



# **AGENDA**

## **Strategy, Finance and Risk Committee meeting Monday, 13 May 2024**

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

**Date: Monday, 13 May 2024**

**Time: 1pm**

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

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

**Marty Grenfell  
Chief Executive**

# Terms of reference – Strategy, Finance & Risk Committee

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## Membership

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

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## Role

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

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

## Membership

The Committee will consist of:

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

## Voting Rights

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

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

## Committee's Scope and Responsibilities

### A. STRATEGIC ISSUES

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

#### A1 – Strategic Issues

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

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

#### A2 – Policy and Bylaws

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

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

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

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

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

## **B. FINANCE AND RISK**

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

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

### **B1 - Health and Safety**

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

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

### **B2 - Risk Management**

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

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

### **B3 - Internal Audit**

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

- Review and approve the Internal Audit Charter to confirm the authority, independence and scope of the Internal Audit function. The Internal Audit Charter may be reviewed at other times and as required.
- Review and approve annually and monitor the implementation of the Internal Audit Plan.
- Review the co-ordination between the risk and internal audit functions, including the integration of the Council's risk profile with the Internal Audit programme. This includes assurance over all material financial, operational, compliance and other material controls. This includes legislative compliance (including Health and Safety), significant projects and programmes of work and significant procurement.
- Review the reports of the Internal Audit functions dealing with findings, conclusions and recommendations.



- Review and monitor management's responsiveness to the findings and recommendations and enquire into the reasons that any recommendation is not acted upon.

#### **B4 - External Audit**

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

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

#### **B5 - Fraud and Integrity**

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

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

#### **B6 - Statutory Reporting**

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

- Compliance with, and the appropriate application of, relevant accounting policies, practices and accounting standards.
- Compliance with applicable legal requirements relevant to statutory reporting.
- The consistency of application of accounting policies, across reporting periods.
- Changes to accounting policies and practices that may affect the way that accounts are presented.
- Any decisions involving significant judgement, estimation or uncertainty.
- The extent to which financial statements are affected by any unusual transactions and the manner in which they are disclosed.
- The disclosure of contingent liabilities and contingent assets.
- The basis for the adoption of the going concern assumption.

- Significant adjustments resulting from the audit.

### Power to Act

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

### Power to Recommend

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

## Order of Business

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

## **7 CONFIRMATION OF MINUTES**

### **7.1 Minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024**

**File Number:** A15910798

**Author:** Caroline Irvin, Governance Advisor

**Authoriser:** Anahera Dinsdale, Acting Team Leader: Governance Services

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### **RECOMMENDATIONS**

That the minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024 be confirmed as a true and correct record, subject to the following correction/s:

(a)

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### **ATTACHMENTS**

#### **1. Minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024**



# **MINUTES**

**Strategy, Finance and Risk Committee  
meeting**

**Monday, 25 March 2024**

**Order of Business**

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9.6	Urban Design Panel - Terms of Reference Update .....	15
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**MINUTES OF TAURANGA CITY COUNCIL  
STRATEGY, FINANCE AND RISK COMMITTEE MEETING  
HELD AT THE BAY OF PLENTY REGIONAL COUNCIL CHAMBERS,  
REGIONAL HOUSE, 1 ELIZABETH STREET, TAURANGA  
ON MONDAY, 25 MARCH 2024, AT 9.30 AM**

- PRESENT:** Commissioner Anne Tolley (Chairperson), Deputy Chairperson Dr Wayne Beilby, Commissioner Shadrach Rolleston, Commissioner Bill Wasley and Ms Rohario Murray and via Zoom Commissioner Stephen Selwood, Mr Te Pio Kawe and Mr Bruce Robertson
- IN ATTENDANCE:** Christine Jones (General Manager: Strategy, Growth & Governance), Sarah Omundsen (General Manager: Regulatory and Compliance), Gareth Wallis (General Manager: City Development & Partnerships), Libby Dodds (Team Leader: Community Relations), Jeremy Boase (Manager: Strategy & Corporate Planning), Kendyl Sullivan, (City Partnerships Specialist), Jane Barnett (Policy Analyst), Nigel McGlone (Manager: Regulatory and Compliance), Carl Lucca, (Team Leader: Urban Communities), Kathryn Hooker, (Corporate Planner), Andy Mead (Manager: City Planning & Growth), Coral Hair (Manager: Democracy & Governance Services), Anahera Dinsdale (Acting Team Leader: Governance Services), Caroline Irvin (Governance Advisor), Aimee Aranas (Governance Advisor)
- EXTERNAL:** **Mainstreet Organisations:**  
Mahia Martelli (Manager) Greerton  
Genevieve Whitson (Manager) and Ash Gee (Chairperson)  
Mainstreet Tauranga / Downtown Tauranga  
Michael Clark (Manager), Malika Ganley (Governance and Management Advisor), Mount Business Association  
Julia Manktelow (Events Contractor), Leah Sutton (Chairperson)  
Papamoa Unlimited

## **1 OPENING KARAKIA**

A karakia to open the meeting was given at the commencement of the Extraordinary Council meeting.

## **2 APOLOGIES**

### **COMMITTEE RESOLUTION SFR2/24/1**

Moved: Dr Wayne Beilby  
Seconded: Ms Rohario Murray

That the apology for lateness from Mr Te Pio Kawe and Mr Bruce Robertson, and the apology for absence received from Ms Matire Duncan, be accepted.

**CARRIED**

### 3 PUBLIC FORUM

Nil

### 4 ACCEPTANCE OF LATE ITEMS

Nil

### 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

Nil

### 6 CHANGE TO ORDER OF BUSINESS

Nil

### 7 CONFIRMATION OF MINUTES

#### 7.1 Minutes of the Strategy, Finance and Risk Committee meeting held on 19 February 2024

#### COMMITTEE RESOLUTION SFR2/24/2

Moved: Commissioner Bill Wasley

Seconded: Dr Wayne Beilby

That the minutes of the Strategy, Finance and Risk Committee meeting held on 19 February 2024 be confirmed as a true and correct record.

**CARRIED**

### 8 DECLARATION OF CONFLICTS OF INTEREST

Commissioner Shadrach Rolleston declared a conflict of interest in relation to item 9.5: 'Resource Management Reforms and the Fast Track Approvals Bill' and took no part in the discussion or voting on the matter.

Commissioner Bill Wasley declared a conflict of interest in relation to item 9.5: 'Growth & Land Use Projects Progress Report - March 2024' and took no part in the discussion or voting on the matter.

Ms Rohario Murray declared a conflict of interest in relation to item 9.5: 'Resource Management Reforms and the Fast Track Approvals Bill' and took no part in the discussion or voting on the matter.

### 9 BUSINESS

#### 9.1 Mainstreet's Monitoring Report for the Period 1 July to 31 December 2023

**Staff** Gareth Wallis, General Manager: City Development & Partnerships  
Kendyl Sullivan, City Partnerships Specialist

**External** Mahia Martelli (Manager) Greerton;  
Genevieve Whitson (Manager) and Ash Gee (Chairperson TBC) Mainstreet Tauranga /  
Downtown Tauranga;

Michael Clark (Manager) Malika Ganley (Governance and Management Advisor),  
Mount Business Association; and  
Julia Manktelow (Events Contractor) Leah Sutton (Chairperson TBC) Papamoa  
Unlimited

## 1. Greerton Village Community Association - Mahia Martelli (Manager)

- Ms Martelli thanked Tauranga City Council (TCC) for its support.
- The annual Cherry Blossom festival celebrated spring and supported Greerton Village School. There were a record number of visitors to last year's celebration.
- A Halloween Trail had been held for the children in the community and a vintage market had been held outside the Greerton Library in support of 150 years of Tauranga racing.
- All trees outside the Greerton Library had been covered in fairy lights as well as several others in the township.
- In order to bring the organisation in line with the new Mainstreet Agreement and its new constitution, the organisation's name had been changed to 'Greerton Business Association' (GBA).
- The organisation had been continuing to experiment with digital advertising for its events and had received great feedback.
- Marketing activities over the last six months included winter online giveaways, a Sun Media partnership, a website update, and social media (Greerton Facebook page) which continued to attract people to events and promotions, advertising space in local magazines and posters and flyers in Matamata as there had been an increase in people from the Waikato wishing to travel to the Greerton events.
- A significant increase in the use of social media within the younger and older demographic had been observed.
- GBA continued to work closely with business owners to build trust when dealing with issues and engaging them to buy into local promotions and continued to work with TCC on Cameron Road Stage 2 from its concept to its conclusion,
- There were ongoing issues with homeless and transient people. GBA was working together with local police and business on what to do in serious events.
- Looking forward, future activities included changes to the Cherry Blossom festival including a renaming to 'Cherry Spring Fling Festival' and more inclusivity, a nine star Matariki celebration display, a strategic plan for Greerton, a possible Kiwiana street display, a December tree light promotion and continued personal contact with business owners.
- Ms Martelli specifically thanked the Tauranga City Urban Forest Team for their help with the contractors during the lighting of the trees in Greerton last year, and the City Safety and Engagement Advisor for his support with the ongoing issues with homeless and transient people in the Greerton area.

### In response to questions

- There had only been initial conversations with the City Partnerships Specialist regarding widening the area of interest to include Maleme Street.
- Parking concerns had been raised in regard to the concept plans for Cameron Road Stage 2, however in the current plan there would only be about four carparks removed. Local retailers situated at this area were not concerned about this.
- As part of GBA's plan and intention for the year, funding had and would further be, applied for through the various available funding providers. The organisation had already applied for funding to support the Matariki event and funding would also be applied for to support the Greerton Spring Fling Festival.
- The Chadwick Road end of Sherson Street was a very industrialised area and as such it was felt that Maleme Street had more of an attraction to businesses. However, this would be looked in to.

## **2. Mainstreet Tauranga Downtown Tauranga - Genevieve Whitson (Manager) and Ash Gee (Chairperson)**

- A new business model for downtown Tauranga had been deployed on 1 July 2023 with a new vision for the city centre (defined in the long term and short-term strategy).
- The aim was to make downtown Tauranga 'the best city centre in New Zealand' given the incredible potential within the city to be vibrant, diverse, and thriving. Included in this was the aim to make it the region's commercial, cultural, and civic hub.
- KPI's included engaged membership, city safety, community consideration and a city centre for everyone.

At 9.50pm, Mr Bruce Robertson entered the meeting.

- Key Highlights and Achievements included: appointment of new manager Genevieve Witson, pro-active support for people and businesses, the hiring of a social media company to promote a clear marketing and promotion strategy for the city centre, a very successful 'Christmas in the City' event, a well-attended Annual General Meeting and continued work on building a solid foundation of trust and collaboration by advocating for city centre businesses. A standout result of this was the work done with the City Safety and Engagement Advisor in addressing anti-social behaviour and the positive feedback from retailers.
- In progress projects included working on a new website, customer relationship management, media strategy and collaborative stakeholder engagement.
- Specific areas of interest were the analysis of city centre foot traffic on Devonport Road which provided valuable insight into current trends and future projections.
- The general consensus from businesses was that an increase in foot traffic had not always translated to additional revenue. There needed to be more focus on revenue derived from people movement and sales transactions across the city.
- Accommodation sales had increased between July to December in 2023, in comparison to 2022, and hospitality had experienced a significant downturn in customers nationally for the same period in 2023.
- Challenges included ongoing safety in the city centre, more access routes and a variety of affordable transport options to get into the city centre as well as more parking options.
- Actions included a range of activities and initiatives to increase support for members, exploring short and long-term office space activations and projects and initiatives to generate a city perception change.
- Looking ahead a key objective was to finalise and begin implementing the five-year strategy with a number of key characteristics identified that illustrated the city centre's true potential.

### **In response to questions**

- There had been a very positive reaction from the commercial sector in terms of the new direction and a trend that businesses were wanting to bring their offices back downtown.
- At this point, there was no plan to extend/expand the revenue targeted base area, however there were many retailers spreading further out to the avenues. This raised the question as to how these businesses could be incorporated and supported going forward.
- The importance of mana whenua was recognised in terms of the strategic plan. Conversations with all parties would begin shortly.
- It had taken time to get the right people on board to fully start the initiatives in the budget for the year but now that this had been completed, the organisation was better placed to achieve its goals for the 2023/2024 year.

### **Discussion points raised**

- Commission Chair Tolley thanked Downtown Tauranga for their presentation, adding that the next five years would be critical for Tauranga's city.

- There was a need to change the language and the perception of Downtown Tauranga and that the report presented today had completely encapsulated this. The strategic plan was very strong and positive and had links to evidence and concrete actions in a very proactive way.
- Commission Chair Tolley advised that there was merit and benefits in putting initiatives temporarily in place so that they could be changed if not successful.
- A fantastic job had been done in changing the organisation which had been reflected in the report, in particular with regards to how tough things were at the moment in terms of the cost of living and disruption.
- The vision for the city was great.

### **3. Mount Business Association (MBA) - Michael Clark (Manager)**

Mr Clark provided a summary of the following:

- Key activities and achievements;
- Retail sales data – total spend, hospitality July to December and local versus non local;
- 2022/2023 KPI's: member engagement, safety and security and Placemaking;
- Financials;
- Opportunities to collaborate; and
- Future activities.

#### **In response to questions**

- MBA had held a meeting with Tourism Bay of Plenty to discuss a 'way finding' strategy and would take a collaborative working approach with them. TBOP would be invited to attend an MBA member event where initial ideas would be put forward. It was recognised this needed to be worked on sooner rather than later to be organised ahead of the next cruise season.
- MBA was open to the idea of building a collaborative relationship between the Tauranga and Mount Associations. A ferry crossing between the two locations would provide an amazing opportunity to showcase the best of both worlds. This could be explored over the next six months.
- MBA would be providing advice to businesses on how to market themselves for the next cruise season.

#### **Discussion points raised**

- It would be good to see a drive to further enhance the cultural connection of Mauao as this was definitely something that encouraged passengers to disembark from the cruise ships, even in bad weather. Passengers read about the connections iwi and hapu had with Mauao and were eager to visit the site.
- Several Commissioners were working with Bay of Plenty Regional Council regarding a ferry crossing between Tauranga City and Mount Maunganui. Presently the Tauranga city centre was not such a tourist attraction as it was more of a construction site, but this would eventually change. Staff were investigating an offer that had been made to Council and would approach the Associations when this was completed. This was a great idea not only for visitors but also for commuters.
- The idea of a ferry between Tauranga City and Mount Maunganui was not new and was the best way to get across the harbour. Reinstating this would be advantages for both locations.
- The process of each organisation presenting their reports to the Committee today was very advantageous as each could see and understand the others information and perspectives and as such find more ways to collaborate and market themselves.
- 'Placemaking' helped to link different elements of an area and provided benefits, in particular from a business perspective.
- Commission Chair Tolley requested that the lay runners on the flag poles be followed up in relation to the way finding strategy.

### 3. Papamoa Unlimited - Julia Manktelow (Events Contractor) and Leah Sutton (Chairperson)

- Ms Manktelow and Ms Sutton advised that Papamoa Unlimited's purpose was to create three or four annual events for the region that brought people into the area, to increase visitor numbers from previous years and to promote the destination.
- Over the past six months two major events had taken place: 'Mānawatia a Matariki - Papamoa Light up the Stormwater Trail' and the Papamoa Santa Parade. The next 'Mānawatia a Matariki' event would soon take place.
- The Papamoa Santa Parade last Christmas was 700 metres long with a lot more diversity in the parade including many multi-cultural associations participating, creating a very positive energy.
- 'Mānawatia a Matariki - Papamoa Light up the Stormwater Trail' had been nominated as an event finalist for excellence at the Western Bay of Plenty Community Awards. The organisation was looking forward to Matariki again this year.
- Papamoa Unlimited was working on 'Ngā mouna tahorā' – the story of the three Whales which was synonymous with the region. This was something that was being worked on at the moment with full engagement from iwi which was greatly appreciated.
- Next steps included data collection/creation, a strategic plan for Papamoa, an increase/change in the ratepayer zone, and engagement with key stakeholders to grow and strengthen those associations, with iwi relationships being a defining characteristic of 'who we are' as a town centre.

#### Discussion points raised

- It was great to see Papamoa Unlimited represented at the Western Bay of Plenty Community Awards.
- Commercial entities needed to see the value of what Papamoa Unlimited was bringing to the table. Promoting events and ideas was a great way to link and draw in the wider commercial base.
- The work being done and overall engagement with mana whenua was to be commended. Incorporating the purako/stories within the area was important and unique.

#### COMMITTEE RESOLUTION SFR2/24/3

Moved: Commissioner Bill Wasley

Seconded: Dr Wayne Beilby

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Mainstreets' Monitoring Report for the period 1 July to 31 December 2023".
- (b) Receives the Greerton Village Community Association Report to 31 December 2023.
- (c) Receives the Mainstreet Tauranga Report to 31 December 2023.
- (d) Receives the Mount Business Association Report to 31 December 2023.
- (e) Receives the Papamoa Unlimited Report to 31 December 2023.

**CARRIED**

At 10.45am Mr Te Pio Kawe entered the meeting.

At 10.48am Commission Chair Tolley withdrew from the meeting.

At 10.50am Dr Wayne Beilby assumed the role of Chairperson for the remainder of the meeting.

## 9.2 Local Alcohol Policy

**Staff** Sarah Omundsen, General Manager: Regulatory and Compliance  
Jane Barnett, Policy Analyst  
Nigel McGlone, Manager: Environmental Regulation

### Key points

- The background of the report set out the policy development process which commenced in late 2021.
- This Committee discontinued the approved Local Alcohol Policy (LAP) in December 2023 in order to further understand the impacts of any changes to the current LAP and to have conversations with individuals and organisations over that period of time.
- The decisions to be considered were reviewed in October 2023 and related to both on and off licence operating provisions.
- Each of the recommendations for the seven issues were taken separately with clauses (c), (d), (e) and (f) taken at the end of the discussions.

### COMMITTEE RESOLUTION SFR2/24/4

Moved: Ms Rohario Murray  
Seconded: Commissioner Shadrach Rolleston

#### PART 1/A

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Local Alcohol Policy".

**CARRIED**

### COMMITTEE RESOLUTION SFR2/24/5

#### PART 2/B

Moved: Commissioner Stephen Selwood  
Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee approves:

Item No.	Issue	Option
One	Starting sales time for off-licensed premises	<b>Option B:</b> Retain current starting time for off-licensed premises at 7am.

**CARRIED**

### COMMITTEE RESOLUTION SFR2/24/6

#### PART 3/B

Moved: Commissioner Bill Wasley  
Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee approves:

Item No.	Issue	Option
Two	Final sales time for off-licensed premises	<b>Option A:</b> Retain the current final sales time of 10pm for all off-licensed-premises.

**CARRIED****COMMITTEE RESOLUTION SFR2/24/7****PART 4/B**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee approves:

Item No.	Issue	Option
Three	Locations for new bottle stores	<b>Option B:</b> No new bottle stores to be established in areas with a deprivation index of 9 or 10.  Does not apply to new licences for an existing premises that has been sold, or for an existing premises that relocates to a new site within the same area of deprivation (being a defined proxy for 'suburb').

**CARRIED****COMMITTEE RESOLUTION SFR2/24/8****PART 5/B**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee approves:

Item No.	Issue	Option
Four	New on-licensed premises in industrial areas	<b>Option C:</b> Retain the current LAP position: no location restrictions for on-licensed premises.

**CARRIED****COMMITTEE RESOLUTION SFR2/24/9****PART 6/B**

Moved: Ms Rohario Murray

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee approves:



Item No.	Issue	Option
Five	Final sales time for on-licensed premises in the city centre	<b>Option B:</b> Change the final sales time to 2am.

**CARRIED****COMMITTEE RESOLUTION SFR2/24/10****PART 7/B**

Moved: Ms Rohario Murray

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee approves:

Item No.	Issues	Options
Six	One way door policy	<b>Option A:</b> Remove the one-way door provision.

**CARRIED****COMMITTEE RESOLUTION SFR2/24/11****PART 8/B**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee approves:

Item No.	Issues	Options
Seven	Discretionary conditions for off-licensed premises	<b>Option B:</b> Include the discretionary conditions in the revised draft LAP with the following amendments:  Replace ' <i>No single sales of beer or ready to drink spirits (RTDs) in bottles, cans or containers of less than 440 mls in volume may occur except for craft beer</i> ' with ' <i>Restrictions on single sales</i> '.  Remove ' <i>restrictions on sales based on the type of product and/or its price</i> ' from the list of discretionary conditions for off-licensed premises.

**CARRIED****COMMITTEE RESOLUTION SFR2/24/12**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (c) Approves the final Local Alcohol Policy incorporating the options approved in (b) above and gives public notice in accordance with the regulations made under the Sale and Supply of Alcohol Act 2012.

- (d) Approves the Local Alcohol Policy approved in resolution (c) above coming into force on 8 July 2024.
- (e) Delegates to the General Manager Regulatory and Compliance to make any necessary minor drafting or presentation amendments to the Local Alcohol Policy, prior to public notification.
- (f) That a review of the Local Alcohol Policy be included in the report on development of the Policy Work Programme considered by the incoming Council.

**CARRIED**

### **9.3 Adoption of Mount to Arataki Spatial Plan**

**Staff:** Christine Jones, General Manager: Strategy, Growth and Governance  
Carl Lucca, Team Leader: Urban Communities

**External:** David Phizacklea (Planning Consultant)

#### **Key points**

- The spatial plan delivered a 30-year blueprint that provided strategic direction for existing and future growth needs of the area, working together with mana whenua, key stakeholders and the community.
- This included a ten-year implementation plan that focused on key issues that had been identified and needed to be invested in. It therefore formed the basis for Council's Long Term Plan (LTP) and was in strong alignment with the draft 2024 to 2034 LTP.
- This area was of local, national and international importance due to its outstanding natural environment and as such this plan was about seeking to balance competing demands on the area to ensure a sustainable future for everyone.
- This had been a 15-month process that included, amongst other things, ongoing engagement with stakeholders, community engagement and analysis. This included the Mount Industrial Planning study which had been done by Mr Phizacklea.
- The structure of the spatial plan consisted of elements that would be brought together to achieve key outcomes that included wellbeing of the community and their environment, better housing, proactive management of hazards and supporting an economically healthy industrial environment. These would be incorporated into neighbourhood based action plans.
- Hapu aspirations included place-based values, guiding principles, takiwa mapping and environmental wellbeing.

#### **In response to questions**

- A lot of work had been undertaken by the Mauao Trust to protect and enhance Mauao. The spatial plan looked to reflect this with a leading story around Mauao, and at the same time find a balance within the broader urban context.
- Plan change 33 provided for a centre based approach.
- Engagement had taken place with Priority One and the Industrial Steering group over the last six months. The steering group consisted of a number of key businesses and had provided guidance for the industrial blueprint.
- A confidential draft of the blueprint provided confidence that key elements had been picked up. It would, however take a business perspective in terms of making recommendations as to how businesses themselves could respond.
- It was hoped the Environmental Accord would be released shortly. It was understood this was a commitment from the businesses as to how they would proactively respond to the issues identified through the Mount Industrial Planning study and the Mount Spatial plan.

- Many of the actions and initiatives of the spatial plan were intended to support overall economic wellbeing. Economic wellbeing could be strengthened and carried through as a key directive.

### Discussion points raised

- In terms of importance and relationships, Mauao could be reflected more within the spatial plan.
- It was important to get links to economic performance and wellbeing strongly captured within the spatial plan.
- The General Manager Strategy, Growth and Governance advised that, in respect of Plan Change 33, factual alignment was needed, while retaining the direction. This meant that if someone were to pick it up in six months' time, essentially staff would ensure the facts would align at that point in time without changing the direction.

### COMMITTEE RESOLUTION SFR2/24/13

Moved: Commissioner Stephen Selwood

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Adoption of Mount to Arataki Spatial Plan".
- (b) Adopts the 'Mount to Arataki Spatial Plan – Te Mahere ā-Takiwā o Mauao ki Arataki' in Attachment A, to guide development and investment prioritisation in the Mount to Arataki area.
- (c) Delegates to the General Manager: Strategy, Growth and Governance to approve any necessary or minor amendments to the spatial plan including to ensure alignment and consistency with the following projects (as endorsed by Council):
  - (i) Plan Change 33 – Enabling Housing Supply
  - (ii) Connecting Mount Maunganui Indicative Business Case.

**CARRIED**

At 12.09pm, the meeting adjourned.

At 12.42pm, the meeting reconvened.

## 9.4 Non-Financial Performance Report - 6 monthly 2023/24 and Annual Resident Survey 2023/24 - Wave 2

**Staff** Kathryn Hooker, Corporate Planner  
Christine Jones, General Manager Strategy, Growth and Governance

### In response to questions

- There were four separate waves of feedback that took about four weeks each, effectively covering 16 weeks of the year. This assisted in minimising the impact of any individual event. Staff would continue to engage with the Communications Team on how best to engage with the community.
- Council had a 'feedback and complaints' website service that recorded how satisfied customers were with a service they had received. 'Kōrero mai' was a platform that people could subscribe to, to be kept up to date with what was happening across the city and share their feedback.
- Every time Council went through the LTP process, activities were revisited and questioned as to whether the information captured was useful and if it was being used. If not, this would be rephrased and repurposed by better information gathering from the community.
- There were no national standardised system of questions, however, they were similar between councils and generally comprised of satisfaction questions around how services were being received within the community. The questions were sent out by a market research company

who ensured that, in terms of demographics, the right weighting across the city would be achieved.

### Discussion points raised

- There had been an interesting amount of engagement from the community, however, it did not seem to translate into feedback that Council was doing as much as it could to connect with the community. This was disappointing.
- The survey may have been impacted by a number of events happening in the city at the same time such as the Cameron Road works and its impacts, traffic, which consistently came up as a key aggravating issue, and parking which was also a very emotive topic. Hopefully, the community would see things coming to fruition and that projects were happening.

### COMMITTEE RESOLUTION SFR2/24/14

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Non-Financial Performance Report - 6 monthly 2023/24 and Annual Resident Survey 2023/24 - Wave 2".

**CARRIED**

## 9.5 Growth & Land Use Projects Progress Report - March 2024

**Staff** Christine Jones, General Manager: Strategy, Growth and Governance  
Andy Mead, Manager: City Planning & Growth

### Key points

- Milestones achieved over the last three months included the Greenfield Projects and the achievement of notification of a number of plan change projects, in particular for Tauriko West and the Tauriko Business Estate. The Enabling Works contract was now in place and construction underway.
- Good progress had been made regarding the updated SmartGrowth future development strategy. Deliberations had been completed with further reporting work to be done to get the strategy endorsed.
- The government was doing a lot of work around the Resource Management Act (RMA) reform. Fast tracking consenting bills had been introduced to Parliament which provided opportunities for urban development and infrastructure projects in Tauranga. Staff were assessing this and were expecting another lot of bills later this year, heading towards next year with the replacement legislation of the RMA.
- A substantial redraft of the Government Policy Statement for Land Transport had been released which was significantly changed in focus towards economic development and efficiency, in particular state highway projects. There was less focus on public transport, walking and cycling which meant that considerable work was going on in terms of the implications of this and the submission Council would make on this.
- Paragraph 26 in the report contained requested information around the Greenfield development capacity allocations including land that had been consented but not developed and land where the consenting processes had not commenced.

### In response to questions

- Development capacity in the Greenfield areas was definitely running out without the rezoning of new areas like Tauriko West.
- Generally, Tauranga developers and landowners were active. Not a lot of land was being held back or banked for future development.

- In terms of the anticipated timeline for 6000 houses, it was thought the bulk this would be achieved within five to ten years. The challenge was that there were some sites that were more problematic and would take longer than this.
- Staff were working closely with the Māori Land Trust to identify barriers and which of those related back to Council.

At 1.10pm, Mr Bruce Robertson entered the meeting.

- The Committee would be provided with a table listing the Brownfields and Greenfields capacity projects and their timelines.
- Plan Change 38 was a big plan change with a lot of work being done on it this year and next year. Notification was expected to take place towards the end of 2025. The existing Council would sign off and endorse this plan, so it would be well underway by the time the new Council was in place. This could be incorporated and reflected in the SmartGrowth implementation plan so that it would come through as part of the SmartGrowth package that would be signed off at the SmartGrowth Leadership Group partnership level.

#### **COMMITTEE RESOLUTION SFR2/24/15**

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Growth & Land Use Projects Progress Report - March 2024".

**CARRIED**

#### **9.6 Urban Design Panel - Terms of Reference Update**

**Staff** Christine Jones, General Manager: Strategy, Growth and Governance  
Carl Lucca, Team Leader: Urban Communities

##### **In response to questions**

- Often, an application had many matters beyond urban design that had to be dealt with. The purpose of the process was to bring people to the table and help clear pathways by working with the panel. To date this was proving to be advantageous.
- The Terms of Reference did not specifically respond to the establishment of Public Art Panel.
- There were kaupapa Māori members and kaupapa Māori design experts on the panel. Each time the panel received an application/proposal, it would be looked at and a suitable specialist chosen if needed. Sometimes projects needed direct hapu and mana whenua engagement. If there was any uncertainty around this, input would be sought from Te Pou Takawaenga.
- The role of the Māori design expert was to do a review and obtain appropriate input from tangata whenua, look at the design process that had been undertaken and ask if the input/direction was appropriate. If not, there would be an opportunity to talk with tangata whenua representatives.
- Acknowledging the importance of finding the right experts to determine tangata whenua values for each application/proposal could be built into the Terms of Reference. A draft example of this wording could be brought back to the Committee.

