clash make Tauranga a more enjoyable place to live".

Cost-benefit analysis conducted by event evaluation experts Fresh Info.

ICC Women's Cricket World Cup 2022

In 2019, council worked in collaboration with Bay Oval and other key stakeholders in an effort to bid to be a host city for the ICC Women's Cricket World Cup. This successful bid process led to Tauranga hosting the opening ceremony and seven matches of the ICC Women's Cricket World Cup 2022 tournament from 4 to 18 March 2022. The tournament was opened by members of Whareroa Marae from the hapū of Ngāi Tūkairangi and Ngāti Kuku.

Hosting a tournament of this scale required city-wide involvement from fans, volunteers, mana whenua, city partners and our hospitality and accommodation industries. The tournament provided the opportunity to showcase Tauranga Moana on the world stage through broadcast and digital platforms. Overall, the event produced 1.64 billion video views on the ICC digital channels and 956 million Facebook engagements. Tauranga coverage included the opening ceremony broadcast and pre-match interview content for digital platforms shot in iconic locations around the city.

Anecdotal feedback from visitors and players alike showed that our city's manaakitanga was felt. Feedback received included the following:

“ The team absolutely loved the earrings and the welcome letter from the city. Many of the players have been wearing the earrings this week.... thank you and the city for your generosity. ”

(Team Pakistan)

“ Tauranga was a breath of fresh air during the manic two months of the World Cup. Everyone from the players and teams to the journalists enjoyed the time they got to spend there. ”

(Milly, ICC)

Tauranga Events Action and Investment Plan

The Tauranga Events Action and Investment Plan has been developed by Tauranga City Council in partnership with Tourism Bay of Plenty, Bay Venues and Priority One. This events plan was adopted in June 2022 and responds to feedback from tangata whenua, the events industry, key stakeholders including Bay of Plenty Regional Council, Western Bay of Plenty District Council, Waka Kotahi, emergency service providers and the Tauranga community on what they would like to see happen in the events space.

This plan sets out what we want to achieve for events in Tauranga, goals and an action plan to be implemented in future years. It provides a starting point in signalling the aspiration to be the best host city in Aotearoa where we will establish a hosting standard reflective of our people and our places that is not seen anywhere else in the country. Tangata whenua are integral to this aspiration and wānanga with iwi and hapū of Tauranga Moana will provide an authentic process to determine how best to embed manaakitanga within this aspiration.

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Calendar of events

2021



TEDx Tauranga: Re imagine
Matariki Kite Day



Bunnings Warehouse National Provincial
Championships Series
Mount Maunganui Half Marathon*



Anchor AIMS Games*
Tauranga Marathon*
Cherry Blossom Festival*



Tauranga Arts Festival*
The Classic (HoopNation)*
Tauranga STEM Festival*
HOT Pink Walk*



Tauranga City To Surf*
Gen X/ Marra Tinman Triathlon*
Weetbix Kids TRYathlon*
Mount Maunganui Half Marathon
postponement date*
Tauranga Diwali Festival*
Oempa South African Festival *



A Night Before Christmas*
Mount Monster
Pāpāmoa Christmas Parade*
Eves Surfbreaker Triathlon
Summer Haze Concert
New Year's Eve community events (Mount
Maunganui, Pāpāmoa, Tauranga City
Centre, Matua and Greerton)*

*There were 57 programmed events planned in 2021/22. Of those, 52% (30) were cancelled due to COVID-19 implications.

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Calendar of events

2022



JAN

Netsky & Friends Concert
Tauranga Fringe Festival
Hot Springs Spas T20 Black Clash
BLACKCAPS v Bangladesh Test
Bay Dreams*
Mount Festival of Multisport
One Love Festival*



FEB

NZ Secondary School Beach Volleyball Champs*
Tauranga Agricultural and Pastoral Lifestyle Show*
First We Eat*
Oceans 22 - Under 14 Surf Life Saving Championships*
Generation Homes Women's Triathlon*
Waitangi Dawn Service (online event)
Waitangi Day Festival*
Tauranga Auto Extravaganza*
National Masters Hockey Tournament*



MAR

ICC Women's Cricket World Cup 2022
Waterbourne Festival & NZ SUP Championships
Bay of Plenty Gin Festival – Ginccredible*
Volleyball NZ National Championships
Marra Sprint Triathlon
Tauranga Multicultural Festival*



APR

The Mount Swim
Pay What You Want Half Marathon*
Holi Colour Splash
Triathlon NZ Elite Race Oceania Cup
Anzac Day Commemorations – Mount Maunganui, Pāpāmoa, Tauranga
Flavours of Plenty



MAY

After Dark Festival
Aramex Kiwi Walk & Run Series
Ultimate Athlete
Tauranga Moana Pride Picnic*



JUN

Pacific Four Series
National Jazz Festival
Matariki ki Mauao, Tupuārangi – Heavenly Treasures



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Awards and recognition

We received the following awards and commendations during 2021/22:

Association	Award	Received for
Association of Local Government Information Managers	National Benchmarking Report – placed 3rd	Tauranga City Council - Contact Centre
	Team of the Year - Winner	Three Waters Collaboration Project -Tauranga City Council, Western Bay of Plenty District Council and Watercare Services
	Web and Digital Project of the Year - Finalist	Three Waters Collaboration Project -Tauranga City Council, Western Bay of Plenty District Council and Watercare Services
	Customer Experience Project of the Year - Finalist	Tauranga City Council – Long-term Plan process
	Information Management Professional of the Year – Winner	Tauranga City Council – Donna Officer
Local Government Funding Agency Taituarā Local Government Excellence Awards	The MartinJenkins Award for Collaborative Government Action - Finalist	Three Waters Collaboration Project -Tauranga City Council, Western Bay of Plenty District Council and Watercare Services
Datacom Transforming Service Delivery - Highly Commended	Air New Zealand EXCELLENCE Award for Environmental Wellbeing - Finalist	Tauranga City Council – Kerbside Collections
	MartinJenkins EXCELLENCE Award for Economic Wellbeing - Finalist	Three Waters Collaboration Project -Tauranga City Council, Western Bay of Plenty District Council and Watercare Services
	Kāinga Ora Homes and Communities EXCELLENCE Award for Social Wellbeing – Highly Commended	Tauranga City Council – Kāinga Tupu – Collaborating to Tackle Homelessness
New Zealand Workplace Health and Safety Awards	New Zealand Workplace Health and Safety Award – INNOVATION - Finalist	Ngā Hau e Whā – The Four Winds manhole cover design: Tauranga City Council and Whare Thompson
The Impact Awards	The Global Impact Award – semi-finalist	Global Ambassadors – supported by Tauranga City Council and Western Bay of Plenty District Council -Welcoming Communities programme

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Project Tauranga

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



Since 2003, the Project Tauranga city partners' programme has generated millions of dollars in funding and assistance for community projects. This year, Project Tauranga partners have provided support to Bay of Plenty Rugby, STEMFest, the Acorn Foundation, provided consent work for the Windermere Park walkway, and helped set up a trust for the Sonic Cinema. In addition, Project Tauranga funding helped build Gate Pā School's bike pump track in partnership with Beca and Higgins.

Following a review of Project Tauranga city partners' programme, the decision was made to wind up Project Tauranga in November 2021. The review highlighted there were more suitable ways to meet the needs of our community, now and into the future. The remaining Project Tauranga funds have been distributed across various community projects including planting at the Kopurererua Valley and Historic Village, Destination Skate Park, Cameron Road artworks, Omanawa Falls and the establishment of a Sculpture Trust. Tauranga City Council would like to extend a warm, heartfelt 'thank you' to all our partners for their generous support and for making a real difference in our community.

Working with Tangata Whenua

Tau ake rā te moana nei,
E papaki kau ana ki te ākau
tangata,
Kakenga waka, ka mauru te tohu
Ki te arearenga o Mauao
He pou herenga mōu, he pou
hononga mōu
Kia herea ki te tika, kia herea ki
te pono
Kia mau, kia ita, kia ū
Haumi e, hui e, taiki e!



Last year we reflected the value of Te Hau Komaru that celebrated traditional ocean-going waka with a festival in Tauranga and said we looked forward to supporting more events such as these. This year the country celebrated Matariki together and Tauranga led the way with a packed calendar of workshops, activities, festivals, seminars and everything in between! Matariki hunga nui – Matariki the great gatherer of people!

This year has seen our partnership with tangata whenua steadily grow in confidence, in action and in outcomes. We also recognise there is a lot more to be done and we are up for the challenge.

The Local Government Act requires council to improve opportunities for Māori participation in decision-making processes and this has continued to progress at the Strategy, Finance and Risk Committee and with increasing representation on many other committees and panels. Through a comprehensive endorsement process, the highly qualified and experienced tangata whenua representatives have added strength alongside the commissioners to role model how strong governance can work.

In the coming year we look forward to facilitating further representatives to the boards of the Council Controlled Organisations thereby utilising our Treaty partnership to strengthen our governance tables. Through this approach we add a valuable lens of mātauranga Māori to the outcomes we can achieve for our entire community.

Te Rangapū Mana Whenua o Tauranga Moana (iwi/hapū collective) has worked tirelessly to maintain pace alongside the demands of council with regular facilitated workshops ensuring strong collective guidance on projects and activities across our city. In particular, council has been very grateful for a clear set of principles on the Three Waters Reform that has focussed on prioritising the protection of our environment, supporting a strong local voice and valuing the learnings of mātauranga Māori. Together, council and tangata whenua have presented a unified stance in the Three Waters Reform process and this strength and support will be crucial as things unfold.

YEAR IN REVIEW

Our City Vision has also benefitted from greater Māori participation alongside greater youth participation, and we see the results resonating well with tangata whenua and youth alike – our two most enduring populations. Holding a feedback session at Huriā Marae saw kaumātua give resounding support to add more local faces and voices behind our vision of environment, inclusivity and vibrancy.

Improved engagement processes have resulted in marked increases in Māori participation with a formula developing that sees community hearings held in three settings – a council setting, a community setting and a marae setting. Not only has there been more Māori responses and participation than ever before, there has been more overall response and participation. It's clear that our community appreciates the range of opportunities as much as Māori do. Nothing reflects our community better than seeing an entire preschool welcomed into the whareni at Whetu o te Rangi Marae to voice their feedback directly to commissioners – the relaxed atmosphere to invigorate kōrero, the inclusivity of having our tamariki present and the courtesy of providing a kai afterwards is everything we love about Tauranga! Learning from the increased engagement we can achieve outside of the council buildings we have seen marae prioritised as the preferred location for joint standing committees and kaitiaki advisory groups. The results are more candid and constructive discussions.

At an operational level, the Takawaenga unit is growing to match demands for Māori engagement and participation. With a specific role for Papakainga Specialist Advice in place, council can provide more tailored support to unlock utilisation of Māori land especially for housing. Doing this in partnership with iwi, hapū and Māori land blocks is essential to creating enduring outcomes. For the wider community this frees up some of the rental market and housing market.

Training continues to be an essential investment. This year the successful cultural competency training suite has been made available to partner organisations in the community,

as council is aware that a culturally competent community of providers creates greater efficiency across the board. In the coming year a Cultural Competency app will be developed to support staff, community organisations and citizens to grow their understanding of te ao Māori.

The greatest challenge in developing a partnership is to bring tangible meaning and recognition that meets the needs of everyone involved. In that spirit, we are very privileged to be living in a time where partnership between council and mana whenua is at the forefront of planning. This partnership has helped co-design the Te Manawataki o Te Papa, a project established on cultural values, to which the community has strongly supported.

To give due regard to this partnership, we are working to provide that same connection to acknowledge the underlying ownership of the land. This would serve to resolve a longstanding grievance that the land known as Lot 45 (and other lots) was wrongly removed from tangata whenua. By reinstating joint ownership, we can restore the original trusted intention shared by our ancestors; both Māori and non-Māori, that the land be used for the benefit of the wider community.

Overall, the success of the past year is best captured by the Kapehu Whetu (Star Compass) that Jack Thatcher unveiled at Te Matahi o te Tau, the annual commemoration of loved ones who have passed. With the guidance and support of the Mauao Trust, alongside the resource and management of council, a tuahu (plinth) has been erected in place of the trig on Mauao. Atop sits a pounamu touchstone for our community to connect with in whatever way best resonates. Whether the depth of narrative touches you, whether the environment inspires you, whether the sense of place captures you – there is a common place for us all created by the collective efforts of council and tangata whenua. Council is simply privileged to be a part of it on behalf of us all.

Mauriaroha ki a tātou, Tauranga moana, Tauranga tangata.



City Vision Workshop Huriā Marae



Te Kete Wānanga Staff Training
Hangarau Marae



Tukutuku workshop
during Matariki, The Artery
Historic Village





03

Civic Leadership

Te whiri mātārae





60

TAURANGA CITY COUNCIL

The commission

The Minister of Local Government, Nanaia Mahuta, replaced the mayor and councillors with four commissioners from 9 February 2021 and reappointed the same commissioners from 26 April 2022 to July 2024.

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

The Commission has been appointed to make good decisions on behalf of the city and its residents, and to ensure that a process is in place to restore full local democracy at the next elections for Tauranga City Council in July 2024. The Commission has the powers and duties to perform the functions of Tauranga City Council.

Each commissioner brings skills in the fields of governance, infrastructure, and strategic and financial planning.

The focus from July 2021 to 25 April 2022 was to:

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

The focus from 26 April 2022 is to:

- deliver a 2024-34 Long-term Plan that prioritises the needs of the community, city and region
- ensure programmes of work identified in the Commission's Exit Plan are progressed and sufficiently resourced for delivery
- continue to identify issues faced by the council and engage in existing council initiatives or other actions to address these issues
- work with the council's chief executive to build capability, capacity and resilience within the council organisation
- support the council to develop a comprehensive induction programme to ensure incoming elected councillors are able to practice good governance
- work with the council to encourage quality candidates to stand for election
- progress citywide and local area plans for the provision of recreational and community facilities and services to help influence and guide development decisions and allow related transport, network infrastructure and housing planning and development to proceed
- any other tasks the Commission determines to be necessary to maintain the trust and confidence of the community in the council.

TE MAREA HAUTŪ CIVIC LEADERSHIP



Commission Chair
Anne Tolley

anne.tolley@tauranga.govt.nz



Commissioner
Bill Wasley

bill.wasley@tauranga.govt.nz



Commissioner
Stephen Selwood

stephen.selwood@tauranga.govt.nz



Commissioner
Shadrach Rolleston

shadrach.rolleston@tauranga.govt.nz

Further information on the commissioners, including their Terms of Reference, is available at
<https://www.tauranga.govt.nz/council/about-your-council/commissioners>

How we govern

Council's role

Council's role is to determine the public interest and decide on priority areas for the good of the city and its people. Under the Local Government Act 2002, we:

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

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

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

- the Council (commissioners) from 9 February 2021 to July 2024
- the Council (mayor and councillors) from July 2024
- a chief executive
- an executive leadership team.

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

Together, the mayor and councillors (from July 2024) or the commissioners (from 9 February 2021 to July 2024) form the 'Council' governing body. This is a public statutory body constituted under the Local Government Act 2002. Day-to-day operations are delegated to the chief executive, while corporate performance is monitored through reports to Council, the community, and this annual report.

Council decisions

The Council is recognised as a single entity. The commissioners only have the authority to make group decisions when they are acting as 'Council'. At Council and committee meetings, reports from council staff are submitted, with a recommendation for the commissioners or members appointed to committees to consider.

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

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

Delegating decision-making

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

The Council cannot legally delegate the following powers:

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

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

TE MAREA HAUTŪ CIVIC LEADERSHIP

Council meetings

Council and committee meetings took place inside the council's main building at 91 Willow Street in the city centre until February 2022, and were then held at the Bay of Plenty Regional Council Chambers, 1 Elizabeth Street, Tauranga or the Ground Floor, Tauranga City Council office, 306 Cameron Road, Tauranga. Meetings are also held at external locations such as marae. Council and committee meetings are live streamed through YouTube and our website. The meetings are open to the public, though Council may exclude the public if there is a need for confidentiality. All Council and committee meetings are carried out in accordance with standing orders. Refer to pages X-X for details of the commissioners' involvement in the various committees. The committee structure was amended from 22 February 2021 and has remained largely unchanged.

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

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

Code of Conduct

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

How you can have your say

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

- vote for the mayor and councillors at the next Tauranga City Council election in July 2024
- arrange to speak in the public forum section of a Council or committee meeting
- contact the commissioners
- attend a Commissioners' Clinic
- connect with us on our social media channels including Facebook, Neighbourly, LinkedIn, and YouTube

- participate in consultation and engagement by making a submission on plans, projects or notified consents. Opportunities for sharing your ideas and feedback include surveys, workshops, drop in sessions, or via our formal consultation process at www.tauranga.govt.nz/haveyoursay.

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

Commissioners' remuneration and expenses

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

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

The council is responsible for paying this remuneration.

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

Commissioners Anne Tolley and Stephen Selwood both received \$750 per week towards the cost of permanent accommodation in Tauranga. However, from January 2022, Commissioner Selwood's \$750 allowance covers both the cost of his accommodation and travel. Commissioner Tolley's allowance remains unchanged. Having the commissioners living in the Tauranga community is a more efficient use of their time and results in a neutral financial outcome for the council, with potential savings in commuting costs, hotel accommodation and meals. It also allows the commissioners to be more accessible to the council and community when fulfilling their responsibilities. This amount was reviewed in October 2021.

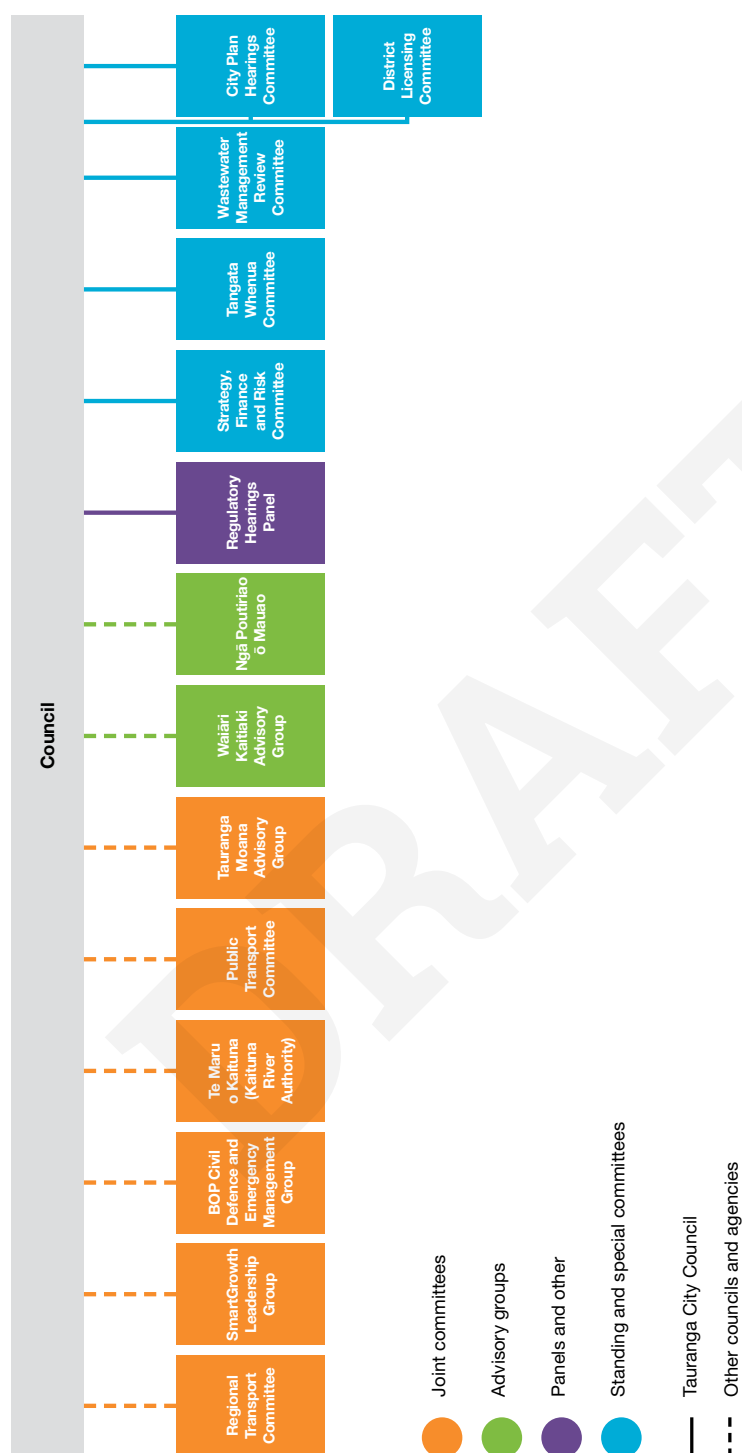
For details of the commissioners' remuneration please refer to <https://www.tauranga.govt.nz/Portals/0/data/council/about/files/commissioners-remuneration-july2021-june2022.pdf>.

The committee structure

Commissioners' attendance at Council and committee meetings for the period 1 July 2021 to 30 June 2022

TOTAL - July 2021 to June 2022 (includes continuation days)					
Committees	No.	Tolley	Rolleston	Selwood	Wasley
Council	27	27	27	27	26
Strategy, Finance & Risk Committee	10	10	9	10	10
Tangata Whenua / TCC Committee	4	4	4	2	4
Wastewater Management Review Committee	2	N/A	N/A	2	2
Total Meetings	46	44	40	44	42

Committee structure from July 2021





Standing and Special Committees



City Plan Hearings Committee (discharged on 30 August 2021 and replaced with City Plan Hearings Panel)

Chairperson: Commissioner Wasley

Other members: not appointed

Role: To enable effective decision-making with regards to city and private plan changes through specific hearings.



District Licensing Committee

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

District Licensing Committee 1: Commissioner Murray Clearwater

District Licensing Committee 2: Commissioner Mary Dillon

District Licensing Committee 3: Commissioner David Stewart

District Licensing Committee 4: Commissioner Beverley Edlin



Strategy, Finance and Risk Committee

Chairperson: Commission Chair Tolley

Deputy chairperson: Dr Wayne Beilby – tangata whenua representative

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

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

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



Tangata whenua / Tauranga City Council Committee

Independent chairperson: Huikakahu Kawe (to December 2021) and Anthony Fisher from 13 June 2022

Deputy chairperson: to be appointed

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

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

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

Role and scope

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

Functions and key tasks

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

Partners

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



Wastewater Management Review Committee

Chairperson: to be appointed

Deputy chairperson: to be appointed

Members: Commissioner Selwood, Commissioner Wasley, Commissioner Rolleston (Alternate member TCC), Whitiara McLeod – Ngāi Te Rangi, Des Heke (Member) and Destiny Leaf (Alternate) – Ngāti Ranginui, Lara Burkhardt and Te Rangimārie Williams – Ngā Pōtiki (from 6 December 2021)

Purpose: To ensure wastewater operations are in accordance with the Wastewater Management Review Committee Management Plan.

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

TE MAREA HAUTŪ CIVIC LEADERSHIP

Joint Committees

Joint Committee	Membership (Tauranga City Council)
SmartGrowth Leadership Group	Commission Chair Tolley Commissioner Selwood Commissioner Wasley Alternate: Commissioner Rolleston
Bay of Plenty Civil Defence Emergency Management Group	Commission Chair Tolley Alternate: Commissioner Wasley
Te Maru o Kaituna (Kaituna River Authority)	Commissioner Rolleston Alternate: Commissioner Wasley
Regional Transport Committee	Commission Chair Tolley Alternate: Commissioner Selwood
Public Transport Committee (Bay of Plenty Regional Council Committee)	Commissioner Selwood Commissioner Wasley
Tauranga Public Transport Joint Committee	Commission Chair Tolley (Chair) Commissioner Selwood Cr Paula Thompson (BOPRC) Cr Andrew von Dadelszen (BOPRC and Deputy Chair) This joint committee was established in December 2021 to provide strategic and operational advice and direction for an integrated public transport system for Tauranga city and monitor implementation delivery.

Advisory Groups

**Ngā Poutiriao ō Mauao**

Chairperson: Dean Flavell - Ngāti Pukenga

Representatives appointed by the Mauao Trust: Dean Flavell - Ngāti Pukenga, Antoine Coffin - Ngāti Ranginui, Punohu McCausland - Waitaha a Hei, Jack Thatcher - Ngāi Te Rangi

Representatives appointed by Tauranga City Council: Commissioner Rolleston (Deputy Chair) and Commissioner Wasley. Two staff members are appointed to fill the two remaining council positions only to fulfil quorum requirements if one or both commissioners are unavailable

Purpose: The purpose of Ngā Poutiriao ō Mauao is to give effect to the purpose of the Mauao Trust to protect and preserve the mauri of Mauao to ensure the natural, physical and cultural integrity of Mauao is maintained.

**Waiāri Kaitiaki Advisory Group**

Co-Chairpersons: Commissioner Shadrach Rolleston, Co-chair representative of consent holder; and Darlene Dinsdale - Mokopuna o Tia me Hei, Co-chair representative of iwi/hapū

Deputy chairperson: Mokopuna o Tia me Hei, Co-chair representative of iwi/hapū

Tangata whenua representatives: Jo'el Komene – Tapuika Iwi Authority, Maru Tapsell – Te Kapu o Waitaha, Manu Pene – Ngāti Whakaue ki Maketu (Te Hononga) and Darlene Dinsdale - Mokopuna o Tia me Hei

Tauranga City Council members: Commissioner Rolleston, Commissioner Wasley

Western Bay of Plenty District Council members: Mayor Webber and Deputy Mayor Scrimgeour

Bay of Plenty Regional Council representative (non-voting): Consents Manager

Role: To exercise kaitiakitanga in relation to the Waiāri Stream to restore, protect and enhance the awa and to provide advice and recommendations to Tauranga City Council and Western Bay of Plenty District Council, as the joint consent holders in relation to matters covered under Resource Consent #65637 which authorises the taking of water from the Waiāri stream for municipal supply.

TE MAREA HAUTŪ CIVIC LEADERSHIP

Panels**City Plan Hearings Panel (established 30 August 2021)**

Chairperson: Commissioner David Hill

Members: Commissioner Fraser Campbell, Commissioner Richard Knott, Commissioner Vicki Morrison-Shaw. The independent hearings commissioners are to conduct the hearings and make decisions in respect to the following plan changes:

- Plan Change 26 – Housing Choice
- Plan Change 27 – Flooding from Intense Rainfall
- Plan Change 30 – Earthworks

**Regulatory Hearings Panel (established 29 March 2021)**

Chairperson: Mary Dillon

Members: Terry Molloy, Alan Tate and Puhirake Ihaka

Role: To conduct hearings and make decisions of a quasi-judicial nature on regulatory matters through specific hearings and decision making.

Governance Group



Dive Crescent Governance Group

Chairperson: Independent Chair Alan Tate

Members: Commissioner Rolleston and Commissioner Wasley (Tauranga City Council), Puhirake Ihaka and Peri Kohu (Otamatata Trust)

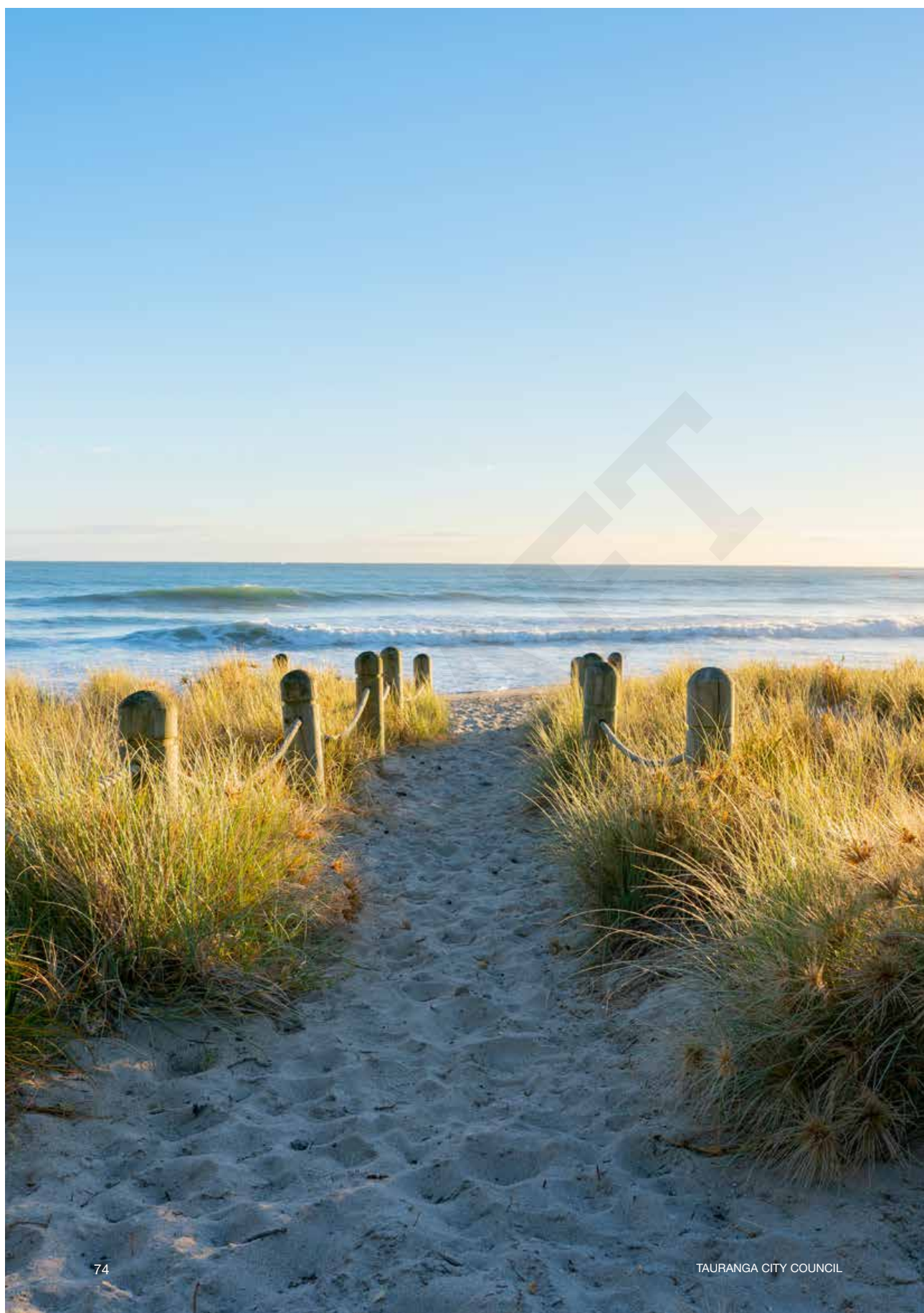
Role: To work towards the joint management and development of the land alongside Dive Crescent.

There are several other groups and organisations that the commissioners and staff are appointed to.

Group/Panel	Representative
Tauranga Moana Advisory Group (Previously named Te Awanui Tauranga Harbour Advisory Group)	Commissioner Shadrach Rolleston Commissioner Bill Wasley
Mount Air Quality Working Group	Commissioner Shadrach Rolleston Commissioner Bill Wasley Ms Emily Gudsell
Omanawa Project Governance Group	Director: Places and Spaces Manager: Strategic Māori Engagement
Tauranga Western Bay Safer Communities	General Manager: Community Services (assumes Chairperson role) Alternate: Team Leader: Community Development
Tauranga Creative Communities Scheme Funding Panel	Manager: Arts and Culture
Event Funding Panel	General Manager: Community Services (Chairperson) Manager: Venues and Events Council subject matter expert(s) dependent on genre/type/nature of event. (The two council representatives/members appointed above are delegated authority to appoint, by consensus, an appropriate expert or experts to the panel on a per event basis).
Community Development Match Funding Panel	Manager: Community Partnerships Team Leader: Community Development Three existing external appointees (one each from TECT, Bay Trust and Acorn Foundation) The Manager: Community Partnerships is delegated authority to approve small grants of up to \$1,000 with the number of grants approved not to exceed the total amount budgeted annually for small grants.

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

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



04

Our Organisation

Te āhua o te kaunihera





Organisational leadership as at 30 June 2022

Our executive team is led by our chief executive and as at 30 June 2022 was comprised of seven groups. A restructure came into effect on 1 July 2022 that resulted in some changes within these groups, however, as at 30 June 2022 the seven groups were:

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

We employ skilled people who are passionate about our city and its future. Within the seven groups there are 36 teams, with 856.6 full-time equivalent (FTE) employees working to deliver quality services and projects.

Executive team

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

Chief Executive

Marty Grenfell

General Manager City Development & Partnerships

Gareth Wallis

General Manager Community Services

Barbara Dempsey

General Manager Corporate Services

Paul Davidson

General Manager Infrastructure

Nic Johansson

Acting General Manager Regulatory & Compliance

Steve Pearce

Acting General Manager People & Engagement

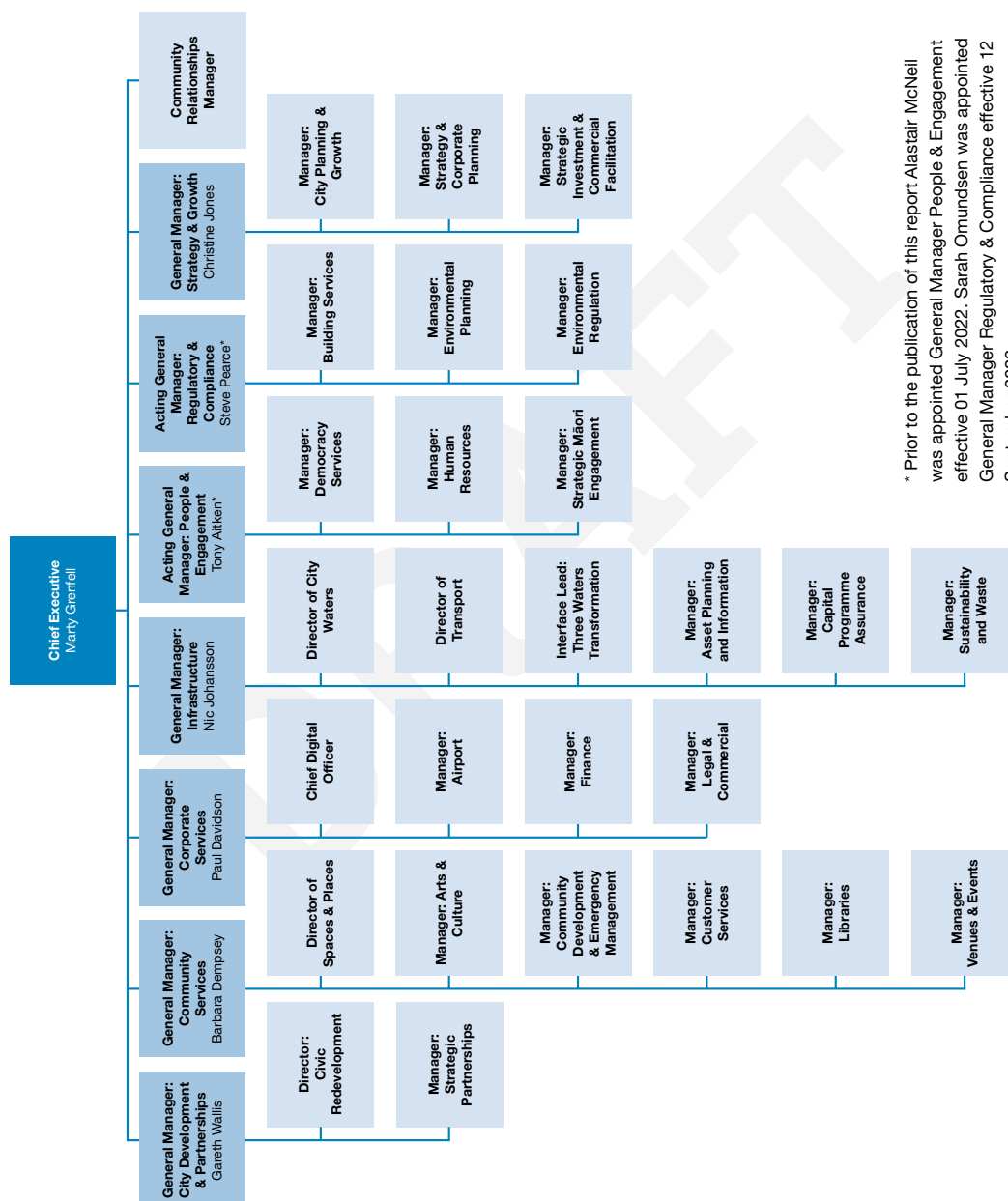
Tony Aitken

General Manager Strategy & Growth

Christine Jones

OUR ORGANISATION

Organisational structure





OUR ORGANISATION

Our stakeholders

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

Over the last year council sought community input on a huge range of projects and via diverse channels and forums. From an innovative digital campaign which attracted far higher youth engagement around our vision for the city, to drop-in sessions on how best to use the land around the racecourse, to virtual engagement rooms on Cameron Road's re-design and re-development.

Commissioners have also undertaken extensive engagement directly with the community. The most intensive period was over the Long-term Plan Amendment 2021/22 and Annual Plan 2022/23 consultation period. Commissioners led eight community events, while also meeting separately with residents and ratepayers groups, business leaders, Māori leaders and key partners and stakeholders such as Priority One, Socialink and Envirohub. Feedback was not only measured by formal submissions and hearings, but also through social media analytics and an in-person poll at events.

Currently council primarily engages with our community in these ways:

- conducting our own general and targeted engagement activities that are related to a strategy, project or issue
- participating in multi-stakeholder relationships and forums
- responding to requests for information and services.

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

Developing our people

The repercussions of COVID-19 remains a major influence and impacted on a number of learning events during the year. However, our flexibility with online and blended learning allowed us to continue to provide many of these learning opportunities for our people.

- A full suite of in-house learning opportunities was developed and made available to staff and an online management system for learning was introduced, ensuring staff can see all available learning and easily book into courses.
- Leadership development was a key focus. We implemented a range of leadership training opportunities targeting various levels from executive to aspiring leaders. These efforts to create Leadership Learning pathways allow staff to develop in a meaningful way as their career progresses.
- Two teams were entered into the New Zealand leg of the Australasian Management Challenge. This was an opportunity to form a team with diverse strengths to lead the way in addressing a real challenge faced in local government. It is a competitive experience that involves teams from throughout New Zealand and Australia and provides great development for aspiring leaders.

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

2017/18	2.8%
2018/19	2.6%
2019/20	2.5%
2020/21	1.0%
2021/22	2.1%

Managing risk

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

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

Risk management

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

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

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

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

Business continuity

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

The system is based on ISO 22301 Business Continuity Standard and the Business Continuity Institute Best Practice Guidelines.

Internal audit

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

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

Strategy, Finance and Risk Committee

The Strategy, Finance and Risk Committee ensures that we manage risk appropriately. It was established in May 2021 and supersedes the previous Finance, Audit and Risk Committee.

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

External audit

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

In October 2021 we adopted our 2020/21 Annual Report. This received an unmodified audit statement.

In December 2021, we adopted the Civic Precinct Masterplan - Te Manawataki o Te Papa – the heartbeat of Te Papa. After consulting on the proposed amendments, the 2021-31 Long-term Plan was updated to recognise the additional capital expenditure and operational costs, debt and revenue effects of implementing this masterplan, and to introduce a new funding and financing approach for some key infrastructure projects using the Infrastructure Funding and Financing Act 2020. On 27 June 2022, Audit New Zealand audited our Long-term Plan Amendment 2021-2031. The amended plan replaces the plan adopted on 26 July 2021 and received a modified audit opinion concerning two points: uncertainty over proposed funding mechanism for new infrastructure projects and uncertainty over external funding contributions for the civic precinct capital programme.

The 2021/22 interim audit focused on our internal control environment and systems for financial and non-financial information.

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

OUR ORGANISATION

Health, safety and wellbeing

Ownership




In 2021/22, we reviewed the role of health and safety across our organisation, with an initial focus on understanding the pivotal role project managers play in ensuring safe outcomes across our capital works programme. Identifying where the responsibility sits and who is accountable, will provide better safety outcomes for our staff and contractors. Our goal is to embed improved health and safety processes into existing work flows as well as provide training and mentorship to increase health and safety across our organisation.

Moving forward, our focus will shift towards how we monitor the effectiveness of health and safety ownership.

Incidents and injuries

We are committed to the ongoing health, safety and wellbeing of all our suppliers, staff and residents. Our incident and injury data incorporates health and safety events across all areas of council.



	Year	Incident	Minor Injury	Major Injury	Total
 Staff	2021/22	216	33	3	252
	2020/21	215	55	3	273
 Contractors	2021/22	160	35	7	201
	2020/21	282	59	9	350
 Member of public	2021/22	41	8	14	63
	2020/21	97	39	6	142

Incidents

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

Minor Injuries

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

Major Injuries

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

OUR ORGANISATION

Seven incidents were notified to WorkSafe, New Zealand's primary workplace health and safety regulator:



Staff: 1



Contractor: 4



Public: 2

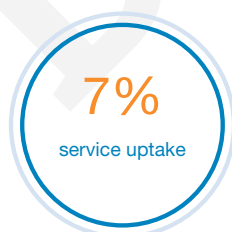
Understanding the context around such events means we can investigate trends and shape our spaces and places to ensure everyone goes home healthy and safe, every day. Examples of events that occurred this year and the steps taken to resolve them include:

Event	Result
Illegal dumping of asbestos by a member of the public exposed others to asbestos fibers.	A swift clean-up by preapproved contractors minimised the potential for harm.
During a piling operation, a spring and washer fell from height hitting a nearby contractor.	An investigation identified the worker entered an exclusion zone whilst equipment was operating and that prestart checks were not available for this piece of equipment.
Whilst onsite, a worker fell on an unsecured boardwalk and fractured their ankle.	The subcontractor had not inducted the worker to identify the hazard and Personal Protective Equipment (PPE) was found to be insufficient.
A contractor jumped from a ladder whilst trying to unhook rigging gear, after the tank they were leaning against slid from its position.	The safety of the work practice was reviewed, and an alternate method established.

Employee Assistance Programme

Council provides employees access to a free, voluntary, and confidential employee assistance programme for those seeking support for both work and personal challenges.

Anonymised data gathered from council's counselling and advisory services between September 2021 and February 2022 has highlighted the continued willingness of our staff to take up these services, with figures consistent with 2020/21.



OUR ORGANISATION

Working with the public

Through our obligations under the Health and Safety at Work Act, 2015 we are continuously working on ways to improve public safety.

In 2021/22 we focused on:

**Inflatable devices**

As a result of the tragedy in Tasmania where six children were killed and nine others injured, we have undertaken a review of the approval process for the use of land-borne inflatables on council-operated land.

**Roadings**

The Cameron Road project provided an opportunity to increase road safety awareness, with students at a local primary school receiving a programme focusing on 'looking after your mates'. Further safety improvements included the installation of speed bumps and rumble strips in key areas such as pedestrian crossings near schools, and staff working with police to monitor speed in these areas.

**Walkways**

Feedback from members of the community led to a review of current controls in an effort to reduce slips and trips on footpaths within our city centre.

A trial is currently underway to test the effectiveness of different cleaning methods in removing bird excrement, mould in shady areas, and fruit or seeds from trees.





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TAURANGA CITY COUNCIL

05

Groups of Activities

Ngā Mahi Katoa





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TAURANGA CITY COUNCIL

Groups of Activities

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

These include:

Transportation	94
Water Supply	102
Wastewater	110
Stormwater	116
Sustainability and Waste	122
City and Infrastructure Planning	128
Community Services	133
Community, People and Relationships	144
Economic Development	151
Emergency Management	158
Marine Precinct	163
Regulatory and Compliance	169
Spaces and Places	178
Support Services	184

GROUPS OF ACTIVITIES

Community well-being

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



Economic



Environmental



Social



Cultural

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

Our community outcomes

Community outcomes are a starting point for our Long-term Plan. They guide our decision-making to provide you with the city you want. Refer to the icons in this document to see which community outcomes we're working to achieve through each activity.



We have a well-planned city

Tauranga is a city that is well-planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.



We value and protect our environment

Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.



We support business and education

Tauranga is a city that attracts and supports a range of businesses and education opportunities, creating jobs and a skilled workforce.



We can move around our city easily

Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.



We are inclusive

Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.



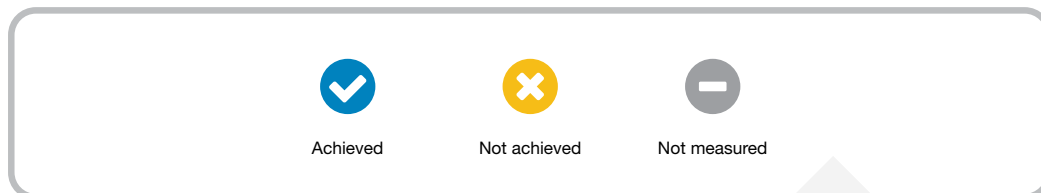
We recognise we are an integral part of the wider Bay of Plenty region and upper North Island

Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region.

GROUPS OF ACTIVITIES

Performance measures

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



GROUPS OF ACTIVITIES

Transportation



What we do

We manage Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport. We operate and maintain local roads (including streetlights, bridges, footpaths, traffic signals, sumps, berms, bus shelters, parking buildings and parking machines), and monitor crash statistics to identify problem areas and determine solutions.

Transport network resilience involves identifying the impacts of land use, growth and development on our network and parking resource, and identifying where future upgrades or control is required.

We invest in walking and cycling projects, public transport projects and education to encourage greater use of more sustainable transport modes.

How this affects you

We contribute to the efficient and safe movement of people and goods on our local road network, providing better transport choices, connecting communities and supporting businesses that operate across our city.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 a new maintenance contract started under a new collaborative contract model in December 2021 and a mowing contract was added to this in July 2022.
- 2 we saw an increase in the completion of the surfacing programme (from 35% to approximately 75%), and improvements in the quality of work with the launch of the new maintenance contract.
- 3 staffing resources were increased to improve response times via our Customer Communication Management tool (CCM) so we can contact customers and resolve issues faster.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Accessible Streets	1,284	2,180	(896)	Longer than planned design phase caused by a combination of resourcing challenges and impacts of delays from other connected projects has delayed expenditure this year. Implementation of the major upgrades in Ōtūmoetai/Matua/Judea will still commence construction in the next financial year.
Te Papa intensification	17,638	19,124	(1,486)	Cameron Rd Stage 1 project still on track for completion by October 2023. Variance has been re-cashflowed into 2022/23.
Parking Infrastructure	54	1,350	(1,296)	The Parking Strategy is currently being updated and this has resulted in a number of projects being put on-hold.
Roading upgrades and Improvements	7,792	10,107	(2,315)	The major variance for the year was in the delivery of the safe network programme primarily due to scope changes and delays with securing Waka Kotahi funding.
Pedestrian improvements	1,037	1,933	(896)	Significant underspend in Minor Safety programme due to changes in scope across a number of projects, including improvements around St Mary's School, Cambridge Road/Westridge Drive and Gargan Road/Unutoto Place.
Streetlight upgrading to LED	613	1,400	(787)	Project on track and delivered under budget.
Minor Renewal Works (Reseals, Streetlights, Kerb & Channel, Signs & Footpaths)	7,151	13,265	(6,114)	New maintenance contract in place has impacted delivery of this years programme, balance of the three year programme has been rephased into later years.
New transportation model	715	854	(138)	Project on track, some minor rephasing of budget into 2022/23.
Traffic signals	629	700	(71)	Maleme St/Cameron Rd project complete ahead of time and to budget, Elizabeth St/Devonport Rd traffic signals awaiting Farmers development to be completed before final signoff.
15th Avenue, Turret Road and Welcome Bay corridor	416	706	(290)	Business case is underway but has been delayed due to stakeholder engagement taking longer than planned, budget has been rephased into 2022/23.
Public transport infrastructure	1,810	2,805	(996)	New bus shelters are behind planned schedule this year, but still forecast to be completed on time to overall project schedule.
City centre carpark seismic strengthening	1,477	3,981	(2,504)	Both Spring Street and Elizabeth Street projects have extended their programme timeframes to enable continued access to the buildings for users. Variance has been carried forward to 2022/23.
Eastern Corridor growth projects	2,822	18,577	(15,755)	Preloading works for Pāpāmoa East Interchange have been shifted into 2022/23 year resulting in significant variation to this year's budget.
Western Corridor growth projects	4,662	26,285	(21,623)	Planning and design for Tauriko West is underway, however this has been delayed as delivery of this programme has now been allocated to Waka Kotahi to deliver on TCC's behalf. A large component of this years budget is tied up with land acquisition which is still ongoing, but will be settled in 2022/23.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - TRANSPORTATION

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	30,501	27,742	27,878	136
Targeted Rates	134	2,167	2,112	(55)
Subsidies and grants for operating purposes	4,846	7,294	6,301	(993)
Fees and charges	8,001	3,507	3,210	(297)
Internal charges and overheads recovered	17	0	2	2
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	1,437	1,688	2,448	760
Total Sources of Operating Funding (A)	44,936	42,398	41,951	(447)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	16,777	22,529	22,155	(374)
Finance Costs	10,666	4,887	4,577	(310)
Internal Charges and Overheads applied	6,738	10,014	9,378	(636)
Other Operating Funding applications	0	0	(17)	(17)
Total Applications of Operating Funding (B)	34,181	37,430	36,093	(1,337)
Surplus/(Deficit) of Operating Funding (A-B)	10,755	4,968	5,858	890
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	28,631	35,753	28,723	(7,030)
Development and financial contributions	5,247	4,958	5,740	782
Increase/(Decrease) in debt	27,948	16,497	8,071	(8,426)
Gross Proceeds from the Sale of Assets	1,667	20	(180)	(200)
Lump sum contributions	41	90	568	478
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	63,535	57,318	42,922	(14,396)

**Key Variance
Explanations for 2022**

Minor variance.

Minor variance.

Maintenance programme spend lower than anticipated resulting in lower subsidy received from Waka Kotahi.

Increased working from home behaviour has reduced parking volumes in city centre.