##### **Discussion points raised**

- The panel should give consideration to innovation and design around material, sustainability, energy use and zero impacts on water discharge to the moana which was particularly important in terms of intergenerational aspects of the city and the landscape.
- The following would be added to the Terms of Reference at the request of Commissioner Wasley:
  - Public Art Panel as a specific reference, with the onboarding of experts;

- 'Public Realm' be added to the list of triggers for panel review; and
- Heritage considerations be added to draft information requirements – context analysis.

### COMMITTEE RESOLUTION SFR2/24/16

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- Receives the report "Urban Design Panel - Terms of Reference Update".
- Endorses the updated Urban Design Panel Terms of Reference.
- Notes that reporting on the Urban Design Panel will be provided to the Strategy, Risk and Finance Committee on a regular basis as part of the City Planning and Growth quarterly reporting.
- Notes that a full review of the Urban Design Panel will be reported to the Strategy, Risk and Finance Committee on a three yearly basis.
- Delegates authority to the Chief Executive Officer to make minor changes to the Terms of Reference and changes to panel membership.

**CARRIED**

## 10 DISCUSSION OF LATE ITEMS

Nil

## 11 PUBLIC EXCLUDED SESSION

### Resolution to exclude the public

### COMMITTEE RESOLUTION SFR2/24/17

Moved: Ms Rohario Murray

Seconded: Commissioner Bill Wasley

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>11.1 - Public Excluded minutes of the Strategy, Finance and Risk Committee meeting held on 19 February 2024</b>	<p>s6(b) - The making available of the information would be likely to endanger the safety of any person</p> <p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(j) - The withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	
<b>11.2 - Appointment of Additional Urban Design Panel Members</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

**CARRIED**

## 12 CLOSING KARAKIA

Commissioner Shadrach Rolleston closed the meeting with a karakia.

## Resolutions transferred into the open section of the meeting after discussion

### 11.2 Appointment of Additional Urban Design Panel Members

#### COMMITTEE RESOLUTION SFR2/24/18

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Appointment of Additional Urban Design Panel Members".
- (b) Appoints the following people to the Tauranga Urban Design Panel:

- (i) Shannon Bray
  - (ii) Jack Jiang
  - (iii) Claire Graham
  - (iv) Haley Hooper.
- (c) Transfers this report and resolutions (excluding Attachments) into the open section of the meeting once the successful appointees have been informed. Attachment 1 will remain confidential to protect the privacy of natural persons in accordance with section 7(2)(a) of Local Government Official Information and Meetings Act 1987.

**CARRIED**

**The meeting closed at 1.49pm.**

**The minutes of this meeting were confirmed as a true and correct record at the Strategy, Finance and Risk Committee meeting held on 13 May 2024.**

.....  
Commission Chair Anne Tolley  
**CHAIRPERSON**



## **8      DECLARATION OF CONFLICTS OF INTEREST**

## 9 BUSINESS

### 9.1 Tauranga Urban Design Action and Investment Plan Adoption

**File Number:** A15780590

**Author:** Carl Lucca, **Team Leader:** Urban Communities

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

#### PURPOSE OF THE REPORT

1. This report presents the Tauranga Urban Design Action and Investment Plan ("the UD AIP") for adoption.

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#### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Tauranga Urban Design Action and Investment Plan Adoption 2024-2034".
- (b) Adopts the Tauranga Urban Design Action and Investment Plan Adoption 2024-2034 (Attachment A) to improve urban design outcomes in Tauranga.
- (c) Delegates the Group Manager: Strategy, Growth and Governance to approve minor amendments to the Plan, if required prior to publication.
- (d) Notes that the Tauranga Urban Design Strategy (2006) is superseded by the Urban Design Action and Investment Plan and approves that the Strategy be rescinded.

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#### EXECUTIVE SUMMARY

2. This report outlines the need for a comprehensive strategy to enhance urban design outcomes in Tauranga due to significant growth and environmental change. Currently, there is a lack of consolidated guidance despite various existing documents promoting quality urban design in Tauranga. This UD AIP replaces the 2006 Urban Design Strategy and provides an action plan to support Council's role in design leadership and supporting design excellence as our city continues to grow.
3. The UD AIP aligns with national and local strategies such as the New Zealand Urban Design Protocol, National Policy Statement on Urban Development, and SmartGrowth Strategy.
4. As part of the UD AIP preparation process, engagement has been undertaken with key built environment stakeholders, including Tauranga City Council teams, professional bodies and community organisations, Kaupapa Māori Design experts, Te Rangapū Mana Whenua o Tauranga Moana, government agencies and the Tauranga Urban Design Panel. Feedback received during stakeholder engagement has informed the development of key directives and actions contained within the UD AIP.
5. The key directives of the UD AIP include **Design Leadership and Design Excellence**, focusing on leadership, communication, partnership, and promoting high-quality design outcomes.
6. No 'action' in the UD AIP has any additional financial implications for Council – all budgets are operational in nature and provided for through the 2024-2034 Long Term Plan.

## BACKGROUND

### Where we are now

7. Tauranga continues to experience significant growth. As the city grows, there is a need for a greater emphasis on the role of urban design. Currently, Council is providing for growth in greenfield areas and through a continued transition to a more compact, mixed-use and multi-unit residential outcomes. Recent increases in extreme weather events in New Zealand is also driving an increased focus on sustainable design and designing for climate resilience.
8. In line with national, sub-regional and local direction to accommodate density and in response to current housing and environmental challenges, Tauranga is undergoing numerous plan changes and updates to its City Plan.
9. Alongside current changes to the City Plan, there are several existing documents and resources which promote high-quality urban design outcomes in Tauranga. These include:
  - (a) The Tauranga Moana Design Principles
  - (b) The Residential Outcomes Framework
  - (c) The Te Papa, Otumoetai and Mount to Arataki Spatial Plans
  - (d) The Street Design Guide and Infrastructure Development Code and
  - (e) The Tauranga Urban Design Panel.
10. While these documents help to promote quality urban design outcomes, there is not one current and consolidated document which provides overarching direction and guidance for urban design in Tauranga. The existing Urban Design Strategy for Tauranga ('Great City, Great Design') was prepared in 2006. The context and actions contained within this document are now outdated. The UD AIP will effectively replace the 2006 Strategy, providing direction for urban design over the coming decade.

### Why this Plan was Developed

11. The UD AIP serves as a blueprint for actions that supporting high-quality urban design outcomes in Tauranga. It builds upon existing documents which promote quality urban design (including the 2006 Urban Design Strategy). It addresses current challenges, acknowledges the importance of collaboration, and guides future development in Tauranga through stated directions and actions.
12. Urban design is vital for shaping Tauranga's identity, functionality, and liveability. Operating across a wide range of scales, from city-wide initiatives and interventions through to the design of individual buildings and streetscapes, urban design aims to create places where people thrive. This includes recognition of historical and cultural aspects, as well as the integration of natural features into urban landscapes.
13. Core principles of good urban design have been outlined in the UD AIP. These principles reflect current best practice and input from partners and key stakeholders. They form the basis of how we should plan, design and develop our cities and are framed around developments that are – contextual, liveable, connected and sustainable.
14. Improved communication and education on urban design will also assist to socialise strategic outcomes and benefits of urban design and showcase and celebrate high quality outcomes as they are delivered.

### Key Directives

15. Council has a key leadership role in supporting urban design outcomes in Tauranga. For urban design to function effectively in Tauranga, it must be integrated into various facets of council activities, spanning from the development of urban design guidance to leadership, education and stakeholder collaboration initiatives.

16. **Design Leadership** and **Design Excellence** have been selected as the key urban design directives to address the challenges facing Tauranga today and to promote the overarching principles of good urban design.
17. **Design Leadership** focuses on providing urban design leadership through processes and projects (both in planning and investment) and acknowledges the importance of:
  - (a) Communicating the value of urban design.
  - (b) Leading by example through projects and processes.
  - (c) Promoting good urban design outcomes in city planning and projects.
  - (d) Encouraging co-design and partnership approaches with the community and stakeholders.
  - (e) Fostering connections across projects and between built environment professionals and the community.
18. **Design Excellence** aims to support and enable high-quality urban design outcomes, and acknowledges the importance of:
  - (a) Providing clear urban design direction and guidance.
  - (b) Promoting safety and accessibility for all in design.
  - (c) Supporting vibrant and liveable communities, places, and spaces by enhancing community identity, culture, heritage, sustainability, resilience, natural environments, and biodiversity.
  - (d) Connecting people, places, and spaces, supporting the aspirations and perspectives of mana whenua (indigenous people) through the utilization of Tauranga Moana Design Principles.
  - (e) Celebrating and acknowledging projects that exemplify good urban design.
19. The actions contained within the UD AIP seek to promote the key directives of Design Leadership and Design Excellence and describe how Council will deliver upon our commitment to quality urban design in Tauranga.

## STRATEGIC / STATUTORY CONTEXT

20. High-quality urban design outcomes in Tauranga are supported nationally and locally through a framework of strategies and policies, which this Plan will assist to deliver on. These include:
  - New Zealand Urban Design Protocol, 2005
  - National Policy Statement on Urban Development (NPS-UD), 2020
  - Bay of Plenty Regional Policy Statement (RPS), 2018
  - SmartGrowth Strategy, 2023
  - Our Direction, 2023.
21. The UD AIP helps to progress our city vision and community outcomes. It sits under the 'Tauranga Tatai Whenua – a well-planned city' primary strategy within Councils Our Direction Strategic Framework (2023). Due to the holistic nature of urban design – the Plan has strong connections with all five primary strategies and close connections with other Action and Investment Plans (City Centre, Climate, Accessible Tauranga, Nature and Biodiversity, Arts, Culture and Heritage, Safer Communities, and Reserves and Open Space).

## PREPARATION PROCESS

22. Best practice research was undertaken into other urban design strategies / action plans to inform the development of this UD AIP.

23. An urban design stocktake report was prepared outlining the current resources available to promote quality urban design outcomes in Tauranga and capturing urban design related actions contained with other AIPs.
24. Principles of good urban design were drafted. These were informed by the previous Urban Design Strategy (2006), Tauranga City Council's 'Our Direction' strategic framework, the Tauranga Moana Design Principles, national and international best practice, urban design strategy research and other relevant Council documents.
25. Workshops and wānanga were held key built environment stakeholders. These workshops and wānanga provided targeted feedback with regards to:
  - The challenges facing Tauranga in the coming decade – and the urban design opportunities that might arise in response to these challenges.
  - What is working in terms of promoting quality urban design outcomes in Tauranga.
  - What is not working or is detracting from quality urban design outcomes in Tauranga.
  - What gaps exist in terms of urban design strategy, guidance, policy, engagement, research, education, and marketing.
  - What needs greater visibility.
26. Stakeholder feedback was translated into our two key directives and 13 UD AIP actions, and feedback sought from key stakeholders to refine the draft UD AIP.

## CONSULTATION / ENGAGEMENT

27. As part of the UD AIP preparation process, engagement has been undertaken with key built environment stakeholders. Input was received through a number of workshops with various built environment stakeholders as outlined in the table below:

Organisation	Explanation
Tauranga City Council	Workshop with representatives from different Council teams with a vested interest in urban design.
	Targeted feedback on the draft UD AIP from relevant Council teams.
Professional Bodies and Community Organisations	Workshop with representatives from Urban Task Force, Property Development Forum, Mount Business Association, NZILA, NZIA, Connected Communities reps, Mainstreet organisations (e.g., Mount Business Association) and relevant other stakeholder entities.
The Tauranga Urban Design Panel	Workshops with Tauranga Urban Design Panel members. A selection of eight Tauranga Urban Design Panel members from a range of disciplines reviewed the document and provided feedback.
Government Agencies	Workshop with representatives from Waka Kotahi, Kainga Ora, Ministry of Education, Bay of Plenty Health Board, Ministry for the Environment. All representatives were provided the opportunity to review the draft UD AIP.

### Kaupapa Māori design expertise and Te Rangapū Mana Whenua o Tauranga Moana Partnership input

28. Alongside stakeholder engagement, specific input was also sought from Kaupapa Māori design experts (including those with local whakapapa and knowledge) and Te Rangapū Mana Whenua o Tauranga Moana Partnership. Three wānanga were held with the Kaupapa Māori Design experts. These sessions helped to inform:
  - (a) The development of principles for strategic engagement – when working on projects of a significant nature, scale, and / or of cultural importance to tangata whenua.

- (b) Key actions to showcase meaningful mana whenua engagement process and Kaupapa Māori Design outcomes and to promote cultural capability.

29. Following the wānanga, the relevant UD AIP content was presented to Te Rangapū on the 28<sup>th</sup> of March 2024 and received positive feedback.

## OPTIONS ANALYSIS

### Option One (recommended) – Adopt the Tauranga Urban Design Action and Investment Plan included in Attachment A

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Provides current, clear and consolidated direction on how to promote high quality urban design outcomes in Tauranga over the coming decade - through stated principles, directives, actions and measures.</li> <li>Replaces the outdated Urban Design Strategy for Tauranga (2006).</li> <li>Has gone through stakeholder engagement sessions in the form of workshops, wānanga and peer review. Proposed directions and actions have sought to be reflective of the feedback received from consulted groups and to address identified challenges and opportunities related to urban design.</li> </ul>	<ul style="list-style-type: none"> <li>Will require staff time to implement and monitor the progress of proposed actions.</li> </ul>

### Option Two – Do not adopt the Tauranga Urban Design Action and Investment Plan included in Attachment A

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Business as usual – no staff time required to implement and monitor the progress of proposed actions.</li> </ul>	<ul style="list-style-type: none"> <li>There is not a current, consolidated, and unified direction on how to promote quality urban design outcomes in Tauranga.</li> <li>The 2006 Urban Design Strategy for Tauranga is not replaced (and outdated actions remain).</li> <li>The stakeholder engagement process undertaken as part of the UD AIP does not result in the articulation of a current, consolidated future direction for urban design in Tauranga.</li> <li>Actions supporting design excellence and leadership will not be endorsed, resulting in potential negative urban design impacts on the city.</li> </ul>

## FINANCIAL CONSIDERATIONS

30. No 'action' in the UD AIP has any additional financial implications for Council - all budgets are operational in nature and provided for through the 2024-2034 Long Term Plan.

31. All Action and Investment Plans will be reviewed in the year prior to development of each long-term plan, to ensure they appropriately inform its development and budgets are appropriately allocated.

### LEGAL IMPLICATIONS / RISKS

32. There are no identified legal implications for this Plan.
33. The primary risk is that the council may not be able to resource the actions identified in the UD AIP and, as a result, may not be able to deliver on urban design aspirations articulated within Our Direction.

### SIGNIFICANCE

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

### NEXT STEPS

37. The adopted UD AIP will be available on Council's website as soon as possible.
38. Implementation of the actions identified in the plan.

### ATTACHMENTS

1. **Attachment A: Urban Design Action and Investment Plan 2024-2034 - A15889436** [↓](#) 



# Urban Design Action & Investment Plan

*Mahere Tūāhanga me  
Haumitanga Taone*

**2024-2034**



*Tauranga City*

Adopted 13 May 2024







## Summary

# Whakarāpopoto

Tauranga Moana continues to experience rapid urban growth, with a continued emphasis on transitioning from lower-density development to a more compact mixed-use urban form. As the population grows and diversifies, there is a growing need for greater importance on the role of urban design. Alongside designing for growth, more regular extreme weather events in New Zealand are also driving an increased focus on sustainable design and designing for climate resilience. Urban design brings together a range of stakeholders and disciplines, reflecting the diverse perspectives and needs of our community, and providing the ability to address pressing challenges such as growth, climate change, and resilience.

Urban design outcomes are supported nationally and locally through a framework of strategies and policies, including Tauranga City Council's Strategic Framework (Our Direction) within which this Urban Design Action and Investment Plan (UD AIP) sits. This UD AIP assists to achieve the Strategic Framework's outcomes through high-quality urban design in Tauranga by focusing on the following key directives:

- **Design Leadership - Ārahi Hoahoa:** providing design leadership through processes and projects (planning and investment)
- **Design Excellence - Toi Hoahoa:** supporting and enabling high-quality urban design outcomes throughout Tauranga.

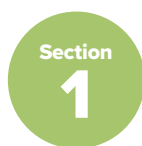
Through these key directives, this AIP serves as a blueprint for supporting high quality urban design outcomes, assisted by a series of actions, aligned with best practice principles. The actions include estimated costs, responsible parties, and anticipated timeframes for delivery. While it will not be feasible for all actions to be immediately delivered, they represent priorities for Tauranga over the next decade - supporting short, medium, and long-term goals.

This UD AIP has been informed by best practice research, including the New Zealand Urban Design Protocol and the Tauranga Moana Design Principles. It has been developed with input from a range of contributors including Tauranga City Council teams, professional bodies and community organisations, Kaupapa Māori Design experts, Te Rangapū Mana Whenua o Tauranga Moana, government agencies and the Tauranga Urban Design Panel.

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## Where this plan fits in *Te ūnga o tēne mahere*

### Strategic Context

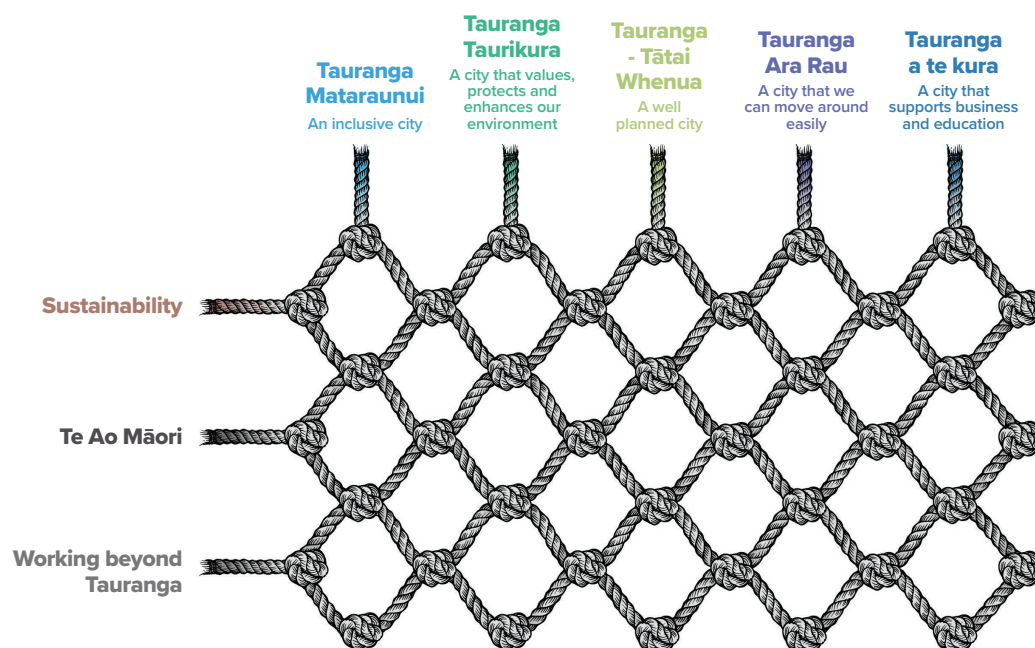
High-quality urban design outcomes in Tauranga are supported nationally and locally through a framework of strategies and policies, which this UD AIP will assist to deliver on. These include:

<b>New Zealand Urban Design Protocol, 2005</b>	The New Zealand Urban Design Protocol (2005) is the primary national direction advocating for high-quality urban design. This protocol delineates seven essential design qualities, known as 'the Seven C's' - context, character, choice, connections, creativity, custodianship, and collaboration - which are integral to achieving favourable urban design outcomes.
<b>National Policy Statement on Urban Development (NPS-UD), 2020</b>	The NPS-UD provides a framework for guiding urban development decisions at both the national and local levels. The policy statement emphasises the importance of sustainable and managed growth, compact urban form, efficient land use and the creation of vibrant, inclusive communities, to help create well-functioning urban environments.
<b>Bay of Plenty Regional Policy Statement (RPS), 2018</b>	The Bay of Plenty RPS guides the sustainable management and development of the region's resources, infrastructure, and communities. Growth management is a key component of this document. The RPS notes urban design as being critical to achieving quality growth in the region and includes principles for high-quality urban design outcomes.
<b>SmartGrowth Strategy, 2023</b>	<p>The SmartGrowth Strategy is a comprehensive blueprint for managing growth within the sub-region, promoting high-quality urban design outcomes by advocating for compact, mixed-use development, integrating green infrastructure and sustainable design principles, and fostering community engagement and collaboration throughout the planning process.</p> <p>The strategy promotes a Connected Centres Programme focused on enhancing the design and functionality of key urban centres within the region.</p>
<b>Tauranga City Council's Our Direction, 2023</b>	Our Direction is Council's strategic framework, which shows how everything we do contributes to achieving the wider vision for Tauranga. The Framework enables a clear line of sight between what Council is aiming to achieve (built around the five community outcomes and current priorities) and a pathway to delivery (through our approaches, our strategies and our long- & short-term work programmes).



## Our Direction 2023

Our Direction is visually represented by the kupenga (a type of fishing net) which weaves together Councils five community outcomes (what we are trying to achieve for our communities) and Councils three approaches (how we will achieve it).



Council has one primary strategy for each community outcome. Primary strategies set out our goals and high-end actions to deliver on that community outcome. Our action and investment plans (AIPs) then set out what we will do to deliver on each of our primary strategies. Many AIPs contribute to more than one primary strategy, and often also contribute to the delivery of other plans.

For more information, and to see how the community outcomes, primary strategies and AIPs link to one another, visit

<https://www.tauranga.govt.nz/our-future/our-direction>

This AIP sits under the 'Tauranga Tatai Whenua – A well planned city' primary strategy, in Our Direction. However, due to the holistic nature of urban design, this AIP has strong connections with all five primary strategies.

This AIP is also closely linked to the City Centre AIP, Climate AIP, Accessible Tauranga AIP, Nature and biodiversity AIP, Arts Culture and Heritage AIP, Safer Communities AIP, and Reserves and Open Space AIP.

## Incorporation of our three approaches – how we will do things differently

### *Te urunga o ā mātau whainga – ka pēhea mātau e whakarerekē*



#### Te Ao Māori

We understand the importance of establishing a strong partnership approach as the basis for engagement and design. This must be supported by cultural competency and capability in Tauranga to inform processes which will enable mana whenua to share their knowledge, as a partner, throughout all stages of a project. This will enable design solutions that enhance environmental and community well-being for all.



#### Sustainability

We are committed to understanding the challenges and opportunities linked to sustainability and climate resilience. We will seek to promote sustainability through urban design guidance and outcomes - to create built environments that minimise the negative impact on the natural environment, maximise climate resilience and build sustainable communities.



#### Working beyond Tauranga

We recognise that Tauranga is an integral part of the wider Bay of Plenty and upper North Island. Tauranga has a key role in delivering upon the strategic built environment direction for the sub-region – as outlined in the SmartGrowth Strategy and Connected Centres Programme.



## Section

## 2

## Urban Design and Tauranga Moana

### *Hoahoa Taone me Tauranga*

Urban design in Tauranga plays an important role in shaping our city's identity, functionality, and liveability. It encompasses a variety of elements extending beyond structures and spaces, delving into the relationships between them, the surrounding environment, the underlying economy, the diversity of our people and the history and culture that shape it all.

Operating across a wide range of scales, from city-wide initiatives and interventions down to the design of individual buildings and streetscapes, urban design aims to create places where people thrive. This includes recognition of historical and cultural aspects, as well as the integration of natural features into urban landscapes.

In Tauranga, urban design is essential for fostering lively and attractive environments, from our neighbourhood centres to the city's waterfront. Urban design continues to play an important role in driving economic growth by creating attractive spaces and places throughout our city that attract residents, visitors, investors and businesses.



Urban design has proven to have many positive impacts on communities and the environment, including the following benefits:



Health and wellbeing



Liveability



Social Equity



Connectivity



Safety



Economic Success



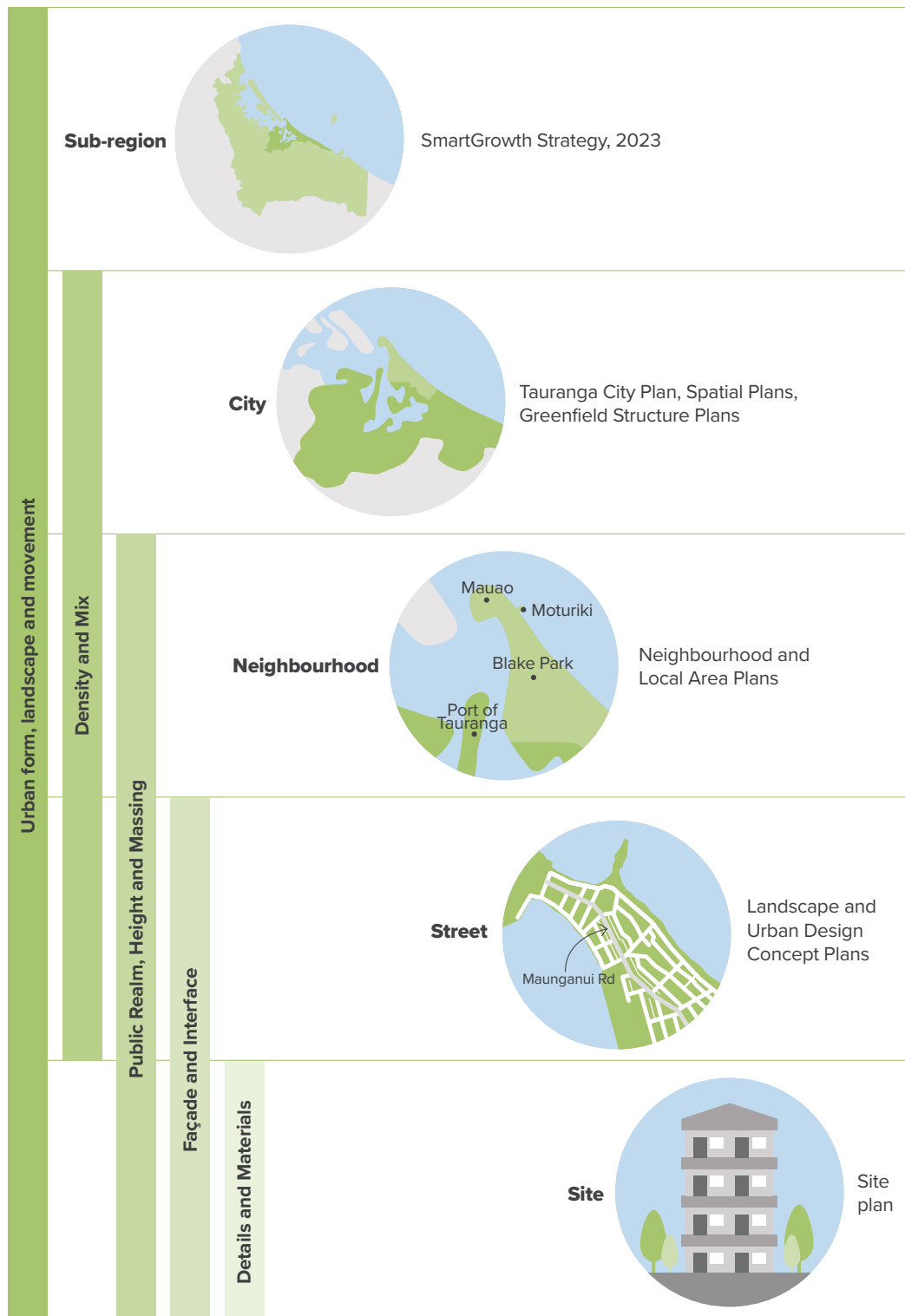
Sustainability and Resilience



Community Cohesion



Economic Value





## Principles of good urban design

Urban design principles provide essential guidelines that shape how we plan, design, and develop our cities. They are pivotal in influencing urban design outcomes, including the physical layout, social dynamics, economic activities and environmental sustainability of our urban environments.

The following urban design principles reflect current best practice, including guidance from the New Zealand Urban Design Protocol, the Tauranga Moana Design Guidelines and input from partners and key stakeholders.



## Section

## 3

## Working in Partnership

### *Mahi Tahī*

Achieving high-quality urban design outcomes benefits from a collaborative approach that engages built environment stakeholders from the outset. By working in partnership with our community, key stakeholders and professionals such as urban designers, architects, landscape architects, transportation planners, developers and Kaupapa Māori design experts, we can ensure built environment projects are both inclusive and reflective of diverse perspectives and needs. Each project is different and will require input from different parties, depending on who is delivering the project and the context it sits within.

#### Working with our Community and Key Stakeholders

Early input from our community and stakeholders is crucial, particularly on projects relating to public realm and community facilities. This allows for their expertise, insights and concerns to influence the decision-making process effectively. This early involvement not only enhances the level of influence that they have but also ensures that collaboration is meaningful and positively impactful. By valuing the input of the community and key stakeholders and incorporating it into the design process from the beginning, we can create urban spaces that are functional, sustainable, aesthetically pleasing and truly reflective of the communities they serve.

#### Working with Tangata Whenua

Tauranga City Council works in partnership with tangata whenua to build, protect and celebrate our city, our environment and our people. This includes working on urban design projects where tangata whenua have a particular interest due to the significant nature, scale and/or of cultural importance of the project.

Good urban design outcomes are representative of both a Te Ao Māori and Te Ao Pākehā world view. In particular, the recognising the importance of placing future decisions through the lens of 'mokopuna decisions', decisions made with future generations in mind, is key to good urban design outcomes.

Council's Strategic Framework outlines an understanding of Te Ao Principles and requires these to be considered across all workstreams, as and when appropriate. These are further supported by the Tauranga Moana Design Principles (adopted by Te Rangapū and Tauranga City Council in 2017), which provide the overarching framework and starting point for Te Ao Māori design considerations.