Minor variance.

Increased range of sites being enforced.

A new large scale roading network maintenance contract was not operational for part of the year resulting in lower than planned expenditure this year.

Lower than budgeted capital expenditure has decreased borrowing requirements and interest costs.

Internal charges below budget as outlined in Corporate Services activity.

Doubtful debt costs not included in LTP expenditure.

Lower than budgeted capital expenditure decreased funding requirements from Waka Kotahi for the year.

Higher funding mainly driven by higher than anticipated building consent contributions.

Lower than budgeted capital expenditure decreased borrowing requirements.

Sales have not yet been settled, variance reflects the costs incurred working through negotiations on a variety of land disposals.

Additional revenue received from Waka Kotahi for previous years projects

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - TRANSPORTATION

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	(5,057)	27,477	8,983	(18,494)
- to improve level of service	52,033	39,221	31,713	(7,508)
- to replace existing assets	9,145	16,024	7,867	(8,157)
Increase/(Decrease) in reserves	18,169	(20,436)	217	20,653
Total Applications of Capital Funding (D)	74,291	62,286	48,780	(13,506)
Surplus/(Deficit) of Capital Funding (C-D)	(10,755)	(4,968)	(5,858)	(890)
Funding Balance ((A-B)+(C-D))	0	0	0	0

Key Variance
Explanations for 2022

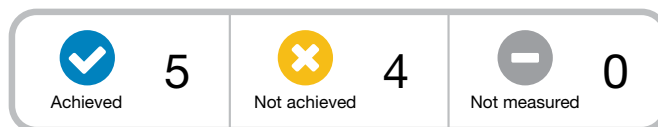
Slower than planned delivery of growth projects in both Eastern and Western Growth corridors.







Slower delivery of safety improvement projects across the roading network.

New maintenance contract in place this year has taken longer than expected to get up and running and an underspend in resealing and rehabilitation of local roading network.







Variance is the result of reduced delivery of growth and renewals CAPEX programme.

GROUPS OF ACTIVITIES








PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide an efficient transport network, minimising all-day congestion.	Average speed across key parts of the transport network* (free flow speed = 59km/hr).	 35.37km/hr	27km/hr	 32.5km/h	This result was helped by some lower traffic flow periods as a result of COVID-19 restrictions and more people working from home.
	Duration of peak across the transport network* (where traffic is travelling at 50% of free flow speed of 59km/hr).	 251mins	345min	 330min	This result was helped by some lower traffic flow periods as a result of COVID-19 restrictions and more people working from home.
We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes.	Proportion of people journey to work via: 1) a vehicle as the driver 2) a vehicle as a passenger 3) walking/jogging 4) cycling 5) bus 6) didn't go to work or not stated 7) Worked from home.	 1) 57% 2) 1% 3) 3% 4) 2% 5) 2% 6) 24% 7) 7%	1) 56% 2) 1-2% 3) 3% 4) 6% 5) 8% 6) 23-25% 7) 5-6%	 1) 52% 2) 2% 3) 3% 4) 2% 5) 2% 6) 27% 7) 9%	In 2021/22 the proportion of people journeying to work via: 1) a vehicle as the driver – achieved – with 4% less than the targeted proportion travelling to work as the driver 2) a vehicle as a passenger – achieved – with 2% of those travelling to work as a vehicle passenger 3) walking/jogging – achieved – with 3% of those getting to work, doing so on foot 4) cycling – not achieved – the target of 6% was not met, with 2% cycling to work. This is the same as 2020/21 5) bus – not achieved – the target of 8% was not achieved with 2% of individuals travelling to work by bus 6) didn't go to work or not stated – 27% of individuals did not travel to work or did not state their mode of transport, which was 2-4% more than expected 7) Worked from home – achieved – 9% of individuals worked from home, which was 3-4% more than expected.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes.	Number of participants in school children's walking and cycling programmes.	 9,946	5,800	 10,237	10,237 is the annual total number of participants in programmes promoting children's walking and cycling, including road safety. There were 119 Travel Safe primary students, 44 Travel Safe intermediate students, 3240 participants in Kids Can Ride (cycle education), 585 early childhood/new entrant students learnt to cross the road with Ruben the Bear, approximately 5246 students were involved in either Feet First or The Wednesday Challenge promoted by Travel Safe, 157 intermediate students participated in the Bike Safety programme, 225 students were involved in Park n Stride, 602 students attended Orange Day celebrations, 108 students attended primary or intermediate workshops, 30 joined Students Against Dangerous Driving.
We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking.	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g., percentage of smooth travel exposure (DIA measure) .	 92%	91-92%	 92%	Data was obtained via the High-Speed Road Condition Survey conducted in March 2021. Please note: this measure will remain the same until the next round of condition surveys planned for 2023. The data input into deterioration modelling for renewals is based on a two yearly network-wide road condition survey. The next survey has been booked in February 2023.
	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath) (DIA measure) .	 97.1%	98-100%	 97.1%	This data was obtained via the Footpath Condition Survey conducted in December 2020. The survey takes place every two years and the next survey is scheduled for September 2022.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking.	The percentage of the sealed local road network that is resurfaced (DIA measure).	 2%	4%	 3%	This programme was underdelivered due to factors such as the late start of the maintenance contract, resourcing issues like contractor labour and staff shortages, adverse weather limiting the sealing season, and some projects being put on hold due to others requiring urgent attention. Due to a Council procurement decision, the last maintenance contract ended early (30 June 2021) with no contractor in place until the new contract procurement process was completed. A new contract with Fulton Hogan commenced on 1 December 2021. Approximately 17km of resurfacing was completed this financial year out of a total network length of 600km.
	The percentage of customer service requests relating to roads and footpaths responded to within seven calendar days (DIA measure).	 89%	85%	 78%	This measure was not achieved partially due to a Council procurement decision to end the maintenance contract early in June 2021, with a new contractor starting in December 2021.
We will identify and respond to safety issues, through education and engineering solutions.	The change from the previous year in the number of deaths and serious injury crashes on the local road network expressed as a number (DIA measure).	N/A	Reducing	 Reducing	The number of death and serious injury (DSI) crashes in the previous financial year (2020/21) was 38. The number of DSI crashes in the current financial year (2021/22) is 30, a reduction of eight crashes.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- due to COVID-19 there have been significant resourcing issues plus a shortage of skilled suppliers and material supply, causing delays
- a steep increase in fuel costs has contributed to cost fluctuations and a subsequent increase in costs
- starting the new maintenance contract has been challenging in terms of determining how the new model will operate, and implementing new systems and processes, etc.

Looking ahead

In 2022/23:

- develop programmes for activities to address backlogs from the previous maintenance contract
- focus on improving efficiency in processes and productivity.

GROUPS OF ACTIVITIES

Water Supply



What we do

We provide residents and businesses of Tauranga City with drinking water. Water is a primary resource for living, economic activity and firefighting.

We supply customers with a constant, adequate, sustainable and high-quality water supply. We will:

- manage our water supply catchments which protect source water, extract and treat
- raw water from source streams, and produce drinking water of suitable quality and quantities. The supply of water is managed in accordance with our Water Safety and Asset Management Plans
- distribute drinking water to the point of supply where it meets specific flow, pressure and quality standards
- efficiently operate, maintain and renew council water assets that have a replacement cost in excess of \$600 million
- plan and deliver infrastructure assets to meet future water supply requirements for the growing city in a timely manner
- educate our community about water, wastewater and stormwater conservation, and how to source water in an environmentally acceptable way that acknowledges and respects Te Mana o te Wai and the values tangata whenua place on water resources.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

How this affects you

We provide a high quality, efficient and reliable water supply system that is affordable, protects public health and safety, and meets the required levels of service for customers in residential, rural residential and commercial / industrial areas.

We plan for our customers' future by providing sustainable long-term solutions to the challenges population growth has on water volumes and our water supply network.

Highlights in 2021/22

1

the continuity of water supply during summer was managed by putting the "Water Watchers Plan" into place. The city's source water streams were at record low flows leading into summer. As a result, a proactive year-round water restriction process (the Water Watchers Plan), was implemented to ensure the city's supply could be maintained without breaching source water consent conditions

2

treatment capacity at the Oropi Water Treatment Plant was increased from 30 to 40 million litres per day using central government funding.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Waiāri new water supply system	42,094	45,948	(3,854)	Waiāri Stage 1 has had some delays due to COVID-19 lockdowns, Stage 2 and 3 early planning commenced and is progressing more slowly than anticipated due to resourcing and planning delays.
Eastern Corridor growth projects	338	1,192	(854)	Programme timing has changed to better align with transport investments.
Water Network Upgrades & Renewals	3,610	5,610	(2,000)	Delays due to securing the easement for rising main duplication, physical works likely to be pushed out to 2023/24 year.
Oropi Water Treatment Plant Capacity Upgrade	825	1,000	(175)	Risk and contingency budgets did not need to be fully expended.
Water Supply Plant Upgrades & Renewals	1,540	2,647	(1,107)	Membrane replacements utilised part of the Crown Infrastructure Partners (CIP) programme budget.
Reservoir seismic upgrade & renewals	719	1,431	(712)	Major works requiring reservoirs to be taken off-line have been pushed back until the Waiāri Water Plant has been commissioned. Major physical works will not be initiated until April 2023 when the peak water demand has dropped.
Western Corridor growth projects	1,485	4,999	(3,514)	Programme timing changed to align with transport investments and central government delivered projects.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - WATER SUPPLY				
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	0	0	0	0
Targeted Rates	27,726	34,956	34,492	(464)
Subsidies and grants for operating purposes	0	538	494	(44)
Fees and charges	529	862	285	(577)
Internal charges and overheads recovered	2	11	(6)	(17)
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	28,256	36,367	35,265	(1,102)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	10,589	16,331	14,067	(2,264)
Finance Costs	2,958	7,252	6,038	(1,214)
Internal Charges and Overheads applied	4,241	5,733	5,361	(372)
Other Operating Funding applications	0	0	42	42
Total Applications of Operating Funding (B)	17,788	29,316	25,508	(3,808)
Surplus/(Deficit) of Operating Funding (A-B)	10,469	7,051	9,757	2,706

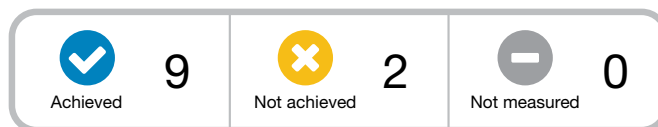
Key Variance Explanations for 2022
Water usage is lower than budgeted due to comprehensive demand management initiatives.
Minor variance.
Variance mainly relating to Forestry harvesting income delay due to increased stakeholder engagement, resourcing constraints and international supply chain issues.
Minor variance.
Some planning spend for water supply modelling was delayed due to additional stakeholder engagement, along with some lower than anticipated planning costs on long-term network modelling.
Lower than budgeted capital expenditure has decreased borrowing requirements and interest costs.
Internal charges below budget as outlined in Corporate Services activity.
Doubtful debt costs not included in LTP expenditure.







GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - WATER SUPPLY				
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	0	3,673	3,836	163
Development and financial contributions	9,036	6,541	8,966	2,425
Increase/(Decrease) in debt	1,745	7,343	5,385	(1,958)
Gross Proceeds from the Sale of Assets	0	0	989	989
Lump sum contributions	0	620	0	(620)
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	10,781	18,177	19,176	999
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	41,735	51,156	48,467	(2,689)
- to improve level of service	1,718	2,418	2,487	69
- to replace existing assets	5,059	9,819	5,250	(4,569)
Increase/(Decrease) in reserves	(27,261)	(38,165)	(27,271)	10,894
Total Applications of Capital Funding (D)	21,251	25,228	28,933	3,705
Surplus/(Deficit) of Capital Funding (C-D)	(10,469)	(7,051)	(9,757)	(2,706)
Funding Balance ((A-B)+(C-D))	0	0	0	0









Key Variance Explanations for 2022
Changes to the Crown Infrastructure Partners (CIP) programme replaced some water supply projects with stormwater projects, resulting in the subsidy being recorded against the stormwater activity.
A conservative budget for building consent demand was set in the LTP based on COVID-19 constraints. However, these have not materialised and there was higher development contribution recoveries than expected.
Lower capital delivery compared to LTP budget due to COVID-19 disruptions and supply chain issues resulting in a lower debt funding requirement.
Adjacent land to Waiāri Water Treatment plant, no longer required for the programme was sold
Changes in the Crown Infrastructure Partners (CIP) capital programme meant that some of the revenue budgeted did not materialise.
COVID-19 lockdowns in Auckland resulted in the unavailability of the specialist contractors required to work on site at Waiāri resulting in reduced delivery.
Minor variance.
Reservoir renewals deferred pending commissioning of programmes such as Waiāri as it would require long periods of decommissioning affecting water supply resilience.
Timing difference in capital delivery affecting the variance.

GROUPS OF ACTIVITIES









PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
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.	The extent to which council's drinking water supply complies with: Part 4 of the drinking-water standards (bacteria compliance criteria).	 100%	100%	 100%	Council's drinking water supply is complying with Part 4 of the drinking-water standards (bacteria compliance criteria). To determine this compliance, approximately 20 E.coli tests are taken monthly from each of the two water treatment plant supply networks and routine sampling is also undertaken from a number of sites in each reticulation network.
	The extent to which Council's drinking water supply complies with: Part 5 of the drinking-water standards (protozoal compliance criteria) (DIA measure).	 100%	100%	 100%	The protozoal compliance was reported annually by Ministry of Health (ref: Annual Report for 2020/21). Compliance reporting has transferred to Taumata Arowai as at 15 November 2021. They have moved to calendar year reporting and will supply compliance data for the 2022 calendar year after December 2022.
We will manage the average consumption of drinkable water.	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so.	 82%	≥ 80%	 86%	The 2021/22 result from the annual residents' survey was 86% of residents are aware of ways to conserve water, up from 80% in 2020/21. with 89% having taken steps to conserve water, up from 82% in 2020/21.



GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will manage the average consumption of drinkable water.	The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft) (DIA measure) .	 16%* (Based on target of < 16%)	≤ 18%	 18.8%	The water losses reported annually for the 2021/22 period are up on the 16% reported in the 2019/20 period. Water loss detection surveys were done on 750km (roughly half) of the network across Tauranga City. They were conducted during January to June 2022, focusing on those zones with the highest predicted leakage. Any identified leaks were repaired when located and City Waters engineers are reviewing the flow trends of the various zones and will undertake follow up work as needed.
	Annual peak demand in litres per capita per day.	 371	≤ 450	 357	This is based on a peak day flow in December 2021 of 54,220 m3 (1 m3 = 1000 litres) and a water serviced population of 151,793. Proactive water restrictions introduced on 22 November 2021 have assisted in reducing the peak each day.
	The average consumption of drinking water per day per resident within the city based on water leaving the water treatment plants in litres per capita per day.	 292	≤ 330	 285	The total water supplied to the city (population 151,793) was 15,803,837 m3.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (DIA measure) .	 28 mins	< 60 min	 1hr 05 min	The median response time to attend urgent call-outs was 65 minutes (1 hour, 5 minutes). This is predominantly due to COVID-19 disruptions, staff shortages and high turnover. 243 out of 509 (48%) call-outs were attended to in under one hour.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will manage the average consumption of drinkable water.	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (DIA measure).	 2hrs 28 mins (Based on target of < 8hr)	< 5hr	 4hrs 51 min	51% (260 out of 509) call-outs were resolved within 5 hours. The median response time to resolve urgent call-outs was 4 hours 51 minutes. This is predominantly due to COVID-19 disruptions, staff shortages and high turnover.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (DIA measure).	 3hrs 32 mins* (Based on target of < 18hr)	< 24hr	 20hrs 22 min	62.5% (1037 out of 1660) call-outs were attended to within 24 hours. The median response time to attend non-urgent call-outs was 20 hours and 22 minutes. This is predominantly due to COVID-19 disruptions, staff shortages and high turnover.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (DIA measure).	 14hrs 57 mins 16%* (Based on target of < 72hr)	< 28hr	 24hrs 21 min	58.4% (969 out of 1660) call-outs were resolved within 28 hours. The median response time to resolve non-urgent call-outs was 24 hours 21 minutes. This is predominantly due to COVID-19 disruptions, staff shortages and high turnover.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will manage the average consumption of drinkable water.	<p>The total number of complaints received by the local authority for any of the following:</p> <p>(a) drinking water clarity;</p> <p>(a) drinking water taste;</p> <p>(b) drinking water odour;</p> <p>(c) drinking water pressure or flow;</p> <p>(d) continuity of supply; and</p> <p>(e) the local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system. (DIA measure).</p>	 4.35	< 10	 8.66	<p>This is calculated on 59,134 water service line connections with a total of 512 incidents:</p> <p>(a) drinking water clarity - 54 complaints</p> <p>(b) drinking water taste - 16 (plus one included in clarity) complaints</p> <p>(c) drinking water odour - three (plus seven included with water taste) complaints</p> <p>(d) drinking water pressure or flow - 98 complaints</p> <p>(e) continuity of supply - 313 complaints.</p> <p>Council's response to any of these issues / other complaints that are not covered by (a) – (e) numbered 28.</p>

Challenges

In 2021/22:

- managing the water supply during summer was a significant challenge but was pre-empted by the review undertaken on how to mitigate the impact of summer demands on our source water streams
- ensuring continuity of services throughout the pandemic along with dealing with delays in project delivery, increasing cost of delivery, and general supply chain issues, has had a significant impact on our water activity.

Looking ahead

In 2022/23:

- implement the new Drinking Water Standards and associated Drinking Water Quality Assurance Rules which come into effect on 14 November 2022. These rules set out what drinking water suppliers need to do to comply with the new standards and other requirements under the Water Services Act 2021.
- commission the new Waiāri Water Supply Scheme. This will begin early in 2022/23 in preparation for bringing the plant online by December 2022. This will be followed by operational testing of the scheme to ensure performance criteria are met
- progress the strategy for the source water consenting process that was developed in 2021/22. This has highlighted the programme of works and engagement that is required to consent the two existing source water streams by 2026.

GROUPS OF ACTIVITIES

Wastewater



What we do

We provide a network of infrastructure to manage sewage, protecting public health and our natural environment.

We collect wastewater from all connected properties in Tauranga city and transport it to two treatment plants. The wastewater receives treatment to a high-quality effluent standard via wetlands and ultraviolet disinfection prior to ocean discharge.

The Te Maunga Wastewater Treatment Plant is being upgraded to accommodate the extra flow and load resulting from the city's growth.

How this affects you

We enable the safe removal of all wastewater from every connected property in our city. Our work ensures the effluent returned to our environment is high quality, meets community expectations and meets environmental standards.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 new services in our laboratory have increased our range of accredited testing and revenue
- 2 a new maintenance contract was successfully implemented and has been in operation for one year
- 3 the Matapihi Wastewater Advisory Group was established. Their Terms of Reference are complete, and a Memorandum of Understanding (MoU) was prepared for signing in early 2022/23.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Te Maunga Wastewater Treatment Plant upgrade and outfall pipeline	18,307	32,768	(14,461)	Delays in ground works and improvements relating to the second bioreactor resulted in significant underspend, budget is transferred to future years.
Eastern Corridor Trunk Wastewater	719	2,550	(1,831)	A significant variance is relating to Te Tumu rising main construction timing was pushed to future years to align with Te Tumu transport construction.
Eastern Corridor - Pāpāmoa East	1,620	1,414	206	Overspend driven by change in scope on pump station.
Te Papa Intensification	6,782	8,565	(1,783)	Mainly consists of Cameron Road Stage 1 works which are expected to finish by October 2023. Budget has been rephased into 2022/23 to align with Transportation programme.
Wastewater Reticulation Upgrades	214	2,465	(2,251)	Delay in obtaining consent for Mansels Access main as well as tender delays in pump station and reticulation renewals mainly contributed to the variance. Physical works is due to start in 2022/23 year and budget has been rephased accordingly.
Waters Crown Infrastructure Partners (CIP) Stimulus Projects	6,279	7,867	(1,588)	Significant portion of variance related to Girven Road rising main renewal which experienced significant complexities in design and added stakeholder engagement.
Tauriko Bus Estate Capacity Improvements	6,466	7,279	(813)	Physical works progressing slower than expected.
Wastewater Treatment Plant Renewals	288	2,201	(1,913)	Chapel Street Treatment plant UV upgrade and bio reactor upgrade were funded from CIP programme as part of the contingency replacement projects hence the underspend.
Wastewater Reticulation Renewals	1,743	3,864	(2,121)	Some pump station renewals originally part of the renewal programme got funded out of the CIP programme hence the underspend.

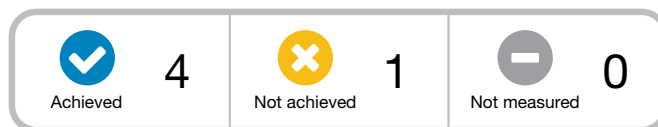
GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - WASTEWATER					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	0	0	0	0	
Targeted Rates	31,687	34,802	34,868	66	Minor variance.
Subsidies and grants for operating purposes	0	166	901	735	Funding from Crown Infrastructure Partners (CIP) for stormwater projects was transferred to wastewater projects.
Fees and charges	2,262	1,970	2,207	237	Higher than anticipated volumes resulted in additional revenue.
Internal charges and overheads recovered	(46)	6	48	42	Minor variance.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	33,903	36,944	38,024	1,080	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	14,093	15,883	15,637	(246)	Planning delays and lower planning costs resulted in a variable variance to budget.
Finance Costs	7,767	5,516	4,765	(751)	Lower than budgeted capital expenditure has decreased borrowing requirements and interest costs.
Internal Charges and Overheads applied	4,859	6,097	5,694	(403)	Internal charges below budget as outlined in Corporate Services activity.
Other Operating Funding applications	0	1,500	1	(1,499)	Bio-solid provision funding carried forward into new year due to changes in the timing of the project.
Total Applications of Operating Funding (B)	26,719	28,996	26,097	(2,899)	
Surplus/(Deficit) of Operating Funding (A-B)	7,184	7,948	11,927	3,979	

GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - WASTEWATER					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	7,174	4,822	(2,352)	Changes to the timing of Crown Infrastructure Partners (CIP) Programme delivery resulting in lower than budgeted
Development and financial contributions	9,318	10,652	11,916	1,264	Higher funding mainly driven by higher than anticipated building consent contributions.
Increase/(Decrease) in debt	3,571	18,411	13,120	(5,291)	Lower than budgeted capital expenditure decreased borrowing requirements.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	694	0	(694)	Changes in the Crown Infrastructure Partners (CIP) capital programme meant that some of the revenue budgeted did not materialise.
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	12,889	36,931	29,858	(7,073)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	18,131	43,927	32,797	(11,130)	Supply chain issues, COVID-19 resource constraints and a longer procurement process meant that some of the projects budgeted for 2021/22 were re-phased into later years.
- to improve level of service	3,833	6,939	3,845	(3,094)	Longer negotiations and tender processes meant that some projects will now be delivered in 2022/23.
- to replace existing assets	4,383	12,048	6,393	(5,655)	Wastewater treatment plant renewals were under budget mainly due to resource constraints as well as some water mains renewals requiring additional consenting and modeling which have delayed the physical works to be delivered in 2022-23.
Increase/(Decrease) in reserves	(6,275)	(18,035)	(1,250)	16,785	Variance is the result of reduced delivery of growth CAPEX programme.
Total Applications of Capital Funding (D)	20,072	44,879	41,785	(3,094)	
Surplus/(Deficit) of Capital Funding (C-D)	(7,184)	(7,948)	(11,927)	(3,979)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a reliable, well-maintained wastewater system that is available to all serviced zones.	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system (DIA measure) .	 1.02	≤2	 1.19	There were 69 instances of sewer overflows reported taking place in dry weather in 2021/22 period per 58,050 connected properties.
	Compliance with council's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions, received by council in relation those resource consents (DIA measure) .	 1	Nil	 1	One abatement notice, zero infringement notices, zero enforcement orders, and zero convictions were received in 2021/22. The abatement notice received in April 2021 remains in effect and is being assessed by Bay of Plenty Regional Council in early 2022/23.
We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property.	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured: a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA measure) .	 26 min	≤60 min	 26 min	There were 213 instances of overflow reported as work orders in the 2021/22 period.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property.	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured: b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (DIA measure) .	 3 hrs 4 min* (Based on target of < 8 hr)	≤5 hr	 3 hrs, 04 min	There were 213 instances of overflow reported as work orders in the 2021/22 period.
We will provide satisfaction to our customers.	The total number of complaints received by council for any of the following: a) Sewage odour b) Sewerage system faults c) Sewerage system blockages d) the council's response to issues with its sewerage system. These are expressed per 1,000 connections to the Council's sewerage system (DIA measure) .	 3.64	≤10	 4.41	There were 256 instances of complaints reported in the 2021/22 period per 58,050 connected properties.

Challenges

In 2021/22:

- there have been significant recruitment challenges to fill vacant roles
- variable ground conditions across the bioreactor site requires further work to ensure the ground improvements meet specification.

Looking ahead

In 2022/23:

- the development of a programme business case for our wastewater system is underway and gaining momentum. This is a multi-year project to provide options for treatment plants and network development
- council's Te Maunga wastewater treatment plant will benefit from ongoing development
- the desludging of pond one will take place and options for the future use of this pond will be identified
- the Opal Drive Pump Station and rising main is due to be built to provide for growth in Pāpāmoa.

GROUPS OF ACTIVITIES

Stormwater



What we do

We manage infrastructure to receive, treat and dispose of stormwater through a network of soakage systems, pipes, open drains, treatment devices, secondary flow paths, and natural assets. In addition, we use planning mechanisms such as the City Plan and education activities.

How this affects you

We manage stormwater in an environmentally acceptable way to protect public health and safety whilst managing the effects of population growth.

We provide sustainable long-term solutions acknowledging Te Mana o te Wai and respecting the values tangata whenua place on water resources.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 the Integrated Stormwater Programme progressed to the point where all major projects have been identified and designed (further local projects will follow)
- 2 Plan Change 27 is now well understood within the community and requests for individual assessments are now reducing
- 3 a new culvert was driven under Kennedy Road to remove flood hazards and the road was kept open during the complex works.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Harrisons Cut Bank Stabilisation	922	1,000	(78)	Some risks and contingency budgets not required.
Stormwater recovery programme bulk fund	3,107	3,712	(605)	Esmerald Street Flood mitigation project is near completion and under budget.
Stormwater other level of service projects	1,368	2,204	(835)	Minor works, reactive reserve and Comprehensive Stormwater Consent programme was underspent due to internal resource constraints and prioritising other growth projects.
Te Papa Intensification	2,587	2,967	(380)	Stormwater management plans under development for the entire peninsula, these will inform a works programme.
Wairakei stream stormwater capital projects	674	1,310	(636)	Wairakei Landscaping and land purchase delays which are now expected to occur in 2022/23.
Pyres Pa West growth projects	934	2,039	(1,105)	Project delivered under budget, risk funding/contingency not required
Tauriko Business Estate growth projects	0	4,662	(4,662)	Most of the projects are delivered by third parties (developer reimbursement projects) and they are delayed 2022/23.
Stormwater renewals projects	383	1,395	(1,012)	Some reticulation renewals not required this financial year, budget has been carried forward to 2022/23.
Eastern Corridor - Pāpāmoa East Wairakei	(416)	1,207	(1,623)	Sale of sand from Pond G Construction not included in LTP.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - STORMWATER

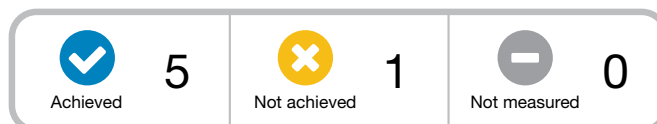
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	26,500	24,088	24,055	(33)
Targeted Rates	50	2,341	2,389	48
Subsidies and grants for operating purposes	0	833	378	(455)
Fees and charges	29	10	33	23
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	5	0	0	0
Total Sources of Operating Funding (A)	26,584	27,272	26,855	(417)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	6,640	10,093	7,459	(2,634)
Finance Costs	9,972	4,756	4,743	(13)
Internal Charges and Overheads applied	3,280	3,634	3,381	(253)
Other Operating Funding applications	0	0	29	29
Total Applications of Operating Funding (B)	19,892	18,483	15,612	(2,871)
Surplus/(Deficit) of Operating Funding (A-B)	6,692	8,789	11,243	2,454








Key Variance Explanations for 2022
Minor variance.
Minor variance.
Crown Infrastructure Partners (CIP) funding transferred to wastewater projects.
External recoveries from other public sector organisations were higher than budgeted.
Operating costs relating to repairs and planning delayed due to COVID-19 disruptions.
Minor variance.
Internal charges below budget as outlined in Corporate Services activity.
Doubtful debt costs not included in LTP expenditure.

GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - STORMWATER					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	1,559	823	(736)	Crown Infrastructure Partners (CIP) funding transferred to wastewater projects.
Development and financial contributions	3,326	3,288	2,726	(562)	Development Contributions from Pāpāmoa slower than anticipated.
Increase/(Decrease) in debt	11,283	14,422	12,156	(2,266)	Lower than budgeted capital expenditure decreased borrowing requirements.
Gross Proceeds from the Sale of Assets	0	0	(14)	(14)	Minor variance.
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	14,609	19,269	15,691	(3,578)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	19,574	4,400	(606)	(5,006)	Progress in key areas (Tauriko West, Eastern Corridor Wairakei and Te Papa) delayed due to resourcing constraints and third party negotiations taking longer than anticipated.
- to improve level of service	13,427	12,099	10,018	(2,081)	Additional design requirements in some stormwater bulk fund projects mean that delivery is now expected in 2022/23.
- to replace existing assets	162	1,395	383	(1,012)	Stormwater renewals are lower than budget mainly due to resource constraints.
Increase/(Decrease) in reserves	(11,862)	10,164	17,139	6,975	Variance is the result of reduced delivery of growth CAPEX programme.
Total Applications of Capital Funding (D)	21,301	28,058	26,934	(1,124)	
Surplus/(Deficit) of Capital Funding (C-D)	(6,692)	(8,789)	(11,243)	(2,454)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a conveyance and treatment network to effectively manage stormwater and to deliver safety to persons.	The number of flooding events* that occur in a territorial authority district (DIA measure). * A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages).	N/A	No more than one flooding event	 Nil	During 2021/22, no flooding events for habitable floors were reported from our 59,134 connections.
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) (DIA measure).	 Nil	<1	 Nil	There were no flooding events in 2021/22, therefore the number of habitable floors affected by flooding was 0 per 1000 properties connected to our stormwater system.
We will provide a timely response to a flooding event.	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA measure).	 26mins* (Based on target of ≤60 min)	<90 min	 35 Min	There were no habitable floor flooding events in 2021/22. However, of the 231 notifications regarding some form of flooding event, these were responded to in an average of 35 minutes.
	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel resolve the problem (DIA measure).	 1hr 33 min	<8 hr	 1hr 54 min	There were 231 notifications regarding some form of flooding event and these were resolved with a median response time of one hour and 54 minutes.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide satisfaction to our customers.	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system (DIA measure).	 1.88	≤2	 2.73	Due to heavy rainfall events, a high number of flood sump and cesspit type complaints (total 164 requests for service) were received per 59,134 water connections. Note: a large number of properties are on soakage for stormwater disposal and are not connected to the stormwater network. Calculations for stormwater measures have always been done on the number of water connections as this more accurately reflects the number of properties. Stormwater connections = 36,732 Water connections = 59,134.
We will provide a stormwater system that avoids impact on the environment.	Council's stormwater compliance with resource consents for discharge from its stormwater system measured by the number of: a. abatement notices; b. infringement notices; c. enforcement orders; d. convictions received in relation to those resource consents (DIA measure).	 Nil	Nil	 Nil	There were no abatement notices, infringement notices, enforcement orders or convictions received with respect to council's compliance with resource consents for discharge from its stormwater system.

Challenges

In 2021/22:

- a new maintenance contract for stormwater reserve grounds and gardens did not meet community aspirations and is being worked through
- planting in Te Ara o Wairakei in Pāpāmoa was delayed due to the need for wider public consultation. A number of issues and questions subsequently required addressing.

Looking ahead

In 2022/23, we will:

- conduct dam assessments for more than 45 dams in the city
- continue to assess stormwater impacts of urban intensification.

GROUPS OF ACTIVITIES

Sustainability and Waste



What we do

We help council and our community take action to improve their sustainability performance. We contribute to the protection of public health and the environment through managing the collection and disposal of our community's waste. Our focus is on:

- reducing and recovering waste within Tauranga city
- reducing energy consumption and carbon emissions within council operations
- applying the latest proven and cost-effective waste and sustainability approaches
- collecting information and data to enable effective decision-making
- ensuring waste is transported to approved waste facilities for treatment, recovery and/or disposal
- providing comprehensive sustainability and waste programmes
- supporting council activities to deliver improved sustainability outcomes for both corporate operations and individuals in our community.

How this affects you

Our activities are primarily focused on the environmental aspect of community well-being via education programmes and community activities. But we also have a social focus. Kerbside recycling and effective management of waste facilities aims to protect our community's economic wellbeing. We are also actively working with hapū and iwi about how our activities are managed, and we can be even better in future.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 we launched our new kerbside collection service in July 2021 to over 58,000 residential households. This included standard homes and bespoke services for apartment complexes, retirement villages, gated communities, private roads, and an assistance service for those in the community who need help getting their bins to the kerbside
- 2 in the first year of service, Tauranga residents diverted 17,360 tonnes of material from landfill through kerbside recycling and composting
- 3 a new Corporate Sustainability team has been established to deliver on sustainability initiatives.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Kerbside Waste Collection Capital Works	5	750	(745)	Delays to the start of the Te Maunga redevelopment meant this project was also delayed and budget carried forward to 2022/23.
Te Maunga Redevelopment	540	6,589	(6,049)	Upgrade of Te Maunga Resource Recovery Park was delayed pending results of the new kerbside collection service, COVID-19 delays, and to change the scope to ensure the project is future proofed. Budget is carried forward to 2022/23.
Resource Recovery Recycling Plant	5	975	(970)	Delays to the start of the Te Maunga redevelopment and supplier issues meant this project was also delayed and budget carried forward to 2022/23.
Miscellaneous renewals	152	207	(55)	Renewals delayed due to Te Maunga redevelopment delay and Maleme Street Transfer Station shut down.
Cambridge Rd closed landfill upgrade	285	765	(480)	Contractor resourcing constraints mean this project has not been completed and budget carried forward to 2022/23.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SUSTAINABILITY AND WASTE

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	4,132	4,761	3,658	(1,103)
Targeted Rates	5,399	11,206	10,735	(471)
Subsidies and grants for operating purposes	493	520	850	330
Fees and charges	511	56	834	778
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	10,535	16,543	16,077	(466)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	8,495	10,767	9,344	(1,423)
Finance Costs	497	233	458	225
Internal Charges and Overheads applied	1,018	2,799	2,637	(162)
Other Operating Funding applications	0	0	1	1
Total Applications of Operating Funding (B)	10,010	13,799	12,440	(1,359)
Surplus/(Deficit) of Operating Funding (A-B)	525	2,744	3,637	893

Key Variance
Explanations for 2022

Reduced rates requirement a combination of lower operational contracts expense for Kerbside due to COVID-19 lockdowns and Omicron staff unavailability, unfilled vacancies, and lower maintenance costs at facilities, as well as additional fees and charges revenue received due to bins being ordered after the rates cut off date.

Garden waste sign ups were lower than expected before the rating cut-off so were invoiced instead of rated and appear in the fees and charges line.

Changes to the timing of Waste Levy Payments in 2021/22 will result in a favourable variance in 2022/23.

Favourable variance to budget due to people ordering additional bins after the rates cut-off.

Operational contracts expense for kerbside was lower than budgeted due to COVID-19 lockdowns and Omicron staff unavailability. Lower employee expenses due to resourcing constraints and lower than expected maintenance costs at facilities.

Lower than budgeted capital expenditure has decreased borrowing requirements and interest costs.

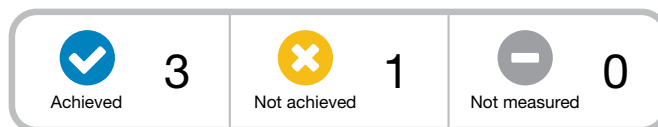
Internal charges below budget as outlined in Support Services activity.









Minor variance.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SUSTAINABILITY AND WASTE					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	604	1,201	524	(677)	Debt less than budgeted as a result of external funding and changes to capital programme via Annual Plan.
Gross proceeds from the sale of assets	0	0	0	0	
Lump sum contributions	0	0	5,011	5,011	Grant received from central government for the Kerbside project.
Other dedicated capital funding	0	0	0	0	
Total Sources of Capital Funding (C)	604	1,201	5,535	4,334	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	3,608	5,609	835	(4,774)	Upgrade of Te Maunga Resource Recovery Park was delayed, pending results of the new kerbside collection service, COVID-19 delays, and to change the scope to ensure the project is future proofed.
- to replace existing assets	169	207	152	(55)	Closing of Maleme St Transfer Centre reduced the renewals requirements.
Increase/(Decrease) in reserves	(2,051)	2,517	2,857	340	Increase in reserves largely as a result of revenue being higher than budget.
Total Applications of Capital Funding (D)	1,726	8,333	3,844	(4,489)	
Surplus/(Deficit) of Capital Funding (C-D)	(525)	(2,744)	(3,637)	(893)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a rubbish collection service to all residential properties in urban and rural-residential areas.	Percentage of residents that are satisfied with Council run rubbish collection service.	 78%	75%	 74%	The 2021/22 result from the annual residents' survey was 74%, down from 78% in 2020/21.
We will provide transfer stations and maintain closed landfill sites.	Transfer stations provide customers with a seven day service for refuse and green waste facilities and free access to a recycling centre (except on Good Friday, Christmas Day and New Years' Day).	 Achieved	Achieved	 Achieved	Te Maunga Transfer Station remained open to all customers seven days a week and Maleme St Transfer Station remained open to commercial account holders six days a week.
	Number of abatement notices/infringements issued in relation to closed landfill resource consents.	 2	Nil	 Nil	There were no abatement notices/infringements issued.
Providing behaviour change programmes across community that target community behaviours and lead to a reduction of waste to landfill.	Average amount of waste sent to landfill per capita/per annum based on current operating environment.	 577kgs* (Based on target of 575kgs)	550kgs	 429kgs	Significant reduction in waste per capita due to the introduction of council's kerbside collection service.

Challenges

In 2021/22:

- COVID-19 impacted the provision of kerbside collection services twice during the financial year. On 17 August 2021 the country went into Alert Level 4 and as a result, kerbside food and glass collections were suspended for a month. The Omicron outbreak severely affected the number of drivers available to complete the kerbside collection service during March and April 2022. Glass and food scraps collection services were again suspended, in order to keep essential waste services going. This resulted in less material diverted from landfill for another two-month period. COVID-19 also delayed the start of the change bin size campaign. Bins were intended to be swapped before 1 July 2022, but due to lack of driver resource, bin swaps were delayed to during July 2022.
- the Te Maunga Transfer Station redevelopment has been impacted by COVID-19. Supplier shortages and lockdowns limited the weeks we were able to get accurate traffic data to feed into the planning of the new facility
- the remediation works at the closed Cambridge Road Landfill took longer than anticipated due to wet weather and material supply issues due to COVID-19.

Looking ahead

In 2022/23, we will:

- be implementing our new Waste Management and Minimisation Plan as well as our waste bylaw. Both documents focus on commercial and construction waste. This will help our city reduce waste in these two high volume areas
- begin construction of Te Maunga Transfer Station's upgrade once the design is complete. This is scheduled to be in 2023
- analyse data from our first year of kerbside collections and target education to improve diversion to landfill and limit contamination of recyclable goods.

GROUPS OF ACTIVITIES

City and Infrastructure Planning



What we do

We are responsible for preparing Tauranga's City Plan, plan changes, and implementation issues within the statutory requirements of the Resource Management Act 1991. We also provide technical input into the SmartGrowth partnership. This includes responsibility for leading greenfields' structure planning and intensification spatial planning.

We provide professional policy and technical advice to council on national, regional, sub-regional and local planning and growth management issues and practice. We are responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner and are responsible for progressing transport, water supply, wastewater, stormwater and resilience planning for our city in conjunction with the Infrastructure group.

We monitor national, sub-regional and local population and land-use trends so that good information is available for council policy development and decision-making. We are also responsible for growth funding through development contributions, developer agreements and new funding sources.

How this affects you

We have an active role in promoting sustainable management of Tauranga City's natural and physical resources for existing and future communities. We focus on taking an integrated land use and infrastructure approach to manage the city's current and future population and urban growth.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 we completed the Tauriko West business case and received endorsement / funding from the Waka Kotahi board
- 2 secured growth funding from Waka Kotahi and the Housing Infrastructure Fund (HIF) for the Pāpāmoa East Interchange and received approval to move to detailed negotiations with the government for the Infrastructure Acceleration Fund (IAF) which includes funding for Te Papa and Tauriko West. We also progressed Infrastructure Funding and Financing Act (IFF) proposals for transport and Tauriko West
- 3 we are on track to notify intensification plan changes to respond to the government's Resource Management Act 1991 (RMA) housing amendments by August 2022
- 4 the Transport System Plan (TSP) is on track for delivery with the development of priority business cases for projects such as Cameron Road Stage Two and 15th Avenue/Turret Road
- 5 we progressed intensification initiatives including establishing the Tauranga Urban Design Panel, Ōtūmoetai Spatial Plan and Greerton Maarawaewae Study.

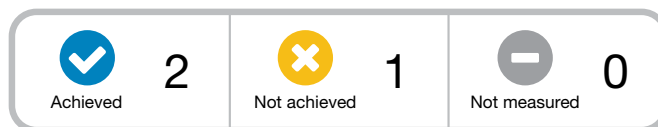
GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - CITY AND INFRASTRUCTURE PLANNING					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	6,832	9,591	9,437	(154)	Reduced rates due to underspends reflecting the effect of RMA reform on the planning programme. Costs partly offset by increasing reserves for long term projects that will occur in the 2022/23 year.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	236	0	(236)	Budgeted subsidies from NZTA that were not received due to delays in planning work which have been carried forward to 2022/23.
Fees and charges	104	1,294	1,279	(15)	Minor variance.
Internal charges and overheads recovered	0	0	0	0	
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	6,936	11,121	10,716	(405)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	4,941	11,619	6,730	(4,889)	Year to date underspends reflect the effect of RMA reform on the planning programme, along with delays in progressing some items due to resourcing issues. Also the deferral of the city centre development incentive payments to support the civic precinct development.
Finance Costs	160	188	138	(50)	Minor variance.
Internal Charges and Overheads applied	1,940	2,775	2,562	(213)	Internal charges below budget as outlined in Corporate Services activity.
Other Operating Funding applications	0	0	1	1	Minor variance.
Total Applications of Operating Funding (B)	7,041	14,582	9,431	(5,151)	
Surplus/(Deficit) of Operating Funding (A-B)	(104)	(3,461)	1,285	4,746	

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - CITY AND INFRASTRUCTURE PLANNING					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	104	4,329	2,747	(1,582)	Loan funded operation projects relating to city planning were delayed as detailed which resulted in lower than expected borrowing.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	104	4,329	2,747	(1,582)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	0	868	4,032	3,164	Increase in reserves due to higher than budgeted operational surplus.
Total Applications of Capital Funding (D)	0	868	4,032	3,164	
Surplus/(Deficit) of Capital Funding (C-D)	104	3,461	(1,285)	(4,746)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will develop and review the City Plan, including public consultation, to guide the growth of the City and the provision of land able to be developed for the next 10 years	Percentage of building consents approved for new dwellings that will be located in the zone(s) where permitted (refer City Plan zones)	 100%	100%	 100%	Building consents have been issued for 1,252 new dwellings from 1 July 2021 to 30 June 2022. All of these dwellings are located in zones where new dwellings are permitted in the City Plan.
We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth	Compliance with the National Policy Statement for Urban Development Capacity which require 3, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers	 Not achieved	Short-term compliance achieved	 Not achieved	The 2021 Housing and Business Assessment (HBA) identified a short-term (next three years) housing shortfall for Tauranga City as at 30 June 2020 of 400 dwellings, rising to a 1,120 dwelling shortfall when the required NPS-UD competitiveness margin of +20% was applied. In the last 24 months to 30 June 2022, around 340 more dwelling consents were issued than projected for this period (i.e. 2,732 dwelling consents issued vs 2,393 consents projected). This reduced the remaining forward development capacity faster than expected. As a result, short-term non-compliance over the next three years from 1 July 2022 will likely increase due to this reduced forward supply. It is noted that the NPS-UD short-term compliance is a moving target.
We will provide a Development Contributions Policy which enables collection of development contributions to fund growth-related capital expenditure	Ensure DC policy is current and updated annually with the Annual or Long-term Plan	 100%	100%	 100%	The 2022/23 Development Contributions Policy was adopted by Council on Monday 27 June 2022 and applies to all consents lodged on or after 1 July 2022. The policy is available on council's website.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

Challenges that were all exacerbated by ongoing staff shortages and resourcing included:

- escalating cost for infrastructure delivery
- lack of traction with key central government-led infrastructure requirements (e.g. long-term Tauriko transport improvements)
- changing central government policy which added complexity, delay and conflicting priorities
- the slow, complex and uncertain process to provide additional zoned development capacity affected council's ability to address the city's acute housing challenges.

Looking ahead

In 2022/23:

- complete IFF transactions
- publicly notify Plan Change 33 (Enabling housing supply) in August 2022
- notify plan changes for Tauriko West, Tauriko Business Estate extension and Upper Ohauti
- resolve long-term Tauriko transport upgrades with Waka Kotahi
- commence work on spatial planning for the future of the Mount industrial and residential areas.

GROUPS OF ACTIVITIES

Community Services



Activities Include

- Arts and Culture
- Community Partnerships
- Elder Housing
- Libraries
- Venues and Events

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

What we do

We educate and support community organisations and internal teams.

We also:

- manage the Tauranga Heritage Collection, Baycourt and the Historic Village
- help fund Tauranga Art Gallery and The Elms
- manage relationship agreements with Creative Bay of Plenty and The Incubator
- approve events on council's public open spaces (parks, roads etc)
- provide financial support to events
- provide civic events such as ANZAC Day commemorations
- provide 246 elder housing units within nine villages
- manage the city libraries and provide services and collections that offer educational opportunities.

How this affects you

We improve social equity while building a sense of community, mana and regional identity. Our activities attract visitors to Tauranga.

GROUPS OF ACTIVITIES

Highlights in 2021/22

- 1 we launched a new public artwork by Sarah Hughes on Willow Street called "Midnight Sun". The expansive, illuminated outdoor painting was delivered in partnership with Supercut Projects and the Tauranga Art Gallery. The commission was funded by Creative New Zealand, with Supercut Projects securing funding
- 2 the Community Grants Fund was established alongside the Community Funding Policy -distributing a total of \$1,375,875 to 40 organisation
- 3 we drafted the Tauranga Matarauui Inclusive City Strategy which provides clear direction on building strong communities and putting people at the centre of planning and delivery
- 4 we reviewed the delivery of our four mainstreet programmes and identified a number of changes to existing arrangements that will help improve outcomes for retail centres
- 5 Tauranga City Council became the first council in New Zealand to sign a 'working together' agreement with the newly established Ministry for Ethnic Communities
- 6 we relocated our customer service centre and city library temporarily to He Puna Manawa on Devonport Road, with the original site decommissioned
- 7 we digitised over 32,000 images including 122 artworks, material from 42 archive collections, 16 publications, and 66 audio-visual items to add to Pae Korokī (our digital heritage platform)
- 8 Baycourt began reviewing its energy use to understand its long-term energy impact. The review found the existing air conditioning system was inefficient so Baycourt acquired the air conditioning unit from the now decommissioned Willow Street building. Upon completion, the review will help identify energy saving opportunities as we work towards green building accreditation
- 9 finalised the sale of seven elder housing villages to Kāinga Ora: Homes and Communities. The current tenants will remain in their homes with affordable rent and ownership will transfer in November 2022. Successfully relocated elder housing tenants from Pitau Road and Hinau Street villages, following the decision to sell these two sites for private redevelopment. Most of the tenants have been relocated within Tauranga City Council's remaining seven villages and feedback has been overwhelmingly positive
- 10 The Tauranga Events Action and Investment Plan developed with our partners Bay Venues, Tourism Bay of Plenty and Priority One, was adopted by Council and provides a guiding document for the future of events and investment in Tauranga.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Civic Rebuild Capital Programme - Library	4,222	3,093	1,129	Overspend associated with co-location of the Customer Service Centre into the temporary Central Library while the site for the new Central Library is being prepared. Balance of overspend relates to early purchase of fixtures and fittings for the permanent library currently being utilised at the temporary location.
Elder Housing disposal	1,199	-23,102	24,301	Sale of Elder Housing villages deferred until 2022/23 year.
Library stock	873	850	23	Minor overspend for library stock renewals.
Historic Village Infrastructure Upgrade	447	1,479	(1,032)	Complex 2 upgrade rephased to 2022/23 year due to electrical enabling work delays.
Historic Village Renewals	381	938	(557)	Building renewals deferred to 2022/23 year due to contractor availability.
Baycourt building and equipment renewals & capital works	336	425	(90)	Exterior building renewals deferred to 2022/23 year due to contractor availability.
Elder housing capital renewals	265	483	(218)	Expenditure below budget due to the timing of renewal works, mainly comprising of the refurbishment of housing units. Completion of this work is dependent on vacancy rates and availability of contractors.
Library buildings renewals	48	326	(278)	Building renewals deferred to 2022/23 year due to contractor availability.