When working on projects of a significant nature, scale and/or of cultural importance to tangata whenua on projects, the following principles for strategic engagement are provided:





Hapū authority is recognised and enabled through appropriate engagement, collaboration and co-creation of outcomes, from inception (vision setting) to implementation of the project process.



Through early engagement, the design process allows opportunity to build in Te Ao Māori ways of working, acknowledging meaningful partnership and involvement that builds on Te Tiriti o Waitangi principles.



Tangata whenua are enabled to share their knowledge, considering the capacity to participate meaningfully throughout the entire process.



Engagement starts with "blank page" conversations and considers how to add value to a project by opening the door to mātauranga māori (mana whenua knowledge) and Te Ao Māori design processes and principles, e.g., environmental systems, customary practices.



Design inspiration is drawn from mātauranga ā hapū (hapū knowledge systems) and wairuatanga (holistic concepts).



Engagement efforts focus on fostering a dialogue specific to 'place-based values', aiming to understand and appreciate its unique value, based on 'authentic storytelling' that goes beyond the surface to understand the cultural narrative that underlies a site (past, present and future).



Tangata whenua are empowered by ensuring there is time to wānanga (workshop) amongst themselves.



The need for kanohi kitea (face to face) engagement is recognised alongside the importance of setting - to ensure everyone feels at ease, with Marae acknowledged as a central place of refuge and belonging for hapū.



Empowering partnerships by creating and committing to an enduring relationship with integrity, from the beginning of the project through to delivery.

**For projects involving tangata whenua, the following diagram provides an example of applying a Te Ao Māori perspective to the design process, acknowledging the steps that set a strong foundation for fostering communication and agreed outcomes.**



## Section

## 4

## Where we are now

*Kei hea tatou*

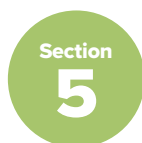
Tauranga continues to experience significant growth. As the population grows there is a need for a greater emphasis on the role of design. Urban design can contribute positively to supporting growth in areas of intensification while simultaneously enhancing the overall liveability of our communities, improving community well-being, safety, and accessibility for all. In Tauranga, we are providing for growth in greenfield areas and through a continued transition to a more compact, mixed-use and multi-unit residential outcomes. Tauranga's population growth, alongside the recent increases in extreme weather events in New Zealand, is also driving an increased need for focus on sustainable design and climate resilience.



In line with national, sub-regional and local direction to accommodate density and in response to current housing and environmental challenges, Tauranga is undergoing numerous plan changes and updates to its City Plan. Alongside current changes to the City Plan, there are several existing documents and resources which promote high-quality urban design outcomes in Tauranga, including:

- **The Tauranga City Plan:** The City Plan introduces urban design matters to the residential and city centre chapters through principles and matters of discretion (Plan Change 33).
- **The Tauranga Moana Design Principles:** These principles outline a strategic approach to enhancing the protection and articulation of mana whenua cultural landscapes within Tauranga, aiming to deepen the 'sense of place' for all individuals. These principles serve as a guiding framework for culturally appropriate design processes to align with key Māori cultural values and outcome-oriented principles.
- **The Residential Outcomes Framework:** This non-statutory framework provides design guidance for new multi-unit residential developments in Tauranga through eight desired urban design outcomes.
- **Te Papa, Otumoetai and Mount to Arataki Spatial Plans:** Three spatial plans have been developed for Tauranga to provide strategic direction for how the city will grow to meet future needs, opportunities, and challenges in certain locations.
- **The Street Design Guide / Infrastructure Development Code:** These documents provide design guidance for Tauranga's roadways and streetscapes.
- **The Tauranga Urban Design Panel:** The Tauranga Urban Design Panel was established in late 2022. It is comprised of industry-leading professionals who promote positive design outcomes and uphold Council's aspirations for urban design.

Improved communication and education on urban design will assist to socialise strategic outcomes sought across the city and to showcase and celebrate high quality outcomes as they are delivered.



## Supporting urban design outcomes in Tauranga Moana

### *Te Tautoko i a Tauranga Moana ki ngā hua hoahoa taone pai*

Council understands their leadership role in supporting urban design outcomes. For urban design to function effectively in Tauranga, it must be integrated into various facets of council activities, spanning from the development of urban design guidance to leadership, education and stakeholder collaboration initiatives.

Council has selected 'design leadership' and 'design excellence' as the key urban design directives to address the challenges facing Tauranga today and to promote the overarching principles of high-quality urban design.

These two **key directives** for the UD AIP are further described below:

#### Design

#### Leadership / Ārahi Hoahoa:

Provide design leadership through processes and projects (planning and investment).

- Clearly communicate the value of urban design and what 'good' looks like.
- Lead by example through projects and processes.
- Promote good urban design outcomes through the city plan and in projects delivered by Council and by others such as the private sector and government agencies.
- Promote co-design and partnership design approaches with the community, mana whenua and key stakeholders in the design of our places and spaces.
- Create good connections across projects, with other built environment professionals and the community.

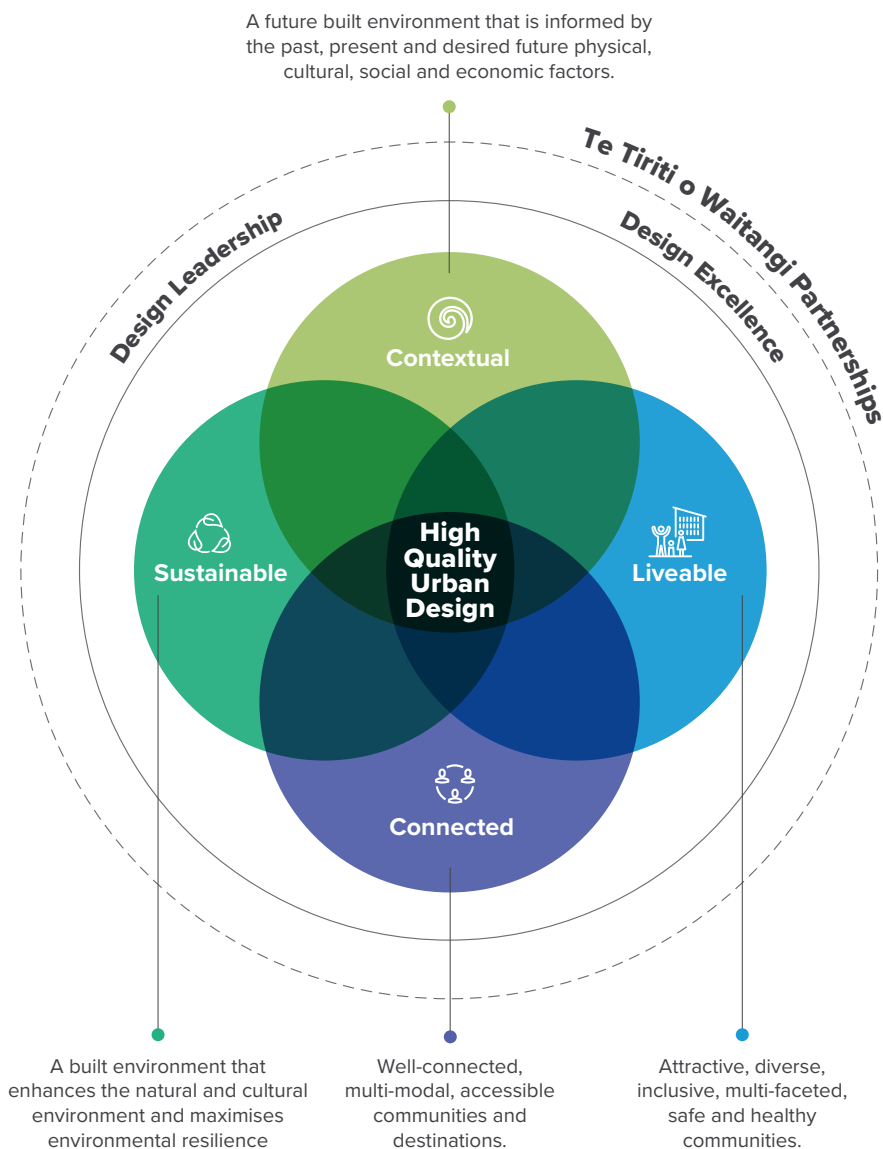
#### Design

#### Excellence / Toi Hoahoa:

Support and enable high-quality urban design outcomes.

- Provide clear urban design direction and guidance.
- Promote safety and accessibility for all in design.
- Support vibrant and liveable communities, places, and spaces by:
  - » Enhancing and reflecting the unique community identity, culture, natural and built heritage and context.
  - » Enhancing sustainability, resilience, natural environments and biodiversity.
  - » Connecting people, places, and spaces.
- Promote urban design outcomes that support the aspirations and perspectives of mana whenua by utilising the Tauranga Moana Design Principles.
- Celebrating and acknowledging projects that are exemplars of good urban design.

The diagram below illustrates how the four key principles inherent in high-quality urban design outcomes (the overlapping circles), will be delivered by the two key directives of 'design leadership' and 'design excellence' (the outer circle) to achieve high quality urban design outcomes in Tauranga.





## Section 6

## What actions are we taking *E aha ana tatou*

The actions contained within Table 1 seek to promote the key UD AIP directives of ‘design leadership’ and ‘design excellence’ and describe how Council will deliver upon our commitment to quality urban design in Tauranga.

### Key to symbols and abbreviations used within the action tables that follow:

**Timeframes** – timeframes are proposed in alignment with long-term plan periods:

- **Short term:** 0-3 years (Years 0-3 of the LTP, 2024/25 – 2026/27)
- **Ongoing:** denotes delivery of the action will be progressed continually.
- **Medium term:** 4-6 years

**Indicative costs** – unless already committed to, costs are indicative only.

- \$ Less than \$0.5 million
- \$\$ \$0.5 million to \$2 million

**Funding** – all actions will be funded through Council’s 2024-2034 LTP budgets unless otherwise identified in the table below.

#### General notes

- Identification of owners does not constitute a financial commitment.
- Lead agencies are highlighted in **bold**.

Table 2 outlines actions contained within other Tauranga City Council AIPs that have a strong connection to urban design – covering topics such as accessibility, CPTED, place naming, low-carbon design, and sustainability. These actions, although relevant to urban design, will be actioned through other AIPs.



**Table 1: UD AIP actions**

#	Actions	Timeframes	Indicative cost	Who
<b>1</b>	<p><b>Create an urban design resource on Council's website to provide urban design information including outcomes sought, process support, case studies and guidance.</b></p> <p>Develop an urban design resource hub on the Council's website to educate on urban design, showcase exemplary design, clearly outline relevant processes and to feature case studies, guidelines and other useful resources. Articulate Council's commitment to high-quality urban design and how this is informed by, and relates to, Council's primary approaches – sustainability, Te Ao Māori, and working beyond Tauranga.</p>	Short term (setup), ongoing	\$ Staff time only	<b>City Planning and Growth (Urban Communities),</b> Community Relations
<b>2</b>	<p><b>Promote and progress the Tauranga Urban Design Panel</b></p> <p>Promote the TUDP and communicate TUDP outcomes (common issues and recommendations) with key stakeholders via Council publications, Council's website, targeted workshops, industry events or as part of a roadshow.</p> <p>Undertake an annual review of the TUDP to monitor the effectiveness of the process as well as the outcomes in terms of its influence on built environment outcomes in Tauranga.</p>	Ongoing, annual monitoring	\$ Staff time only	<b>Environmental Planning (Development Engineering)</b>
<b>3</b>	<p><b>Establish built form guidelines for commercial centres</b></p> <p>Establish guidelines for commercial centres (including the city centre) to promote high-quality built form (building) urban design outcomes. These guidelines should provide a consistent approach to urban design outcomes across centres.</p> <p>Note: This action relates to Action 13 outcomes.</p>	Short term	\$ Funded / staff time	<b>City Planning and Growth (Urban Communities, City Planning)</b>
<b>4</b>	<p><b>Raise the level of urban design awareness within Council and in the public and private sector.</b></p> <p>Raise awareness of urban design and its benefits through events such as workshops, lunch and learn sessions, professional organisation events and/or a targeted urban design roadshow.</p>	Short term, ongoing	\$ Staff time only	<b>City Planning and Growth (Urban Communities)</b>
<b>5</b>	<p><b>Partner with professional and educational organisations to provide continued education and conversations around high quality urban design.</b></p> <p>Bring relevant built environment expertise and voices together to provide continued education and conversations around urban design. May include a speaker series,</p>	Short-term (setup), annually	\$ Staff time only	<b>City Planning and Growth (Urban Communities),</b> professional organisations



#	Actions	Timeframes	Indicative cost	Who
6	<p><b>Partner with professional organisations to support recognition of good urban design projects through design awards and other similar initiatives.</b></p> <p>Collaborate with professional bodies to feature urban design in local and national awards and assist to promote these locally. Convene the Tauranga Urban Design Panel periodically to recommend projects to be put forward for professional body awards and promote award winning projects through Council's website.</p>	Short term (setup), annually	\$ Staff time only	<b>City Planning and Growth (Urban Communities),</b> professional organisations
7	<p><b>Showcase meaningful mana whenua engagement processes and Kaipapa Māori design outcomes.</b></p> <p>Provide examples and precedent studies on Council's website (a 'working with mana whenua' link) and other established Council communications channels, which showcase completed built environment projects, as effective and recommended engagement processes and pathways and other resources specific to Kaipapa Māori design.</p> <p>Celebrate design success through awards and share knowledge and experience through industry events.</p>	Short term, ongoing	\$ Staff time only	<b>City Planning and Growth (Urban Communities),</b> Environmental Planning (Development Engineering), Takawaenga Unit, Te Rangapū, Tauranga Urban Design Panel
8	<p><b>Provide training sessions in cultural capability through the design process.</b></p> <p>Include in-person and online training on the Tauranga Moana Design Principles with examples of how to interpret these for a specific project / context and embed these into core project processes.</p> <p>Require TUDP members and enable and encourage local design professionals to undertake TCC's 'cultural connections' course to familiarise themselves with the local cultural context.</p>	Short term, ongoing	\$ Staff time only	<b>Takawaenga Māori (Takawaenga Unit),</b> Environmental Planning (Development Engineering), City Planning and Growth (Urban Communities), Te Rangapū, Tauranga Urban Design Panel
9	<p><b>Provide urban design outcome briefs as part of Council tender documents and / or project design briefs and have urban design represented in Council tender evaluation teams where applicable.</b></p> <p>Include urban design outcome briefs in relevant Council tender documentation and/or design briefs and have urban design represented in tender evaluation teams to ensure good urban design outcomes are considered from project inception through to end delivery.</p>	Ongoing	\$ Staff time only	<b>All Council teams</b>
10	<p><b>Develop key urban design outcome briefs to be used in Council projects.</b></p> <p>Develop urban design outcomes briefs to guide good urban design outcomes for Council-led projects. Include provision for:</p> <ul style="list-style-type: none"> <li>• Greenfield &amp; brownfield projects</li> <li>• Urban design panel review</li> <li>• Site specific outcomes</li> <li>• Local area planning outcomes where projects have wider community impacts (such as key transport corridors, open spaces and community facilities).</li> </ul>	Ongoing	\$ Staff time only	<b>Infrastructure (Capital Programme Assurance Division),</b> City Planning and Growth (Urban Communities)

#	Actions	Timeframes	Indicative cost	Who
11	<b>Facilitate good urban design outcomes through appropriate City Plan provisions including commercial, industrial &amp; public amenity.</b>	Ongoing	\$ Staff time only	<b>City Planning and Growth (Urban Communities, City Planning)</b>
12	<b>Promote resilience and sustainability through urban design guidance and outcomes.</b> Promote resilience and sustainability in urban design through inclusion of sustainable design matters in future design guidelines (including reference to sustainability objectives within TCC design briefs) and, ensuring sustainable design is a key consideration in Tauranga Urban Design Panel recommendations.	Ongoing	\$ Staff time only	<b>City Planning and Growth (Urban Communities), Climate and Sustainability (Sustainability &amp; Waste)</b>
13	<b>Establish guidelines for public places in centres</b> Establish guidelines to support high quality public spaces (streets, open spaces) within commercial centres. Note: This action relates to Action 2 outcomes.	Medium	\$ Unfunded / staff time	<b>City Planning and Growth (Urban Communities), Spaces and Places (Design)</b>



## Table 2: Relevant actions contained within other AIPs

The following relevant actions are contained in and will be actioned through other Council AIPs. They are referenced here for completeness – as they cover topics that relate to quality urban design outcomes.

#	Actions	Source
1	Develop Tauranga Universal Design Guidelines, based on national best practice	Accessible Tauranga AIP
2	Implement the Tauranga Universal Design Guidelines to increase the accessibility and universal design standards of Council owned public spaces and buildings to improve the experience for all users. Include Universal design requirements as part of design briefs and project costs on future council builds.	Accessible Tauranga AIP
3	Use of crime prevention through environmental design (CPTED) principles through urban design. Upskill council staff in CPTED principles through training. Include CPTED reviews into the work of the Urban Design Panel.	Safer Communities AIP
4	Support leadership initiatives, sector advocacy groups and awards that raise the profile of arts, culture, and heritage practitioners, including the development of a cultural narrative of Tauranga to support new and emerging artists in the region	Arts, Culture and Heritage AIP
5	In line with Council policy, integrate Māori place naming within new projects (including any rectification of existing incorrect place naming).	City Centre AIP
6	Develop guidelines around what low-carbon and resilient developments look like, how this can be achieved, and highlight benefits for developers and tenants.	Climate AIP
7	Through urban design guidance and council's Infrastructure Development Code, encourage green infrastructure to be incorporated into public and private projects at project initiation.	City Centre AIP
8	Provide opportunities to experience nature in an urban setting through the development of walkways, appropriate planting, and seating.	Reserves and Open Space AIP



## Section

## 7

## Governance, review, monitoring and delivery

### *Te mana whakaere me ōna whakaritenga*

#### Roles and responsibilities

**Governance** – General Manager: Strategy, Growth and Governance has overall responsibility for managing and delivering on this plan over time.

**Process** – Council's Corporate Planning team is responsible for managing review, monitoring, and reporting processes for this plan.

**Content** – Council's City Planning and Growth team is responsible for managing review, monitoring, and reporting content for this plan, including coordinating other teams' contributions to these processes. Specific council teams, as identified in the measures of success table below, are responsible for providing monitoring and reporting content as required.

#### Review

This plan will be reviewed every three years, normally in the year prior to developing each draft Long-term Plan.

#### Monitoring

Progress monitoring and reporting will be done annually. This will include an actions status update as well as overall progress towards the aspirations of the plan, informed by the measures of success identified in the following section of this plan.

#### Delivery

Council is already doing a lot of great work in this space, some of which is summarised on the Urban Design AIP page on the council website: <https://www.tauranga.govt.nz/urban-design-action-investment-plan>





## Section 8

## Measures of success *Ngā pae o angitū*

Tracking measures of success let us know how we are tracking on meeting our goals.

The key measures for this plan relate to the key directives of 'design leadership' and 'design excellence'. The key measures that we will be tracking as part of annual monitoring are as follows.

Success looks like	Measures	Responsible council team
<b>Design Leadership</b>	<b>Measure 1 - Urban design communication and education initiatives</b> Potential measures include assessing the current relevance of case studies and resources on the webpage, website traffic metrics such as visits and views, attendance at TCC workshops and private sector events focused on urban design education and built environment outcomes.	<b>City Planning and Growth (Urban Communities)</b>
	<b>Measure 2 - Cultural capability building</b> Potential measures include monitoring participation in TCC's 'cultural connections' course, the existence of a dedicated resource for 'working with mana whenua' and showcasing recent exemplary projects on the webpage with robust engagement processes and strong design outcomes.	<b>City Planning and Growth (Urban Communities); Takawaenga Māori (Takawaenga Unit)</b>
	<b>Measure 3 - Urban design guidelines and urban design outcome briefs</b> Prepare and review urban design guidelines and urban design outcome briefs to ensure they are fit for purpose and are contributing to quality-built form outcomes.  Potential measures include the existence of guidelines for commercial and industrial centres and for public amenity, utilisation of urban design outcome briefs in Council projects and tender documents, ongoing relevance of these guidelines / briefs, and how often they are referenced in resource consent applications.	<b>City Planning and Growth (Urban Communities)</b>



Success looks like	Measures	Responsible council team
<b>Design Excellence</b>	<b>Measure 1 - Review of the Tauranga Urban Design Panel</b> Review the Tauranga Urban Design Panel (TUDP) to monitor the effectiveness of the process as well as the outcomes in terms of its influence on built environment outcomes in Tauranga.  Potential measures include the number of applications received, how many applicants adjusted their proposals based on TUDP suggestions, fewer peer reviews needed, decreased S92 requests for design, feedback from applicants and TCC teams on panel impact, and the projects promoted by the TUDP for design awards.	<b>City Planning and Growth (Urban Communities);</b> Environmental Planning (Development Engineering)
	<b>Measure 2 – Review built urban design outcomes</b> Undertake a regular review of built urban design outcomes in Tauranga to understand the effectiveness of provisions (Tauranga City Plan) and other measures (TUDP, urban design guidelines) in influencing quality-built environment outcomes in Tauranga.  Every 3 years, undertake an assessment of a sample of recent built form / multi-unit residential projects against pre-determined urban design assessment criteria (based on TCC urban design policy and guidelines).	





*Tauranga City*

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## 9.2 Natural Hazard and Resilience Planning - Release of Natural Hazard Information (Coastal Flooding)

**File Number:** A14340355

**Author:** Natalie Rooseboom, Manager: Asset Services  
Arran Murch, Resilience Specialist - Natural Hazards and Infrastructure

**Authoriser:** Wally Potts, Acting General Manager: Infrastructure

### PURPOSE OF THE REPORT

1. To update the Strategy, Finance and Risk Committee on the release of Tauranga coastal flooding mapping in August 2024 (final date to be confirmed) by the Bay of Plenty Regional Council.

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### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Natural Hazard and Resilience Planning - Release of Natural Hazard Information (Coastal Flooding)".

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### BACKGROUND

2. Tauranga is affected by numerous natural hazards, including flooding from rainfall, coastal flooding (coastal or harbour inundation), flooding from groundwater, tsunamis, coastal and harbour erosion, earthquakes, volcanic ash fall and landslides. Our changing climate will influence the frequency and severity of some of these natural hazards.
3. Tauranga City Council aims to have a good understanding of the areas potentially at risk from natural hazards to support appropriate land-use planning and development decisions and the civil defence response. Mapping is the most accepted method to identify hazard-prone areas and a useful way to provide the greatest level of certainty to the public.
4. Tauranga City Council has been researching, mapping and informing our community about natural hazards for over 20 years. With an increase in understanding of known natural hazards and Tauranga's susceptibility to such events, the Council and wider community will be better placed to determine risk and the necessary strategies to avoid, defend or adapt long-term.

### STRATEGIC / STATUTORY CONTEXT

5. Council's natural hazards and resilience planning sits within a wider national context established under the Local Government Act 2002, Resource Management Act 1991, Building Act 2004 and Civil Defence Emergency Management Act 2002. The operative Bay of Plenty Regional Policy Statement also provides the framework for roles and responsibilities in natural hazard planning in the Bay of Plenty region.

### COASTAL FLOODING (INUNDATION)

6. Coastal flooding (inner harbour inundation and coastal inundation) is the flooding of low-lying coastal areas from the sea. Coastal flooding is particularly likely when high tides, storm surge and wave set-up occur at the same time. The extent and frequency of coastal flooding will be exacerbated by ongoing sea level rise.
7. Bay of Plenty Regional Council (BOPRC) is nearing completion of a project mapping coastal flooding along the region's shoreline (modelled by NIWA). The mapping shows inundation likely to occur during a coastal storm event, both now and in the future, considering a range of storm sizes and sea level rise scenarios.



8. Tauranga City Council previously released coastal flooding information (also modelled by NIWA) that was confined to the harbour (referred to as the inner harbour inundation mapping). This mapping will change where there is an influence of both harbour and open coast inundation (Pilot Bay) or where there have been earthworks since the original release.

### RELEASE OF COASTAL INUNDATION INFORMATION

9. BoPRC has been working with territorial authorities on the coastal flooding mapping to achieve a consistent region-wide dataset. As the project is approaching completion a joint communication strategy is under development based on informing and educating the public and landowners about the hazard.
10. The coastal inundation mapping for Tauranga City will either be hosted by BoPRC on the BayHazard Viewer or by Tauranga City Council on the Council's external GIS viewer Mapi and a map viewer that allows viewing a range of sea level rise and storm event scenarios.
11. A joint regional media release (BoPRC and territorial authorities) is planned to draw the community's attention to the information (mapping and report). This media release will also refer to inner harbour inundation and coastal erosion information for other areas, but the message will be clear that this information was previously released for Tauranga City and new information for the city mainly applies to coastal inundation.
12. Our coastal flooding webpages [www.tauranga.govt.nz/coastalflooding](http://www.tauranga.govt.nz/coastalflooding) including the coastal inundation page will be updated with links to the related technical report, maps, information leaflets and frequently asked questions.
13. Tauranga City Council will send letters (jointly with BoPRC approval) to approximately 2,000 directly affected landowners in August. These will be for properties affected by the 1% Annual exceedance probability (AEP) storm on top of the 1.25m sea level rise (Motoriki Vertical Datum) scenario, which is the scenario used in land-use planning. Letters will include information on upcoming drop-in information sessions.
14. Three drop-in information sessions will be held in August/September 2024 to provide information to the community and the opportunity for residents to speak directly with staff and technical experts.
15. Māori trusts, the Insurance Council of New Zealand (ICNZ), the Real Estate Institute of New Zealand (REINZ) and practitioners from the local developer, design, planning and building communities will be informed via electronic newsletters or email updates and information will be presented at sector meetings as required.
16. Staff will be available to answer questions from any landowner or stakeholder wishing to understand the information further.
17. Following the release of the information, reference to the mapping and information will be included in LIM reports under the Local Government Official Information and Meetings Act 1987 (LGOIMA).

### SIGNIFICANCE

18. This issue is of high significance as it affects a wide range of people and has large consequences. The release of information is of low significance as it relates to data and mapping.

### NEXT STEPS

19. The Council will continue to progress the natural hazards program with its partners, Western Bay of Plenty District Council and Bay of Plenty Regional Council.
20. Tauranga City Council plan to release natural hazards information including updated flood mapping for some areas and tsunami inundation mapping (jointly with BOPRC) over the next year.

## **ATTACHMENTS**

**Nil**

### 9.3 Approach to Preparation of Proposed Plan Change 38 - Business Land Framework

**File Number:** A15836220

**Author:** Janine Speedy, Team Leader: City Planning

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

#### PURPOSE OF THE REPORT

1. The purpose of this report is to provide an overview of the project plan to progress proposed Plan Change 38 – Business Land Framework (PPC38)

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#### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Approach to Preparation of Proposed Plan Change 38 - Business Land Framework".
- (b) Approves the proposed Plan Change 38 – Business Land Framework objectives as follows:
  - i. Give effect to the NPS-UD to provide sufficient business land for different sectors (in terms of location and land use) over the short, medium, and long term to the extent practicable.
  - ii. Develop strategic objectives and policies for the sustainable and integrated management of commercial and industrial land to ensure planning decisions support well-functioning urban environments, now and into the future.
  - iii. Establish a range of prescribed commercial and industrial zones with land use frameworks to support their respective roles.
- (c) Notes that regular progress updates will be provided to the relevant committee as the plan change progresses with the next significant milestone being options presented for direction in early 2025.

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#### EXECUTIVE SUMMARY

2. In accordance with the direction received from the Strategy, Finance and Risk Committee on 4 December 2023, staff have progressed with scoping and project planning for PPC38.
3. The primary purpose of PPC38 is to comprehensively review the commercial and industrial zones within the Tauranga City Plan (City Plan).
4. Staff have undertaken project planning for PPC38 to identify project objectives, timeframes, workstreams and risks.