GROUPS OF ACTIVITIES






TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - COMMUNITY SERVICES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	25,701	25,137	26,526	1,389	Increased rates requirement due to lower than budgeted user fee revenues and increased library book depreciation costs.
Targeted Rates	0	1,400	1,479	79	Minor variance.
Subsidies and grants for operating purposes	95	405	563	158	Arts and Culture, Kāinga Tupu and Welcoming Communities received more grant funding than budgeted due to carry forwards of unspent funding from prior years and timing differences.
Fees and charges	2,443	2,969	2,870	(99)	Baycourt and Libraries revenue undercollection due to COVID-19 lockdown and restrictions. Lease revenue at the Historic Village below budget due to timing of the tenant programming plan rollout. Undercollections largely offset by unbudgeted Elder Housing revenue due to deferred sale date.
Internal charges and overheads recovered	(68)	2	2	0	
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	28,171	29,913	31,440	1,527	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	17,286	21,545	20,224	(1,321)	Underspend due to COVID-19 related event postponements and cancellations. Unspent event funding monies transferred to the Event Investment Fund to support future events. Most of the community housing grant and Papakāinga housing grant budget was deferred to 2022/23 due to delays in the scheme start dates.
Finance Costs	2,636	536	1,051	515	Additional interest costs due to deferred sale of Elder Housing.
Internal Charges and Overheads applied	5,825	7,025	6,477	(548)	Internal charges below budget as outlined in Support Services activity
Other Operating Funding applications	22	21	26	5	Minor variance.
Total Applications of Operating Funding (B)	25,769	29,127	27,778	(1,349)	
Surplus/(Deficit) of Operating Funding (A-B)	2,402	786	3,662	2,876	

GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - COMMUNITY SERVICES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	19,501	4,507	5,238	731	Additional debt related to fitout costs for temporary library.
Gross Proceeds from the Sale of Assets	0	23,102	(1,199)	(24,301)	Deferred sale of Elder Housing
Lump sum contributions	2,031	242	0	(242)	Deferred timing of external grants related to new central library development.
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	21,532	27,850	4,039	(23,812)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	21,862	4,538	4,747	209	Temporary library fitout costs above budget, offset by minor project deferrals across the programme.
- to replace existing assets	1,926	3,064	1,943	(1,121)	Renewals project deferrals across Libraries, Historic Village and Elder Housing portfolios.
Increase/(Decrease) in reserves	144	21,034	1,011	(20,023)	Deferred sale of Elder Housing has resulted in a lower than budgeted reserve balance.
Total Applications of Capital Funding (D)	23,932	28,636	7,701	(20,935)	
Surplus/(Deficit) of Capital Funding (C-D)	(2,400)	(786)	(3,662)	(2,877)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES











PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms	Number of community facilitations undertaken	N/A	30	 160	There have been 160 facilitations (meetings and discussions) undertaken with arts and culture organisations and community members to discuss partnership agreements, funding and/or projects. These included facilitations with The Incubator, The Elms, Creative Bay of Plenty, Pride Festival, New Zealand China Friendship Society, After Dark Light Festival, Opus Orchestra, Detour Theatre, and Te Tuhi Mareikura Trust. This is the first year where dedicated arts and culture staff resourcing exists, hence this year's result.
	Number of proposals received for the Creative Communities Scheme	N/A	60	 92	A total of 92 proposals for the Creative Communities Scheme were received for the year.
We will provide a museum collection which is available to the community, whilst safeguarding historical and culturally important items.	The number of items loaned to schools through the Hands On Tauranga service	 243	300	471	The total number of items loaned to schools through the Hands On Tauranga service for the year is 471. Since February 2022 a new staff member has been employed to manage and improve this service.
We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of proposals received for the Match Fund	N/A	20	 47	The breakdown of Match Fund proposals comprised 30 applications for medium grants and 17 applications for small grants. Council funded 15 of the medium grant applications and 11 of the small grant applications.
	Number of proposals received for the Community Grant Fund	N/A	20	 109	Of the 109 proposals that were received for the Community Grant Fund, 41 (38%) were funded by Council.





GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Community projects contributed to by Project Tauranga partners each year	 14	8	 7	Project Tauranga contributed to seven community projects. Following a review of the Project Tauranga city partners' programme, the decision was made to wind up Project Tauranga in November 2021.
Resources for information, reading and recreation are provided digitally	Virtual visits total	 780,843	460,000	 916,445	Virtual visitors using library resources were considerably more active than expected with almost double the number of visits compared to our target.
Library spaces are community hubs for place making in the city centre and neighbourhood centres	Visits to Council Libraries (all four combined)	N/A	600,000	 483,101	There were 483,101 visits to our libraries in the 2021/22 year. Visitation was impacted by COVID-19 restrictions, and the relocation of the Willow Street library.
	Residents' satisfaction with library services	N/A	75%	 87%	This is a new target with results measured by the annual residents' survey.
Programmes, events and learning opportunities build skills and connect our community	Number of participants in all programmes	 24,436* (Based on a target of 24,000)	27,500	 33,262	Despite an extended period of COVID-19 Level 2 restrictions, there were 33,262 people who participated in a range of children's, adult, and community events. A further 11,925 people participated in online programming. The rework of Kia Kaha te Pānui Summer Reading programme saw a 32% increase in completions.
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.	Number of patrons attending ticketed events at Baycourt	 48,888	60,000	 25,599	The number of patrons attending ticketed events at Baycourt suffered significantly this year due to COVID-19 restrictions. The restrictions on venue capacity combined with international border closures have impacted our ability to stage events and host patrons. This situation is not unique to Baycourt but is a reality for the majority of theatres across the motu. Based on future booking numbers, the volume of events is expected to start trending upwards in Quarter 2 of 2022/23.







GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
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.	Level of satisfaction based on monthly survey of hirers to Baycourt	 95%	>80%	 100%	Quarter 1 and Quarter 2 both achieved 100% results. However, due to COVID-19 restrictions, Baycourt's temporary closure and event cancellations, monthly surveys were not conducted in Quarter 3 and were further impacted in Quarter 4 as we transitioned to another survey platform.
Deliver a diverse programme of arts experiences and events through a year-round programme.	The number of event days that Baycourt is occupied from total possible available days using booking information.	 47%* (Based on a target of 72-75%)	255	 157	Of the 328 days available to be booked this year, only 157 days (or 48%) were utilised for events at Baycourt. Venue utilisation has been severely impacted by COVID-19 restrictions, mandates, lockdowns, venue capacity limitations, border closures and general post-lockdown apprehension by audiences and clients. These have contributed to low occupancy results. Based on future bookings, the volume of events is expected to start trending upwards in Quarter 2 of 2022/23.
We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue	Number of annual visitors to Historic Village	 266,139	200,000	 196,667	98.3% (196,667 out of 200,000) of entries were made to the Historic Village. The number of visitations can be attributed to COVID-19 restrictions causing cancellations of a number of large planned events.
	Occupancy rate of Historic Village leasable village space	 86%	95%	 84%	The occupancy rate of Historic Village leasable village space has been impacted by reprogramming tenancies as part of the new Village Strategy 2020. Occupancy was also affected by renewal and refurbishment works, and delays occurring in completing the works due to COVID-19 impacted supply chain and staff shortages.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue	Occupancy rate of Historic Village hireable venue space	 8%	25%	 9%	The occupancy rate of Historic Village hireable venue space has been disrupted due to COVID-19 restrictions which saw a number of cancellations of functions and events. This was further compounded by The Village Hall not being available for hire for seven weeks due to remedial works in Quarter 3.
We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Number of visitor nights as a direct result of Legacy and Major Event Fund investments	 25,591	75,000	 26,031	<p>Total number of visitor nights as a direct result of delivered events:</p> <ul style="list-style-type: none"> • Legacy Event Fund investments - 9,614 • Major Event Fund investments - 16,417 <p>Due to COVID-19, many events were cancelled including Legacy Events such as AIMS Games, Jazz Festival and the National Hockey Masters Tournament; and Major events such as Lexus Urban Polo and National Hockey Masters Tournament.</p> <p>Visitor numbers were also impacted for events that went ahead, for example, the reduced format of the International Cricket Council (ICC) Women's Cricket World Cup (Major Event) which had 4,206 visitor nights achieved in comparison to 10,599 originally predicted).</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Total "Net Benefit" contribution of events within the Legacy and Major Event Funds	 \$2,565,857	\$4.5M	 \$3,166,907	Total "Net Benefit" contribution of events within the: <ul style="list-style-type: none"> Legacy Event Funds - \$826,420 Major Event Funds - \$2,340,487 Due to COVID-19, many events were cancelled including Legacy Events such as AIMS Games, Jazz Festival and the National Hockey Masters Tournament; and Major events such as Lexus Urban Polo and National Hockey Masters Tournament. Visitor numbers were also impacted for events that went ahead, for example, the reduced format of the International Cricket Council (ICC) Women's Cricket World Cup (Major Event) which had achieved \$1,166,413 in comparison to \$2,129,141 predicted net benefit.
	Percentage of all Event Funding Framework supported events held in off-peak months (i.e. April to November)	 50%* (Based on a target of 70%)	45%	 51%	Off-peak events supported in 2021 included the Original Art Expo and Supreme Awards, Division 2 Mixed Ultimate National Championship Series. Off-peak events supported in 2022 include the Mount Swim, Flavours of Plenty, Ultimate Athlete, Jazz Festival, Kiwi Walk and Run Series and Matariki.
We will deliver successful council-led events.	Public attendees are satisfied or very satisfied (via survey) with the council-delivered event they attended	 97.6%	85%	 Not Measured	The New Years' Eve community events and fireworks were cancelled for 2021 due to COVID-19 restrictions and therefore data is not available. Council also delivers Waitangi Day and ANZAC Day celebrations. However, due to the commemorative nature of these events, surveys are not taken.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- the inclusion of Aotearoa Histories into the curriculum has seen demand for items from the Heritage Collection increase. Although exciting, this places an additional demand on our resourcing capabilities
- finding suitably qualified technical and event staff has meant the viability of some events has been challenging as COVID-19 continues to significantly impact the community services activity with ongoing cancellations and postponements
- we struggled moving to the new library location, with staff and contractors continually affected by ongoing COVID-19 restrictions, which further impacted timeframes.

Looking ahead

In 2022/23, we will focus on:

- strategic advice and input into the development of new cultural facilities in the Te Manawataki o Te Papa Civic Precinct, including the museum, exhibition centre, Baycourt refurbishment, and the art gallery / Masonic Park development. This includes preparing the Heritage Collection for public exhibition as well as completing the digitisation project, and identifying conservation work needed for artefacts in this collection
- launching a new framework and action plan for public art which will include guidelines and a funding plan to enable and encourage new public art in the city. A new public art advisory panel will be established to support both council-led and community-led public art projects
- development of a new Action and Investment Plan for Arts, Culture and Heritage
- through the annual planning process, new funding was approved for partnership agreements with Socialink, Good Neighbour, Envirohub, Tauranga Community Foodbank and Mental Health Solutions (Here to Help U). Finalising these partnership agreements will be a focus
- we will plan a large-scale celebration to mark the 40th anniversary of Baycourt in April 2023.

GROUPS OF ACTIVITIES

Community, People and Relationships



Activities Include

- Community Relations
- Customer Service
- Democracy Services
- Te Pou Takawaenga Māori Unit

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

What we do

This activity involves both our mayor and councillors (and commissioners until July 2024), and the staff who support them to foster closer relationships with tangata whenua and communities, and be effective, responsible and accountable decision-makers.

We:

- respond to face-to-face enquiries, Land Information Memoranda, and property file applications
- respond to enquiries via other channels
- communicate and engage with our communities
- internally, coach and advise staff about the best ways to communicate and engage
- support the commissioners while facilitating Council meetings
- maintain strategic relationships between council, tangata whenua and the wider Māori community.

How this affects you

We connect people with council, helping communities understand how we work and how they can play a part in the decision-making that shapes our city.

GROUPS OF ACTIVITIES

Highlights in 2021/22

- 1 the Minister of Local Government reappointed the existing four commissioners for a new commission term running from 26 April 2022 through until July 2024
- 2 a representation review was completed in 2022 which will facilitate more effective representation across the city. The Local Government Commission released their decision on 7 April 2022 and upheld the council's final proposal for a mayor and nine councillors. This will see the creation of eight general wards and one Māori ward, each represented by one councillor, and a mayor elected at large, to ensure tangata whenua and all parts of the city are represented in Council decision-making
- 3 the Tangata Whenua/Tauranga City Council Committee held all their meetings at various marae to enable the commissioners to hear directly from iwi/hapū on their concerns and issues
- 4 the customer service centre relocated to new premises alongside the library at He Puna Manawa in the CBD in January 2022. This allows us to provide a more personalised, sit-down service to those customers with longer, more complex enquiries
- 5 last year the Community Relations team saw a shift in focus across our brand to place people at the heart of our communications. We've introduced video, much more photography and vibrancy to help share the great work happening across council. Campaigns such as My Tauranga Vibe, and the communications campaign and engagement strategy for the Long-term Plan Amendment are good examples of where feedback has been captured through informal channels, reaching audiences who ordinarily wouldn't share their views with council.
- 6 through the facilitation of our Takawaenga Unit, Māori participation has been positive with changes to engagement processes including some hearings now being held in three settings, a council setting, a community setting and a marae setting.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Civic Rebuild Capital Programme	41	0	41	Furniture and fittings required for establishment of Spring Street office for civic development staff.

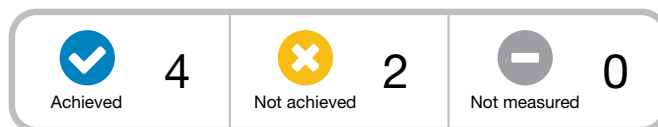
TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - COMMUNITY, PEOPLE & RELATIONSHIPS






	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	2,964	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	2	23	21	Minor variance.
Fees and charges	15	1,596	1,331	(265)	Lower than expected volumes for LIMs and property files.
Internal charges and overheads recovered	0	7,796	6,877	(919)	Recovery of internal costs are below budget. This support lowers costs in this business area as outlined below.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	2,979	9,394	8,231	(1,163)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	1,976	9,306	8,165	(1,141)	Consultancy and remuneration costs for commissioners are lower budget which reflected the costs of Elected Members. Centralised marketing and engagement costs were also lower than budgeted.
Finance Costs	0	104	81	(23)	Minor variance.
Internal Charges and Overheads applied	1,002	0	0	0	
Other Operating Funding applications	0	0	28	28	Doubtful debt costs not included in LTP expenditure.
Total Applications of Operating Funding (B)	2,978	9,410	8,274	(1,136)	
Surplus/(Deficit) of Operating Funding (A-B)	1	(15)	(43)	(27)	

GROUPS OF ACTIVITIES


TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - COMMUNITY, PEOPLE & RELATIONSHIPS					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	50	50	Minor capital projects not budgeted for in the LTP.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	0	0	50	50	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	50	50	Minor capital projects not budgeted for in the LTP.
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	1	(15)	(43)	(27)	Minor variance.
Total Applications of Capital Funding (D)	1	(15)	7	23	
Surplus/(Deficit) of Capital Funding (C-D)	(1)	15	43	27	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
Organisational capability for delivery of communication and engagement activity is enhanced	Trust and confidence in the organisation will increase as shown by an increase in satisfaction by survey	19%	Baseline established	 24%	The 2021/22 result from the annual residents' survey was 24%, up from 19% in 2020/21. The Community Relations team is working collaboratively across the council on more impactful ways to engage with communities and to share the bigger picture stories around our core work. Although not well reflected in this measure, we are receiving positive feedback from the community, through other channels, on our engagement and communication.
We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Enquiries at service centre will be managed at first point of contact	N/A	97%	 98%	22,540 (98%) of 23,000 enquiries in the service centre were resolved at first point of contact.
	Percentage of calls at contact centre that are resolved at first point of contact	N/A	80%	 87%	The contact centre received 233,696 calls in 2021/22 which was an increase of 18,000 (8%) on the 2020/21 year. 87% of these were resolved at first point of contact.
	Customer Satisfaction for service centre and contact centre - NPS rating will be above 40	N/A	40	 50	Customer Satisfaction for service centre and contact centre has been positive, with the Net Promoter Score rating above 40.
We will provide a Land Information Memoranda service	10 Day Statutory timeframes are met	N/A	100%	 93%	3,294 (93%) of 3,542 LIMS were issued within the 10 day statutory timeframe. Staff absenteeism due to COVID-19 and continued high LIM application numbers contributed to an inability to meet the required statutory time.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We provide opportunities for the community to participate in decision making.	Percentage of residents who are satisfied or neutral with the way the Council involves the public in decision-making processes.	N/A	59%	 50%	<p>This is a new KPI measure, and the 50% achievement can be considered a good result even though the target of 59% was not achieved. The governance structure has undergone significant changes since the measure was set with high media and public interest when the commission replaced the mayor and councillors in February 2021. Subsequent criticism focusing on democratic accountability concerns occurred after the reappointment of the commission in April 2022 for a further term and the postponement of the October 2022 elections until July 2024.</p>

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- Democracy Services continued to hold most council meetings in-person despite COVID-19 challenges such as lockdowns, vaccine passes, social distancing, mask wearing and contact tracing requirements. Presenters who could not attend in-person were able to present virtually
- we relocated our council and committee meetings in 2022 from the Willow Street building which is being demolished. Alternative venues were found at the Bay of Plenty Regional Council chambers in Elizabeth Street or at the Tauranga City Council building at 306 Cameron Road
- we established a community panel for Links Ave. After a challenging few months trialling a cul-de-sac on the road, we asked the community to create a long-term solution to reduce traffic on the street. This is an approach the Community Relations team have not tried in this way before, but we're excited to see how a different approach could lead to a better community outcome
- the biggest challenge faced by Customer Services was managing the delivery of operations during COVID-19 lockdowns and alert level restrictions. Particular issues included staffing problems and managing customers in an uncertain climate
- the high demand for Land Information Memoranda (LIMs), and property-related information from council has at times placed significant pressure on teams delivering these services, particularly during bouts of staff shortages.

Looking ahead

In 2022/23:

- council has been developing an ambitious work programme for the next few years with a heavy emphasis on genuine community engagement and telling the stories behind the work we are undertaking. Our Community Relations team will continue to innovate and explore new ways to engage with our communities, whether that is by co-design or new digital engagement platforms
- building on simple explanations around the development of Cameron Road and the use of visible billboards, the Community Relations team is planning to use this format to explain why infrastructure projects are being carried out across the city. This will provide our communities with more information than predominantly operational communications such as advising of road closures
- our Customer Service team will implement a new customer data model and service request management system, and improve the way we connect face-to-face customers with staff in the wider organisation with the introduction of new direct connect technology
- we will prepare for the introduction of new LIM (section 44a of LGOIMA) legislation which will change requirements around natural hazard information on LIM reports
- Democracy Services will prepare for the July 2024 elections and plan initiatives to support the commission's terms of reference to encourage quality candidates to stand for election and to develop a comprehensive induction and training programme for the incoming mayor and councillors.

GROUPS OF ACTIVITIES

Economic Development



Activities Include

- Airport
- Economic Development

What we do

We act as an economic development facilitator, mostly through Priority One and Tourism Bay of Plenty. Our focus is on visitors, investors, business and skill attraction, skill development, and supporting innovation.

We also provide a high-quality airport that is self-funding and generates income.

How this affects you

Our investments improve prosperity for the whole community while building economic resilience and sustainability. The airport connects Tauranga with the rest of the country and the world.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 we saw domestic and international passenger numbers continue to increase, as border restrictions eased, and globally we learnt to live with COVID-19
- 2 the development of Tauranga's CBD blueprint which identifies \$1.5b in private sector investment into the city centre over the next 5-8 years. This will be used to encourage further private development of commercial and residential accommodation in the city centre
- 3 establishment of an agreed 'UniverCity' work programme between Priority One, Tauranga City Council and University of Waikato to grow Tauranga's reputation as a tertiary destination, and the opening of the university's blue-green innovation hub. The workplan includes accessible transport and accommodation, the creation of a unique atmosphere and urban culture, and certainty of career pathways
- 4 supporting over 200 local people into sustainable employment or training to work pathways through our Ara Rau skills and employment hub. This included three industry open days to support people into construction and infrastructure careers.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Airport Carpark Design and Consent	485	0	485	Purchase of land for new carpark project which is budgeted to be constructed in 2022/23, the budget was brought forward to the 2022 financial year.
Airport Replacement Water Bore	58	0	58	Unbudgeted emergency works.
Airport New Hangar Lease Sites	23	258	(235)	Project has been delayed and carried over to the 2022/23 year.
Airport Car Park Resurface Renewals Funded	0	139	(139)	Project has been delayed and carried over to the 2022/23 year to be done in conjunction with the carpark extension.
Airport Rental Car Depot Expansions	0	100	(100)	Project has been delayed and carried over to the 2022/23 year to be done in conjunction with the carpark extension.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - ECONOMIC DEVELOPMENT				
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	0	0	0	0
Targeted Rates	5,327	4,851	4,600	(251)
Subsidies and grants for operating purposes	19	0	0	0
Fees and charges	8,276	8,786	7,991	(795)
Internal charges and overheads recovered	182	6	13	7
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	13,804	13,643	12,604	(1,039)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	7,569	8,540	8,143	(397)
Finance Costs	678	193	105	(88)
Internal Charges and Overheads applied	910	919	852	(67)
Other Operating Funding applications	0	0	(74)	(74)
Total Applications of Operating Funding (B)	9,157	9,652	9,026	(626)
Surplus/(Deficit) of Operating Funding (A-B)	4,647	3,991	3,578	(413)

Key Variance
Explanations for 2022

Reduced rates requirement due to underspend on City Centre Development related costs.

Airport fees and charges down on budget due to flight interruptions as a result of COVID-19.

Minor variance.

The majority of the variance relates to the underspend on city centre development. The remainder is due to fewer than budgeted passenger numbers over the course of the year resulting in reduced Airport costs.

Lower interest costs as a result of debt reduction.

Internal charges below budget as outlined in Corporate Services activity.










Doubtful debt costs not included in LTP expenditure.

GROUPS OF ACTIVITIES




TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - ECONOMIC DEVELOPMENT					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	(2,001)	366	(2,914)	(3,280)	Airport activity debt paid off using activity cash balance at the end of the year.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	(2,001)	366	(2,914)	(3,280)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	100	0	(100)	Project delayed to 2022/23 to be completed in conjunction with new carpark and car park extension projects
- to improve level of service	195	258	508	250	The variance is due to a land purchase for the carpark extension project planned for 2022/23, this is offset by a hanger lease project which was delayed due to COVID-19 interruptions
- to replace existing assets	3,871	197	67	(130)	Variance is due to the unexpected, unbudgeted, replacement of a water bore , this is offset by the renewal delays which will be delivered in 2022/23 in conjunction with over projects.
Increase/(Decrease) in reserves	(1,420)	3,802	89	(3,713)	Reduction in debt due repayment of debt from cash balance.
Total Applications of Capital Funding (D)	2,646	4,357	664	(3,693)	
Surplus/(Deficit) of Capital Funding (C-D)	(4,647)	(3,991)	(3,578)	413	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide an airport that caters for scheduled commercial flights and enables growth in traveller numbers	Number of passengers through the airport each year- this is a 12-month running total	 414,169	396,000	 376, 312	Despite passenger numbers being impacted by COVID-19 restrictions, passengers travelling through the airport have begun to pick up as restrictions ease.
We will provide airport customers with fit-for-purpose airport facilities	Customer satisfaction with airport facilities as measured by point of user survey	 Not Measured	90-100%	 Not Measured	Due to a number of staffing issues at the airport caused by COVID-19, and the inability to recruit additional staff, this survey has not been completed this year.
Priority One will provide facilitation service to increase investment and innovation in Tauranga, leading to a more productive economy	Gross Domestic Product per Employee in the city	 \$103,328	\$95,000	 \$107,045	Infometrics Regional Economic Profiles, and Sector Profiles, have been updated with data to December 2021.
We will provide improved alignment of residents' skills with business needs, leading to meaningful work outcomes for our community	Knowledge Intensive Jobs – share of total jobs	N/A	28.5%	 28.8%	
	Unemployment Rate	N/A	<10%	 4.1%	
	Mean annual earnings	N/A	\$58,000	 \$61,478	

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will work collaboratively with Tourism Bay of Plenty and the tourism sector to increase visitor expenditure at a faster rate than Tauranga's GDP	Increased visitor spend - international and domestic	 \$874M	No set target	 -2.5%	<p>The decline in international and domestic visitor spend was due primarily to the impact of COVID-19 restrictions.</p> <p>Visitor spend in the Coastal Bay of Plenty is as follows:</p> <p>Period 2020/21 - International \$30,985,747</p> <p>Period 2021/22 - International \$33,585,824</p> <p>Period 2020/21 - Domestic \$644,443,252</p> <p>Period 2021/22 - Domestic \$624,697,178</p> <p>Note: the spend figures in this table represent visitor spend via electronic card transactions only, and does not include pre-bookings, online purchases or cash purchases. As such, these figures represent only a portion of the market and are not a true representation of the economic value of tourism in the region.</p>
Resident likelihood to recommend Tauranga as visitor destination	Net promoter score	41%	Maintain	 38%	The 2021/22 result from the annual residents' survey was 38%, down from 41% in 2020/21.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- the labour market remains the number one concern for local businesses, as our working population declines due to ageing. Lifting wages by focusing on growing higher value jobs and placing local people into them means our work in education, skills development and job matching continues to be key to addressing equity issues and prosperity over time
- housing supply and affordability has continued to be a major issue impacting our ability as a region to attract and retain the labour that local businesses need to maintain sustainable growth. Demand for housing continues to outstrip current development opportunities with most suitably zoned land developed, and continued delays in greenfield growth due to complex local and central government regulations
- limited industrial land supply is also impacting the ability of local businesses to grow and new businesses to establish themselves here, despite the demand to do so
- delays in roading projects continue to impact freight productivity (and housing supply)
- the COVID-19 pandemic remains an ongoing challenge for the aviation sector causing significant financial impact on airports worldwide, particularly those which do not have the ability to generate income from other sources.

Looking ahead

In 2022/23, we will look to:

- leverage the reopening of New Zealand's borders to support targeted recruitment into key sectors
- encourage further investment into the city centre, particularly in residential housing
- implement the UniverCity workplan to grow student numbers alongside research and commercialisation capability, to position Tauranga as a tertiary study destination of choice leading to quality work opportunities
- implement a sub-regional carbon reduction plan for the Western Bay of Plenty economy, including the opening of a site for hydrogen infrastructure at Tauriko
- support Port of Tauranga with its consent for an extension to the wharf at Sulphur Point
- continue to develop the terminal precinct by increasing carparking spaces whilst also providing better access to alternate modes of transport
- create a new hangar complex located at the eastern end of the airfield.

GROUPS OF ACTIVITIES

Emergency Management



What we do

We work with communities, businesses and partners/stakeholders (e.g. NZ Police, Fire & Emergency NZ, non-government organisations and community groups) to ensure effective resilience, response, and recovery from hazard events in Tauranga.

Central to this is an all hazards, all risks, integrated and community-focused approach that prioritises:

- identifying, assessing and communicating hazards and risks to the community
- promoting and enabling our communities to be aware of, and resilient to hazard consequences
- preparing council for its role of coordinating the response to, and recovery from, emergencies
- collaborating with partner agencies and organisations to collectively support our communities during and after emergencies
- leading or supporting a city-wide response and coordination of relief for people and animals during an emergency
- enhancing Tauranga's capability to recover from emergencies.

How this affects you

The emergency management role of council raises community awareness and understanding, readiness, resilience and participation in emergency management. Tauranga City Council is part of the Bay of Plenty Civil Defence Emergency Management group (CDEM), along with the region's regional and district councils. The functions of this group include coordinating civil defence emergency management planning, delivering CDEM programmes and activities across the region, and carrying out risk management.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 improved education and awareness for tsunami and personal preparedness through the Tsunami Awareness Programme was provided. This involved community representatives and ambassadors providing information over the summer season, at hotspots including the beach, events and markets
- 2 worked alongside coastal schools to identify all aspects of tsunami evacuation to improve education and awareness and foster community resilience
- 3 achieved 73% of Emergency Operations Centre staff completing a tier one Civil Defence Emergency Management exercise.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Tsunami vertical evacuation structures	0	50	(50)	Scoping of Pāpāmoa footbridges deferred to align with regional inundation mapping currently underway to inform decisions around evacuation routes which may include bridges.

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - EMERGENCY MANAGEMENT

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	3,364	1,565	1,101	(464)
Targeted Rates	78	245	245	0
Subsidies and grants for operating purposes	0	0	95	95
Fees and charges	0	0	0	0
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	3,443	1,810	1,441	(369)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	2,129	1,308	813	(495)
Finance Costs	691	82	59	(23)
Internal Charges and Overheads applied	517	464	429	(35)
Other Operating Funding applications	0	0	0	0
Total Applications of Operating Funding (B)	3,337	1,854	1,301	(553)
Surplus/(Deficit) of Operating Funding (A-B)	105	(44)	140	184

Key Variance
Explanations for 2022

Rates requirement was lower than budgeted due to by lower consultancy and education costs as a result of resourcing constraints across both project and operational areas.

Grant received for resilience project funding from NEMA not budgeted for in LTP.

Lower consultancy costs due to resourcing constraints resulting in a reduction of projects initiated and work undertaken.

Minor variance.

Internal charges below budget as outlined in Support Services activity.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - EMERGENCY MANAGEMENT

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	0	0	0	0
Development and financial contributions	0	0	0	0
Increase/(Decrease) in debt	428	50	(1)	(51)
Gross Proceeds from the Sale of Assets	0	0	0	0
Lump sum contributions	0	0	0	0
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	428	50	(1)	(51)
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	0	0	0	0
- to improve level of service	428	50	(1)	(51)
- to replace existing assets	0	0	0	0
Increase/(Decrease) in reserves	105	(44)	140	184
Total Applications of Capital Funding (D)	533	6	139	133
Surplus/(Deficit) of Capital Funding (C-D)	(105)	44	(140)	(184)
Funding Balance ((A-B)+(C-D))	0	0	0	0

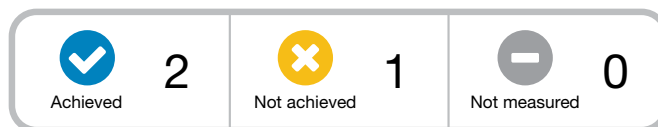
**Key Variance
Explanations for 2022**

Project delayed due to resourcing constraints.

Project delayed due to resourcing constraints.

Increase in reserves due to higher than budgeted operational surplus

GROUPS OF ACTIVITIES



excluding additional measures

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	<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. 	60%	Advancing	 63%	<p>The result for the last period (2020/21) was 60%, therefore performance measure is advancing.</p> <ul style="list-style-type: none"> • Of the 30 controller appointments and functions leads, 19 have been trained on the Integrated Training Framework (ITF) Intermediate Course (the training standard set by the Joint Committee for function leads). • Three EOC exercises for untrained staff have taken place in the past year to provide experience and knowledge. • Three EOC exercises for trained staff have taken place in the past year. • Six response procedures have been reviewed in the last three years.
We will provide community education initiatives increase public awareness and preparedness	Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency	79%	95%	 81%	The 2021/22 result from the annual residents' survey was 81%, up from 79% in 2020/21.
	Percentage of residents who are prepared for an emergency	53%	50%	 58%	The 2021/22 result from the annual residents' survey was 58%, up from 53% in 2020/21.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- significant growth along the Pāpāmoa coastline, particularly in Pāpāmoa East, has created consequential impacts to previously designated evacuation routes and safe area planning. A regional review is underway of inundation mapping, Tauranga City Council being one of the stakeholders in this review
- we struggled to increase the number of trained Emergency Operations Centre staff due to COVID-19 restrictions impacting the availability of courses.

Looking ahead

In 2022/23, we will:

- update and promote our local evacuation planning to ensure residents are well informed
- continue to support iwi, hapū and marae with preparedness and community resilience
- develop a city-wide risk profile to better understand and manage our city's risks including hazards, vulnerabilities and exposure, and find ways to prevent and mitigate these risks.

GROUPS OF ACTIVITIES

Marine Precinct



What we do

The Tauranga Harbour Marine Precinct is a project to deliver a purpose-built marine servicing facility at Sulphur Point. The precinct will provide a base for boat building and refit businesses in Tauranga and will be managed by Tauranga City Council under the Vessel Works brand.

How this affects you

To deliver one of New Zealand's top Marine Precinct facilities that will service the Bay and wider New Zealand efficiently and create the 'one-stop shop' for the servicing needs of the marine industry. It contributes to the Tauranga lifestyle and economically supports local marine based business, retail, accommodation, restaurants and tourism sectors.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 Bridge Wharf underwent a significant repair, ensuring it remains in service for the fishing and workboat community for several more years
- 2 the proposed direction for our marine precinct presented in the Spatial Plan was endorsed. The plan included our vision of "helping grow the region's commercial marine sectors so they can add value to the local community". The strategy was developed in consultation with marine precinct stakeholders and has broad support.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Marine Precinct Property Purchase	3,419	0	3,419	Purchase of a key waterfront property in the Marine Precinct to allow better access during Offloading Wharf construction. This was not budgeted in the LTP.
Marine Precinct renewals	602	501	101	Additional asset renewals required.
Marine Precinct Development	216	0	216	Unbudgeted expenditure for minor projects.
Marine Precinct Offloading Wharf	133	1,999	(1,865)	Project delayed due to consenting and securing materials. The unspent budget for this project has been carried forward to future years.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - MARINE PRECINCT				
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges	0	0	0	0
Targeted Rates	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0
Fees and charges	1,153	1,003	1,000	(3)
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	1,153	1,003	1,000	(3)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	496	1,312	1,564	252
Finance Costs	0	551	694	143
Internal Charges and Overheads applied	241	269	251	(18)
Other Operating Funding applications	0	0	(41)	(41)
Total Applications of Operating Funding (B)	737	2,132	2,468	336
Surplus/(Deficit) of Operating Funding (A-B)	416	(1,129)	(1,468)	(339)

Key Variance Explanations for 2022
Minor variance.
Above budget due to repairs and maintenance required on marine assets were higher than expected as well as additional contract managers fees.
Above budget due to interest charged on deficit cash balance.
Internal charges below budget as outlined in Support Services activity.
Doubtful debt costs not included in LTP expenditure.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - MARINE PRECINCT

	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	0	0	0	0
Development and financial contributions	0	0	0	0
Increase/(Decrease) in debt	0	1,019	3,768	2,749
Gross Proceeds from the Sale of Assets	0	0	0	0
Lump sum contributions	0	999	0	(999)
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	0	2,018	3,768	1,750
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	0	0	0	0
- to improve level of service	0	2,019	3,768	1,749
- to replace existing assets	0	501	602	101
Increase/(Decrease) in reserves	415	(1,631)	(2,070)	(439)
Total Applications of Capital Funding (D)	415	889	2,300	1,411
Surplus/(Deficit) of Capital Funding (C-D)	(415)	1,129	1,468	339
Funding balance ((A-B)+(C-D))	0	0	0	0

Key Variance
Explanations for 2022

Purchase of a property in the Marine Precinct that was not budgeted for in the LTP.

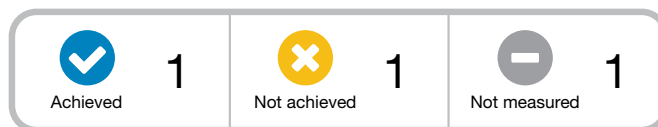
Budgeted contribution from third parties for a new offloading wharf did not eventuate due to TCC decision to fully fund project.







Purchase of a property in the Marine Precinct that was not budgeted for in the LTP, this is partially offset by the development of an offloading wharf which work was budgeted but if not fully completed.

Additional asset renewals required.

Cash reserve balance was lower than budgeted due to higher operating costs.

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide the marine industry with access to efficient and reliable large/heavy vessel lifting and hardstand facilities.	Average annual hardstand occupancy.	 69%	40%	 22%	Hardstand occupancy was heavily affected by COVID-19 restrictions. The team have significantly increased domestic and international marketing to attract new clients. Throughout the COVID-19 timeline, most clients have been New Zealand-based commercial vessels, looking for short-term vessel maintenance and quick turnarounds. The team have started to receive overseas inquiries from recreational vessels looking for long-term refit projects and berthage.
We will provide the marine industry with access to quality berthing facilities, for working vessels, that are well utilised and fit for purpose.	Average annual berth occupancy.	 74%	>65%	 75%	Bridge Wharf maintenance is complete with piles and fenders replaced, strengthening the wharf and improving access and berthing. The team are in the process of addressing berth availability on Bridge Wharf which will free up more berths for active fishing/commercial vessels.
We will provide the fishing industry with facilities (wharfs) that are readily accessible, fit for purpose and commercially viable. These facilities are to enable fish to be unloaded and access to existing private sector ice loading facilities.	Percentage of customers satisfied with fish unloading facilities and access to existing ice loading facilities.	 Not measured	80%	 Not measured	During July 2021, feedback from the fishing fleet was sought as part of the Tauranga Marine Facilities Strategy development, rather than through a regular satisfaction survey. The feedback indicated the facility is marginally suitable in its current form but an additional berth would add value. Additional flexible berthage will be added as part of the Hardstand Wharf Extension Project planned for delivery in early 2023.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- hardstand bookings have been down on previous years and below target. We believe this change is due to significant competition in the commercial marine refit market, a contraction sector-wide and a closed international maritime border due to the pandemic. As a result, we have taken steps to increase business, including re-aligning our pricing with the sector and expanding and diversifying our marketing
- health and safety continue to be a focus for Vessel Works. As a result, we have implemented several improvements to remove hazards and reduce risk.

Looking ahead

In 2022/23:

- we are investigating the divestment of the marine precinct to secure capital investment for the developments identified in the Spatial Plan. We will take measures to ensure community interests and the vision for the precinct are maintained
- the Hardstand Wharf Extension will be developed between the current hardstand and Cross Road, adding close to 100m of additional wharf frontage.

GROUPS OF ACTIVITIES

Regulatory and Compliance



Activities Include

- Animal Services
- Building Services
- Environmental Health and Licensing
- Environmental Planning
- Regulation Monitoring

What we do

We administer acts, regulations, bylaws and policies relating to:

- animals
- buildings so they are developed in a safe and compliant manner
- environmental planning
- environmental health and licensing
- monitoring regulations.

How this affects you

Our activities promote a safe and healthy environment for people and animals, ensuring that building work is safe and meets code, and that our city develops in the right way. We ensure that bylaws are consistently applied, and that people are educated about their responsibilities.

Highlights in 2021/22

- 1 Animal Services launched their Facebook page to improve engagement and information with dog owners. This will allow us to inform owners of dog-related events, receive feedback from dog owners, and provide advice on ways to improve dog control
- 2 our Animal Services team engaged with Tauranga's two main dog rescue groups and developed a working relationship to improve the management, adoption and registration of rescue dogs and adoptable dogs from the pound

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

- 3 building inspection wait-times significantly decreased thanks to improved booking processes by our Building Services team
- 4 we successfully improved recruitment and retention of Building Consent Officers (BCOs)
- 5 Building Services maintained our accreditation for the Building Consent Authority (BCA) following an International Accreditation New Zealand (IANZ) audit. Tauranga City Council was rated as a low-risk BCA as our processes and procedures gave the auditors a high level of confidence
- 6 over the past six months alcohol licensing moved from paper-based applications to a new online application portal
- 7 after Environmental Health and Licensing's external audit by International Accreditation New Zealand (IANZ) on 3 March 2022, council received continued recognition as a Recognised Agency for Generic Food Control Plans and National Programmes until 16 April 2025
- 8 regulation monitoring staff continue to play a pivotal role in connecting our city's homeless to much-needed social services. They often use their relationships with the Ministry of Social Development and Peoples Project to help these individuals into accommodation
- 9 as of July 2022, offending on the Hairini bus lane is averaging approximately 35 offences per day (down from 180 per day when enforcement began in October 2020). Continued enforcement will ensure compliance with these restrictions continues and road safety concerns are mitigated.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Animal Pound Extension & Refurbishment	17	200	(183)	Pound refurbishment didn't start due to delays with concept drawings and internal resourcing constraints.
Animal Services Building & Equipment Renewals	16	73	(57)	Majority of planned renewals not required this year
Regulatory Services Minor Capital Works	13	0	13	Purchase of vibrational monitoring equipment which was not included in LTP budget.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - REGULATORY & COMPLIANCE					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	5,751	6,214	7,093	879	Additional rate funding was required for temporary staff costs related to resourcing constraints in rate funded functions. This is partially offset by favorable user fee revenue generated in consenting functions.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	18,855	18,566	19,072	506	
Internal charges and overheads recovered	29	0	9	9	Higher than anticipated volumes of Building Services inspections increasing revenue.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	161	149	49	(100)	Minor variance.
Total Sources of Operating Funding (A)	24,796	24,929	26,223	1,294	Animal Services and Regulation Monitoring fines recorded in fees and charges line.
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	14,046	16,296	17,199	903	Unbudgeted temporary staff costs related to resourcing constraints.
Finance Costs	274	195	165	(30)	Lower than budgeted operating deficit in Building Services which resulted in lower internal interest charges.
Internal Charges and Overheads applied	9,799	9,830	9,213	(617)	Internal charges below budget as outlined in Support Services activity.
Other Operating Funding applications	0	0	(269)	(269)	Doubtful debt costs not included in LTP expenditure.
Total Applications of Operating Funding (B)	24,119	26,321	26,308	(13)	
Surplus/(Deficit) of Operating Funding (A-B)	677	(1,392)	(85)	1,307	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	22	285	49	(236)	Lower than budgeted capital expenditure decreased borrowing requirements.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	22	285	49	(236)	











GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - REGULATORY & COMPLIANCE				
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	0	0	0	0
- to improve level of service	22	215	33	(182)
- to replace existing assets	0	73	16	(57)
Increase/(Decrease) in reserves	678	(1,395)	(85)	1,310
Total Applications of Capital Funding (D)	700	(1,107)	(36)	1,071
Surplus/(Deficit) of Capital Funding (C-D)	(678)	1,392	85	(1,307)
Funding Balance ((A-B)+(C-D))	0	0	0	0







Key Variance Explanations for 2022
Capital programme delayed by resourcing constraints.
Renewals programme was reduced after assessment identified lower requirement for replacements.
Increase in reserves largely as a result of operational surplus in Building Services.

GROUPS OF ACTIVITIES







PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide an effective dog registration process that supports a safe community.	All known dogs are registered, or appropriate enforcement action is taken.	 96%	100%	 96%	There were 14,554 dogs registered from a database of 15,153 known dogs. Of the 599 unregistered dogs, 263 infringements were issued, leaving 336 dogs for which there were no enforcement action. There has been staffing shortages in the team, and subsequent recruitment and training for new Dog Control Officers has impacted on target achievement.
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.	 93%* (Based on a target of 30mins)	100%	 94%	94% of all urgent requests were responded to within 60 minutes. Of 33 complaints that had potential ongoing risk(s), two (6%) were not responded to within the required timeframe due to an internal processing error, which has since been addressed.
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.	 8* (Based on a target of 6+ school visits)	15 events	 12 event	The impact of COVID-19 restrictions in schools has greatly limited the team's ability to deliver educational presentations. Schools have indicated that their workloads and schedules have been too full to accommodate staff attending to deliver educational presentations.
We will provide technical advice and consent decisions within statutory timeframes.	Percentage of building consent applications processed within legal timeframes.	 95%	98%	 46%	High consent volumes and ongoing resourcing challenges have made it difficult to achieve compliance with processing timeframes. There has been considerable internal focus to address this particularly since March 2022.
	Carrying out of building inspections (on average).	 7-10 Days	4 Days	 3.6 days	There has been a significant amount of effort to reduce the wait times for carrying out building inspections by the inspections team this financial year.





GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will ensure all private pools barriers within Tauranga city are safe and compliant.	Percentage of properties with compliant pool fencing or appropriate enforcement action is taken.	N/A	100%	100% 	Of the 590 pools inspected this year, 89 (15%) were found to be non-compliant with issues remediated and subsequent inspections taken place within the financial year. All 89 were deemed compliant within the 14-day remediation period and therefore there was no requirement for enforcement action to be taken.
Ensure building warrant of fitness are current and compliant.	Ensure Building warrant of fitness are renewed on time and are compliant with the building compliance schedule.	N/A	92%	94% 	1596 of the 1698 (94%) building warrant of fitnesses were renewed on time and were compliant. Delays to renewals were due to COVID-19 restrictions, subsequent supply chain issues, and difficulty in obtaining the services of sub-contractors to complete remedial work.
We will undertake audits of all food premises registered with Tauranga City Council.	Percentage of TCC verified food premises that have been inspected and had appropriate enforcement action taken.	N/A	100%	80% 	465 of 575 food premises verifications were completed this financial year. Two of these inspections required enforcement action by way of a warning letter and the second being an improvement notice. Additional resourcing has been appointed in June 2022 to assist in this space.
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.	Percentage of new and renewed licensed premises inspected and appropriate enforcement action taken.	N/A	100%	95% 	There were 122 renewals, of which 115 were inspected. In addition, there were 34 new licensed premises inspected. In total, 95% (149 out of 156 renewed and new licensed premises) were inspected. Of these only one required enforcement action to be taken against them via an infringement notice.
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.	Percentage of new resource consent applications processed within statutory timeframes.	81% 	95%	60% 	258 of 427 resource consent applications were processed within statutory timeframes. The complexity of progressing the City Plan and Plan Changes has meant keeping up with the high volume of consents has been challenging.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
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.	Percentage overall satisfaction with level of advice given response times and clarity of communication.	N/A	70%	 30%	Feedback was received from 2.4% of applicants (21 responses). Of this feedback, 34% were satisfied, and 24.8% were neutral.
	Percentage of compliance and enforcement actions undertaken following the principles set out in the R&C Compliance Charter and Strategy.	N/A	85%	 100%	In total, 429 incidents were received, of which 152 were confirmed breaches. 277 incidents were unconfirmed. Of the 152 confirmed breaches, 145 were resolved through Alternative Dispute Resolution (voluntary compliance, education and advice, referral, etc), and seven by enforcement comprising of: - five Abatement Notices - one Infringement - one Formal Warning.
	Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate.	N/A	100%	 100%	All 2740 consents received have been assessed and of these 1039 development contribution notices and invoices were issued within the required timeframes.
We will undertake noise monitoring to ensure community amenity is protected from excessive and unreasonable noise.	Percentage of noise complaints that are attended and are resolved through appropriate enforcement action.	N/A	100%	 100%	All 6,531 noise complaints were responded to and resolved. Of these: • 748 Excessive Noise Directions were served • there were 23 seizures of equipment / devices • there were 57 complaints where contractors were unable to effect a seizure (due to unavailability of police) • eight Abatement Notices issued • six Abatement Notices were cancelled due to noise issues being mitigated • three Infringement Notices issued • one Formal Warning issued

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Respond to all parking complaints within 24 hours.	 92%	100%	 91%	1,902 of 2,094 parking complaints were responded to within 24 hours. Factors which contributed to the inability to respond have been resourcing (staffing) and technical (software) issues.
	Enforce parking compliance at known hotspot areas (events, sports fields, markets) and during school patrols on average at least two times per week.	N/A	100%	 100%	School patrols, events and known hotspots have been patrolled proactively. Examples include Blake Park, time restricted areas across the city and Birch Ave which are locations of low compliance. On 289 days of the year the team attended one or more hotspot areas and took enforcement action where appropriate.
We will monitor the Freedom Camping Bylaw.	<p>a) Daily patrols of key designated and prohibited freedom camping sites from Nov-April.</p> <p>b) Patrol same sites 4 nights a week from May-Oct.</p> <p>And appropriate action is taken regarding breaches of the bylaw – education and/or enforcement.</p>	N/A	100%	 100%	<p>Our contractors patrol 10-17 sites per night, plus additional sites as and when required.</p> <p>This financial year, contractors split the sites over 6-7 nights a week focussing on the priority locations on known days of low compliance. This way the number of patrols was the same as patrolling 10-17 sites four nights a week, but enforcement was also happening on the remaining three nights per week.</p> <p>A total of 651 fines were issued for breaches. The number of infringements included proactive enforcement and not just enforcement taken following a complaint (249 complaints were received for the year).</p>

Challenges

In 2021/22:

- lack of staff resourcing meant we were operating at 60% capacity for Dog Control Officers for a period of time as we recruited and trained new staff
- COVID-19 continued to impact Animal Services' ability to deliver some educational programmes as schools struggled to complete their curriculum and did not have time for additional subjects
- development contributions increased in August 2021 and in February 2022, which led to significant increases in volumes of applications in the weeks prior. The Building Services team received approximately 200% of normal volume and the flow on effect of this has meant large backlogs and delays in processing
- the Alcohol Licensing Team has been working with reduced staff levels for most of 2021/22. This has meant applications needed to be prioritised according to urgency while additional resourcing was sought
- the number of verifications (Environmental Food) is always a challenge especially when setbacks occur e.g. COVID-19 and staff resourcing. This resulted in a Non-Conformance from our external audit done by IANZ on 3 March 2022. Although our team were trained to do remote check verifications, it has been difficult to get businesses on board to have remote checks done of their businesses via technology platforms
- the Environment Planning team have been dealing with several complex plan changes and amendments to the Resource Management Act 1991 that have resulted in significant changes to our City Plan as required by central government. This changes the decision-making context significantly which needs to be well-understood and explained internally and externally in a short time, with tight resources, to achieve successful implementation.

Looking ahead

In 2022/23, we will focus on:

- the pound refurbishment which will provide a safer, weatherproof waiting area for dog owners. An improved exercise area for long-term impounded dogs, a modern veterinarian area and dog wash facility and other enhancements to improve on-site health and safety
- a programme of training new Building Consent Officers (BCOs) which will take 12 months to come to fruition. We expect to have six new BCOs deemed competent in late 2022 and a further six in mid-2023. This will make a significant difference to the Building Service team's processing and inspection capacity, resulting in less reliance on external contracted BCOs.
- the Environmental Health and Licensing team will take a more proactive role for after-hours monitoring of licensed premises to ensure licensees are complying with the conditions of their licences
- finalising and implementing the new technology system for resource consents and monitoring. This will reduce the amount of administration involved and improve the customer experience. Some examples of efficiencies expected include automated invoicing, a customer interface, a referral process, tracking of referrals, and more accessible reporting.