#### BACKGROUND

5. There are a number of key drivers for progressing a review of the business land, including:
  - a) The lack of a clear commercial hierarchy in the City Plan;
  - b) Implementation issues with City Plan provisions raised by representatives of a number of commercial centres;
  - c) Inconsistency with the National Planning Standards structure and framework for commercial and industrial zones;

- d) Provisions within the City Plan that are no longer fit for purpose to support development in the commercial/industrial zones or alignment with strategic outcomes, such as lack of standards for end of trip facilities or ability to manage high trip generating activities on the transport network;
  - e) The need to better manage effects of industrial activities within zones and adjacent sensitive zones, including outcomes from the Mount Industrial Planning Study; and
  - f) Reviewing the spatial allocation of commercial and industrial land across the City to give effect to the NPS-UD.
6. Three key plan change objectives have been identified as follows:
- a) Give effect to the NPS-UD to provide sufficient business land for different sectors (in terms of location and land use) over the short, medium, and long term to the extent practicable.
  - b) Develop strategic objectives and policies for the sustainable and integrated management of commercial and industrial land to ensure planning decisions support well-functioning urban environments, now and into the future.
  - c) Establish a range of prescribed commercial and industrial zones with land use frameworks to support their respective roles.
7. Six workstreams have been set up within the project team to work on the preparation of PPC38.
8. Workstream 1: Strategic and Spatial and Workstream 2: Zone Provisions will be tasked with the bulk of the project and work closely together. The Strategic and Spatial workstream will determine the strategic outcomes, proposed zoning and spatial allocation across the city. This workstream will include progressing the resolutions made at the Strategy, Finance and Risk Committee on 4 December 2024 which relate to land use policy intervention identified in the Mount Industry Planning Study.
9. The Zone Provisions workstream will draft the land use framework to implement the strategic direction that has been set.
10. There are district wide matters which will be influenced and may require amendments to reflect strategic outcomes and proposed zoning relating to business land. This includes matters such as transport, noise, signage and subdivision. Workstreams 3 to 5 will manage these district wide matters. Workstream 6 will lead any urban design related matters.
11. There is the potential for some of these workstreams to become separate plan changes. As research and investigation is undertaken this year, further work will be undertaken to understand whether separate plan changes is preferred. This is largely due to the large scope of the plan change. If this is the case, direction will be sought for Council to separate some matters into a separate plan change.
12. The proposed timeframes to progress PPC38 are as follows:

Timeframe	Phase	Deliverable
2024	<ul style="list-style-type: none"> <li>Research and information gathering</li> <li>Technical assessments</li> <li>Options analysis</li> </ul>	<ul style="list-style-type: none"> <li>Complete supporting research</li> <li>Key stakeholder engagement on issues and options</li> <li>Complete technical assessments</li> <li>Options analysis and prepare discussion papers.</li> </ul>
Early 2025	<ul style="list-style-type: none"> <li>Seek direction on options</li> </ul>	<ul style="list-style-type: none"> <li>Report to the relevant committee to confirm direction on options for components of the plan change</li> </ul>

2025	<ul style="list-style-type: none"> <li>Drafting plan provisions, maps and s.32</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a full set of proposed provisions and planning maps</li> </ul>
Late 2025	<ul style="list-style-type: none"> <li>Pre-consultation</li> <li>Analysis and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Draft plan change released for tangata whenua consultation and public feedback.</li> <li>Refinements made to plan change as feedback is received.</li> </ul>
Early 2026	Notification	<ul style="list-style-type: none"> <li>Plan change released for public submissions</li> </ul>
2026-2028	Hearings	<ul style="list-style-type: none"> <li>Expert conferencing, hearings, appeals</li> </ul>

## STRATEGIC / STATUTORY CONTEXT

13. The NPS-UD requires Council to provide at least sufficient development capacity to meet expected demand for business land over the short term, medium term and long term. In relation to the short term and medium term, business land must be zoned in an operative or proposed district plan to provide sufficient capacity.
14. The Urban Form and Transport Initiative (UFTI) and draft SmartGrowth Strategy sets out the connected centres programme. A key component of the connected centres approach is to establish a commercial centres hierarchy through PPC38 to ensure that centres can thrive and meet the outcomes of UFTI. Technical work for PPC38 will need to consider commercial centres at the sub-regional level as some commercial and retail catchments will cross council boundaries. This will include working with Western Bay of Plenty District Council and reporting back to SmartGrowth to confirm direction.
15. The Housing and Business Capacity Assessment identifies a shortfall in industrial zoned land in the medium to longer term (2027-2052). Through desktop analysis undertaken as part of the preparation of the SmartGrowth Strategy, land within the Western Bay of Plenty Council are the preferred locations to meet this demand. Therefore, PPC38 will not seek to meet all business land shortfalls identified in the Housing and Business Capacity Assessment.

## FINANCIAL CONSIDERATIONS

16. There are no financial considerations associated with this report. The costs associated with preparing PPC38 are within existing Long Term Plan budgets.

## LEGAL IMPLICATIONS / RISKS

17. Proposed Plan Change 38 will need to meet all the statutory requirements of Schedule 1 of the RMA.
18. The scale of the project presents several critical risks. There remains uncertainty from central Government on the resource management reforms, in particular timing of the reforms and what changes will be made to the Resource Management Act (RMA). Council is also required to implement the National Planning Standards. The National Planning Standards presents a significant challenge to plan changes as it requires Council to implement a new formatting structure for our entire City Plan and implement definitions. This can only realistically be achieved in full through a full City Plan Review.
19. As set out above, this is a significant plan change with the number of workstreams to progress and therefore the large scope. Further work will be undertaken to understand whether separate plan changes for some of the workstreams are preferred to manage scope.
20. Through the preparation of the plan change it may be proposed to change zoning and provisions across the city, which will affect future land uses. This is likely to be opposed by some directly affected businesses. There may be other parts of the community that consider that the proposed amendments to zones and provisions do not go far enough to meet expectations of future land use.

## CONSULTATION / ENGAGEMENT

21. Consultation and engagement on PPC38 is yet to commence as the project is in the project set up phase. Consultation and engagement is a key part of the project.
22. Staff are currently gathering feedback from previous engagement processes undertaken by Council to identify issues already raised by internal teams, key stakeholders, tangata whenua and the community.

## SIGNIFICANCE

23. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
24. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
  - (a) The current and future social, economic, environmental, or cultural well-being of the district or region.
  - (b) Any persons who are likely to be particularly affected by, or interested in, the matter.
  - (c) The capacity of the local authority to perform its role, and the financial and other costs of doing so.
25. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of high significance.
26. While PPC38 is considered high significance, this report is of low significance as the purpose is to provide an overview of the proposed approach to the plan change.

## ENGAGEMENT

27. Taking into consideration the above assessment, that the matter is of high significance, officers are of the opinion that the consultation and engagement will be undertaken to meet the requirements of Schedule 1 of the RMA. Engagement will involve workshops with tangata whenua and key stakeholders to understand issues and options. Wider community engagement will occur through pre-consultation of the draft provisions and planning maps.

## NEXT STEPS

28. Commence with technical assessments to inform the drafting of provisions and section 32 evaluation report.
29. Undertake internal and external engagement on identifying issues and opportunities.
30. Progress on PPC38 will be provided through regular updates to the Strategy, Finance and Risk Committee or other relevant committees.

## ATTACHMENTS

Nil

## 9.4 Procurement Policy Review

**File Number:** A15880998

**Author:** Vicky Grant-Ussher, Policy Analyst  
Angela Murray, Team Leader: Procurement

**Authoriser:** Alastair McNeil, General Manager: Corporate Services

### PURPOSE OF THE REPORT

1. This paper outlines the issues and options identified through the scheduled three yearly review of the Council's procurement policy and presents the updated draft policy for adoption.

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### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Procurement Policy Review".
- (b) Approves the following amendments to the procurement policy:
  - (i) Lift the value at which procurements must have a documented procurement plan authorised by the procurement team, the person with delegated financial authority for the contract and relevant senior manager (tier three or above) from \$100,000 to \$250,000 (policy clause 6.7.4).
  - (ii) Lift the chief executive's delegation to approve an exemption from open competition from \$500,001 to \$3 million (policy clause 6.5).
  - (iii) Create a new category of general manager approval for an exemption from open competition for projects \$250,001 - \$500,000 (policy clause 6.5).
  - (iv) Clarify that if the council becomes aware of, or suspects, modern slavery or a breach of employment standards we will alert the appropriate authorities (policy clause 6.7.6).
  - (v) Clarify that the council (or appropriate council committee) may, by resolution, set targets, or mandatory requirements for procurement for the purpose of achieving broader outcomes (policy clause 6.2.5).
  - (vi) Clarify that to achieve public value council will monitor the performance of suppliers to ensure they are delivering on expected outcomes (policy clause 6.1.4).
  - (vii) Clarify that the procurement policy does not apply to development agreements and instead procurement expectations for developers will be set out in the development agreement (policy scope).
  - (viii) Update material within the policy to reflect updates to the strategic direction, relevant legislation and minor edits to improve readability (policy clause 4.1, 6.1.4, 6.2.4, 6.2.5, 6.7.6 and references section).
- (c) Approves the adoption of the updated procurement policy included as Attachment One to this report.
- (d) Delegates any minor or presentational changes required to the policy prior to the publication of the policy to the General Manager Corporate Services.

## EXECUTIVE SUMMARY

2. The procurement policy is due for its scheduled three-year review. As part of the review, we sought feedback from the procurement team, project management groups within Council, the Risk Team, Finance Team and the Sustainability and Waste Team.
3. Overall feedback suggests the policy is working well. Some minor issues were highlighted that could be addressed to update and improve the policy including:
  - (a) Increasing procurement limits to reflect inflation effects and the increased scale of the projects the council needs to deliver.
  - (b) Clarifying several matters including:
    - That if the council becomes aware of, or suspects, modern slavery or a breach of employment standards we will alert the appropriate authorities.
    - That the Council (or appropriate Council committee) may, by resolution, set targets, or mandatory requirements for procurement for the purpose of achieving broader outcomes.
    - That to achieve public value the Council will monitor the performance of suppliers to ensure they are delivering on expected outcomes.
    - That the procurement policy does not apply to development agreements and instead procurement expectations for developers will be set out in the development agreement.
  - (c) Updating material within the policy to reflect updates to the strategic direction, relevant legislative changes and other minor edits to improve readability.

## BACKGROUND

4. The procurement policy outlines the principles and concepts that apply to all Council procurement to ensure all products, services and works are fit for purpose, value for money and are bought using commercially astute and appropriate processes.
5. The procurement manual sits alongside the policy to provide staff with information on how to apply the principles and concepts within the procurement processes of Council.
6. On 16 October 2023, the Council agreed to set social procurement targets and include mandatory requirements in tenders with the aim of achieving broader outcomes from procurement [CO19/23/5 refers]. The report noted that the procurement policy would be updated to reflect these changes.

## STRATEGIC / STATUTORY CONTEXT

7. The procurement policy supports staff to meet their obligations under the Local Government Act 2002. The policy sets out relevant concepts and principles to support staff to meet these obligations.
8. The procurement policy also contributes towards the council's strategic direction through requiring staff to consider sustainability outcomes and the broader outcomes that can be achieved through procurement.

## OPTIONS ANALYSIS

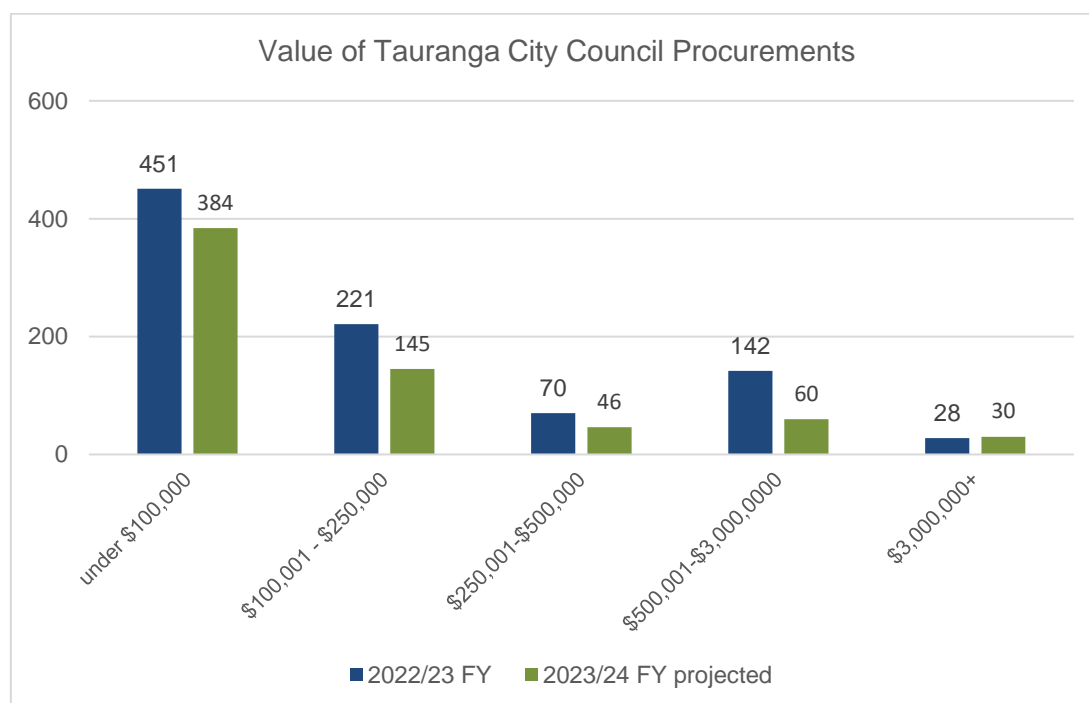
### Procurement limits

9. The attached draft policy suggests a range of adjustments to procurement limits and categories to allow for the efficient delivery of projects whilst ensuring appropriate governance oversight and to reflect increased inflation.
10. Since the last policy review the Council has invested in lifting the Council's project management maturity in order to respond to the increased size and scale of the capital



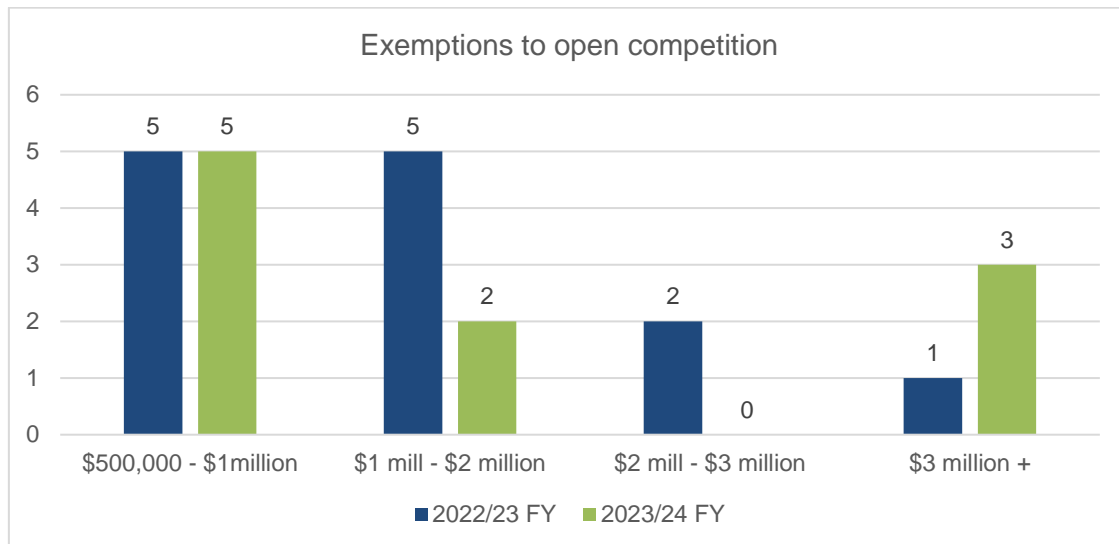
programme ahead of the Council. A breakdown of the current number of projects by value is provided in Figure One.

11. Adjusting the procurement limits to recognise this increased maturity and the scale of the investment ahead will ensure that governance oversight is focussed on procurement where it will have the most value. Reducing the level of approval required for low to medium value projects will allow for greater efficiency allowing projects to deliver faster.
12. The proposed changes:
  - Lift the value at which procurements must have a documented procurement plan authorised by the procurement team, the person with delegated financial authority for the contract and relevant senior manager (tier three or above) from \$100,000 to \$250,000.
  - Lift the chief executive's delegation to approve an exemption from open competition from \$500,001 to \$3 million in line with other similar sized councils (see Figure Three).
  - Creates a new category of general manager approval for an exemption from open competition for projects \$250,001- \$500,000.
13. Figure One: Tauranga City Council projects by value



*\* Note that figures in the 2022/23 Financial year may be higher than typical due to a backlog of procurements being added to the register in this year. The 2023/24 figures include projected figures for the last two months of the 2023/24 year.*

## 14. Figure Two: Exemptions to Open Competition



*\*Note that figures in the 2022/23 Financial year may be higher than typical due to a backlog of procurements being added to the register in this year. The 2023/24 figures are as at 24 April 2024. The values shown are based on the Total Potential Values of the contract.*

## 15. Figure Three: Chief Executive Procurement Limits

Council	Population Size (approx. based on census 2018)	Chief Executive Delegation Limit
Tauranga City	136,000	\$500,000 current \$3 million proposed
Hamilton City	160,911	\$3 million
Christchurch City	369,000	\$15 million (with expectation that amounts over \$10 million be reported to a committee)
Palmerston North	85,000	\$320,000
Napier City	62,000	\$5 million
Hastings District	81,000	\$10 million

**16. Table One: Procurement Limit Options**

Option	Advantages	Disadvantages
Option One: No changes to Status Quo procurement limits	<ul style="list-style-type: none"> <li>Retains high level of governance oversight over the decision to not use open competition for medium value projects (\$500,000 - \$3 million)</li> <li>Retains a high level of documentation and scrutiny for projects between \$100,000 to \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>Given the scale of the capital programme ahead of Council, requiring governance oversight on a significant number of projects may reduce efficiency</li> <li>The impacts of inflation are not addressed</li> <li>Not reflective of similar sized councils' approaches to procurement</li> </ul>
Option Two: Update the procurement limits as per draft policy (and summarised in paragraph 12 of this report)  <b>Recommended</b>	<ul style="list-style-type: none"> <li>May increase efficiency for low and medium value projects due to more streamlined approvals</li> <li>The impacts of inflation are addressed</li> <li>Reflective of similar sized councils' approaches to procurement</li> </ul>	<ul style="list-style-type: none"> <li>Retains high level of governance oversight over the decision to not use open competition for medium value projects</li> <li>Reduces the level of documentation and scrutiny for projects between \$100,000 to \$200,000</li> </ul>

**Clarifications and updates**

17. Following consultation with staff it was identified that a number of clarifications would be useful to better explain the council's expectations. Recommendations include clarifying:
- That if the Council becomes aware of, or suspects, modern slavery or a breach of employment standards we will alert the appropriate authorities (policy clause 6.7.6).
  - That the Council (or appropriate council committee) may, by resolution, set targets, or mandatory requirements for procurement for the purpose of achieving broader outcomes (policy clause 6.2.5).
  - That to achieve public value council will monitor the performance of suppliers to ensure they are delivering on expected outcomes (policy clause 6.1.4).
  - That the procurement policy does not apply to development agreements and instead procurement expectations for developers will be set out in the development agreement (policy scope).
18. Since the last review the Council has adopted a new strategic direction which outlines how the council plan to support a number of community outcomes and how as a council we will operate. Changes are recommended to the policy to better reflect this direction, relevant legislation updates and minor edits to improve readability (policy clause 4.1, 6.1.4, 6.2.4, 6.2.5, 6.7.6 and references section).

**19. Table Two: Proposed clarifications and updates**

Option	Advantages	Disadvantages
Option One: No changes to Status Quo policy	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• The Council's position on several matters is unclear</li> <li>• References in the policy will be dated</li> </ul>
Option Two: Include the clarifications and updates in the attached policy (and summarised in paragraph 17-18 of this report)	<ul style="list-style-type: none"> <li>• Clarifies council position on several matters</li> <li>• Updates references in the policy</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

**FINANCIAL CONSIDERATIONS**

20. There are no financial impacts from updating the policy.

**LEGAL IMPLICATIONS / RISKS**

21. Increases to procurement limits are considered proportionate to other similar sized councils.
22. Clarifying how the Council will respond if it becomes aware of, or suspects, modern slavery or a breach of employment standards ensures that the Council position is clear should the draft legislation on modern slavery continue to progress.

**SIGNIFICANCE**

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

**ENGAGEMENT**

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

**NEXT STEPS**

27. Following the committee's approval, the council website, delegation manual and procurement manual will be updated to reflect the changes alongside internal communications to staff.

**ATTACHMENTS**

1. **Procurement Policy - A15768497**  



## PROCUREMENT POLICY 2021<sup>4</sup>



<b>Policy type</b>	City		
<b>Authorised by</b>	Council		
<b>First adopted</b>	15 June 2011	<b>Minute reference</b>	<b>M11/39.01</b>
<b>Revisions/amendments</b>	10 April 2012 9 October 2012 9 November 2015 28 July 2016 29 March 2021 TBC	<b>Minute references</b>	M12/17.2 M12/65.3 M15/79.7 M16/49.4 CO4/21/6
<b>Review date</b>	This policy will be reviewed every three years or earlier if required.		

### 1. PURPOSE

- 1.1 To support Council to achieve public value through consideration of broader outcomes and ensuring value for money and fit for purpose products, services, or works.
- 1.2 To establish a clear framework of good procurement practice, accountability, and sustainability that supports a consistent approach to procurement across the council organisation.

### 2. SCOPE

- 2.1 The policy applies to all procurement of any value for products, services, or works, undertaken by or on behalf of Tauranga City Council.
- 2.2 The policy does not apply to the following activities:
  - employment (excluding the engagement of contractors and consultants to supply services)
  - the acquisition, disposal or lease of land or buildings (except the design, construction or refurbishment of buildings)
  - disposals and sales of Council assets
  - investments, loans, guarantees, or other financial instruments
  - gifts, donations and grants
  - acquisition of art and similar unique items of interest
  - licences and agreements regarding commercial operations carried out by third parties (traders) on Council property
  - non-contractual agreements between public sector agencies, such as memorandums of understanding

- development agreements made under 207A-F of the Local Government Act (any procurement expectations will be set out within the development agreement)
- statutory or ministerial appointments.

- 2.3 Council may depart from this policy to undertake urgent procurement required to provide emergency assistance and welfare relief. ~~In the context of this policy an emergency is defined as an event which results in one or more of the following:~~
- ~~• employees, public, supplier, property or equipment being placed in immediate risk~~
  - ~~• standards of health, welfare or safety having to be re-established without delay~~
  - ~~• the significant impairment of the Council's delivery if the Council failed to respond promptly~~
  - ~~• emergency works authorised under section 330 of the Resource Management Act 1991~~
  - ~~• a declared or undeclared response to an emergency as defined in the Civil Defence and Emergency Management Act 2002.~~
- 2.4 Any departure from this policy due to an emergency must be fully justified and documented during or after the event. A lack of planning does not constitute an emergency for the purposes of this policy.

### 3. DEFINITIONS

Term	Definition
All of Government (AOG) Deal	a supply arrangement established by the Crown for selected common products and services purchased across Government.
Broader outcomes	the secondary benefits that are generated from the procurement activity. They can be environmental, social, economic or cultural benefits.
Closed competition	where a limited number of known suppliers are invited to respond to a contract opportunity. The invitation is not openly advertised.
Council	Tauranga City Council - the elected member body representing Tauranga City
Direct Procurement	where a single supplier is approached and engaged to provide products, services or works. The contract opportunity is not advertised.
Emergency	<p>an event which results in one or more of the following:</p> <ul style="list-style-type: none"> <li>• employees, public, supplier, property or equipment being placed in immediate risk</li> <li>• standards of health, welfare or safety having to be re-established without delay</li> <li>• the significant impairment of the Council's delivery if the Council failed to respond promptly</li> </ul>

Term	Definition
	<ul style="list-style-type: none"> <li>emergency works authorised under section 330 of the Resource Management Act 1991</li> <li>a declared or undeclared response to an emergency as defined in the Civil Defence and Emergency Management Act 2002.</li> </ul>
Employment standards	the set of minimum standards that employers must comply with under various employment laws. These standards set out certain rights for employees and obligations that employers must meet and include entitlements such as being paid at least the minimum wage; being provided annual leave and holiday pay; and being paid wages that have not had illegal deductions.
Framework Agreement	an umbrella agreement which governs the relationship between Tauranga City Council and the supplier(s). It sets out the terms and conditions which the parties agree to contract on in the event that the supplier is allocated a contract for supplying the covered goods, services or works.
Market Engagement Approach	a formal process of inviting potential suppliers to make a submission to supply Council with products, services or works. Submissions sought from suppliers are typically in the form of tenders, quotes, proposals or registrations of interest. The process used in the market engagement involves Open Competition, Closed Competition or Direct Procurement.
Modern Slavery	This broadly encompasses exploitative situations that a person cannot leave due to threats, violence, coercion, deception, and/or abuse of power. Including the legal concepts of forced labour, debt bondage, forced marriage, slavery and slavery like practices, and human trafficking.
Open Competition	a competitive procurement process where all potential suppliers in a market are offered an opportunity to respond to a supply opportunity.
Panel	a list of suppliers which AOG or Tauranga City Council has pre-approved, via an open competitive process to supply particular goods, services or works.
Procurement	all aspects of acquiring and delivering products, services and works.
Public Value	public value means the best available result for the money spent. It includes using resources effectively, economically, and responsibly, and taking into account the purpose of local government and the total costs and benefits of a procurement (total cost of ownership). The principle of public value when procuring goods, services or works means selecting based on the best possible outcome for the total cost of ownership (over the whole-of-life of the goods, services or works) rather than solely on the lowest price.
Supply Arrangement	an arrangement between Tauranga City Council and a supplier for the provision of products, services or works.



Term	Definition
Sustainable Procurement	securing products, services, or works in a way which recognises the whole of life costs, benefits of the goods or service and delivers broader outcomes for the local Tauranga community, economy and environment.
Tauranga City Council	Tauranga City Council or any person authorised or delegated to act on its behalf.
Total Value	the value of the Supply Arrangement over its entire term, including all renewal periods (where applicable). Where the Supply Arrangement is governed by separate contracts, the total value of the supply arrangement is the combined value of all the contracts.

#### 4. STRATEGIC PROCUREMENT OBJECTIVES

- 4.1 The following strategic procurement objectives support the achievement of public value. The objectives include encouraging procurement that:
- demonstrates a positive local economic outcome
  - creates high quality, local employment opportunities
  - creates opportunities to increase access to local training and education programmes that benefit local industry
  - demonstrates a positive environmental impact and where possible ensures that any potential negative environmental and social impacts are prevented, minimised, or mitigated
  - encouraging procurement that supports the goal of the Waste Management and Minimisation Plan (WMMP) supports efficient waste management by considering the whole life cycle of a product or service to avoid waste that ends up in landfill
  - supports a transition to a low carbon economy and builds resilience to impacts of climate change
  - recognises suppliers that pay a living wage.

#### 5. PRINCIPLES

- 5.1 The following principles support the objectives in 4.1 and underpin procurement at Tauranga City Council:
- Achieve public value.
  - Be sustainable.
  - Work together.
  - Act in a fair and transparent manner.

## **6. POLICY STATEMENT**

### **6.1 Achieve public value**

- 6.1.1 Public value is achieved by considering the contribution the goods, services or works make to achieving Tauranga City Council's community outcomes, strategic direction, and the strategic objectives for procurement included in this policy.
- 6.1.2 Achieving public value requires Tauranga City Council to promote open and effective competition between capable suppliers.
- 6.1.3 Achieving public value also requires consideration of the costs and benefits over the lifetime of the goods, services or works, being open to new and innovative solutions and seeking opportunities to promote local outcomes.
- 6.1.4 The Tauranga City Council will monitor the performance of suppliers during the procurement to ensure they are delivering on expected outcomes.

### **6.2. Be Sustainable**

- 6.2.1 All procurement decisions must consider how the procurement will positively impact the economic, environmental, social and cultural well-being of Tauranga. Broader outcomes are identified early in the project and procurement planning stages. Procurement assessments will not always default to the cheapest solution at the cost of promoting social, economic, environmental, or cultural outcomes.
- 6.2.2 Sustainable procurement principles will be considered when planning and undertaking all procurement, including when undertaking cost-benefit analyses or weighted attributes assessments of potential goods and service suppliers.
- 6.2.3 Delivering broader outcomes requires consideration of how to effectively involve small to medium-sized businesses, Māori and Pacific businesses and social enterprises in procurement opportunities.
- 6.2.4 The Tauranga City Council actively seeks to deliver equitable outcomes, build climate resilience, and reduce emissions.
- 6.2.5 The Council may by resolution set targets, or mandatory requirements, for procurement for the purpose of encouraging broader outcomes. Any targets or requirements set will be outlined in Schedule three of this policy. Procurement within scope of the target for influenceable spend will still need to adhere to requirements set out in 6.1.1-6.1.4 above.
- 6.2.6 Tauranga City Council encourages suppliers it works with to have a sustainability policy.

### **6.3 Work Together**

- 6.3.1 Tauranga City Council values effective and honest relationships with suppliers and other stakeholders involved in procurement activities. Developing long term and mutually beneficial relationships with potential suppliers will support Tauranga City Council in achieving public value.
- 6.3.2 Tauranga City Council acknowledges that procurement processes can be time-consuming and costly for suppliers. Tauranga City Council will endeavour to design its market engagement approaches and processes so that it is easy to do business with.

- 6.3.3 Tauranga City Council will consider collaboration with other similar organisations and its council-controlled organisations when planning procurement.
- 6.3.4 Tauranga City Council actively seeks and supports innovative, agile, and collaborative supply arrangements from the supply market.
- 6.3.5 Tauranga City Council recognises its role in supporting suppliers (particularly new or local suppliers) to become familiar with its procurement processes to ensure ongoing competition in the market and to support local broader outcomes.

#### 6.4 Act in a fair and transparent manner

- 6.4.1 Tauranga City Council remains impartial and actively identifies and manages any actual or perceived conflicts of interest. All employees, consultants, and contractors involved in procurement processes must register any actual, potential, or perceived conflicts of interest.
- 6.4.2 Tauranga City Council will meet its legislative requirements under the Health and Safety at Work Act 2015. All suppliers who undertake contract works that present a health and safety risk must be pre-qualified under Tauranga City Council's approved health and safety requirements.
- 6.4.3 Tauranga City Council will not intentionally avoid applying the open competition requirement by dividing a planned procurement into separate components.

#### 6.5 Financial thresholds and exemptions

Procurement Value (excluding GST)	Procurement Method	Conditions and exemptions
\$0 to \$250,000 (excluding GST)	Staff may use direct procurement, closed competition or open competition*.	For the avoidance of doubt open competition is still possible at these amounts, and the higher the value, the more consideration should be given to open competition (in accordance with the principles of this policy). Staff should also consider workload and impact on the supplier market when considering use of open competition processes for lower value procurements.
\$250,001 to \$500,000 (excluding GST)	Open competition is required unless exemption approved by the <del>Chief Executive</del> relevant General Manager.	The use of direct procurement or closed competition must meet one or more of the valid exceptions to open competition listed in schedule one to this policy.
\$500,001 to \$3,000,000 (excluding GST)	Open competition is required unless exemption approved by the Chief Executive.	The use of direct procurement or closed competition must meet one or more of the valid exceptions to open competition listed in schedule one of this policy.
Total value greater than <del>\$500,000</del> \$3,000,000 (excluding GST)	Open competition is required unless exemption approved by Council.	Council (or a subordinate Council decision-making body delegated authority for approving financial expenditure) may determine the use of direct procurement or closed competition. The use of direct or closed procurement must meet one or more of the valid exceptions to open competition listed in schedule one to this policy.

## 6.6 Variations

- 6.6.1 All variations to agreed supply arrangements must meet the criteria outlined at schedule two of this policy and follow the process outlined in the Procurement Manual.

## 6.7 Other matters

- 6.7.1 Where the procurement is part-funded by ~~Waka Kotahi~~ New Zealand Transport Agency – **Waka Kotahi**, agreement from the Agency is required before applying this policy, including the financial thresholds for direct appointment and closed competition.
- 6.7.2 The participation in and use of all of government (AOG) deals or syndicated deals (where a group of organisations with common needs have aggregated their requirements under a single contract) satisfies the requirement for open competition where the applicable deal was established as a result of an open competitive procurement process.
- 6.7.3 The use of an AOG or Tauranga City Council panel of suppliers or framework agreement satisfies the requirement for open competition where it was established as a result of an open competitive process.
- 6.7.4 All procurements over ~~\$100,000~~ **\$250,000** (excluding GST), or determined to be high risk and high complexity, must have a documented procurement plan authorised by the Procurement Team, the person with delegated financial authority for the contract and relevant senior manager (tier three or above).

*Note: Please refer to the Procurement Manual for guidance on what may be a high risk and high complexity procurement.*

- 6.7.5 Throughout the procurement process, risk must be identified and managed in accordance with the Risk Management Policy.
- 6.7.6 **If through the procurement the Tauranga City Council becomes aware of, or suspects, modern slavery or a breach of employment standards the Tauranga City Council will alert the appropriate authorities.**

## 7. RELEVANT DELEGATIONS

- 7.1 The Chief Executive or their sub-delegate is delegated authority to implement this policy.
- 7.2 **The Chief Executive or their sub-delegate is delegated to update Schedule Three of this policy to include any resolutions made by Council under clause 6.2.5**

## 8. REFERENCES AND RELEVANT LEGISLATION

- Local Government Act 2002
- **Climate Change Response Act 2002**
- Land Transport Management Act 2003
- Health and Safety at Work Act 2015
- Civil Defence and Emergency Management Act 2002
- Government Policy Statement on **Land** Transport
- The Ministry of Business, Innovation and Employment's (MBIE) Government Procurement Rules: rules for sustainable and inclusive procurement and the Principles of Government Procurement

- The Office of the Auditor-General's (OAG) Procurement Guidance for Public Entities 2008
- The NZTA Procurement Manual for activities funded through the National Land Transport Programme
- NZS 3910:2013 – Conditions of contract for building and civil engineering construction.
- Construction Sector Accord.

**9. ASSOCIATED POLICIES/PROCEDURES**

- Procurement Manual
- Risk Management Policy
- Sensitive Expenditure Policy
- Significance and Engagement Policy
- Staff Financial Delegations
- Tauranga City Council Corporate Conflicts of Interest Policy
- Waste Management and Minimisation Plan

## 10. SCHEDULES

### Schedule one: Valid reasons for exemption to open competition

Valid reasons for exemption to open competition
If only one supplier, or certain suppliers are able to meet highly specialised or technical requirements and it can be verified that there are no reasonable alternatives.
If only one supplier, or certain suppliers are in a unique position to minimise cost or risks and it can be verified that there are no other reasonable alternatives to minimise cost or risk.
If a certain supplier or suppliers are in a unique position to assist Council achieve a strategic objective and it can be verified that there are no reasonable alternatives.
If no acceptable responses were received through open competition for the same core requirements, carried out within the last 12 months.
If the products, services or works are an addition to, and necessary for the complete delivery of an existing supply arrangement, provided that; the original supply arrangement was openly advertised; and a change of supplier cannot be made for economic, technical or practical reasons.
If the purchase is for a prototype for research, experiment, study or original development.
Products purchased on a commodity market.
Procurement in exceptionally advantageous conditions that only exist for the very short term.
The contract is awarded to the winner of a design contest.

### Schedule two: Valid reasons to approve a variation

Valid reasons to approve a variation
Whilst undertaking a properly procured contract for Council it becomes apparent that an extension/variation to the scope of contract would provide significant economic, logistical and/or timing benefits.
A justifiable change in project scope.
Where an Engineer's variation is recommended under a New Zealand Standard 3910 building and engineering construction contract.

**Schedule three: Council resolutions made to set targets or mandatory requirements to support broader outcomes**

Date	Target or mandatory requirements	Resolution reference
16 October 2023	Supports a target of at least 5% of the value of all influenceable spend to be awarded to Māori and Pasifika businesses and supports work to significantly increase engagement and support of social enterprises.	CO19/23/1
16 October 2023	Approves mandating the inclusion of broader outcomes in all tenders going out to market. This can be either incorporating as a mandatory requirement in lowest price conforming tenders or as a compulsory attribute to be included in weighted attributes processes (minimum 10% weighting).	CO19/23/2



## 9.5 Annual Residents Survey Report - Wave 3, 2023/24

**File Number:** A15772945

**Author:** Kathryn Hooker, Corporate Planner

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

### PURPOSE OF THE REPORT

1. The purpose of this report is to provide an overview of the results from the Annual Residents Survey for the third quarter (Wave 3).

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### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Annual Residents Survey Report - Wave 3, 2023/24".

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### EXECUTIVE SUMMARY

2. This report, along with the material in attachment one, provides a high-level summary of the Wave 3 results of the Annual Residents Survey.

### BACKGROUND

3. The Annual Residents Survey allows Council to better understand the community's perception and satisfaction with Council, its services, functions and activities.
4. 159 surveys via a post to online method, have been undertaken with Tauranga City residents. An invitation letter, containing an embedded link to an online survey, was sent to a random selection of residents, sourced from the Electoral Roll, with a subsequent reminder follow up.
5. Wave 3 fieldwork was conducted from 37 February 2024 to 6 March 2024.

### STRATEGIC / STATUTORY CONTEXT

6. The Annual Residents' Survey allows effective monitoring of performance and insights to be gained to inform future planning.

### DISCUSSION

7. The results of the key performance indicators include:
  - For 2023/24 **overall performance**, 26% of respondents are satisfied or very satisfied with Tauranga City Council in general, down from 40% in 2022/23.
  - Reputation measures the community's perception of four key areas – leadership, faith and trust, financial management and quality of services/facilities. For 2023/24 **reputation**, 21% of respondents are satisfied or very satisfied with Tauranga City Council in general, down from 29% in 2022/23.

- Within reputation, there is the measure in terms of respondent's **trust** in Council, the year-to-date result is that 21% of respondents are satisfied or very satisfied, down from the full year result for 2022/23 which was 30%.
- For 2023/24 overall **value for money**, 36% of respondents are satisfied or very satisfied with Tauranga City Council in general, down from 38% full year result of 2022/23.
- A summary of the rest of the high-level survey results of the 2023/24 full year compared to 2022/23, and their trend is summarised in the table below:

Measure	2022/23 result	2023/24 result	Trend
Overall performance	40%	26%	▼
Overall image and reputation	29%	21%	▼
Overall value for money	38%	36%	▼
Overall core services deliverables	60%	59%	▼
Overall water management	56%	62%	▲
Overall road and footpaths	32%	25%	▼
Overall waste management	71%	71%	-
Overall outdoor spaces	68%	74%	▲
Overall public facilities	71%	70%	▼

## OPTIONS ANALYSIS

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

## LEGAL IMPLICATIONS / RISKS

9. There are no legal implications or risks associated with this report.

## CONSULTATION / ENGAGEMENT

10. This report is made public.

## SIGNIFICANCE

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

**ENGAGEMENT**

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

**NEXT STEPS**

15. The final wave (Wave 4) for 2023/24 is due to be collected during May - June 2024 with the results scheduled to be reported to this committee in August 2024.

**ATTACHMENTS**

1. **Annual Residents Survey 2023\_24 Wave 3 - Performance Report - A15844100** [↓](#) 

## Annual Residents Survey

Wave three: 07 February 2024 - 06 March 2024



### Introduction

The Annual Residents Survey measures the perceptions of residents regarding various aspects of services that Council provides. The results of this survey feed into the Tauranga City Council Long-term Plan reporting process and allow Council to assess the performance of the Council against a set of pre-determined actions and performance levels.

#### What does this report show?

This report summarises the responses received from the third wave of Tauranga City Council's 2022/23 annual residents survey. In this wave, 147 people responded. A final wave will be undertaken in May 2023; with a goal of a minimum of receiving feedback from at least 600 responses in total across all waves.

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

#### Research Objectives:

- To determine residents' satisfaction with various Council services and facilities.
- To determine residents' perceptions about aspects of living, working, and playing in Tauranga.
- To identify progress towards Key Performance Indicators (KPIs) in Council's Annual Report.
- To assess trends in perceptions and satisfaction through comparisons with previous survey results.

#### Methodology:

The 2023/24 annual study will target 600 responses from the residents in the Tauranga City Council area, with approximately 150 per wave.

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

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

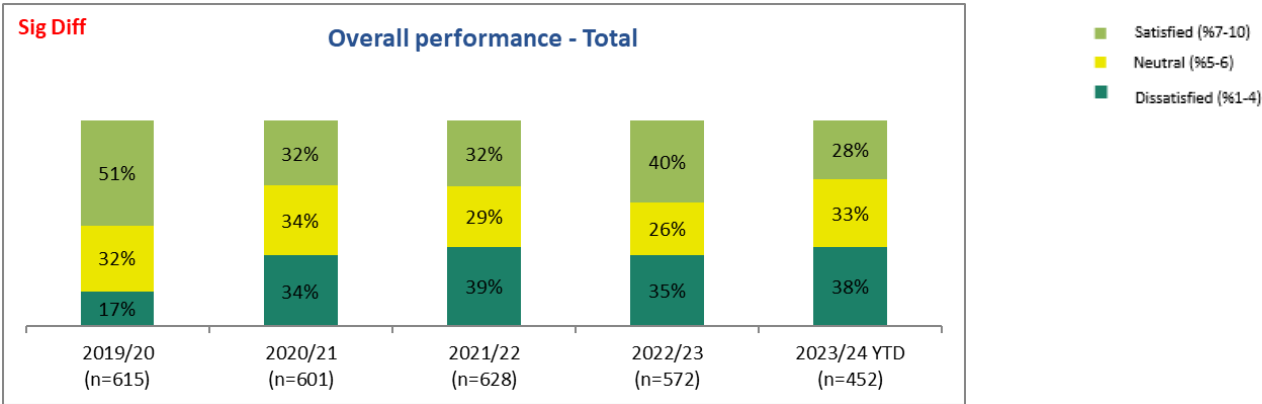
Data collection is taking place in four waves between September 2023 and May 2024 to align with the quarterly reporting of the non-financial performance targets.

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

Overall Performance

Overall Performance – YTD 2023/24 = 28%

Results



Overall, the results for Performance year on year have declined.

- However, while the year-on-year results are still not looking that good, the wave-on-wave results show great improvements, especially with the roading and quality of services (overall reputation).

Declining satisfaction trends YTD worth noting are below:

- Image and reputation – + 2% seen from Wave 2 to Wave 3, with leadership, trust, financial management, quality of services and leadership of Commissioners all improving.
- Overall value for money- +1% seen from Wave 2 and Wave 3 all areas excepting annual rates are fair and reasonable, have improved.
- Roading and footpaths - +10% seen from Wave 2 to Wave 3, levels of safety when driving on roads showed the greatest improvement.
- Core service deliverables - +7% seen from Wave 2 to Wave 3.

Increasing satisfaction trends YTD are below from:

- Outdoor spaces increased in satisfaction by +5%.
- Water management also saw an increase in satisfaction by +2%.

Further details on these are contained hereunder.

## Summary of key measures

▼ Trending down   ▲ Trending up   = No Change

■ Satisfied (%7-10)  
■ Neutral (%5-6)  
■ Dissatisfied (%1-4)

Measure/Result	Comments	Graph																																																				
<div>▼ Overall image and reputation</div> <div>Wave three 2023/24: 25%</div>	<div>The YTD result shows a decline in the overall image and reputation of Council from full year result for 2023/24.</div> <div>However there have been improvements in all areas from Wave 2 to Wave 3.</div> <div>Sub-drivers for this measure include:</div> <table><thead><tr><th></th><th>Result</th><th>YTD Result</th><th>Trend</th></tr><tr><th>Driver</th><th>22/23</th><th>23/24</th><th></th></tr></thead><tbody><tr><td>Overall</td><td>29%</td><td>23%</td><td>▼</td></tr><tr><td>Leadership</td><td>34%</td><td>25%</td><td>▼</td></tr><tr><td>Trust</td><td>30%</td><td>23%</td><td>▼</td></tr><tr><td>Financial Management</td><td>24%</td><td>17%</td><td>▼</td></tr><tr><td>Quality of services</td><td>46%</td><td>38%</td><td>▼</td></tr></tbody></table>		Result	YTD Result	Trend	Driver	22/23	23/24		Overall	29%	23%	▼	Leadership	34%	25%	▼	Trust	30%	23%	▼	Financial Management	24%	17%	▼	Quality of services	46%	38%	▼	<div>Sig Diff</div> <div>Overall image and reputation - Total</div> <table><thead><tr><th>Year</th><th>Satisfied (%)</th><th>Neutral (%)</th><th>Dissatisfied (%)</th></tr></thead><tbody><tr><td>2019/20 (n=587)</td><td>37%</td><td>31%</td><td>32%</td></tr><tr><td>2020/21 (n=583)</td><td>19%</td><td>24%</td><td>57%</td></tr><tr><td>2021/22 (n=616)</td><td>23%</td><td>26%</td><td>52%</td></tr><tr><td>2022/23 (n=539)</td><td>29%</td><td>21%</td><td>50%</td></tr><tr><td>2023/24 YTD (n=432)</td><td>23%</td><td>21%</td><td>56%</td></tr></tbody></table>	Year	Satisfied (%)	Neutral (%)	Dissatisfied (%)	2019/20 (n=587)	37%	31%	32%	2020/21 (n=583)	19%	24%	57%	2021/22 (n=616)	23%	26%	52%	2022/23 (n=539)	29%	21%	50%	2023/24 YTD (n=432)	23%	21%	56%
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	Water rates fair and reasonable	44%	38%	▼																									
	Invoicing clear and correct	70%	72%	▲																									
	Payment arrangements fair and reasonable	75%	67%	▼																									
▼ Overall core service deliverables	The YTD results for satisfaction of core service deliverable has declined slightly when compared to results from 2022/23.				<div>Core service deliverables - Total</div> <table><caption>Core service deliverables - Total</caption><thead><tr><th>Year</th><th>Satisfied</th><th>Dissatisfied</th><th>Not Satisfied</th></tr></thead><tbody><tr><td>2019/20 (n=621)</td><td>66%</td><td>23%</td><td>11%</td></tr><tr><td>2020/21 (n=601)</td><td>59%</td><td>28%</td><td>13%</td></tr><tr><td>2021/22 (n=626)</td><td>56%</td><td>28%</td><td>15%</td></tr><tr><td>2022/23 (n=576)</td><td>60%</td><td>27%</td><td>13%</td></tr><tr><td>2023/24 YTD (n=437)</td><td>57%</td><td>26%</td><td>17%</td></tr></tbody></table>	Year	Satisfied	Dissatisfied	Not Satisfied	2019/20 (n=621)	66%	23%	11%	2020/21 (n=601)	59%	28%	13%	2021/22 (n=626)	56%	28%	15%	2022/23 (n=576)	60%	27%	13%	2023/24 YTD (n=437)	57%	26%	17%
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Wave three 2022/23: 54%	However, good improvement of 7% was seen from Wave 2 to Wave 3.																												
▲ Overall water management	The YTD results for satisfaction with overall water management deliverable has increased slightly when compared to results from 2022/23.																												
Wave three 2022/23: 54%	Quality of drinking water has improved from Wave 2 to Wave 3 by 11%.																												



Measure/Result	Comments	Graph																																																
	<p>Suggestions received around incentives and new systems for household grey water waste, rainwater collection systems and new developments focused on water conservation.</p> <p>Sub-drivers for this measure include:</p> <table><tr><th></th><th>Result</th><th>YTD Result</th><th>Trend</th></tr><tr><th>Driver</th><th>22/23</th><th>23/24</th><th></th></tr><tr><td>Overall</td><td>56%</td><td>58%</td><td>▲</td></tr><tr><td>Protection from flooding</td><td>65%</td><td>65%</td><td>=</td></tr><tr><td>Quality of drinking water</td><td>69%</td><td>73%</td><td>▲</td></tr></table>		Result	YTD Result	Trend	Driver	22/23	23/24		Overall	56%	58%	▲	Protection from flooding	65%	65%	=	Quality of drinking water	69%	73%	▲	<p>Overall water management - Total</p> <table><thead><tr><th>Year</th><th>Green (%)</th><th>Yellow (%)</th><th>Dark Green (%)</th></tr></thead><tbody><tr><td>2019/20 (n=560)</td><td>70%</td><td>21%</td><td>10%</td></tr><tr><td>2020/21 (n=550)</td><td>61%</td><td>23%</td><td>16%</td></tr><tr><td>2021/22 (n=581)</td><td>55%</td><td>29%</td><td>17%</td></tr><tr><td>2022/23 (n=522)</td><td>56%</td><td>25%</td><td>19%</td></tr><tr><td>2023/24 YTD (n=416)</td><td>58%</td><td>31%</td><td>11%</td></tr></tbody></table>	Year	Green (%)	Yellow (%)	Dark Green (%)	2019/20 (n=560)	70%	21%	10%	2020/21 (n=550)	61%	23%	16%	2021/22 (n=581)	55%	29%	17%	2022/23 (n=522)	56%	25%	19%	2023/24 YTD (n=416)	58%	31%	11%				
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<p>▼ Overall Road and footpaths</p> <p>Wave three 2023/24: 37%</p>	<p>A slight decrease in satisfaction when the YTD result for 2023/24 is compared against the full year to date result of 2022/23.</p> <p>However improvements were seen in all areas from Wave 2 to Wave 3.</p> <p>Sub-drivers for this measure include:</p> <table><tr><th></th><th>Result</th><th>YTD Result</th><th>Trend</th></tr><tr><th>Driver</th><th>22/23</th><th>23/24</th><th></th></tr><tr><td>Overall</td><td>32%</td><td>29%</td><td>▼</td></tr><tr><td>Safety when cycling on roads and cycleways</td><td>37%</td><td>43%</td><td>▲</td></tr><tr><td>Safety on footpaths</td><td>60%</td><td>63%</td><td>▲</td></tr><tr><td>General cleanliness</td><td>58%</td><td>65%</td><td>▲</td></tr></table>		Result	YTD Result	Trend	Driver	22/23	23/24		Overall	32%	29%	▼	Safety when cycling on roads and cycleways	37%	43%	▲	Safety on footpaths	60%	63%	▲	General cleanliness	58%	65%	▲	<p>Overall road and footpaths - Total</p> <table><thead><tr><th>Year</th><th>Green (%)</th><th>Yellow (%)</th><th>Dark Green (%)</th></tr></thead><tbody><tr><td>2019/20 (n=634)</td><td>51%</td><td>29%</td><td>21%</td></tr><tr><td>2020/21 (n=612)</td><td>48%</td><td>27%</td><td>26%</td></tr><tr><td>2021/22 (n=659)</td><td>44%</td><td>27%</td><td>30%</td></tr><tr><td>2022/23 (n=597)</td><td>32%</td><td>32%</td><td>36%</td></tr><tr><td>2023/24 YTD (n=466)</td><td>29%</td><td>22%</td><td>48%</td></tr></tbody></table>	Year	Green (%)	Yellow (%)	Dark Green (%)	2019/20 (n=634)	51%	29%	21%	2020/21 (n=612)	48%	27%	26%	2021/22 (n=659)	44%	27%	30%	2022/23 (n=597)	32%	32%	36%	2023/24 YTD (n=466)	29%	22%	48%
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Measure/Result	Comments				Graph																														
	of footpaths																																		
	Safety when driving on roads	40%	35%	▼																															
<b>= Overall Waste management</b>  Wave three 2023/24: 70%	71% of respondents are satisfied with the overall performance of Tauranga City Council with regards to waste management which is equal with 2022/23.				<div>Overall waste management - Total</div> <table><tr><th>Year</th><th>Green (%)</th><th>Yellow (%)</th><th>Dark Green (%)</th><th>Total (%)</th></tr><tr><td>2019/20 (n=629)</td><td>62%</td><td>19%</td><td>19%</td><td>100%</td></tr><tr><td>2020/21 (n=584)</td><td>61%</td><td>20%</td><td>19%</td><td>100%</td></tr><tr><td>2021/22 (n=648)</td><td>63%</td><td>21%</td><td>16%</td><td>100%</td></tr><tr><td>2022/23 (n=587)</td><td>71%</td><td>16%</td><td>13%</td><td>100%</td></tr><tr><td>2023/24 YTD (n=450)</td><td>71%</td><td>20%</td><td>10%</td><td>100%</td></tr></table>	Year	Green (%)	Yellow (%)	Dark Green (%)	Total (%)	2019/20 (n=629)	62%	19%	19%	100%	2020/21 (n=584)	61%	20%	19%	100%	2021/22 (n=648)	63%	21%	16%	100%	2022/23 (n=587)	71%	16%	13%	100%	2023/24 YTD (n=450)	71%	20%	10%	100%
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Between waves, rubbish day collection has improved, however management of street litter/bins has slightly reduced.																																			
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	Result	YTD Result	Trend																																
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<div>▲ Overall Outdoor spaces</div> <div>Wave three 2023/24: 73%</div>	<p>A good increase in satisfaction when the YTD result for 2023/24 is compared against the full year to date result of 2022/23.</p> <p>Results between waves saw all areas except for cemeteries with good improvements. Boat ramps in particular increased by 17%.</p> <p>Comments around more drinking fountains drink bottle fill stations, more public toilets, outdoor exercise equipment, outdoor basketball courts, lawns mowed more frequently and weeds removed.</p> <p>Sub-drivers for this measure include:</p> <table><thead><tr><th></th><th>Result</th><th>YTD Result</th><th>Trend</th></tr><tr><th>Driver</th><th>22/23</th><th>23/24</th><th></th></tr></thead><tbody><tr><td>Overall</td><td>68%</td><td>73%</td><td>▲</td></tr><tr><td>Enough parks or green spaces</td><td>69%</td><td>70%</td><td>▲</td></tr><tr><td>Quality of playgrounds</td><td>71%</td><td>71%</td><td>=</td></tr><tr><td>Cemetery</td><td>77%</td><td>73%</td><td>▼</td></tr><tr><td>Boat ramps and associated parking</td><td>64%</td><td>76%</td><td>▲</td></tr></tbody></table>		Result	YTD Result	Trend	Driver	22/23	23/24		Overall	68%	73%	▲	Enough parks or green spaces	69%	70%	▲	Quality of playgrounds	71%	71%	=	Cemetery	77%	73%	▼	Boat ramps and associated parking	64%	76%	▲	<div><div>Sig Diff</div><div>Overall outdoor spaces - Total</div><table><thead><tr><th>Year</th><th>Not at all satisfied</th><th>Somewhat satisfied</th><th>Very satisfied</th></tr></thead><tbody><tr><td>2019/20 (n=601)</td><td>6%</td><td>13%</td><td>81%</td></tr><tr><td>2020/21 (n=578)</td><td>5%</td><td>13%</td><td>81%</td></tr><tr><td>2021/22 (n=616)</td><td>7%</td><td>19%</td><td>73%</td></tr><tr><td>2022/23 (n=562)</td><td>10%</td><td>22%</td><td>68%</td></tr><tr><td>2023/24 YTD (n=440)</td><td>11%</td><td>16%</td><td>73%</td></tr></tbody></table></div>	Year	Not at all satisfied	Somewhat satisfied	Very satisfied	2019/20 (n=601)	6%	13%	81%	2020/21 (n=578)	5%	13%	81%	2021/22 (n=616)	7%	19%	73%	2022/23 (n=562)	10%	22%	68%	2023/24 YTD (n=440)	11%	16%	73%
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Measure/Result	Comments	Graph																								
<p>= <b>Overall Public facilities</b></p> <p>Wave three 2023/24: 74%</p>	<p>Satisfaction with the public facilities provided by the Council remains reasonably consistent, with current YTD result equal to 2022/23 full year result.</p> <p>Results from Wave 2 to Wave 3 showed a 9% improvement.</p>	<div><p>Overall public facilities - Total</p><table><tr><th>Year</th><th>Dissatisfied</th><th>Satisfied</th><th>Very Satisfied</th></tr><tr><td>2019/20 (n=566)</td><td>6%</td><td>21%</td><td>72%</td></tr><tr><td>2020/21 (n=524)</td><td>7%</td><td>26%</td><td>67%</td></tr><tr><td>2021/22 (n=541)</td><td>5%</td><td>24%</td><td>70%</td></tr><tr><td>2022/23 (n=517)</td><td>6%</td><td>23%</td><td>71%</td></tr><tr><td>2023/24 YTD (n=407)</td><td>8%</td><td>21%</td><td>71%</td></tr></table></div>	Year	Dissatisfied	Satisfied	Very Satisfied	2019/20 (n=566)	6%	21%	72%	2020/21 (n=524)	7%	26%	67%	2021/22 (n=541)	5%	24%	70%	2022/23 (n=517)	6%	23%	71%	2023/24 YTD (n=407)	8%	21%	71%
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## Commissioner based questions

Measure/Result	Comments	Graph																																																				
<div>▼ <b>Satisfaction with the leadership of the Commissioners</b></div> <div>Wave three 2023/23: 31%</div> <div>-----</div> <div>▼ <b>Were you aware that a Crown appointed Commission has taken over the governance responsibilities of Tauranga City Council until the next election in July 2024?</b></div> <div>YTD 2023/24 Aware 76% Unaware 24%</div> <div>YTD 2022/23 Aware 73% Unaware 27%</div>	<div>YTD satisfaction results for 2023/24 have reduced to full year results from 2022/23.</div> <div>However, from Wave 2 to Wave 3 all areas have increased.</div> <div>Good increases in all areas except for the 55 – 64 age group.</div> <div>The results are shown in the table below:</div> <table><tr><th>Age</th><th>Result 22/23</th><th>YTD Result 23/24</th><th>Trend</th></tr><tr><td>18 to 24</td><td>38%</td><td>41%</td><td>▲</td></tr><tr><td>25 to 34</td><td>57%</td><td>58%</td><td>▲</td></tr><tr><td>35 to 44</td><td>65%</td><td>74%</td><td>▲</td></tr><tr><td>45 to 54</td><td>78%</td><td>89%</td><td>▲</td></tr><tr><td>55 to 64</td><td>86%</td><td>77%</td><td>▼</td></tr><tr><td>65 +</td><td>89%</td><td>96%</td><td>▲</td></tr></table>	Age	Result 22/23	YTD Result 23/24	Trend	18 to 24	38%	41%	▲	25 to 34	57%	58%	▲	35 to 44	65%	74%	▲	45 to 54	78%	89%	▲	55 to 64	86%	77%	▼	65 +	89%	96%	▲	<div>Sig Diff</div> <div>Leadership of the Commissioners - Total</div> <table><thead><tr><th>Period</th><th>Dark Green (%)</th><th>Yellow (%)</th><th>Light Green (%)</th></tr></thead><tbody><tr><td>2019/20 (n=0)</td><td></td><td></td><td></td></tr><tr><td>2020/21 (n=0)</td><td></td><td></td><td></td></tr><tr><td>2021/22 (n=476)</td><td>28%</td><td>27%</td><td>45%</td></tr><tr><td>2022/23 (n=448)</td><td>34%</td><td>22%</td><td>44%</td></tr><tr><td>2023/24 YTD (n=382)</td><td>47%</td><td>19%</td><td>34%</td></tr></tbody></table>	Period	Dark Green (%)	Yellow (%)	Light Green (%)	2019/20 (n=0)				2020/21 (n=0)				2021/22 (n=476)	28%	27%	45%	2022/23 (n=448)	34%	22%	44%	2023/24 YTD (n=382)	47%	19%	34%
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## Verbatim Summary

This section of the survey includes a free text field in which respondents could comment further on their satisfaction score.

In summary, some broad feedback themes included:

- Governance:
  - Support for the Commissioners with concerns around the good work not continuing with elected members.
  - More transparency with the public.
  - A desire to move to elected members.
- Infrastructure:
  - Having safer footpaths and cycleways.
  - More parking in the city.
  - Road maintenance.
  - Greerton congestion issues.
- Public Facilities:
  - Historic Village requiring improvements and investment.
  - Otumoetai pool concerns.
- Outdoor spaces:
  - Mowing of grass/berms.
  - Investment in facilities and parks.
- General:
  - Concern about neighbourhood safety and an increase in homelessness.
  - Comments on rates costs and what get for it.
  - Need more cultural inclusivity.