GROUPS OF ACTIVITIES

Spaces and Places



Activities Include

- Cemeteries
- Mount Beachside Holiday Park
- Marine Facilities
- Space and Places

What we do

We provide cemetery and cremation services, quality beachside accommodation, safe and well-maintained marine facilities, attractive parks, and quality urban spaces.

How this affects you

We provide services and spaces that make Tauranga a better place to live while helping to connect our communities.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2021/22

- 1 the upgrade of Kulim Park took place, which saw the reconfiguration of the park, including installation of a new playground, basketball court, carpark upgrades, and walkways and boardwalks
- 2 we completed Stage One of the construction works for the Kopurererua Stream Realignment project, with planning well underway for the commencement of Stage Two in the next construction season. Work commenced on the Pyes Pa connections project with the successful completion of Stage One linking Cheyne Road to Condor Drive
- 3 we introduced five ensuite cabins to the Mount Beachside Holiday Park, expanding our range and ability to accommodate more visitors.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Beachside Holiday Park - Purchase Standard Cabins	386	430	(44)	Cost of new cabins for Beachside Holiday Park lower than budgeted.
Beachside various capital renewals	166	141	26	Replacement of Beachside Holiday Park vehicle which was not budgeted in the LTP.
City Centre - Streetscape projects	4,468	5,127	(659)	Elizabeth Street Streetscape budget deferred to 2022/23 year to align with updated Farmers construction programme. Design works on Tunks Reserve and Elizabeth Street East Streetscape commenced earlier than planned.
Kopurererua Valley Development	1,401	2,599	(1,198)	Budget deferred to 2022/23 due to lease issues delaying the northern alignment planting, which are not resolved.
The Strand Sea Wall	240	423	(182)	Part of the budgeted strand sea wall repairs have been deferred, pending completion of a masterplan for waterfront assets. Unspent budget has been carried forward to future years.
Marine asset renewals	596	1,114	(518)	Fisherman's Wharf repairs were scaled back to the minimum necessary to provide an additional three years life, pending the completion of a waterfront masterplan.
Cemeteries various capital renewals and level of service	52	372	(320)	Budget for crematorium, chapel and cemetery shed alterations, including new chiller installation deferred to 2022/23 due to supplier availability.
Omanawa Falls formal track establishment	641	1,000	(359)	Budget deferred to 2022/23 due to delays associated with appeal of the resource consent.
Kulim Park development	1,804	1,999	(196)	Project complete. Remaining budget to be carried forward to 2022/23 to remedy stormwater issues on site.
Marine Parade Boardwalk	476	2,000	(1,524)	Budget deferred to 2022/23 to allow time for engagement leading to key design decisions and due to consultant delays in lodging consent.
Open Space level of service land purchase - Growth	242	2,960	(2,718)	Budget carried forward to 2022/23 due to complexities associated with land purchases at The Lakes and Pāpāmoa.
Gordon Carmichael Reserve Walkway	646	692	(46)	Rephasing of unspent budget to 2022/23 due to complexities associated with retaining wall construction and stormwater issues.
Mauao Placemaking & Interpretation	558	739	(181)	Remaining budget deferred to 2022/23 due to delays associated with consenting.
Miscellaneous Parks projects	7,529	9,269	(1,740)	Capital adjustment less various capital programme deferrals.

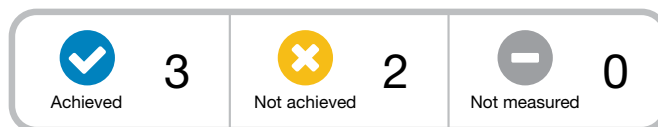
GROUPS OF ACTIVITIES











TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SPACES & PLACES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	44,420	47,352	45,236	(2,116)	Less rate funding required as consultancy, interest and overhead costs were lower than budgeted. This is partially offset by targeted rates per below.
Targeted Rates	164	4,816	6,428	1,612	Anticipated debt retirement was incorrectly categorised as general rates and has been corrected for future years
Subsidies and grants for operating purposes	71	68	49	(19)	Minor variance.
Fees and charges	4,838	5,187	4,675	(512)	Beachside revenue below budget due to COVID-19 lockdowns, late cancellations and project implementation delays on the new cabins. Cremations revenue was below budget.
Internal charges and overheads recovered	(509)	(1)	3	4	Minor variance.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	818	515	566	51	Higher interest revenue due to an increase in the intra-group loan between TCC and Bay Venues to cover operational losses incurred through COVID-19.
Total Sources of Operating Funding (A)	49,802	57,937	56,957	(980)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	25,159	38,153	35,078	(3,075)	Grant funding for Bay Oval Stage 2 Pavilion and other minor capital projects carried forward to 2022/23 due to COVID-19 related construction delays. Bay Venues renewals grant lower than budget as a result of a delayed renewals programme. Consultancy costs associated with Memorial Park projects lower than budget due to in-house project management resourcing.
Finance Costs	8,120	5,974	5,771	(203)	Lower than budgeted capital expenditure has decreased borrowing requirements and interest costs.
Internal Charges and Overheads applied	5,188	7,218	6,694	(524)	Internal charges below budget as outlined in Support Services activity.
Other Operating Funding applications	0	0	162	162	Doubtful debt costs not included in LTP expenditure.
Total Applications of Operating Funding (B)	38,467	51,345	47,705	(3,640)	
Surplus/(Deficit) of Operating Funding (A-B)	11,335	6,592	9,252	2,660	

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SPACES & PLACES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	1,417	1,422	1,240	(182)	Below budget due to lower than anticipated levels of growth in Tauranga.
Increase/(Decrease) in debt	19,885	12,524	12,031	(493)	Less debt than anticipated due to rephasing of capital project delivery.
Gross Proceeds from the Sale of Assets	1,570	2,000	32	(1,968)	Delayed sale of Cemeteries land to Transportation activity.
Lump sum contributions	0	695	709	14	Minor variance.
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	22,872	16,641	14,012	(2,629)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	25,184	5,294	2,182	(3,112)	Below budget due to programme rephasing associated with land purchase and development at The Lakes and Pāpāmoa.
- to improve level of service	11,988	18,057	13,541	(4,516)	Below budget due to programme rephasing associated with Elizabeth Street Streetscape and Kopurererua Valley, Marine Parade Boardwalk and Fraser Street Reserve Developments.
- to replace existing assets	4,308	4,157	2,911	(1,246)	Below budget due to programme rephasing associated with community buildings, coastal structures and marine asset renewals.
Increase/(Decrease) in reserves	(7,273)	(4,275)	4,630	8,905	Rephasing of growth and renewals project delivery has resulted in higher than budgeted reserve balances
Total Applications of Capital Funding (D)	34,207	23,233	23,264	31	
Surplus/(Deficit) of Capital Funding (C-D)	(11,335)	(6,592)	(9,252)	(2,660)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2020/21 result	2021/22 target	2021/22 result	Comments
We will provide a network of open spaces, parks, and playgrounds for the use of residents and visitors to the city.	Percentage of residential households that are within 500m of an open space.	 91%	90%	 92%	No additional reserve land has been purchased by council in 2021/22. However, based on subdivision development, 92% of residential households are now within 500m of an open space.
We will provide a network of playgrounds enabling a variety of experiences for all age groups. Playgrounds can be targeted at young children, older children or can be exercise equipment for both adults and children.	Percentage of residential households that are within 500m of a playground.	 60%	65-70%	 67%	67% of residential households are within 500m of a playground. Both council and developers have contributed to the increase since 2020/21, with developers constructing playgrounds on the land vested to council and council's capital works programme that allowed the team to build some new playgrounds on existing council land.
We will provide high quality coastal and reserve land and structures.	Removal of 20 coastal encroachments from public land each year.	 6	20	 6	Newly occurring encroachments are addressed around the city and six have been addressed in the last period. Continuation of large scale encroachment removals, such as Forrester Drive, are awaiting the results of the Welcome Bay Community Reserves Review which will provide direction on the next step for these encroachments.
	The amount of parks land protected in the City Plan as a Special Ecological Area that is restored.	 76%	Additional 2%	 3%	The management of Special Ecological Areas has seen an additional 3% restored across the city, increasing the total restoration to 79% (adding 3% to the previous period's result of 76%) for the year.
We will provide a range of accommodation options for visitors to the region.	Number of guest nights.	 85,452	75,000	 70,453	The reduction in the number of guest nights is a result of COVID-19 levels and restrictions.

GROUPS OF ACTIVITIES

Challenges

In 2021/22:

- we aimed to ensure sports fields met specifications and the community's expectations and requirements. But this became increasingly difficult due to extreme weather. Restrictions on agricultural use also contributed to poor field condition
- we worked tirelessly to ensure roads, footpaths and walkways were cleared and made safe as quickly as possible after ex-tropical cyclone Dovi created a path of devastation throughout the Bay of Plenty in early 2022
- COVID-19 restrictions significantly reduced visitor numbers at the Mount Beachside Holiday Park.

Looking ahead

In 2022/23, we will:

- work with clubs and groups at Blake Park, Gordon Spratt Reserve/Alice Johnson Oval and Fergusson Park and the wider active reserve network on future plans, field conditions, access to water, grass typology, lighting, car parking, etc
- start work on a city centre vegetation project. This will include removing and replacing high maintenance queen palms with Nikau palms and some canopy trees to add colour and variety. Contractors will also install stones around tree pits, creating a uniform look across the city centre and helping to control weeds
- continue to update the Trees and Vegetation Strategy with a new nature and biodiversity action and investment plan which will include urban forest-related matters
- begin delivering key projects including the destination skatepark on the corner of Hull Road and Maunganui Road, and Merivale and Gate Pa community centres
- continue construction on the Marine Parade Coastal Path which should be finished by summer 2023.

GROUPS OF ACTIVITIES

Support Services

What we do

We predominately provide internal support to our organisation. Our activities help in the effective and efficient delivery of all council services and include:

- Asset Services
- Capital Programme Assurance Division (CPAD)
- Strategic Investment & Commercial Facilitation
- Digital Services
- Finance
- Legal, Risk and Procurement
- Health and Safety
- Human Resources
- Property Management
- Strategy and Corporate Planning

How this affects you

We support activities and services that affect our community directly.

Highlights in 2021/22

Our Capital Programme Assurance Division (CPAD) team have been working to improve project delivery by:

- 1 launching a new project delivery lifecycle framework including project governance procedures to help lift the level of project delivery across our organisation
- 2 developing a digitised project reporting application that provides quality data to generate performance dashboards and provide programme and portfolio visibility
- 3 further progressing towards becoming council's 'projects centre of excellence' that will contribute towards consistently delivering exceptional project outcomes for our communities

- 4 progressing a strategic procurement review of how council can effectively partner with key suppliers (Contractors and Consultants) to help the delivery of the Long-term Plan capital works programme by providing workforce security and minimising supply chain risk.

Our Digital Services team:

- 1 were finalists in the Customer Experience Project of the Year at the 2021 Association of Local Government Information Management (ALGIM) awards, with Donna Officer winning Information and Records Management Professional of the Year.
- 2 were nominated for the Best Run Australia and New Zealand SAP CRM & Customer Experience award
- 3 were invited to present at numerous conferences including Mastering SAP, Tech Week and ALGIM in recognition of our team's skills and experience
- 4 successfully completed the design of a customer and property data model to enable business process improvement.
- 5 progressed a number of projects to enhance digital processes, including:
 - the introduction of a Capital Programme Assurance Division (CPAD) tool to improve project management practices
 - the introduction of a tool to simplify the application and management of community grants
 - the enhancement of the tool that supports the management of council reporting, council meetings and publishing of agendas, reports, and minutes.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2021/2022 Actual \$000's	2021/2022 Budget \$000's	2021/2022 Variance \$000's	Key Variance Explanations for 2022
Digital Services Capital Programme	10,206	13,348	(3,141)	The programme is aligned and delivered based on business need and executive prioritisation. There was lower level of activity than planned impacted by competing business priorities, COVID-19 and resource constraints.
City Waters support network upgrades and renewals	2,660	2,446	214	Variance mainly due to new asset management system implementation for Three Waters running slightly over budget.
Various land sales	(693)	(20,500)	19,807	Budgeted land sales were not settled during 2022/23.
Civic Rebuild programme	3,225	6,289	(3,064)	Budgeted refits on civic buildings have been delayed to align with wider civic redevelopment programme.
Property Management Upgrades & Renewals	348	641	(294)	Improvements to the Cargo Shed were not completed. The unspent budget for this project has been carried forward to future years.
Various land purchases	1,021	5,000	(3,979)	Strategic land purchases are dependent on suitable land becoming available for purchase. One purchase has been completed, and several major acquisitions are in progress. The unspent budget for this project has been carried forward to future years.
Health and Safety Risk Control Capital	187	500	(313)	Bulk fund is used as and when safety issues need to be addressed. Underspend due to minimal project activity in this financial year.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SUPPORT SERVICES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General Rates, Uniform Annual General Charges	(13,347)	(8,957)	(8,072)	885	Rates allocation less than LTP budget due to lesser costs incurred within Activities.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	3	401	567	166	Additional revenue represents change in the Crown Infrastructure Partners (CIP) funding programme.
Fees and charges	11,064	7,314	9,439	2,125	Half of the variance is relating to additional laboratory testing recovery, representing both volume growth and unanticipated subcontractor testing on behalf of Western Bay of Plenty District council. Receipt of an unbudgeted insurance recovery \$360k.
Internal charges and overheads recovered	97,588	83,553	80,012	(3,541)	Recovery of internal costs are below budget. This reflects lower costs of Support activities.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	2,320	958	1,678	720	Favourable interest revenue due to higher interest rates and funds on deposit than budgeted.
Total Sources of Operating Funding (A)	97,628	83,269	83,624	355	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	49,430	48,516	45,513	(3,003)	Variance to budget mainly relates to Digital Services reflecting higher than budgeted levels of time charged to capital projects and wider unfilled vacancies.
Finance Costs	(14,404)	(9,170)	(7,283)	1,887	Finance costs primarily relate to the net interest in Corporate Treasury. This is the difference between interest paid on external debt and interest charged on internal debt to all other activities within Council. Variance reflects lower than budgeted capital spend across the organisation.
Internal Charges and Overheads applied	51,642	34,596	34,032	(564)	Internal charges include the elimination of internal debt within Council. Overall the difference between costs and internal charges relating to internal debt net off, with the difference being external debt within the Treasury activity.
Other Operating Funding applications	1,253	1,200	1,413	213	Doubtful debt costs not included in LTP expenditure.
Total Applications of Operating Funding (B)	87,921	75,142	73,675	(1,467)	
Surplus/(Deficit) of Operating Funding (A-B)	9,707	8,127	9,949	1,822	

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2021/22 - SUPPORT SERVICES					Key Variance Explanations for 2022
	2020/2021 LTP \$000's	2021/2022 LTP \$000's	2021/2022 Actual \$000's	2021/2022 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	2,435	0	(2,435)	Capital grant was budgeted for a project in the original Crown Infrastructure Partners (CIP) programme application which was replaced by contingency project from Water Supply and operational subsidy projects
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	2,822	1,105	14,615	13,510	Additional debt required to compensate for deferral of asset sales proceeds.
Gross Proceeds from the Sale of Assets	0	20,500	697	(19,803)	Asset sales related to Smiths Farm and 90 Devonport Road deferred.
Lump sum contributions	0	0	361	361	Funding received from other local authorities in relation to collaborative projects.
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	2,822	24,040	15,673	(8,367)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	5,000	1,070	(3,930)	Low spend on strategic property acquisitions.
- to improve level of service	773	21,842	9,819	(12,023)	Demolition of Willow Street buildings will largely occur in 2022/23, the planned refurbishment at council chambers was not required and spend on strategic property acquisitions was lower than budget.
- to replace existing assets	7,094	3,012	8,650	5,638	Large Digital Services expenditure on renewal of core systems.
Increase/(Decrease) in reserves	4,659	2,313	6,083	3,770	Variance relates to increased depreciation in Digital Services as the result of capitalisations.
Total Applications of Capital Funding (D)	12,526	32,167	25,622	(6,545)	
Surplus/(Deficit) of Capital Funding (C-D)	(9,704)	(8,127)	(9,949)	(1,822)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES

Challenges

In 2020/21

- a number of our teams struggled with recruitment, particularly for specialist roles. Exacerbated by COVID-19, recruitment proved challenging given the current labour market conditions, and meant our ability to deliver some key initiatives as planned was reduced. Access to qualified staff to fill specialised roles is a trend that has been seen nationally in both private and public sectors.
- our Digital Services team faced an increased workload to mitigate and prevent increasingly sophisticated cyber security attacks
- our Human Resources and Health, Safety & Wellbeing teams were kept extremely busy by assisting council through pandemic-related government guidance and health orders, ensuring staff wellbeing was maintained.

Looking ahead

In 2022/23 our:

Digital Services team will focus on key areas including:

- the scheduled delivery of a security information and analytics (SIEM) platform to provide better insight into security events and help prevent and resolve malicious incidents
- increasing our organisation's Governance, Risk and Compliance (GRC) by making cyber security a part of our daily business activity so we can ensure privacy is maintained
- continued enhancement of our organisation's people-experience via a new Human Resource Information System (HRIS).

CPAD team will:

- continue developing and improving project delivery frameworks, systems, and processes to support council's project delivery teams
- provide project management training and CPAD education towards best industry practise within our organisation
- improve the 'story telling' of our projects to the community through different forms of media.

Human Resources team will:

- implement the refreshed remuneration strategy so we remain competitive in the labour market and can attract the staff we need
- implement a Human Resource Information System in conjunction with our Digital Services team. This will bring together people, systems and data currently being managed across a variety of systems and integrate them into a single one-stop-shop.

Property Management will:

- establish a tenant pay online function via the council website.

06

Council Controlled Organisations

Ngā whakahaere | Raro |
Te mana o te kaunihera





Council-controlled organisations

Council controlled organisations (CCOs) give a local authority the opportunity to engage people with the right skills and experience to operate a business or other undertaking on its behalf.

Tauranga City Council has established several CCOs to achieve certain objectives for our city. We support the CCOs, which manage facilities and/or deliver services on behalf of council and our community.

Our CCOs include:

- Bay Venues Limited (BVL)
- Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP)
- Local Government Funding Agency Limited (LGFA)
- Bay of Plenty Local Authority Shared Services (BOPLASS)
- Tauranga Art Gallery Trust (TAGT).

The CCOs each have an approved statement of intent that includes set targets. The following section describes each of these organisations, what they do, how they have performed, and what they have achieved over the past year.

More information

The CCOs' statements of intent and annual reports are available on their websites:

- www.bayvenues.co.nz
- www.bayofplentynz.com
- www.lgfa.co.nz
- www.boplass.govt.nz
- www.artgallery.org.nz

COUNCIL CONTROLLED ORGANISATIONS

Bay Venues Limited



What we do

Bay Venues Limited (BVL) manages recreation and community facilities on behalf of Tauranga City Council and is 100% owned by council.

BVL's mandate is to manage and operate venues within the company's portfolio, providing a high standard of sport, recreation, event and exhibition facilities, programmes and services to the residents of Tauranga and visitors to our area.

There are 24 venues in the Bay Venues' network. These include Trustpower Arena, Mount Hot Pools, Baywave, the University of Waikato Adams Centre for High Performance, plus several community centres, halls and community pools.

Highlights in 2021/22

- appointed a new Board and CEO; launched refreshed vision, mission, purpose and values statements to our team
- became a Living Wage employer from January 2022
- saw event activity return following COVID-19 related venue closures
- continued building strong stakeholder relationships, particularly with council
- won the Recreation Aotearoa National Aquatic Innovation Award for the 'Keep Me Safe' child supervision programme that highlights parental responsibility around water.

Challenges in 2021/22

- managing public venues during COVID-19, particularly with public gathering restrictions, and the subsequent impact on revenue.
- attracting and retaining staff, and the resulting high staff turnover.
- keeping venues open while facing significant staff shortages.
- maintaining ageing facilities to an acceptable standard.
- satisfying increasing demand for space within our existing network of ageing facilities.

Looking ahead in 2022/23

- there is a strong pipeline of event activity booked in the upcoming year as COVID-19 restrictions have eased, and the public are slowly revisiting facilities
- we are planning future facilities to cater for growth across our network
- we will continue collaborating locally and regionally wherever we can to better serve our community.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Activity	Target	Weighting	Status	Comments
Health and safety	Declining trend in facility-related incidents measured from previous year	10%		
Asset management Performance	Rated on zero major service disruptions exceeding four hours due to asset maintenance of operational deficiencies	10%		
Staff engagement	Improve staff survey results over previous year as measured by average variance percentage across all key themes surveyed.	10%		
Customer satisfaction	85% of respondents in customer survey(s) are satisfied or higher with the overall customer experience received	20%		
Community outputs	Provide 13 points of evidence required by TCC as per Schedule 3	10%		
Financial sustainability	Achieve budgeted EBITDA	10%		
	Non-funded network achieves positive result at NPBT (net profit before tax) level to help subsidise the funded network	10%		
Strategic plan implementation actions	85% of FY22 actions from strategic plan implementation (listed in section 4 as key areas of focus for the 2020/2021 year) are completed	10%		

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2022 Actual \$000's	2021 Actual \$000's
Revenue	27,683	22,908
Expenditure	28,225	27,470
Surplus/(Deficit)	(542)	(4,562)
Tax Benefit/(Expense)	2,036	2,750
Net Surplus/(Deficit) After Tax for Year	1,494	(1,812)

INCOME DERIVED FROM COUNCIL		
	2022 Actual \$000's	2021 Actual \$000's
Operational Grant	2,887	2,692
Debt Servicing Grant	550	550
Debt Retirement Grant	735	0
Renewal Funding Grant	3,433	3,862
Total Council Derived Income	7,605	7,104

COUNCIL CONTROLLED ORGANISATIONS

Tauranga Art Gallery Trust

tauranga art gallery
tauranga

What we do

The Tauranga Art Gallery Trust (TAGT) was established in 2005 to manage and operate the Tauranga Art Gallery Toi Tauranga (TAG), ensuring sound governance and financial management.

TAGT aims to create exceptional art experiences that engage, inspire, challenge and educate through exhibitions, public programmes and events.

Highlights in 2021/22

- TAG's signature exhibition Mānawatia Takatāpui—Defending Plurality was developed with Shannon Novak, an artist and passionate advocate for the rainbow community. Staged across two levels of the gallery and five offsite venues, the exhibition realised large-scale commissions by Novak and a further 17 contributors from the LGBTQI+ community. Despite disruptions, the reach of the exhibition was impressive, with additional high-exposure sites activated across Tauranga Moana ensuring the exhibition cumulatively reached over 50,000 visitors across its venues
- The Gallery completed a major sculpture commission by Tauranga artist Darcell Apelu, in partnership with the Tauranga Arts Festival (feature visual arts project). Built new from the ground up, the large-scale sculpture was also a functioning fountain designed to scale the gallery's double height atrium space
- a new 40m-long outdoor artwork was launched in June by artist Sara Hughes and will remain in situ for two years. Commissioned by council and Supercut Projects, the bright and painterly artwork was designed to scale Wharf Street and Willow Street's 40m-long exterior glass awning, and incorporates specially installed lighting designed to illuminate the artwork at night and to improve the experience of the surrounding inner city public spaces
- this year the Miles Art Award showcased over 40 artists from the Bay of Plenty region. The Supreme Award was judged by visiting City Gallery Wellington Curator Aaron Lister and was awarded to sculptor Hannah Valentine, an artist producing tactile but subtle bronze sculptures which draw on the aesthetics of strength training weights and gym equipment. Further prizes were presented to five artists across additional award categories.

Challenges in 2021/22

- COVID-19 impacts have been felt across all aspects of our organisation. Significant intervention was required for us to record a small surplus at the end of the financial year, through proactively reducing expenditure in the face of unstable revenue streams caused by less visitors to Tauranga's CBD and many cancellations to scheduled education programmes by schools throughout the Bay of Plenty
- while dealing with staff absenteeism due to sickness, the gallery has remained open to the public seven days a week, excluding selected public holidays and the brief nationwide lockdown in 2021. It has also maintained a remarkably robust programme of exhibitions, education programmes and events
- while key gallery-based programmes have experienced disruption, TAG has successfully piloted a new outreach programme, designed to take its leading gallery-based education programmes into schools throughout the Bay of Plenty. Bolstered by online resources, the new education initiatives provided continuity and rich artistic programmes during a period of significant disruption for many schools.

Looking in for 2022/23

- an exciting 2022/23 programme is planned, with Rydal Art Prize winner Ayesha Green (Ngāti Kahungunu, Kai Tahu) presenting a solo exhibition in August, and two significant bodies of work by Shannon Te Ao (Ngāti Tūwharetoa) and Maraea Timutimu (Tūhoe, Ngāi Te Rangi, Ngāti Ranginui) being unveiled in October 2022
- new appointments in mid-2022 include Curator/ Exhibitions Manager Serena Bentley and Education Programmes Manager Sammy-Rose Scapens. This ensures the gallery is well-positioned to deliver high-quality and innovative programmes over the coming years
- The Gallery continues to develop a range of programmes for younger viewers, including the Acorn Art Awards and the Top Art 2022 exhibition, presenting work by leading secondary school students. A range of new programmes are also in development geared to build engagement with a range of audiences, from early childhood learners to senior citizens
- The Gallery remains at the heart of the Te Manawataki o Te Papa Civic Precinct, with building alterations planned to enable a second entrance on the Masonic Park side of the building, forging closer links to the new museum.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2021/22 results
<p>He Tauranga Auaha</p> <p>To be an anchorage of innovation and creativity</p> <p>TAG is a destination for both city visitors and residents, providing the opportunity for all to learn about and experience art.</p>	<p>*As a result of COVID-19 the number of visitors taking part in TAG art programmes were less than previous years. With the borders remaining closed until 2021/2022, visitation targets are accordingly conservative.</p>	Total gallery visitation is not less than 40,000 in the financial year 2021/2022, with a slow build up over the following two years anticipated to restore pre-COVID-19 visitation of 60,000+.		
		Develop an SROI (Social Return on Investment) assessment and strategy, to better calculate our economic impact and strategically raise our ROI.		
	Achieve a high level of customer satisfaction. A	At least an 80% 'highly satisfied' / positive visitor response rating.		
	Diverse audiences attend exhibitions.	Ethnicity of visitors is captured in our visitor survey forms. Increased efforts made to reach a broad demographic in our communication channels.		
	Stage an annual signature exhibition/event, attracting visitors to The Gallery and the city centre.	Present at least one signature exhibition/event annually, with that event attracting not less than 8,500 visitors (including online engagement).		
	Extend TAG's national reputation as an art destination.	Investigate options for a regular national event attracting visitors to the city		
	Maintain good working relationships with TCC staff and elected members, observing the 'no surprises' principle.	Regular meetings with TCC & elected members as mutually agreed.		
		Work collaboratively with TCC and other CCOs on the development of a new CCO draft Statement of Intent template.		
	Work collaboratively with TCC Events team and TCC city-wide events strategy.	Participate in TCC's strategic process for a city-wide events strategy.		
	TAG offers a wide range of exhibitions and art experiences that are inclusive and to engage with diverse audiences.	Deliver not less than 12 exhibitions and other art experiences (including online projects) that cover contemporary and historical content, and feature a range of cultural perspectives.		
	TAG delivers an active education programme to school groups	Not less than 7,500 students attend our education programme annually.		
	TAG education programme reaches diverse communities, especially through the provision of an ArtBus for school groups.	Not less than 30 schools and/or not less than 160 school classes participate in our programmes.		
		Funding is raised to support the ArtBus.		
		Continue to identify and expand reach of programmes to schools that for a variety of reasons struggle to attend our exhibitions, including initiating offsite outreach programmes.		
		Deliver 12 offsite education outreach visits in the first year (2021-2022).		
		Ethnicity of students is recorded on teacher evaluation forms.		

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2021/22 results
He Tauranga Matarau To be an anchorage for diversity TAG is inclusive and promotes partnerships with tangata whenua, values culture and diversity and where people of all ages and backgrounds are included, feel safe, connected and healthy.	Investigate new ways to provide art experiences within the city through partnerships with key stakeholders.	Deliver not less than one off-site exhibition in collaboration with another community group.		
	Collaborate with other organisations to create and promote art opportunities in Tauranga.	Partner with not less than one other organisation per calendar year to develop and promote an event or education programme.		
	Through the use of technology and digital platforms, provide alternative art experiences in order to grow audiences and enable greater access to the visual arts.	Develop an annual marketing plan and social media strategy which includes artist-generated content.		
		Deliver at least one exhibition per calendar year which is focused towards online experiences and new media.		
		Visitation to the TAG website and social media engagement increases annually. Report trends in digital engagement to TCC in our reporting.		
	Increase use of te reo Māori through our Māori Engagement Strategy.	Increase presence of te reo through TAG website, social media posts, printed material, and exhibition texts.		
		Partner with TCC to offer increased opportunities for staff to learn te reo.		
He Tauranga Whaihua To be anchored in economic sustainability TAGT will pursue opportunities to secure funding and manage all funds with prudence and care with a commitment towards being financially sustainable.	Gross revenue target achieved and forecasted expenditure is contained within the approved budget.	Budget is met		
	Financial management is supported by appropriate systems and controls.	External accountant performs monthly checks on financial processes.		
		Compliance with TAGT Audit Committee Policy, Audit NZ requirements and approved general accounting practices.		
	Prudent management and accountability exercised by TAGT to determine the appropriate fiscal actions and cost-effective options to meet needs.	Invest in Business Development role in order to identify and grow new diverse revenue streams for TAG over the next three years.		
	TAG continues to generate income from sources other than Council and explores new funding mechanisms.	Revise and implement new TAGT funding strategies annually.		
		Build relationships with all TAG Entities, including the TAG Friends and TAG Foundation.		
He Tauranga Haukaha To be an anchorage of great shelter	Maintenance & CapEx programme.	Not less than 20% of TAGT operating expenditure will be provided from sources other than Council funds.		
		The Director will provide information to the Board and work with TAGT to develop strategies for the cost-effectively management of The Gallery and future proofing our facilities.		
		TAGT to develop its Building Maintenance & CapEx strategy.		

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES				
Objective	Strategies	Performance Target	Status	2021/22 results
He Tauranga Taiao To be anchored in environmental sustainability	TAGT to continue to work towards gaining a sustainability accreditation.	TAGT to investigate the viability of installing solar power on the roof of The Gallery and annually reviews power consumption.		
		TAGT investigates ways of reducing its waste by recycling and/or reusing materials as appropriate.		
		TAGT encourages staff to explore alternative sustainable travel options.		
	TAGT will take all practical steps to ensure health and safety policies and procedures are adopted as per statutory requirements.	Health and Safety Policy and operational procedures meet statutory requirements and best practice standards of reporting.		
		Monthly H&S staff meetings held to identify risks or concerns, with required actions promptly conveyed to all staff.		
		H&S performance provided as part of the Director's Report at Board meetings.		
	Work collaboratively with TCC management team re the development of a Civic Hub.	Participate in TCC's strategic process/strategy group relating to the Civic Hub discussions		
He Tauranga Haumarū To be anchored in safe development TAGT will take all practical steps to ensure our people are valued, supported feel safe, connected and healthy.	Create a culture of support and staff wellbeing.	Development and implementation of a workplace equity plan that includes sustainable steps to support pay parity, living wage and diversity matters.		
		Implement a staff survey with the view of continually improving and developing HR best practice		
	Excellence and innovation: Ensure staff are adapting skills to meet changing demands.	Professional development is offered to staff in line with their position descriptions.		
		The Māori Engagement Strategy development will include considerations for staff training and support in; tikanga, te reo Māori, and their appropriate application within the TAG environment.		
	TAG values culture and diversity and where people of all ages and backgrounds are included, feel safe, connected and healthy.	As part of the Māori Engagement Strategy development, TAG/ TAGT will engage in meaningful discussions and partnerships with tangata whenua.		
		Develop a healthy workplace culture, where staff feel safe and connected.		

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE

	2022 Actual \$000's	2021 Actual \$000's
Revenue	1,293	1,460
Expenditure	1,311	1,392
Net Surplus/(Deficit) for Year	(18)	68

INCOME DERIVED FROM COUNCIL

	2022 Actual \$000's	2021 Actual \$000's
Operational Grant	970	976
Collection curation service contract	4	-
Sponsorship	-	40
Total Council Derived Income	974	1,016

*Note that at the date of publication, the draft results have not been audited.

COUNCIL CONTROLLED ORGANISATIONS



Tourism Bay of Plenty

What we do

This CCO is owned by Tauranga City Council and Western Bay of Plenty District Council.

The Western Bay of Plenty Tourism and Visitor Trust, trading as Tourism Bay of Plenty (TBOP), supports both councils' community and environmentally-focused outcomes. TBOP takes the leading role in the sustainable growth of the Western Bay of Plenty visitor economy and management of the destination.

TBOP's vision is to 'share our love of the Bay of Plenty with the world' and our purpose is to 'connect and enrich people and place through tourism'.

Highlights in 2021/22

- elements that make our destination unique are referred to as our destination's Place DNA®. These elements are horticultural provenance, Māori culture, ocean and beaches, and natural environment. TBOP has been working to elevate these features by connecting with locals to showcase the tourism possibilities in these areas:
 - Flavours of Plenty, an inaugural four-day regional food festival (7-10 April 2022), was a success. Seventy five percent of tickets across 16 different events were sold at a time when many other events were being cancelled because of COVID-related capacity restrictions. Flavours of Plenty also hosted a 100-person reception dinner, showcasing local products and culinary talent, during the New Zealand Foreign Affairs and Trade Diplomatic Study Tour in June 2022
 - the Matariki Dish Challenge shared our region's innovative cuisine stories during Matariki
- a successful joint venture between Ngāti Hangarau and Qualmark Platinum Award operators Kaitiaki Adventures will showcase the popular, but inherently dangerous, Omanawa Falls. The partnership will also facilitate the authentic telling of the area's history incorporating essential pioneering and cultural lenses. This project is currently going through a final resource consenting phase.
- released our Sure to Make You Smile digital marketing campaign, targeting domestic visitors. The campaign used a suite of fresh imagery, video and marketing collateral that aligns with our Place DNA®, including a deeper Te Ao Māori perspective and soundtrack from chart-topping local band L.A.B.
- we continued to grow the Bay's reputation as a foodie destination with targeted media releases, pitches, partnerships, and familiarisations. Highlights from this media programme include:
 - A BOP episode of A New Zealand Food Story which aired on TV One on 4 June 2022. This series will also appear on National Geographic Asia and the Middle East, and further interest has been expressed in France and the USA
 - The NZ Herald published an article with the headline "How the Bay of Plenty could be one of New Zealand's best food destinations"
- TBOP successfully secured \$865,000 (to be used over three years) from the Ministry of Business, Innovation and Employment's Regional Events Fund as well as a further \$200,000 by collaborating with the Tauranga Energy Consumer Trust (TECT). A total of 15 events across the coastal Bay of Plenty successfully secured funding and were awarded multi-year/multi-event funding.

Challenges in 2021/22

- the COVID-19 pandemic has continued to negatively impact global, national and local tourism over the past year, with ongoing impacts from our international border closures (both aviation and maritime) on some segments of our local tourism sector. While the retail and hospitality sectors experienced growth from the domestic market, tourism transport operators, accommodation providers and tour operators (especially those associated with the cruise industry) have continued to struggle. Some operators have closed or are in hibernation, and while the borders are now finally reopening this is providing only minor relief at this stage. Tourism Export Council New Zealand forecasts indicate it will take three or more years to reach pre-COVID levels of international visitation and spend.
- given that our international aviation border has been gradually reopening since April 2022 and our maritime border will also be reopening, our focus will be on marketing to international visitors as well as the domestic market. This will require further activity to share the region's story with New Zealand inbound operators and international travel sellers
- we are expecting to welcome close to 100 cruise ships to Tauranga over the 2022/23 cruise season and a current key focus is the re-establishment of cruise sector infrastructure while also supporting operators to get their tours and experiences up and running to market standards. TBOP has helped establish a Tauranga Cruise Working Group to assist with this
- TBOP will continue to build on the success achieved this year by:
 - further elevating the region's food story and horticultural provenance via the Flavours of Plenty platform and festival. The festival will expand to cover a 10-day period in April 2023.
 - working in partnership with Tauranga City Council on a cultural intelligence app and a coastal wayfinding and storytelling project
 - developing print and online resources that promote the region's ever-expanding network of cycle trails to users of all ages and abilities

Looking ahead in 2022/23

- in anticipation of our next peak visitor season (summer 2022/23), we will be reconnecting with our trade partners to increase visibility and drive visitation. The key markets that are currently being focused on are Australia, the United States of America, the United Kingdom and Europe. Activity in this space has included:
 - facilitating trade ready workshops and one-to-one sessions to educate, update and refresh our operators on what they need to be trade ready for the coming season
 - updating, training and refreshing travel sellers on what we have to offer and presenting new products to around 100 inbound operators and Tourism New Zealand staff
 - working closely with Tourism New Zealand on creating virtual training videos and road trip itineraries that will be loaded on www.newzealand.com
- we launched an exciting initiative to encourage the coastal Bay of Plenty's visitor sector to work towards a zero carbon and regenerative future. This 12-week programme, called The Green Room | Te Rūma Kākāriki, is being provided by Tourism Industry Aotearoa (TIA) and is funded by Toi Moana Bay of Plenty Regional Council, which means it's free for participants. The aim is for 100 organisations from across our region to complete this programme during its first two years.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES (EXTERNAL FOCUS AREAS)				
Performance Measure	Baseline	2021-2022 Goal	Status	Result to June 2022
<p>Measure trends in visitor spend in Te Moananui ā Toi the Coastal Bay of Plenty.</p> <p>Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years at the moment (February 2021), due to the current levels of market uncertainty</p>	In the YE May 2021, total visitor spend in the region was up 18% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.		
	In the YE May 2021, domestic visitor spend in the region was up 27% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.		
	In the YE May 2021, international visitor spend in the region was down 51% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years, dependent on market conditions.		
	No baseline result, as there was no 2020-21 cruise season due to travel restrictions associated with COVID-19.	If the cruise market returns in 2021-2022, monitor and report on changes in visitor spend and use the information to set new goals for future years.		
Monitor trends in the number of visitors to Te Moananui ā Toi the Coastal Bay of Plenty	Monitoring average number of visitors each day per month and reporting to stakeholders.	Monitor and report on visitor numbers across the year.		
Measure the number of jobs provided by the tourism industry. (Includes accommodation, food and beverage services, tourism activities, travel and tour services, and transport services.)	Tourism provides 7,440 jobs in the Coastal Bay of Plenty (April 2021).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new goals for future years.		
Measuring the impact (both positive and negative) of tourism on the environment	Started to assess the impact of tourism across the region via ECO-destination certification (50% complete) and in conjunction with stakeholders.	Determine a framework for measuring the impact of tourism and regenerative tourism on the environment and begin monitoring.		
Monitor the number of iwi and hapū with whom TBOP engages	Relationships with 10 iwi and 11 hapū.	Two new relationships developed with iwi and hapū per year.		
Monitor the strength of TBOP's relationships with iwi and hapū	<p>Internal assessment of quality of relationships:</p> <ul style="list-style-type: none"> 48% are classified as 'strong' 24% are classified as 'moderate' 29% are classified as 'weak' 	Develop a 360° review to establish a new baseline.		
Measure resident's sentiment towards tourism. This is measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree	The score for the year to date (2020-21) is 66% agree (representing scores of 7 to 10).	Maintain or improve perceptions of tourism's impact on the community.		
	The score for the year ending June 2021 is 72% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.		
	The score for the year ending June 2020 is 79% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.		
Measure industry operators' satisfaction with Tourism Bay of Plenty's activities	No current baseline data is available. First survey to be undertaken in 2021-2022.	Maintain or improve operators' satisfaction with TBOP's activities.		
Monitor stakeholder engagement volume	Averaged 120 engagements with key stakeholders per two-month period from July - December 2020.	Achieve an average of 70 engagements with key stakeholders per two-month period.		

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES (EXTERNAL FOCUS AREAS)				
Performance Measure	Baseline	2021-2022 Goal	Status	Result to June 2022
Hold Leadership Advisory Group meetings	One meeting in the 2020-21 FY.	Hold three Leadership Advisory Group meetings.		
Measure visitor satisfaction with their visit to Te Moananui ā Toi the Coastal Bay of Plenty	86% of visitors are satisfied with their last visit to the region (May to April 2021). Sample: n=214 Error margin: +/-7%	Maintain or improve visitors' satisfaction with their visit.		
Measure perceptions of Te Moananui ā Toi the Coastal Bay of Plenty among the New Zealand and Australia markets	23% of adult New Zealand travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.		
	16% of adult Australian travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.		
Measure i-SITE users' perceptions of their experience	Six responses to i-SITE users' perceptions survey.	Monitor Net Promoter Score™ and set benchmarks for future years.		

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES (INTERNAL FOCUS AREAS)				
Performance Measure	Baseline	2021-2022 Goal	Status	Result to June 2022
Measure organisational culture and staff well-being.	Employee Engagement score: 76% (April 2021)	Maintain or improve Employee Engagement Score.		
Payment of the living wage (as a minimum) to all permanent employees.	All employees are being paid a minimum of the living wage.	Payment of the living wage (as a minimum) to all permanent employees.		
Measure health and safety capability of Tourism Bay of Plenty.	Safe365 Index of 79% across the ten modules.	Safe365 Index of 80% across the ten modules.		
Monitor the Qualmark status of Tauranga i-SITE	Achieved Qualmark Sustainable Tourism Business Award with score of 85.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.		
Measure TBOP's carbon output	Measured carbon footprint and identified opportunities for reduction.	Reduce carbon footprint across the organisation by 10% and offset or inset the rest.		
Monitor TBOP's waste management	TBOP has a worm farm and recycling bins.	Reduce waste to landfill by 10%.		
Statutory reporting requirements	Met statutory reporting requirements for the 2020-2021 financial year.	Meet statutory reporting requirements.		
Manage P&L budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies	 Achieved	Variance of profit to budget for year within 5% of total revenue.		
Code of Conduct compliance	 Achieved	Code of Conduct compliance.		
Compliance and regulatory obligations met	 Achieved	Compliance and regulatory obligations met.		
Enterprise Risk Management Policy adherence	 Achieved	Enterprise Risk Management Policy adherence.		
Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle	 Achieved	No surprises principle maintained.		
Manage Strategic Tourism Assets Protection Programme (STAPP) and Tourism Support Recovery and Re-Set (TSRR) funding	 Achieved	Manage STAPP and TSRR funding to MBIE and TBOP Board expectations.		
Manage Regional Events Fund funding	 Achieved	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.		

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2022 Actual \$000's	2021 Actual \$000's
Revenue	3,727	3,063
Expenditure	3,691	3,053
Net Surplus/(Deficit) for Year	36	10

INCOME DERIVED FROM COUNCIL		
	2022 Actual \$000's	2021 Actual \$000's
Operational Grant	1,827	1,628
Service Delivery Contract	493	493
Other	-	38
Total Council Derived Income	2,320	2,159

*Note that at the date of publication, the draft results have not been audited.

COUNCIL CONTROLLED ORGANISATIONS

Local Government Funding Agency



What we do

The New Zealand Local Government Funding Agency (LGFA) provides funding to participating local authorities.

The LGFA borrows funds and lends them to local authorities at lower interest rates than they would otherwise have to pay via other lenders.

Highlights in 2021/22

- Waimate District Council joined as a guarantor, bringing current membership to 75 councils and one CCO
- standby facilities entered into by councils with LGFA increased by \$100 million to \$662 million. These are fully backed by liquid assets
- the Reserve Bank of New Zealand – Te Pūtea Matua (RBNZ) reaffirmed they will continue to hold LGFA bonds acquired under the Large Scale Asset Purchase (LSAP) programme until maturity. The RBNZ currently holds NZ\$1.43 billion or 9.5% of LGFA bonds on issue
- Fitch Ratings has affirmed the credit rating of LGFA at 'AA'/'AA+' with a positive outlook (foreign currency) and stable outlook (domestic currency)
- our board and shareholders council launched the LGFA Future Director Programme. This provides an opportunity for a council or CCO staff member who has already started on a governance journey to accelerate their career by joining the LGFA board as a future director for an 18-month term
- LGFA launched its Green, Social & Sustainability (GSS) Lending Programme for council and CCO members, to support New Zealand's shift to a low carbon economy. LGFA also recognises it has a role to play in New Zealand's contribution to meeting the United Nations' Sustainable Development Goals and helping its member councils and CCOs to build a stronger and more resilient society. To help achieve these goals, LGFA will offer funding to councils and CCOs to enable them to undertake green, social and/or sustainability projects that will help drive forward ambitious climate, environmental and social projects.

COUNCIL CONTROLLED ORGANISATIONS

Challenges in 2021/22

- rising interest rates mean the ability to service debt is unlikely to improve further. Interest rate hedges will provide some protection over the next few years
- LGFA has committed to assisting central government and councils with the Three Waters Reform Programme.

Looking ahead in 2022/23

- we expect gross bond issuance for the next three years of NZ\$2.9 billion (2022/23), NZ\$2.93 billion (2023/24) and NZ\$2.8 billion (2024/25). We increased our soft cap on each individual LGFA bond maturity by NZ\$500 million to a new level of NZ\$2.5 billion
- a new project has been approved as eligible for Green, Social & Sustainability (GSS) lending, bringing the number of eligible projects to three. A drawdown is expected in the September 2022 quarter.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Performance targets	2021-2022 target	Status	Comments / result for 12-month period to 30 June 2022
LGFA's total operating income for the period to:	30 June 2022 will be greater than \$19.1 million.		
LGFA's annual issuance and operating expenses (excluding ALL) for the period to:	30 June 2022 will be less than \$7.2 million.		
Total lending to Participating Borrowers at:	30 June 2022 will be at least \$13,294 million.		
Conduct an annual survey of Participating Borrowers who borrow from LGFA and achieve at least an 85% satisfaction score as to the value added by LGFA to the borrowing activities	≥ 85% Satisfaction score		
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100% meet lending requests		
Achieve 80% market share of all council borrowing in New Zealand	80% market share		
Review each Participating Borrower's financial position, its headroom under LGFA policies and arrange to meet each Participating Borrower at least annually.	Annual review		
No breaches of Treasury Policy, any regulatory or legislative requirements including the Health and Safety at Work Act 2015.	Nil (0) breaches		
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.			
Maintain a credit rating equal to the New Zealand Government Sovereign rating where both entities are rated by the same credit rating agency.			

FINANCIAL PERFORMANCE

	2022 Draft \$000s	2021 Actual \$000s
Revenue	377,406	370,220
Expenditure	365,399	359,598
Net Surplus/(Deficit) for Year	12,007	10,623

Placeholder only – still to update

Bay of Plenty Local Authority Shared Services



What we do

Bay of Plenty Local Authority Shared Services (BOPLASS) was established by the nine local authorities in the Bay of Plenty / Gisborne region to foster collaboration in the delivery of services, particularly back-office or support services.

BOPLASS investigates, develops and delivers shared services and joint procurement on behalf of the participating councils, maximising cost savings and developing opportunities for sharing of services.

The shareholding councils are: Bay of Plenty Regional Council, Gisborne District Council, Kawerau District Council, Ōpōtiki District Council, Rotorua District Council, Taupō District Council, Tauranga City Council, Western Bay of Plenty District Council and Whakatāne District Council.

Highlights in 2021/22

- while BOPLASS has continued to deliver significant value to our councils through joint procurement, the company has also led several large collective procurement projects that have included other LASS and councils outside of our region. The following projects have delivered significant savings to all participating councils and are examples of 'councils partnering for value and service' and leveraging further benefits through inter-regional collaboration
- following an extensive tender process, a collective agreement for mail services with DX Mail has been entered into by BOPLASS, providing savings and improved service levels for BOPLASS, CoLAB and Manawātū-Whanganui Local Authority Shared Services (MW LASS) councils
- the appointment of a courier services provider has also been undertaken this year on behalf of BOPLASS, Co-LAB and MW LASS councils, with savings achieved for all councils through the appointment of NZ Couriers as our preferred provider.

COUNCIL CONTROLLED ORGANISATIONS

Challenges in 2021/22

- BOPLASS is a small organisation (2.5 full time equivalent employees) and, although there is no shortage of collaborative opportunities, we will always be challenged with ensuring we deliver the best value to councils by identifying categories that provide meaningful savings or efficiencies
- maintaining full insurance cover for all councils on the BOPLASS insurance programme continues to be a significant challenge as insurers become more demanding in their requirements. BOPLASS has strong relationships and a good history with our insurers. But ensuring we retain this position relies on BOPLASS councils continuing to demonstrate strong risk management practices.

Looking ahead in 2022/23

- we recognise the importance of being adaptable in our complex and changing local government environment (e.g. three waters reform, the RMA, and the future for local government). These changes will have an impact on our shareholding councils and present BOPLASS with new and different opportunities
- while there remains a procurement focus, our board is encouraging BOPLASS to get involved in a wider range of categories, particularly areas of significant council spend
- our company will continue to build on opportunities to partner with other LASS and councils to deliver value to all parties through greater inter-regional collaboration.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Performance Targets	Measure	Status	Comments
Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.	Contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.		
Investigate new Joint Procurement initiatives for goods and services for BOPLASS councils.	A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.		
Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties	Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.		
Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.	Number of listed projects to increase by 5% per year. Number of active users to increase by 10% per year.		
Communicate with each shareholding council at appropriate levels.	At least one meeting per year.		
Ensure current funding model is appropriate.	Performance against budgets reviewed quarterly. Company remains financially viable.		

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2022 Actual \$000's	2021 Actual \$000's
Revenue	27,683	22,908
Expenditure	28,225	27,470
Surplus/(Deficit)	(542)	(4,562)
Tax Benefit/(Expense)	2,036	2,750
Net Surplus/(Deficit) After Tax for Year	1,494	(1,812)

Placeholder only – still to update

DRAFT



Tauranga City

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