**9.6 LGOIMA and Privacy Report Q3 for 2023/2024 year****File Number: A15882329****Author: Darelle Howard, Administrator: Democracy Services****Authoriser: Christine Jones, General Manager: Strategy, Growth & Governance****PURPOSE OF THE REPORT**

1. The purpose of this report is to update the Committee on Local Government Official Information and Meetings Act 1987 (LGOIMA) and Privacy requests for the third quarter of 2023/24

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**RECOMMENDATIONS**

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "LGOIMA and Privacy Report Q3 for 2023/2024 year.

---

**EXECUTIVE SUMMARY**

2. These reports are provided to the Committee to provide assurance on statutory compliance for LGOIMA and Privacy requests.

**ATTACHMENTS**

1. Q3 Report LGOIMA and Privacy requests - Jan-Mar 2024 - A15882301 [!\[\]\(91353dea0600335a09362f69ea4eac2b\_img.jpg\)](#) 



LGOIMA and Privacy Q3 Report for 2023/2024 year

How many requests did we receive?

133 = 88 LGOIMA + 32 Privacy + 13 Combined LGOIMA & Privacy

The number of requests has increased 1.5% since last quarter.

132 have been completed. 1 request remains open and within the statutory time frame for response.

How long did it take us to respond?

9 = the average number of days to provide a response.

- This is a slight improvement from Q2 of 2023/2024 when the average number of days was 12.

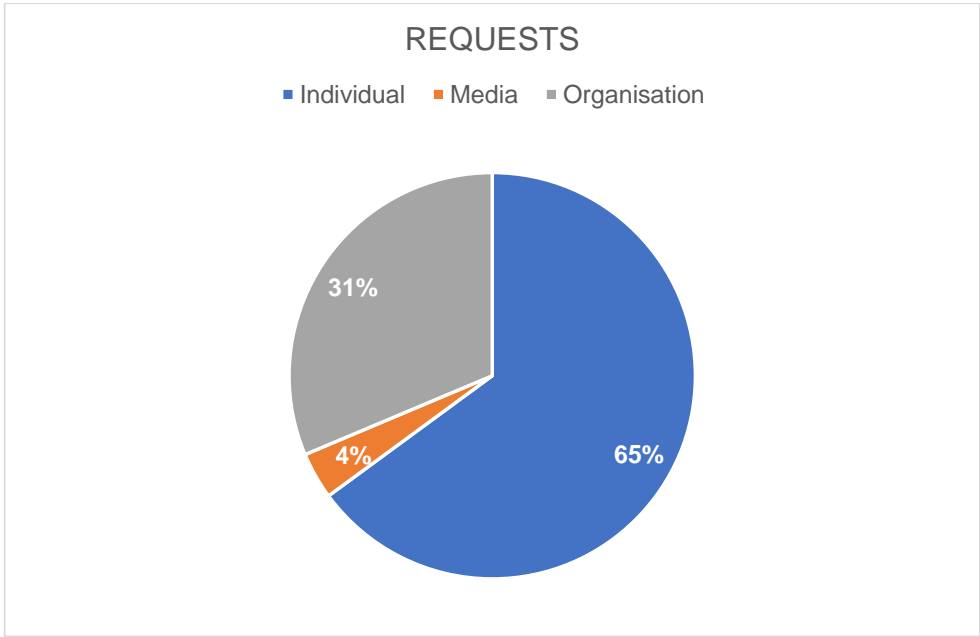
100% = requests responded to within the statutory time frame/remain within time frame for response.

- 129 responses provided within the statutory time frame.
- In addition, three extensions notified and responded to within the extended time frame.
- 1 request remains open and within the statutory time frame for response.

2 = hours of staff time per request, excluding sign off processes and legal review if needed.

Who did the requests come from?

87 individuals + 41 organisations + 5 media organisations



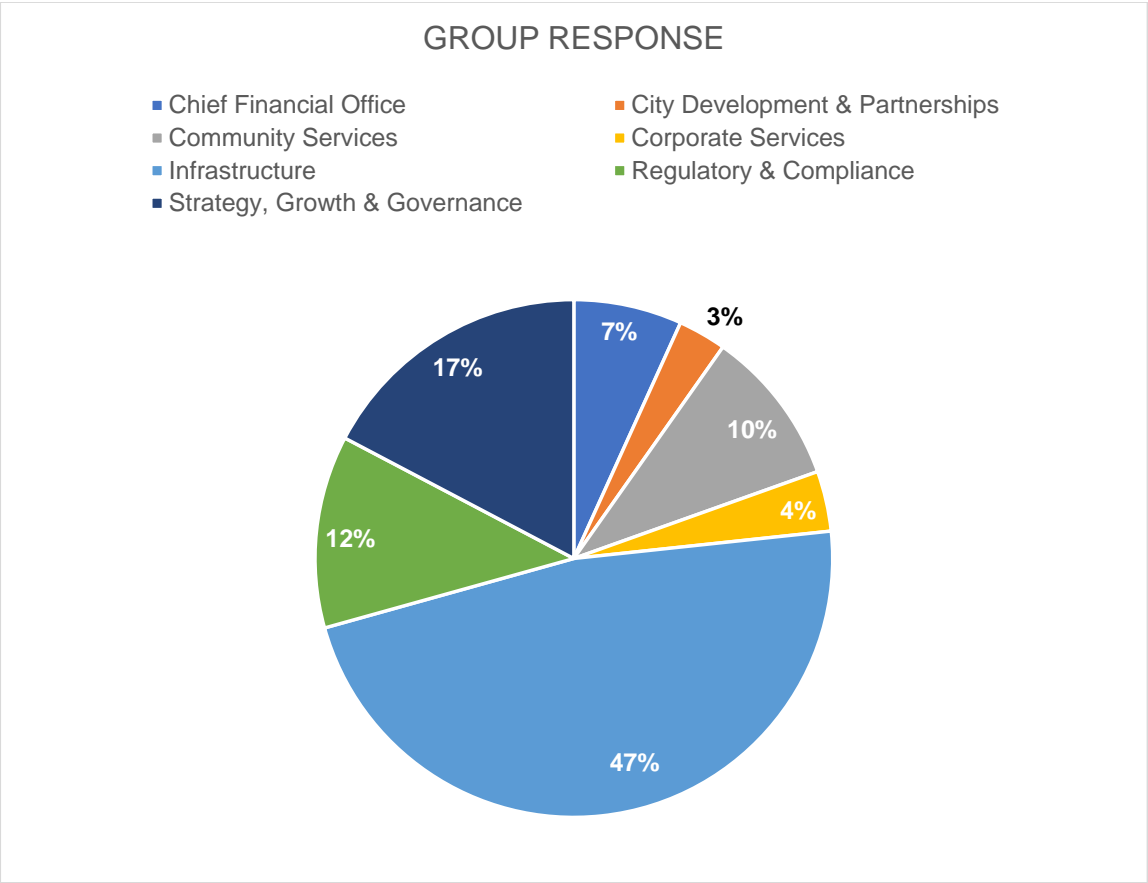
12 = number of requesters who made two or more requests in Q3.

- One individual made three requests.
- Five individuals made two requests each.
- One organisation made four requests.
- Four organisations made two requests each.
- One media organisation made five requests.

What groups received the requests?

63 Infrastructure\* + 23 Strategy, Growth & Governance + 16 Regulatory & Compliance + 13 Community Services + 9 Chief Financial Office + 5 Corporate Services + 4 City Development & Partnerships

\*53 of the 63 requests received by Infrastructure were requests for CCTV footage. TTOC provides the footage and Democracy Services manages the request.



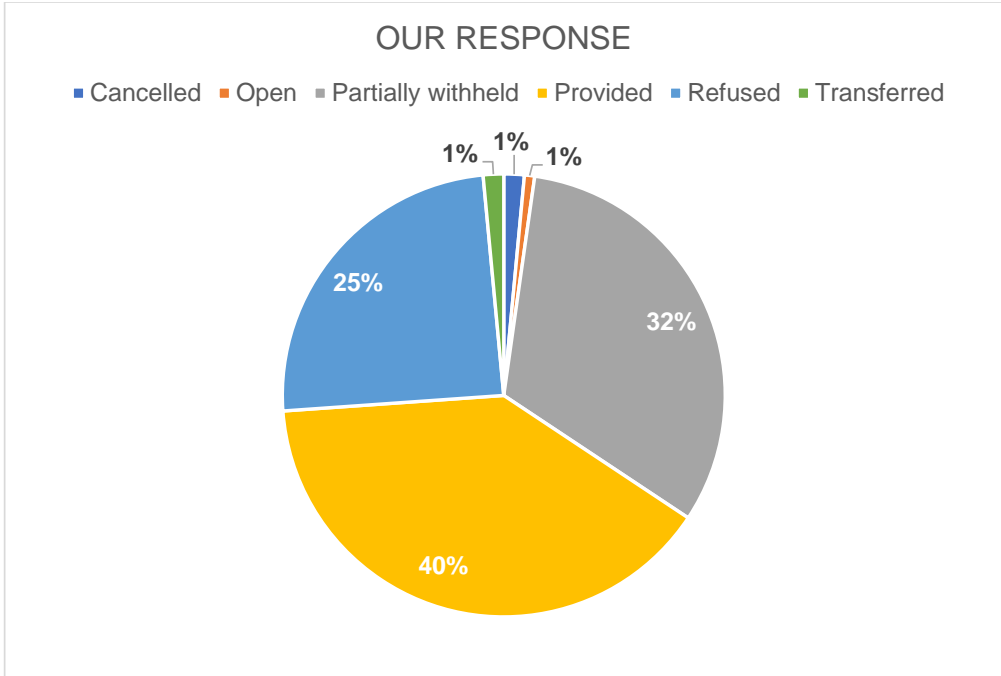
What was our response?

52 provided + 43 partially withheld + 33 withheld/refused

In addition, 2 transferred + 2 cancelled + 1 that remains open for response

26 of the 33 requests that were withheld/refused were requests for CCTV footage that had to be refused for privacy reasons or because we did not have the footage.

0 requests this quarter had a charge applied.



Common request themes

- CCTV footage (53)
- Council expenditure (16)
- Various Council projects (8)
- The upcoming election and transition to Democracy (6)
- Personal information (6)
- Noise complaints (5)

Responses with broad community interest continue to be published.

Office of the Ombudsman complaints

Five complaints were made. One is closed and four remain open.

Privacy Commissioner complaints

No complaints received.

**9.7 Health & Safety Report - Q3 - January to March 2024****File Number: A15889994****Author: Stuart Kokaua, Health, Safety and Wellbeing System Support****Authoriser: Alastair McNeil, General Manager: Corporate Services****PURPOSE OF THE REPORT**

1. To provide a summary of Health, Safety and Wellbeing activities over the January to March 2024 quarter.

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**RECOMMENDATIONS**

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Health & Safety Report - Q3 - January to March 2024".

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**EXECUTIVE SUMMARY**

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

**ATTACHMENTS**

1. **Health & Safety Report - Q3 - January to March 2024 - A15832845** [↓](#) 



Safe + well every day

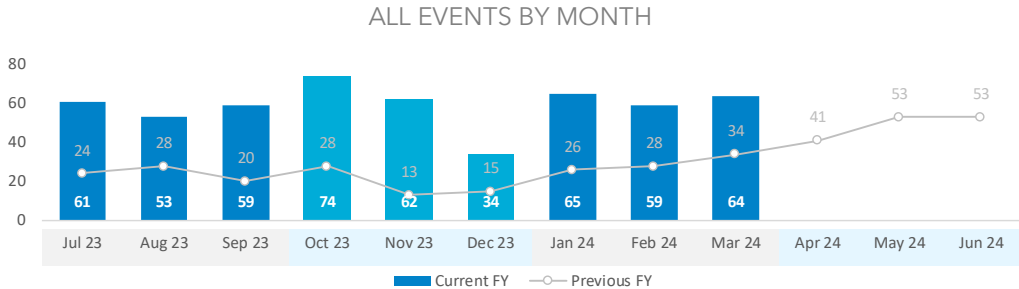
# Health & Safety

Q3 January - March 2024

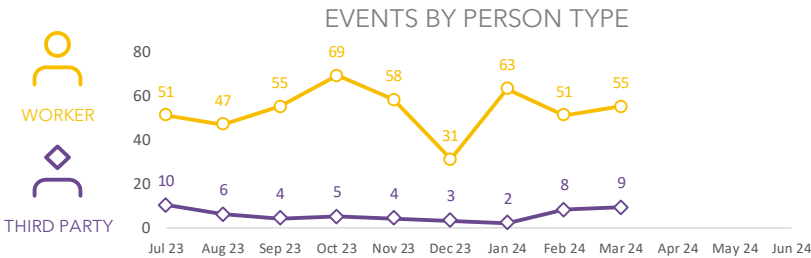
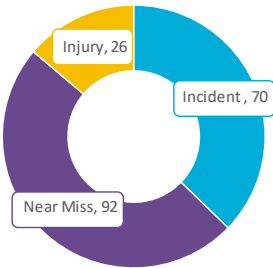


Tauranga City

Q3 EVENT DATA (JAN - MAR)



EVENT TYPE - Q3



TOP EVENT CATEGORIES - Q3

CATEGORY	Q3	Q2	Trending
Assault (verbal/ physical) or antisocial behaviour	78	96	Trending Down
Security/ trespass/ criminal activity/ terrorism/ damage	21	8	Trending Up
Hit into stationary object	13	5	Trending Up
Fall/ trip/ slip (on same level)	12	12	No Change
Hit by moving object	9	1	Trending Up

▲ Trending Up ▼ Trending Down — No Change



188

TOTAL EVENTS IN Q3



18↑

MORE THAN Q2



26

INJURY EVENTS



2●

NOTIFIABLE EVENTS



15

DUE DILIGENCE

PCBU\* Relationship Management

**8.2** Business Partners workshop contractor management process leadership teams

We are currently working on aligning our Health, Safety and Wellbeing systems with ISO 45001. The ISO 45001 standard provides a systematic, comprehensive approach to health and safety.

**8.3** People leaders feed revised processes to direct reports

Contractor Management has gone out to Health and Safety Reps and has been approved. This has since been approved by the Executive leadership team and now closed off

Drug & Alcohol Impairment

**9.2 : 10.5** Construct and implement a drug & alcohol policy

The draft drug & alcohol policy has been revised. This includes simplifying the policy and creating supporting procedures. Key decisions are being discussed at Executive level to further these documents ready for finalization.



Safe + well every day

# Health & Safety

Q3 January - March 2024



Tauranga City



## The Mauao Placemaking initiative

The Mauao Placemaking initiative, known as Te Mahere Whakamahinga o Mauao, unveils three substantial stone sculptures, each weighing around two tonnes. These sculptures play a pivotal role in the project's mission to impart the deep-rooted history and narratives associated with Mauao. Tauranga City Council collaborated with Kahu NZ, utilizing their Black Hawk Sikorsky UH60 helicopter to hoist the 3 x 1.2 tonne granite sculptures into place. Strategically situated, these sculptures find their homes along the beach near Te Kawa, the Karewa Hairpin, and Te Toka a Tirikawa, significant cultural landmarks on Mauao.

Safety was paramount throughout the operation, with comprehensive precautions in place to ensure a professional and secure execution. A thorough briefing involving all personnel preceded the commencement of the task. Volunteers stationed at each access point of the Mount informed visitors of track closures, prioritising public safety.

Beyond their physical presence, the project aims to convey the pūrākau (stories) intertwined with these sculptures and other cultural facets of Mauao throughout history. Through this endeavour, it contributes to the preservation and dissemination of the area's rich cultural heritage, enhancing understanding and appreciation of its significance.



### Did you know:

Mauao historic reserve is owned by local iwi Ngai Te Rangi, Ngati Ranginui and Ngati Pukenga in the form of the Mauao Trust. The reserve is managed jointly by the Mauao Trust and Tauranga City Council under the direction of the Ngā Poutiriao o Mauao (Mauao Joint Administration Board).





Safe + well every day

# Health & Safety

Q3 January - March 2024



## Destination Skatepark

Located on Hull Road, Mount Maunganui

The Tauranga Skatepark, strategically located on the corner of Hull Road and Maunganui Road, is set to become a vibrant hub for surf and skate culture in Tauranga.

The installation of the new toilets in a bustling area required precise attention to safety protocols. Prior to the crane operation, thorough processes were conducted to identify potential hazards and establish appropriate control measures. Safety barriers were set up to cordon off the work zone and ensure pedestrians and vehicles remained at a safe distance.

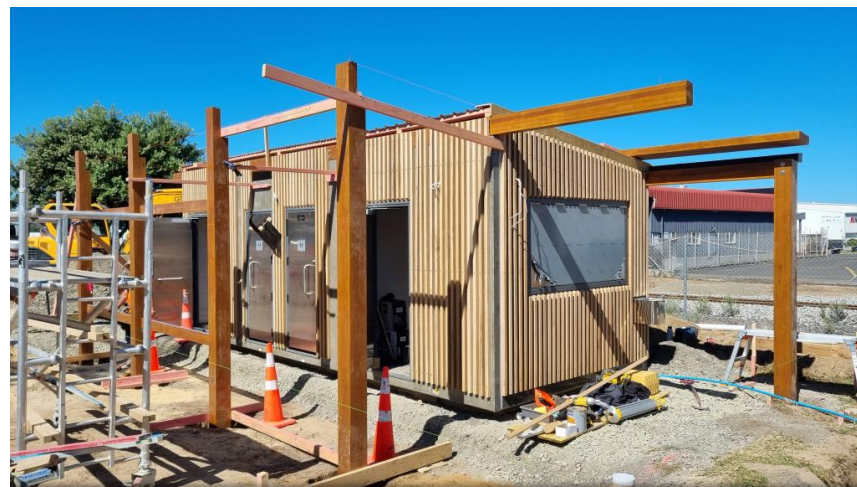
Trained personnel supervised the crane operation, carefully guiding the portable toilet into its designated location while maintaining clear communication with the crane operator. Additionally, all workers involved were equipped with appropriate personal protective equipment (PPE) to mitigate any unforeseen risks. Throughout the process, strict adherence to safety procedures was paramount to safeguarding the wellbeing of both workers and the public in the busy area.

Collaboration between the HSW Business Partner, Project Manager, and multiple contractors have been instrumental in meeting project deadlines and bringing innovative elements like 3D printed and steel features to life. Despite the challenges posed by new additions, the team has successfully maintained the project timeline.



### Did you know:

When entering contracts or projects with other businesses, we share responsibility to prevent harm. Our level of responsibility depends on our influence and control. Collaboration with contractors is crucial to clarify expectations and implement protective measures.





Safe + well every day

# Health & Safety

Q3 January - March 2024



Tauranga City

## Did you know we have a Critical Risk Guideline?

### CRITICAL RISK

Not all risks are equal in terms of the potential for causing significant injury, illness, or loss of life. Focusing on risks that could cause the greatest harm, even if they are less likely to occur, provides a safer work environment for everyone.

A critical risk is any risk that can or has the potential to seriously injure or cause a loss of life in the workplace.

TCC has adopted the following to critical risk management.

- Defining – identification of critical risks at TCC and assessment of the critical risk
- Focusing - development of controls by each business unit with worker participation and where appropriate expert input
- Embedding critical risk controls and effectiveness will be monitored, reviewed, and reported on to enable visibility.



### DEFINING CRITICAL RISKS

Critical risks are identified using our risk management process as outlined in the Risk Management Standard.

TCC has identified the following critical risks by a process of consultation with key stakeholders. Organisational critical risk controls have been identified following bow-tie risk assessments undertaken by the HSW team and key stakeholders.

Each business unit, with the support of their HSW Business Partner and HSW Working Group should agree the critical risks that exist within their area. Not all TCC critical risks will be present in all business units and there may be critical risks present that are not on the TCC critical risk list below.

The following are the critical risks identified organisationally:







Safe + well every day

# Health & Safety

Q3 January - March 2024



Tauranga City

## Our Critical risks – Assault and violence at work

To ensure the safety of our staff, it's important that we identify risks and do what we can to stop them causing harm.

Not all risks are equal in terms of the potential for causing significant injury, illness, or loss of life. Focusing on risks that could cause the greatest harm, even if they are less likely to occur, provides a safer work environment for everyone.

A critical risk is any risk that can or has the potential to seriously injure or cause a loss of life in the workplace

'Risk controls' are actions that are taken in response to a risk factor. The control measures can either be designed to reduce the risks or eliminate them completely.

All TCC employees need to understand the risks present in their workplace. The risks will be different for each employee depending on the job you do. If you're not sure which risks relate to your work, please have a chat with your colleagues, people leader and the HSW Team. The more we talk about them, the more aware we will all be of risks that can cause us harm.

Tauranga City Council (TCC) is committed to managing the risk of assault and violence in the workplace so that our people are kept healthy + safe, every day.

Our public-facing staff have increased risk of exposure to physical and/or verbal intimidation/threats/attacks that may lead to physical or psychological harm. Our priority risk controls address that increased exposure. Once each business unit, with the support of their HSW Business Partner and HSW Working Group has agreed the critical risks for their business unit the controls required to manage that risk should be implemented. These will vary from area to area and below is a list of controls to consider, some maybe applicable and others not, you may wish to add your own.

1. We have zero tolerance for anti-social or threatening behaviour towards our people, contractors and customers using our public spaces and work sites.
2. We conduct and document risk assessments and apply the hierarchy of risk controls so far as is reasonably practicable for all sites and scenarios where risks related to assault and violence exist.
3. Our workplaces are designed or redesigned in a way that effectively eliminates or minimises the risk of assault and violence.
4. We use the best available technology to assist with eliminating or minimising the risk of assault and violence.
5. We automate our services as much as possible to reduce the risk of assault and violence.
6. We have systems and documented processes implemented, maintained, monitored, and reviewed which capture how we work safely in practice.
7. Our workplaces (buildings, sites, beats, events etc.) have emergency response plans that are periodically practiced.
8. We implement and maintain a system that allows our people to understand dangerous areas/properties to manage the risk of assault and violence.
9. We develop, implement, and maintain a training framework to ensure our people remain competent in relation to minimising the risk of assault and violence.
10. Our people are provided with the necessary equipment and protective clothing to minimise the risk of assault and violence.

## 9.8 Quarterly Financial Monitoring Report for the Nine Months to 31 March 2024

**File Number:** A15814486

**Author:** Tracey Hughes, Financial Insights & Reporting Manager  
Kathryn Sharplin, Manager: Finance

**Authoriser:** Paul Davidson, Chief Financial Officer

### PURPOSE OF THE REPORT

1. The purpose of this report is to provide an update on the financial performance of Council against budget for the nine months to 31 March 2024.

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### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Quarterly Financial Monitoring Report for the Nine Months to 31 March 2024".

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### EXECUTIVE SUMMARY

2. This report, along with the material in **Attachment 1**, outlines Council's financial performance against budget for the nine months to 31 March of the 2023-24 financial year. The Statement of Comprehensive Revenue and Expense (SOCRE), along with capital reporting and treasury performance are presented and variances explained in **Attachment 1**.
3. The overall operating deficit for the first nine months is \$47.2m, which is \$11.8m unfavourable to budget, with key driver being depreciation at \$9m over budget. Unfavourable variances across other categories are largely offset by higher revenue.
4. Total operating expenditure is forecast to be significantly above budget for the year (\$44m). Most of the overspend is not funded by rates in the current year as it relies on carried forward funding (related to expenditure budgeted in 2023 that was not spent), loan-funded expenditure (e.g. digital development and Tauriko West), and unfunded depreciation.
5. The full year forecast for development contributions has been reduced by \$17.5m reflecting reduced volumes of new dwelling consents. This reduction in revenue will impact the forward debt position.
6. There is a risk that the overall rates requirement for the year may be \$2-\$3m (approximately 1%) above what has been collected based on current forecast, which would then increase loans. The Executive continues to monitor and mitigate the forecast position. Specific analysis is being prepared on the forecast above budget expenditure on digital development, noting this would not be directly rate funded whether operating or capital in nature.
7. Capital Expenditure of \$248m has been delivered which compares to the year-to-date revised budget of \$270m, excluding vested assets and projects delivered by third parties and operational projects of a capital nature (Digital and Tauriko West). Full year forecast is currently \$395m, lower than forecast in Quarter 2. This is an optimistic forecast which would require monthly expenditure in the last quarter of the year to be significantly in excess of what has been achieved to date. If this forecast is not achieved, the debt position at year end

would be more favourable than currently forecast, and a higher level of carry forwards would be requested.

8. Gross debt is \$1.15b at 31 March and net debt is \$937m with \$213m held in bank balances and term deposits.

## BACKGROUND

9. This report is for monitoring and reporting purposes showing Council's third quarter financial performance against Annual Plan budgets, the basis for our annual reporting. For management purposes budgets are adjusted for carried forward expenditure and associated funding from the prior year, reflected as the Revised Budget in the SOCRE.
10. The revised budget is provided in the SOCRE as it gives context to the forecast year end position, and they provide similar operating deficit outcomes.

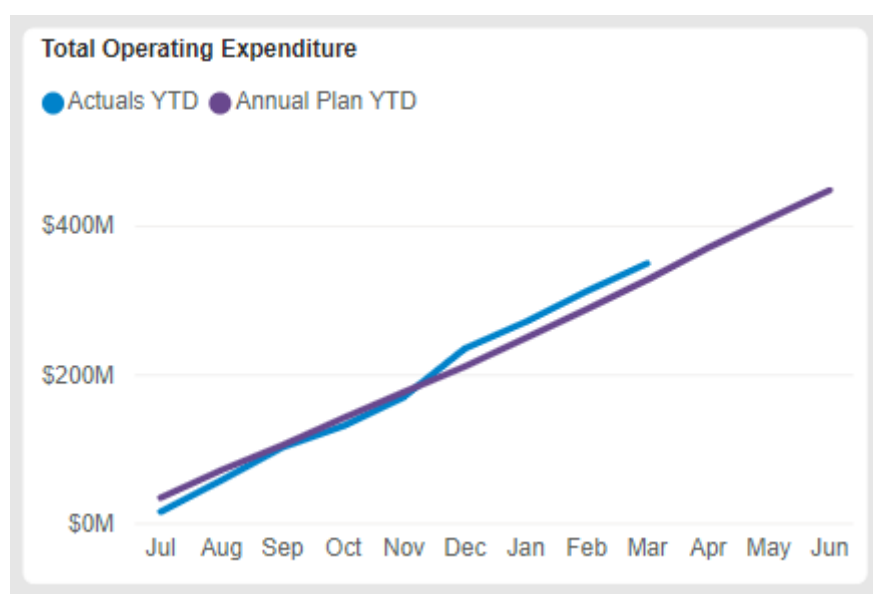
## DISCUSSION

### Part 1: Financial Performance

11. The financial results to 31 March 2024, which is the third quarter of the 2023-24 year are provided as **Attachment 1** to this report.
12. Forecasts have been reviewed, indicating that an increase in the operating deficit of \$32m is expected against annual plan, however this is \$10m less than forecast at quarter two. Forecasts include the impacts of items carried forward from the prior year as well as updated expectations.
13. The overall year to date operating deficit is \$11.8m unfavourable to budget. There are a number of variances that relate to timing of revenue or expenditure.

### Expenditure

14. Operating expenditure is tracking slightly above budget as shown in the graph below with the main drivers of increased expenditure impacting from November.



15. The main drivers of expenditure are as follows:
  - (a) Depreciation is \$9m over budget year to date and is expected to be \$12m over budget for the full year. Depreciation is reported as calculated through the fixed assets register (since November) and includes all impacts of revaluation and capitalisation from 2023.

The 2023 revaluations were finalised after the 2024 Annual Plan adoption, and as the waters revaluation in particular was very significant, this has had a similarly significant impact on depreciation, over budget. The additional depreciation will not be funded in the current year.

- (b) Personnel costs are \$2.6m over budget currently and are forecast to be \$2.6m over budget for the full year most of which is in loan-funded digital projects. Direct salary costs are under budget for the year. Capitalisation in the transport activity is above budget, however much of the time spent on Digital projects cannot now be capitalised, leading to a negative year to date variance of \$2.1m. Salary savings are not being realised as replacement staff are employed quicker than anticipated and the impacts of restructures are also expected to affect the full year position. These impacts are expected to be offset elsewhere.
- (c) Finance costs are \$4.8m over budget resulting from higher opening balances and higher rates than had been anticipated in the annual plan. This is currently substantially offset by finance revenue (\$4.7m over budget year to date), for the same reasons. The forecast for finance costs net of revenue is projected to be \$1.6m over budget for the year, impacted by elevated interest rates and a slightly higher forecast debt position. This would generate an additional rates requirement of approximately \$1.1m. If the current Capital forecast is not achieved, the overspend in interest for the year will be reduced.
- (d) Other expenditure is currently \$6.1m over budget and forecast to be \$24.2m over budget for the full year. Overall however, most of this variance will not impact rates funding as follows:
  - (i) A significant proportion of both year-to-date expenditure and forecast is related to items initially budgeted and funded in the 2023 financial year and brought forward (\$9.3m), mainly community contributions and grants.
  - (ii) Items that are or are likely to become loan-funded (\$15.4m) such as Tauriko West (timing adjustments only), business case development and software development charges (budgeted as capital).
  - (iii) Digital budgets whether operational or capital have been put under pressure by the need to respond to new business requests and the impact of this is being monitored.
- (e) More detailed information on how expenditure is tracking by activity can be seen in **Attachment 1**.

## Revenue

16. Operating revenue is currently \$10.7m ahead of budget, and capital revenue \$17.5m behind as follows:
  - (a) Rates revenue is currently \$2.2m ahead of budget and will remain ahead of budget to the end of the year. A portion of this is for kerbside collection, with the remainder a result of identifying additional rating units after the adoption of the rates resolution.
  - (b) Metered water revenue is nearly \$2m ahead of budget for the nine months. Full year revenue is expected to be ahead of budget but by less than it is year to date as demand drops off over the Autumn/Winter period.
  - (c) Subsidies and grants are slightly behind budget (1.7%) for the year to date and expected to be 3.4% behind annual plan budget for the full year. Subsidies and grants relating to capital projects carried forward from 2023 are included in the forecast, along with additional revenue agreed with NZTA Waka Kotahi. Offsetting these favourable forecast increases are:
    - (i) A reduction in expected revenue relating to subsidies for work on Waters reform.
    - (ii) Updates on timing of expected Tauriko West IFF subsidies.

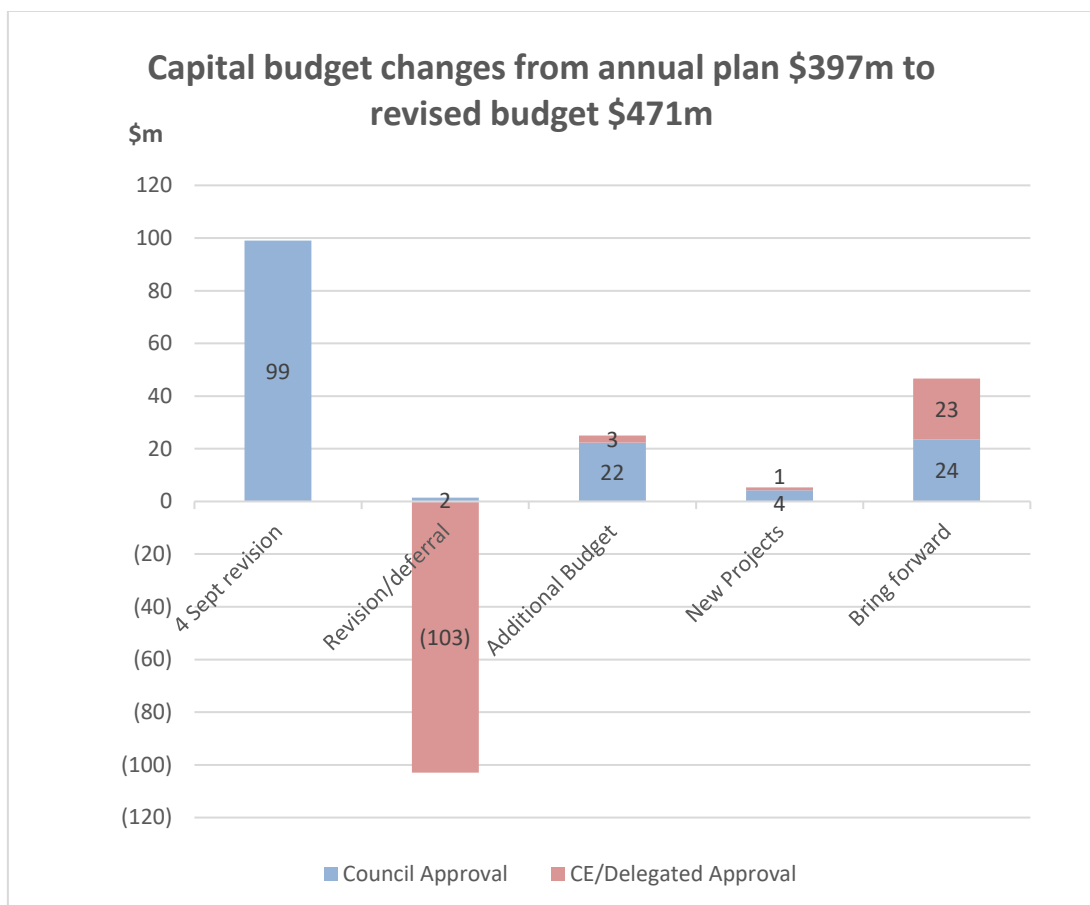
- (iii) Further central government grants relating to the Te Maunga Redevelopment are no longer expected as the project is on hold.
- (iv) \$3.9m of grants related to Community amenity has been either delayed to 2025 (Merivale Community Centre) or will no longer eventuate (Gordon Spratt Reserve shared club).

The net result of these impacts on the full year subsidy revenue forecast is a decrease of \$4.2m, across both capital and operational subsidies.

- (d) Fees and Charges are above budget for the nine months by \$2.4m and expected to remain so to the end of the year.
  - (i) \$690k additional revenue in Wastewater has been generated by demand from Omokoroa residents (utilising capacity in the Chapel St treatment plant).
  - (ii) \$900,000 of revenue has been recognised in Building services that was recorded as pre-receipts at 2023 year end.
  - (iii) A focus on business process has maintained revenue in Environmental Planning, despite reduced volumes.
  - (iv) Other above budget revenue areas are Parking Management and Baycourt.
- (e) Growth-related revenue including development contributions and vested assets are below budget. Revenue is recognised as building and subdivisions occur or as developers complete and vest assets to council. The full year forecast for development contributions has been reduced by \$17.5m reflecting reduced volumes of new dwelling consents. This reduction in revenue will impact the forward debt position.

### Capital Expenditure

- 17. Capital expenditure (including operational projects of a capital nature but excluding land sales and vested assets) of \$278.4m has been delivered at the end of the third quarter, which compares to the year-to-date budget of \$309.7m. The full year forecast has been revised to \$435.3m, which is \$35.7m below the revised budget (including carry forwards from 2023). The main variances driving this forecast are:
  - (a) Delayed delivery of the Civic Admin Building fit out and Art Gallery refurbishment.
  - (b) Delay in the commencement of the construction of the Gordon Spratt Sports Pavilion. This work is now underway, with the contractor established onsite.
  - (c) Delayed delivery of Memorial Park Aquatics due to a change in the procurement strategy. A revised procurement strategy will be presented to the TMOTP Ltd Board for approval in May.
  - (d) Construction delays for Tauriko West projects, as a result of scope adjustment.
  - (e) NZTA subsidy on Grenada Street Cycleway has been revoked. Work on this project has paused while alternative funding sources are being explored.
- 18. The original annual plan budget was \$397m however on 4 September it was revised to \$496m by Council. Since then budgets have been revised and further changes to the timing of budgets resulting in a revised budget of \$471m. This is summarised in the graph below. **Attachment 2** details capital budget adjustments over the year approved either by Council decision or by the CE under delegation.



### Treasury

19. The treasury report in **Attachment 1** shows gross debt at 31 March 2024 as \$1.15bn and net debt as \$937m. Interest rate hedging and debt maturity profiles remain within Treasury policy, however approximately \$40m of hedging will be required prior to 30 June to ensure the fixed debt profile remains within policy. Approved debt issuance for the year is \$275m which aligns to the 2024 Annual Plan borrowing limit. Council has also approved \$42m of additional borrowing for specific bring forwards, unbudgeted spends and land purchases which have occurred during the year. At this stage the additional approved borrowing has not been required as underspends in other areas have offset the additional spend.
20. The OCR has remained at 5.5% since 24 May 2023 with the next reserve bank monetary policy announcement on 22 May 2024. While the OCR remains relatively high, Council's average cost of borrowing including margins is 4.60% and the average investment rate is currently 5.88%.

### OPTIONS ANALYSIS

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

### FINANCIAL CONSIDERATIONS

22. This report monitors performance to budget to ensure council delivers on proposed expenditure within allocated budgets to ensure financial sustainability and accountability.

### STRATEGIC/STATUTORY CONTEXT

23. Maintaining expenditure within annual plan budget ensures delivery of services in a financially sustainable way. Variance review assists in identifying risks and trends facing council.

## LEGAL IMPLICATIONS / RISKS

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

## CONSULTATION / ENGAGEMENT

25. This report is made public.

## SIGNIFICANCE

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

## ENGAGEMENT

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

## NEXT STEPS

30. This report ensures monitoring of Council performance to ensure compliance with Council's budgets, policies and delegations. The non-financial monitoring report summary will be presented on the Council website.

## ATTACHMENTS

1. **Opex, Capex and Treasury reports Q3 - A15883380**  
2. **Changes to capital budgets 2023/24 - A15893770**  

Financial Statements

Year to 31 Mar 2024

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Favourable  
(Unfavourable)



Attachment 1

					FULL YEAR				
	\$'000	Actual YTD	ANP YTD	Variance	Variance %	FY Forecast	Total ANP	Revised budget	Variance ANP to Forecast
OPERATING REVENUE									
Rates		193,454	191,205	2,249	1%	256,983	254,940	255,200	2,044
Rates - metered water		28,099	26,121	1,978	8%	36,822	35,822	35,822	1,000
Finance Revenue (External Interest)		7,495	2,794	4,702	168%	8,300	4,567	4,342	3,733
Finance Revenue (Dividends)		439	320	119	37%	535	311	535	225
Subsidies & Grants		23,000	23,807	(807)	-3%	40,465	37,808	49,200	2,657
Fees and Charges		49,146	46,697	2,450	5%	64,687	62,098	62,098	2,589
Total Operating Revenue		301,634	290,943	10,691	4%	407,793	395,546	407,197	12,247
ASSET DEVELOPMENT REVENUE & OTHER GAINS									
Vested Assets		9,298	11,435	(2,137)	-19%	12,000	17,726	15,776	(5,726)
Development Contributions		15,306	28,103	(12,798)	-46%	20,000	37,471	37,471	(17,471)
Subsidies & Grants Capital Expenditure Contributions		63,486	64,111	(626)	-1%	79,191	86,056	79,875	(6,865)
Other Gains (Losses)		(883)	1,077	(1,959)	-182%	(964)	1,436	1,436	(2,400)
Total Asset Development Revenue & Other Gains		87,206	104,726	(17,520)	-17%	110,227	142,690	134,558	(32,462)
TOTAL REVENUE		388,840	395,670	(6,829)	-2%	518,021	538,236	541,756	(20,215)
OPERATING EXPENDITURE									
Depreciation & Amortisation Expense		69,060	60,025	(9,035)	-15%	92,034	80,034	80,034	(12,000)
Personnel Expense		80,449	77,894	(2,555)	-3%	106,072	103,506	104,205	(2,566)
Finance Expense		36,234	31,449	(4,785)	-15%	49,000	43,676	43,676	(5,324)
Other Expenses:		163,140	157,050	(6,090)	-4%	244,123	219,900	263,135	(24,223)
Consultants & Contractors		31,468	25,313	(6,156)	-24%	36,329	33,719	39,302	(2,610)
Administration		11,961	12,262	300	2%	23,834	16,481	33,872	(7,353)
Grants, Contributions & Sponsorship Expense		33,866	29,088	(4,778)	-16%	65,207	51,630	69,674	(13,577)
Other Operating Expense		47,464	50,793	3,329	7%	67,351	67,352	70,466	0
Repairs and Maintenance		26,323	27,302	980	4%	35,819	35,269	34,372	(551)
Utilities and Occupancy Expenses		12,057	12,292	235	2%	15,582	15,449	15,449	(133)
Total Operating Expenditure		348,883	326,418	(22,465)	-7%	491,229	447,116	491,050	(44,112)
OTHER EXPENSES									
Investment Property Revaluation Movements		0	0	0	0%	0	0	0	0
Loss on Disposal of Assets		6,169	0	(6,169)	0%	6,169	0	0	(6,169)
Assets Vested by TCC to Outside Entities		0	0	0	0%	0	0	0	0
Provision Expense		0	900	900	100%	0	1,200	1,200	1,200
Total Other Expenses		6,169	900	(5,269)	-585%	6,169	1,200	1,200	(4,969)
TOTAL EXPENDITURE		355,052	327,318	(27,734)	-8%	497,398	448,316	492,250	(49,081)
SURPLUS/(DEFICIT)		33,788	68,352	(34,564)	51%	20,623	89,919	49,506	(69,296)
OPERATING SURPLUS/(DEFICIT)		(47,249)	(35,475)	(11,774)	-33%	(83,435)	(51,570)	(83,852)	(31,865)

\* Revised budget = Annual Plan + carry forwards +/- approved changes. Along with budget redistributions such as Digital capex budgets transferred to (loan funded) opex budgets.



Overall Comments on Year to Date and Forecast Balances		Attachment 1
<div>Operating Revenue</div> <p><b>Rates revenue</b> is ahead of budget due to active identification of additional rating units after the adoption of the rates resolution for 2023-24, and higher than budgeted kerbside collection rates. The second rates instalment in February confirmed the full year revenue. Metered water revenue is ahead of budget as the volumes are up from the annual plan (dry weather). This results in 8% increase in revenue against YTD budget. Year-end forecast for metered water revenue is increased by \$1m with the expectation that demand will drop off over Autumn.</p> <p><b>Finance and Dividends Revenue</b>, Interest revenue has a positive variance to budget due to higher interest rates than budgeted and higher deposit balances at the beginning of the year. This positive variance largely offsets the negative interest expense variance. The impact of this offset will decrease as the year progresses, with a net negative variance expected between \$2m and \$3m by the end of the year.</p> <p><b>Subsidies &amp; Grants</b>. Department of Internal Affairs (DIA) subsidy is behind budget due to reduction of grants for Three Waters reforms (\$3.5m full year budget vs \$650k forecast). Both NZTA and IFF grants for Tauriko West are also behind budget due to reduced expenditure during the period. The negative variance is offset by Roading maintenance grants which are now ahead as more effective monitoring processes are in place. Waka Kotahi has committed to additional subsidies up to \$7.7m for roading operational and capital expenses, which is included in the full year forecast (\$7m and \$700k to opex and capex respectively). Revenue for city events and community grants are also ahead of budget due to carry forwards from 2023 (which offsets to additional expenditure).</p> <p><b>Other Revenue</b>, primarily user fees, are above in several activities, including wastewater (\$690k - Omokoroa volumes), parking management (\$610k - fines and court fees recoveries), transport (expense recoveries), Baycourt (high venue hire and bar sales) and Property Management (high commercial property rentals). In building services, \$920k revenue was recognised from prior years pre-receipt, and this has been added to current year's total forecast.</p>		<div>Operating Expenditure</div> <p><b>Personnel Expense:</b> Direct staff costs are slightly under budget and expected to remain so for the full year. Indirect costs are in line with budget, with additional recruitment and casual staff expenses partly offset by lower training costs. Capitalised salaries however are \$3.4m below budget, mainly in Digital Services who are now required to expense software development charges and in City development where the focus this year has been on planning and design which cannot be capitalised. The full year position is expected to be \$2.6m over budget due to inability to capitalise time. In both cases this expenditure will be largely loan-funded.</p> <p><b>Depreciation</b> has been calculated through the fixed asset register in SAP, which has been updated for asset revaluations and asset capitalisation. The three waters revaluation in 2023 and the transport revaluation in 2022 have both impacted current year actuals significantly, now forecasting a \$12m overspend. This overspend is not funded.</p> <p><b>Finance Expenses</b> are higher than budgeted as higher previous year debt balances rolled into the new financial year. Interest rates are also higher than budgeted (5.5% OCR, compared to AP assumption of 5.25%) which impacts on all floating and new debt. Full year forecast is significantly higher than budgeted, reflecting a higher forecast capital programme and the impact of elevated higher interest rates.</p>
<div>Asset Development Revenue &amp; Other Gains</div> <p><b>Assets vested to Tauranga City Council</b> - revenue recognition is dependent on the timing of project completion of infrastructure projects by developers.</p> <p><b>Development Contributions</b> are primarily from city-wide development contributions, Pyes Pa West and Tauriko Business Estate development contributions. Revenue is reduced by \$3.5m for a reimbursement paid to a developer. 2024 to date has seen reduced volumes of new dwelling consents issued, as compared to both budget and 2023.</p> <p><b>Subsidies &amp; Grants Capital Expenditure Contributions</b> Spaces and places grants are under due to timing, and it is expected that year-end forecast will be lower as the Gordon Spratt Reserve project is not going to happen this financial year. \$3.9m has been received for Te Maunga Transfer Station project, however the forecast has been adjusted down as the project is on hold. IFF and Waka Kotahi grants for roading activities are close to budget.</p> <p><b>Other Gains and Losses</b> includes non-cash accounting entries in relation to: - a \$1.98m unbudgeted discount amortisation on the Housing Infrastructure Fund loan (\$131m loan for Waiari and Te Maunga), which is leading to other losses, offset by - a \$1.1m budgeted gain relating to the Totara Farm (Te Tumu) land transaction.</p> <p><b>Loss on Disposal of Assets</b> - write-offs relating to duplicate assets, demolished buildings and land not owned by Council found in the fixed asset register. <b>Provision Expense</b> - removed from forecast as weathertight claims are already finished.</p>		<div>Other Expenditure:</div> <p><b>Consultants and Contractors:</b> Digital Services are now required to expense software development time charges (previously capitalised), with \$9m expensed YTD. A significant proportion of this is likely to be loan-funded. Civic Precinct Development \$2.8m over budget relating to expensing of feasibility studies and business cases; this will also be reviewed to assess loan-funding eligibility. These overspends have been offset by underspends in Infrastructure (particularly city waters and transport) and city &amp; infrastructure planning. The reduction in City Waters forecast expenditure (relating to waters reform) is mirrored by a reduction in grant revenue (from DIA). Budget amounts will be kept in the forecast pending further work on alternative Waters reform. A forecast overspend to the revised budget of \$16.5 relating to Digital is offset in Admin forecast saving against revised budget \$17.3m.</p> <p><b>Repairs &amp; Maintenance:</b> Transport activity is behind budget, and this is reflected in the year-end forecast which is reduced by \$1.3m. The forecast reduction is offset by an increase in other operating expense, to fund vegetation control expenditure. Parking management is also behind budget as more capital works were undertaken rather than operational ones. These underspends are offset particularly by a forecast overspend in Water Supply for reticulation maintenance, \$0.5m of which is related to prior year (and was not accrued for in 2023).</p> <p><b>Community contributions &amp; grants:</b> NZTA/Tauriko West is ahead of Annual Plan but behind the revised budget. Bay Venues grant payments for the period tracking over budget due to faster than anticipated delivery against budget phasing. A \$13.5m increase is forecast due to carry-forwards from 2023 including Tauriko West, Bay Oval, Bay Venues renewals grant and Papakainga grant. The forecast is less than the revised budget indicating that some of these may require carrying forward again.</p> <p><b>Other Operating costs:</b> Although there is an underspend in all of council for year to date, total forecast at year-end is forecast to be on budget due to increased sludge disposal costs (mainly transportation cost) in the Wastewater activity. Digital activity is behind budget YTD by \$600k (due to timing of actuals against budget phasing), sustainability and waste (\$1.3m - some cost fluctuations, expenditure no longer required, and timing of the implementation of Climate AIP), and communication and engagement (\$680k - work still to commence). Offsetting this are overspends from city waters and wastewater services (sludge disposal). Forecast for civic precinct is now expected to be higher (by \$460k) at year-end due to transfers from capex and unbudgeted Te Manawataki o Te Papa CCO costs (loan funded due to the receipt of benefits over time, debt retirement will be in place). Council wide forecast is less than revised budget.</p> <p><b>Rent, rates, &amp; utilities:</b> A \$2m credit to electricity expense (relating to the correction of GST treatment on electricity invoices in the past two years) was booked in February. Offsetting this is on-going high water usage (\$620k - very high Te Maunga WWTP water usage due to insufficient recycled water being produced for the clarifying process to meet demand), rates expense (\$280k) and refuse expenses (\$300k - mainly from illegal dumping of rubbish picked up by contractors). Te Maunga WWTP usage of water is expected to continue until the water recycling system is up and running.</p> <p><b>Administration:</b> Expenditure behind budget due to an underspend in computer and software license expenses (\$400k), being offset by several small overspends in other accounts. Forecast for total administration costs is \$1.9m under budget for the full year, taking into account the expected movements of digital expenditure for their SaaS and Capital projects.</p>

Revenue and Expense Variance - March 2024

Attachment 1

USER FEES REVENUE						EXPENDITURE			
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
	Chief Financial Officer								
101	Corporate Treasury	Rates and water penalties	353,242	(823,200)	(1,050,000)	Revenue: Rates penalties, water penalties and court recoveries all above budget. Expenditure: Timing variances on operational expenses and travel expense recharges.	274,294	1,188,611	1,322,024
102	Head Office - TCC					Expenditure: \$1.37m electricity expense credit booked in Feb - relating to the correction of GST treatment on electricity invoices in the past two years.	1,363,005		(4,933,608)
104	Strategic Properties					Expense: Rates expense on strategic properties.	(2,482)	146,069	146,069
10	Finance	Payments/contributions	(65,879)	(166,698)	(85,000)	Revenue: Timing variances with valuation data recoveries. Expenditure: Capitalised salaries tracking \$260k behind budget and additional valuations database maintenance costs (out of cycle valuation), partly offset by lower administration costs.	(394,164)	6,943,464	7,246,777
12	Executive Team		4,114			Revenue: Minor variance. Expenditure: Minor variance.	4,159	5,540	86,843
19	Insurance	Insurance recovery	332,710	(410,000)	(650,000)	Revenue: Unbudgeted recoveries - offsetting expense variance. Expenditure: Premium expenditure above budget \$640k YTD, recovered from other activities and offset by external recoveries.	(332,665)	410,051	410,051
57	Marine Precinct	Leasing & Berthage	99,968	(1,242,356)	(1,250,000)	Revenue: High hardstand and travel lift fees in January, partly offset by lower rental revenue due to fewer and shorter boat stays. Expenditure: Under budget mainly due to lower contractor staffing costs (reduced management staff) and internal charges.	360,332	1,752,496	1,745,061
81	Airport	Landing & parking fees / Leasing	(2,455)	(12,599,508)	(12,750,978)	Revenue: Landing charges are still tracking slightly below budget, but are almost back to expected levels, while parking and rental revenue is tracking above budget. Expenditure: Salaries tracking ahead of budget due to personnel changes after 2024 year budgets were set. Repairs & maintenance costs are also ahead of budget as a result of some maintenance works being done in conjunction with capital project work. These overspends are partly offset by underspends in property related costs and internal overheads.	(220,808)	4,012,524	4,755,893
95	Strategic Investment & Commerce	Rates	3,040		(5,000)	Revenue: Expense recoveries. Expenditure: Lower expenditure generally, partly offset by capitalised salaries which are tracking behind budget.	15,401	1,112,573	1,194,288
	TOTAL CHIEF FINANCIAL OFFICER		724,739	(15,241,762)	(15,790,978)		1,067,073	15,571,328	11,973,398
	Corporate Services								
11	Human Resources	External Recoveries	13,221			Revenue: Variance due to unbudgeted costs recovered from Taituara and ACC. Expense: Unbudgeted expenses including recruitment costs associated with the appointment of the CE position, employee insurance costs unbudgeted in error, and specialised support into Transport. These are offset somewhat by unutilised operational project budget for the period. Life insurance expense was not budgeted in error.	(52,675)	5,231,741	5,597,741
13	Digital Services	Metro network lease	(6,975)	(170,036)	(170,036)	Revenue: Minor variation. Expense: Variance caused by SaaS contractor costs associated with project work now expensed where previously budgeted to capital expenditure. This will be assessed for loan-funding eligibility. The digital team are responding to new business requirements putting pressure on overall budgets whether capital or opex. This is being monitored.	(8,743,189)	24,472,964	31,739,464
20	Communications & Engagement					Expense: Variance in operational costs budgeted for is in unexpended new initiatives, support for projects yet to commence and recoveries from infrastructure capital projects that were not budgeted.	831,266	4,486,983	4,136,983
47	Infrastructure Delivery (CPAD)					Expenditure: Bulk of this is time costs coming from City Waters projects.	(19,382)	(1,498)	(1,498)

USER FEES REVENUE						EXPENDITURE			Attachment 1
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
55	Legal & Risk					<b>Expense:</b> Costs appear under this month due to a correction to annual leave recording. Westlaw subscription budgeted through Digital, but recording costs through Legal creating an overspend in this activity. Unbudgeted consultant costs were incurred in managing the Maungatapu slip response.	60,318	3,645,410	3,945,410
83	Fleet Management					<b>Expense:</b> Variance is due to depreciation cost recovered to rest of business not showing in this report.	(10,953)	(14,613)	(14,613)
TOTAL CORPORATE SERVICES			6,246	(170,036)	(170,036)		(7,934,615)	37,820,987	45,403,487
Community Services									
15	Civic Complex	Leasing	(9,168)	(10,290)	(2,000)	<b>Revenue:</b> Minor variance. <b>Expenditure:</b> Operating expenditure generally under budget across the board. Partly offset by additional Cater Plus charges, Mt Maunganui Hub costs (unbudgeted) and cleaning costs (additional cleans).	334,558	5,222,907	5,334,826
31	City Operations	Rates	27,715		(25,000)	<b>Revenue:</b> unbudgeted rebates received. <b>Expenditure:</b> Salary costs are ahead of budget by \$500k; \$300k of unrealised salary savings driven by low staff turnover and the drive to improve level of service, capitalised salaries tracking behind budget by \$120k YTD. Training, clothing and protective equipment are ahead of budget \$120k due to initial start-up costs. Variations in a wide variety of other expenditure make up the balance. Full year forecast is reflective of the overspend YTD along with the expectation of bringing new staff on board in preparation of in-housing from 1st July this will be offset elsewhere in the Community Services group (Tauranga Reserves contract and Facilities Maintenance).	(812,719)	4,799,735	5,857,710
44	Emergency Management					<b>Expenditure:</b> Tracking behind on consultancy, education and other operating budgets YTD but various projects scheduled to start in the last quarter of the Full year.	388,028	1,480,932	1,480,932
54	City Events		35,555	(4,400)	(44,400)	<b>Revenue:</b> Unbudgeted hire revenue and additional event facilitation income. <b>Expenditure:</b> Underspent YTD. Key planned projects unable to be completed due to staff resourcing constraints. Surplus on direct costs YTD is \$200k ahead of budget.	163,665	3,994,081	3,851,865
56	Community Development	Grant funding, partnership agreements	6,511			<b>Expenditure:</b> Slightly underspent YTD. Relates to timing differences of grant payments vs budget.	225,323	4,515,642	4,525,458
59	Spaces & Places	Reserve and property rentals, McLaren Falls	124,304	(447,937)	(557,937)	<b>Revenue:</b> \$90k of revenue received in advance in FY23 relating to work being completed in FY24, carried forward into the current financial year. <b>Expenditure:</b> Capitalised salaries \$525k behind budget YTD - forecast to be on budget at year end. Consultancy costs are \$330 over budget YTD, forecasting to be \$200k overspent at year end including \$60k of unbudgeted expenditure relating to the Cyclone Recovery Emergency works. Carry forwards have created a \$421k difference between Annual Plan and Revised Budget YTD (full year \$3.8m, consisting mainly of the Bay Oval grant \$3.4m, along with \$311k Airport beautification fund and \$180k Mauao tree removal). Current year end forecast is expected to be \$200k over budget.	(1,301,828)	21,683,294	26,045,554
64	Baycourt Community & Arts Cent	Sales & Hireage Fees	366,891	(626,993)	(1,021,993)	<b>Revenue:</b> Venue hire and bar sales tracking significantly ahead of budget due to increases in business in the first three quarters, QTR 4 will see the revenue pull back but full year forecast is estimated to be \$395k over budget. <b>Expenditure:</b> Increased bar stock costs and casual staff costs tracking ahead of budget due to high volume of events to deliver, offset with increased revenue. With some marketing and R&M spend scheduled for May and June total expenses are forecast to be \$352k over budget at year end. Overall this will result in an end of year positive net position to budget of approx. \$43k. Surplus on direct costs YTD is \$192k ahead of budget.	(174,523)	2,082,837	2,434,837

USER FEES REVENUE						EXPENDITURE			Attachment 1
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
65	Arts & Culture					<b>Expenditure:</b> Salaries ahead of budget \$150k YTD due to bringing staff onboard early to commence the project management for the museum. Community contract and grants payments tracking \$500k behind budget YTD due to timing differences. Approximately \$100k worth of F23 expenses that were not accrued in June are reflected in FY24 actuals and will eventually result in a full year overspend.	(130,981)	3,718,600	4,199,600
67	Marine Facilities	Leases	(137,783)	(646,237)	(486,236)	<b>Revenue:</b> Mainly from below budget boat storage revenue (budget was over stated). <b>Expenditure:</b> Overspent due to consultants costs for providing condition assessments on marine and coastal structures. These were not in the annual plan, but are included in revised budget with the budget carried forward from 2023. Forecast includes condition assessments.	(210,232)	945,308	1,247,584
68	Beachside	Accommodation	112,647	(2,650,023)	(2,700,023)	<b>Revenue:</b> Ahead of budget YTD due to record occupancy over Jan - March. <b>Expenditure:</b> Slightly ahead of budget (variance not material). Surplus on direct costs YTD is \$56k ahead of budget.	(55,876)	1,712,456	1,755,242
75	Customer Services	Property Files & Information	(22,171)	(1,358,081)	(1,358,081)	<b>Revenue:</b> Slightly behind budget YTD. <b>Expenditure:</b> Tracking behind budget YTD, mainly in salary costs.	141,932	3,925,935	3,950,935
77	Libraries	User Fees	(72,521)	(255,073)	(155,073)	<b>Revenue:</b> Behind budget YTD, full year forecast has been updated to reflect expected year end result. <b>Expenditure:</b> Employee costs \$210k over budget YTD mainly attributable to unrealised salary savings of \$181k. R&M relating to He Puna Manawa \$50k over budget along with security costs \$43k over budget YTD due to the numerous incidents of anti-social behaviour. Internal charges from the Property Team are \$60k higher due to the repainting of Papamoa library.	(389,884)	8,629,623	8,957,099
84	Cemeteries	Product sales	251,184	(1,299,590)	(1,629,590)	<b>Revenue:</b> Income from cremations above budget as a result of increased demand due to TCC currently being the only operator in Tauranga. <b>Expenditure:</b> Employee expenses ahead of budget as a result of the increased workload. Surplus on direct costs YTD is \$146k ahead of budget.	(105,390)	823,954	963,954
90	Property Management	Leasing Income	368,339	(5,078,876)	(5,273,192)	<b>Revenue:</b> Commercial and residential rental income are both ahead of budget (rent reviews). <b>Expenditure:</b> Lower operating expenses for public facilities, partly offset by additional consultants, elevated repair costs and unbudgeted Cargo Shed lease expenses. Surplus on direct costs YTD is \$414k ahead of budget.	46,287	5,724,657	5,638,848
92	Historic Village	Leasing Income	(29,815)	(832,842)	(782,842)	<b>Revenue:</b> Lower than expected recoveries of operating expenditure. <b>Expenditure:</b> Minor variance.	(6,320)	1,629,247	1,629,247
94	Elder Housing	Rental Income	50,136		(60,000)	<b>Revenue:</b> Unbudgeted Hinau village rent income. <b>Expenditure:</b> Tracking over budget due to unbudgeted expenses for Pitau and Hinau.	(52,639)	26,308	74,042
	TOTAL COMMUNITY SERVICES		1,071,824	(13,210,342)	(14,096,367)		(1,940,599)	70,915,516	77,947,733

USER FEES REVENUE						EXPENDITURE			Attachment 1
Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast	
Infrastructure Services									
26	Stormwater	Leasing, Operational cost recovery	(107)	(10,830)	(10,830)	Revenue: Minor variance Expenditure: Capitalised salaries under budget \$250k. Reforecasted down to \$100K for the full year. Consultancy is over budget by \$372K due to increased planning around resilience. Overall repairs and maintenance is under budget \$259K. The largest portion is attributable to ground maintenance under budget \$389K but City Operations charges are now classified as internal recoveries rather than repairs and maintenance causing internal charges to be over budget \$107K. Other operating expense is under budget \$136K with no expense being recorded to date for property rental and public engagement.	(354,742)	9,181,356	11,319,026
27	Wastewater	Trade Waste and Omokoroa metered income	693,482	(2,236,429)	(2,859,970)	Revenue: Correction of invoicing to Western Bay of Plenty District Council for Omokoroa Wastewater volumes missed as a result of faulty meters totalled \$471K: The volumes have also been under budgeted by \$300K per annum. Revenue has been reforecasted. Expenditure: Capitalised salaries under budget \$263K. Reforecasted down from \$336K to \$100K per annum. Only management expected to contribute lightly to capex projects. Consultancy budgets are under \$416K with the largest portion in planning. Repairs and maintenance is \$1.1m over budget with the largest proportion due to reactive resilience reticulation maintenance and increased costs of mechanical repairs associated with the pump stations. Water expense is over budget by \$479k because we are now using actual meter readings to determine plant use vs waste site use. Usage at the Te Maunga waste water treatment plant is well over budget because city water rather than recycled water is being used temporarily, in the clarifying process in order to keep up with demand. Sludge disposal expense is also over budget by \$1.1m due primarily to increased transportation costs.	(1,958,349)	24,823,930	29,888,687
29	Water Supply	Water operation fees/forestry	(436,169)	(938,105)	(207,000)	Revenue: No forestry income received \$548k budgeted YTD, offset by unbudgeted expense recoveries. Expenditure: No forestry expense in catchment management results in other operating expense running under budget \$501K. Consultancy is under budget \$450K. Consultancy is expected to increase over the last quarter: Repairs and maintenance is over budget by \$1.1m, largely reticulation maintenance which is overstated by \$831K, \$488K of which belonged in the prior year. This is offset by internal recoveries underbudget by \$544K.	(108,967)	19,227,678	21,678,375
30	City Waters (Support Services)	Laboratory fees	124,539	(1,426,356)	(1,325,000)	Revenue: Laboratory recoveries over budget by \$117K; forecast has been increased. Expenditure: Employee expense is under budget by \$247K due to recharging of salaries out and unused training budget. Consultancy under budget \$2.6m primarily due to "halting" of water reform work. Consultancy reforecasted. Computer licensing is under budget \$215K. The net operation of City Water Support has resulted in internal recoveries from the 3 waters activities being \$1.4m under budget.	1,865,441	4,668,345	1,670,685
32	Sustainability & Waste	User Fees - from operations & contract	42,719	(384,652)	(384,652)	Revenue: Minor variance Expenditure: \$0.2m relates to Charges & Levies being lower than anticipated due to waste reduction. Balance (rates funded Marketing, Operational Projects, Education & Consulting Expense) relates to the delay in the coordination & finalisation of the Climate Action and Investment Plan (Climate AIP). The expense forecast has been amended accordingly.	920,664	15,471,633	14,397,398
38	Transportation	Road Zones & Other Fees	230,216	(779,646)	(1,029,646)	Revenue: Favourable due to bus lane infringement (\$205K) . Expenditure: Favourable due to savings in employee expenses (\$1.1M) as a result of salary capitalisation together with a reduction in consultancy expenditure (\$1.4m)	2,671,623	60,134,342	68,818,940



USER FEES REVENUE						EXPENDITURE			Attachment 1
Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast	
69	Asset & Infrastructure Planning	Consent & Planning Fees	(102,348)	(872,616)	(772,616)	Revenue: Lower building consent demand resulted in building consent WOF being \$190k behind budget, partly offset by engineering plans running \$100k ahead. Expect to be behind \$100k at year end. Expenditure: \$90k over budget for salaries driven by no capitalisation of salaries, Infrastructure Resilience Consultancy and design \$200k under budget, Infrastructure Standards \$50k under budget, Land & Development Engineering \$40k under budget on legal costs.	230,868	1,001,525	1,001,525
85	Parking Management	Parking Fees	617,524	(5,628,744)	(6,500,870)	Revenue: Fines & Court fees \$1.9m ahead of budget, offset by: off-street behind \$500k, on-street lower than budget \$800k (Saturdays and after 5 pm now free). User fee forecast increased \$2.6m to reflect the significant increase in fines, and reduced \$1.7m to reflect permanent changes to on-street parking times. Expenditure: R&M behind budget \$250k due to the capital works undertaken, expected to be \$350k behind budget by year end	360,632	3,232,834	3,102,834
TOTAL INFRASTRUCTURE SERVICES		1,169,854	(12,277,378)	(13,090,584)		3,627,170	137,741,643	151,877,470	
City Development & Partnerships				1					
58	Bay Venues Limited & CCO's	Depreciation - trsfr to TCC Depreciation Reserve / External Recoveries	(142,710)	(851,346)	(851,346)	Revenue: Tracking behind budget due to timing of depreciation transfer on new capital from Bay Venues. Expenditure: Tracking ahead of budget due to faster than anticipated renewals delivery (funded from depreciation reserve and paid to BVL as a grant). Forecast reflects carry forward of \$611k renewals from FY23.	(2,185,018)	12,451,594	13,062,594
61	Civic Precinct Support		646			Expenditure: During the year capital budget was converted to opex re the Memorial Park Aquatics Facility, Memorial Park Walkway stage 2 and the Community Stadium. Actual opex costs relating to these projects now total \$2.7m, and makes up most of the variance to AP. Unbudgeted costs related to support of the overall city centre programme include salaries in Strategic Partnerships (\$115k), under-capitalisation of salaries across the activity (\$500k), unbudgeted temporary staff costs (\$115k), and CCO costs relating to directors and their expenses (\$400k). More minor unders and overs throughout the activity account for the remaining variance. The cost centres in this activity related to capital delivery continue to be loan funded.	(4,188,004)	2,952,029	7,795,230
76	Economic Development	Targeted Rate Funding				Expenditure: Over budget for community grants due to the timing of payment instalments.	(324,427)	5,288,521	5,288,521
TOTAL City Development & Partnerships		(142,064)	(851,346)	(851,346)		(6,697,449)	20,692,144	26,146,345	
Regulatory and Compliance									
43	Regulatory Services	Consent fees	70,897	0	(70,897)	LIMs budgets sit in Customer Services in 2024. Revenue received in December is for Account Management fees.	(74,479)		74,479
46	Environmental Planning	Consent fees	(246,162)	(3,431,730)	(3,431,730)	Revenue: Discounts and rebates \$130k over budget due to a combination of challenges meeting timeliness targets and clearing historic consents. Building consents WOF revenue ahead of budget \$225k, and other revenue is less than budget by \$260k . Due to a focus on staff charging full hours, average charge per consent has increased and the negative variance is expected to reduce by year end. Expenditure: Salaries under budget by \$615k due to vacancies, and consultancy under by \$260k.	852,082	6,716,364	5,521,596

USER FEES REVENUE						EXPENDITURE			Attachment 1
	Activity	Main Revenue Stream	YTD Variance	Full Budget	Full Forecast	YTD Variance Commentary	YTD Variance	Full Budget	Full Forecast
48	Environmental Regulation	Monitoring Fees	(145,223)	(1,103,588)	(909,961)	<b>Revenue:</b> Volumes in food hygiene and liquor licencing are lower than expected. While volumes are varied throughout the year, it is not expected to recover in the remaining months. Forecast is adjusted with this one. <b>Expenditure:</b> Liquor Licensing salary costs higher than budget due to an extra unbudgeted FTE which was approved last financial year. Legal costs above budget by \$90k due to a judicial hearing. Membership expenses for Food Licensing \$10k over budget.	(262,786)	1,593,952	1,894,216
50	Animal Services	Dog Registration Fees/ court recoveries/ impounding	114,529	(1,539,858)	(1,692,545)	<b>Revenue:</b> Ahead of budget YTD including court recoveries. <b>Expenditure:</b> Many small variances.	(8,013)	1,247,269	1,209,804
52	Building Services	Consenting & Inspection Fees	(410,664)	(12,737,210)	(12,640,000)	<b>Revenue:</b> Other user charges under budget due to lower consent volumes (\$1.3m), however a revenue transfer has been made offsetting this, reallocated from prior years of \$924k. <b>Expenditure:</b> Salaries under budget by \$1.1m due to vacancies, largely offset by an overspend in consultants of \$600k.	398,359	12,444,862	11,636,189
74	Regulation Monitoring	Permit Fees, Premises registrations	102,982	(114,637)	(142,585)	<b>Revenue:</b> Bylaws Monitoring has received \$73k unbudgeted revenue relating to a prior year. <b>Expenditure:</b> Internal Charges under budget by \$58k, salaries over by \$100k due to two unbudgeted FTE, approved last year as revenue generating.	(141,441)	(78,673)	68,274
TOTAL REGULATORY & COMPLIANCE			(513,642)	(18,927,023)	(18,887,719)		763,722	21,923,774	20,404,557
Strategy and Growth									
16	Democracy Services	Recoveries (external)	27,497		(28,000)	<b>Revenue:</b> Unbudgeted citizenship revenue. <b>Expenditure:</b> The majority of the underspend relates to Commissioners remuneration and expenses, Tangata Whenua community representation expenses due to fewer meetings and timing of payments and consultancy.	302,358	3,091,376	3,091,376
18	Strategy & Corporate Planning					<b>Expenditure:</b> Tracking behind in consultancy, operational project expense, public information and engagement and marketing, as work is just getting underway for some projects. Full year forecast has been reduced to reflect expected year end result.	738,916	2,939,134	2,633,648
21	Te Pou Takawaenga Maori Unit					<b>Expenditure:</b> Tracking behind budget year to date due to slow uptake of Papakainga Grant. Year end forecast has been reduced to reflect expected spend. However, it is worth noting that year end expenditure could exceed full year budget if there is a sudden uptake of grants before year end.	167,320	1,487,906	1,287,906
51	City & Infrastructure Planning	Recoveries (external)	321,099		(352,000)	<b>Revenue:</b> Unbudgeted Reimbursements from Department of Internal Affairs for staff attending meetings in Wellington, NZTA for share of Te Kaue A Roopu Hapu attendance and Tauriko West Ltd for share of Tauriko West Projects costs. <b>Expenditure:</b> Forecast reduced, there was a slow start to projects but month on month expenditure has been increasing. TBE plan change now notified and progressing with spend expected to ramp in next month. City Centre Development Incentive Fund (CCDIF) (managed by Civic Precinct Support) is behind budget by \$300k but is forecasting to spend the full \$815k by year end.	1,108,364	9,802,319	8,795,645
TOTAL STRATEGY AND GROWTH			132,784	(1,420,441)	(1,800,441)		2,475,319	18,740,869	17,228,709
TOTAL			2,449,740	(62,098,328)	(64,687,471)		(8,639,380)	323,406,261	350,981,699

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

Capital Programme - 2024 Financial Year - March 2024

Month

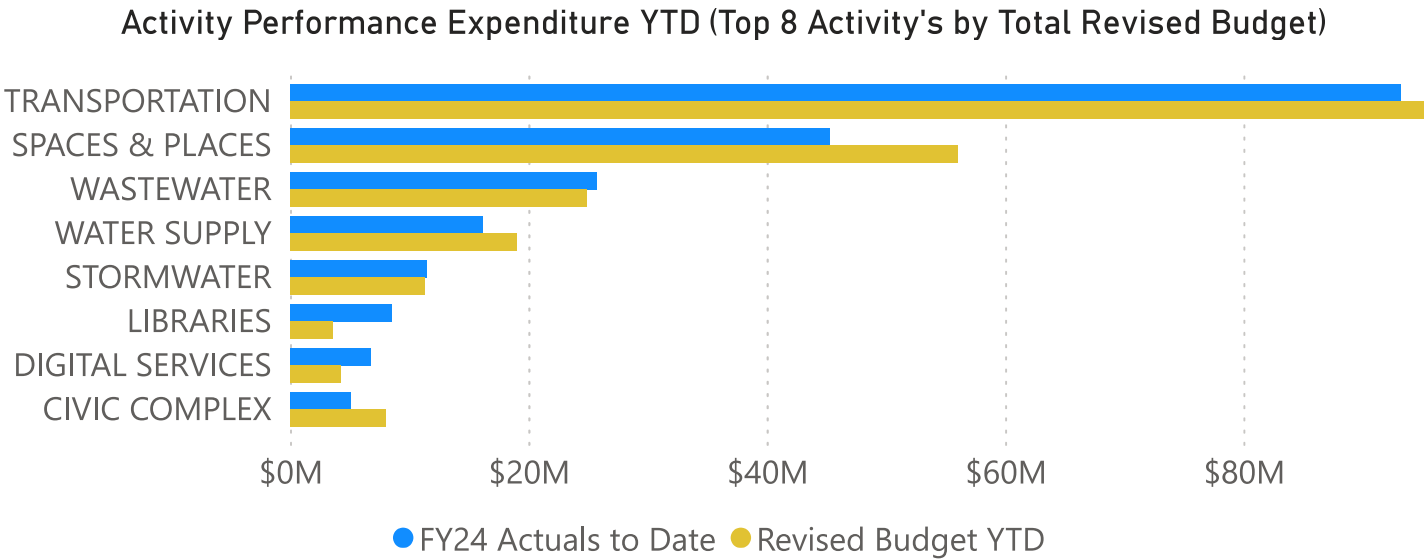
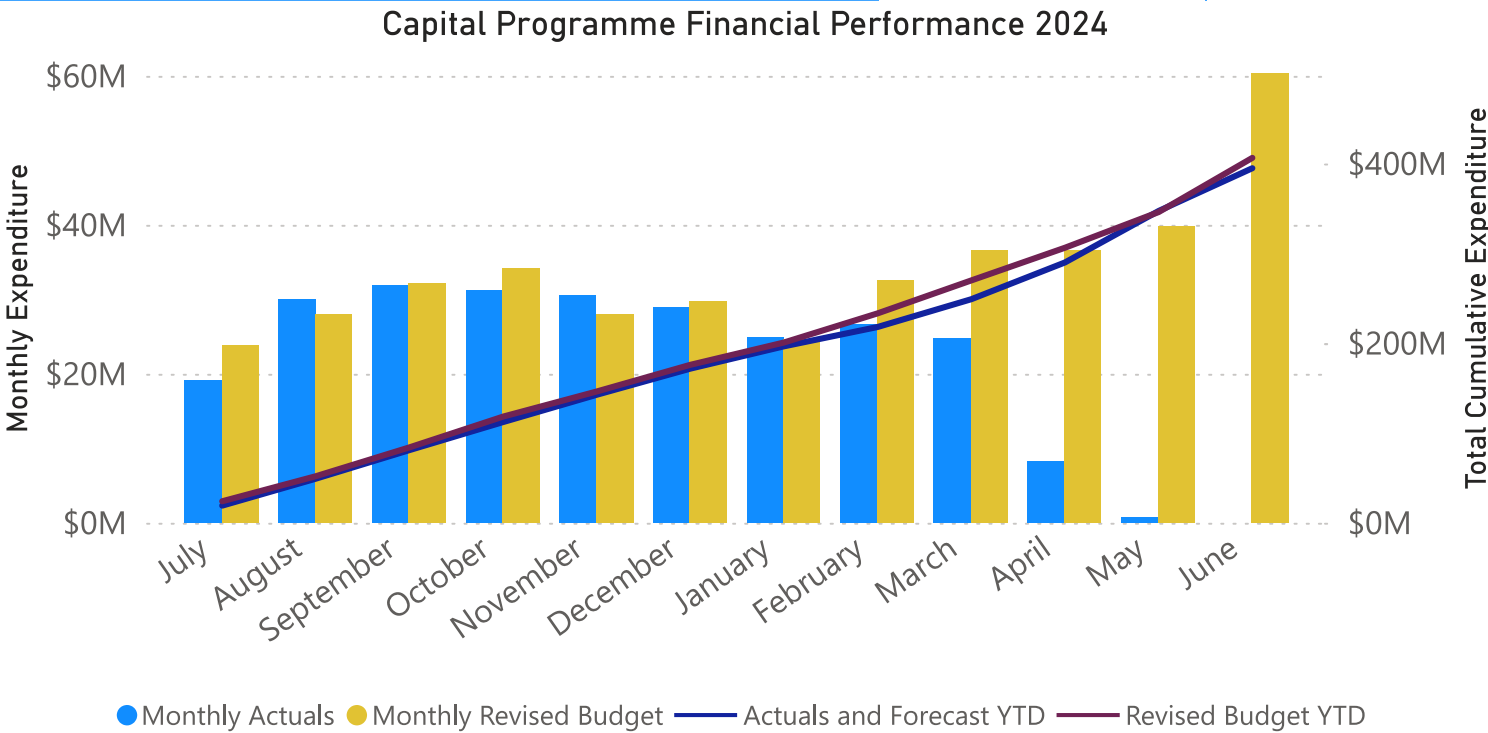
March

Fiscal Year

2024

Capital of \$24.8m was delivered in March 2024, being an average monthly spend of \$27.5m YTD. Actuals to date are lower than expected, mostly due to delays in Te Manawataki o Te Papa and Waterfront programmes. Spend across local road renewals, safety upgrades, cycleway projects and the design of Cameron Road Stage 2 has also been slower than anticipated.

Annual Plan Current Month	\$34.1M
Actuals Current Month	\$24.8M
FY24 Revised Budget to Date	\$269.7M
FY24 Actuals to Date	\$247.9M
FY24 Annual Plan Budget	\$366.7M
FY24 Revised Budget	\$406.3M
FY24 Forecast	\$394.6M
FY24 Variance to Revised Budget	-\$11.7M





Attachment 1

Capital Programme - 2024 Financial Year - March 2024					Month	Fiscal Year
					March	2024
Project Category	FY24 Annual Plan Budget	FY24 Revised Budget	FY24 Forecast	FY24 Variance	Commentary	
High Strategic Impact Projects	\$262.8M	\$258.5M	\$223.6M	-\$34.9M	See attached high strategic projects for more detail	
Balance of Growth Projects	\$48.5M	\$66.7M	\$42.0M	-\$24.7M	Forecasting to be under budget due to consenting delays for Airport apron gate and demolition delay for City Centre Laneway. Transport delays include Te Okuroa Drive construction and Ring Road Land acquisition.	
Balance of Level of Service Projects	\$48.5M	\$85.7M	\$79.8M	-\$6.0M	Forecast to be under budget due to delay in Art Gallery Land purchase	
Renewal Projects	\$52.5M	\$66.8M	\$64.4M	-\$2.4M	Renewals programme is forecast close to revised budget	
Capital Delivery by Third Parties Projects	\$5.0M	\$6.2M	\$2.2M	-\$4.0M	Forecasting to be under budget due to delays with the Waka Kotahi led delivery of the Tauriko West Network Connection Projects	
Capital Delivery Adjustment	-\$50.4M	-\$77.5M	-\$17.2M	\$60.3M	Smoother applied to forecast	
Total Capital Programme	\$366.7M	\$406.3M	\$394.6M	-\$11.7M		
Operational Projects	\$30.0M	\$64.9M	\$40.7M	-\$24.1M	Forecast to be under budget due to construction delays for Tauriko West projects as a result of scope adjustment, offsetting the overspend in Digital projects.	
Land Sales	-\$2.0M	-\$24.2M	-\$22.8M	\$1.4M	Forecast to be under budget due to timing of the realisation of the Elder Housing portfolio sale.	
Vested Assets	\$13.9M	\$12.4M	\$12.0M	-\$0.4M	Vested Assets are forecast close to revised budget	
Total Capital Programme incl Operational, Land Sales and Vested Assets	\$408.6M	\$459.4M	\$424.5M	-\$34.9M		

Attachment 1

High Strategic Impact Project Performance

Activity

▼

All▼

Month

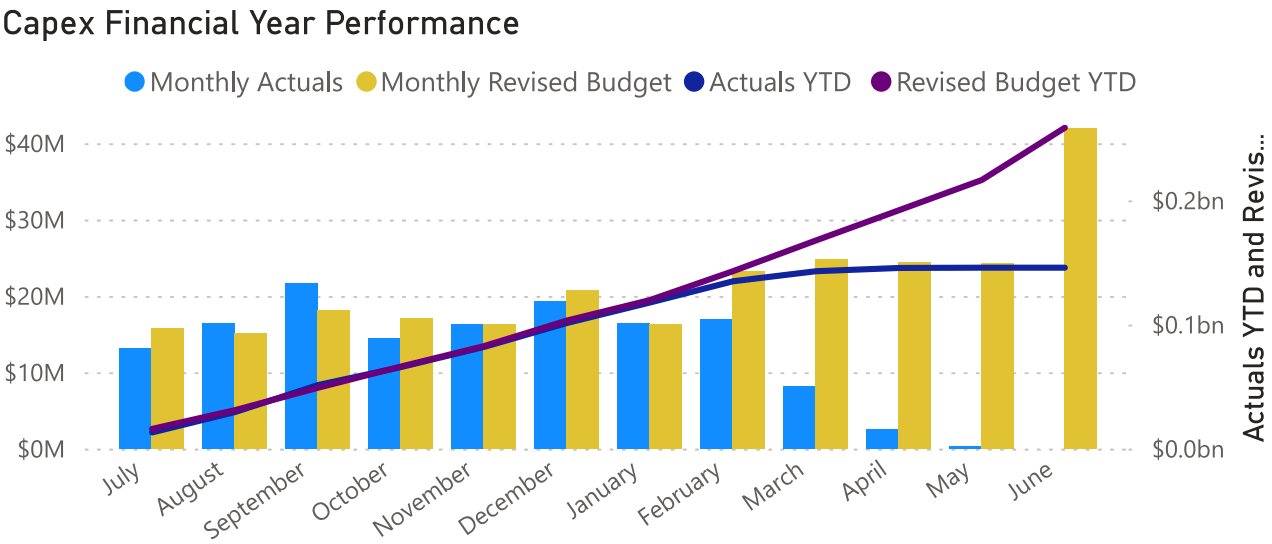
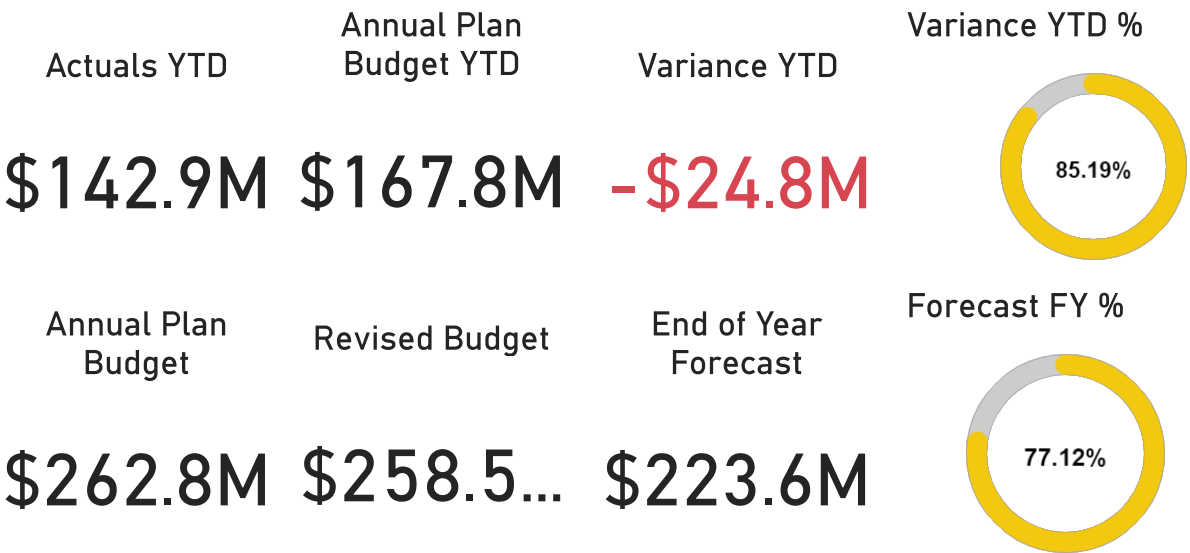
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March▼

Fiscal Year

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2024▼

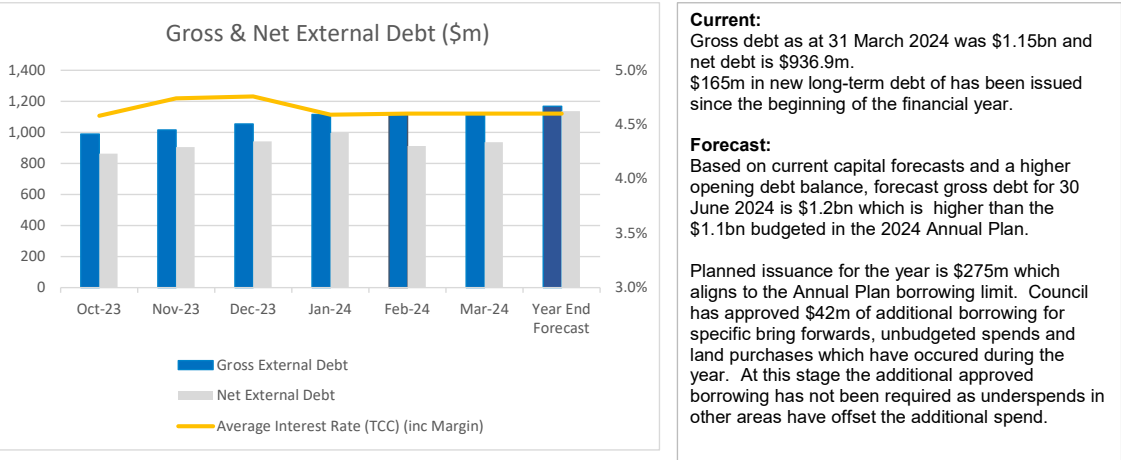


High Strategic Impact Project Performance						
	Reference	Actuals YTD	Annual Plan Total FY	Revised Budget FY	Forecast FY	Forecast Budget Variance
ACCESSIBLE STREETS		\$1,738,342	\$6,012,025	\$943,864	\$2,148,342	\$1,204,478
ACTIVE RESERVE DEVELOPMENT PROGRAMME		\$5,600,612	\$20,025,313	\$15,187,747	\$9,795,605	-\$5,392,142
ARATAKI SAFETY IMPROVEMENTS		\$340,620	\$595,857	\$2,229,029	\$1,755,620	-\$473,409
CAMERON ROAD STAGE 1		\$36,980,103	\$23,643,897	\$40,896,570	\$39,132,103	-\$1,764,467
CAMERON ROAD STAGE 2		\$1,665,254	\$10,074,916	\$3,821,348	\$2,940,949	-\$880,399
CITY CENTRE PUBLIC TRANSPORT		\$291,754	\$1,966,145	\$1,966,145	\$551,754	-\$1,414,391
COMMUNITY CENTRE DEVELOPMENT		\$216,856	\$7,000,000	\$3,400,000	\$2,696,855	-\$703,145
DIGITAL PROGRAMME		\$1,301,146	\$19,739,459	\$2,433,559	\$1,573,449	-\$860,110
DIVE CRESCENT & STRAND WATERFRONT		\$9,272,015	\$4,800,000	\$16,557,756	\$12,605,735	-\$3,952,021
ELIZABETH ST STREETSCAPE		\$2,511,960	\$1,257,406	\$2,682,683	\$4,011,959	\$1,329,276
INFRASTRUCTURE RESILIENCE		\$585,890	\$1,350,000	\$2,049,999	\$1,036,387	-\$1,013,612
KOPURERERUA VALLEY DEVELOPMENT		\$1,308,081	\$2,979,274	\$3,416,777	\$2,702,097	-\$714,680
MARINE PARADE PATHWAY		\$3,207,020	\$0	\$4,099,447	\$3,755,921	-\$343,526
MARINE PRECINCT - OFFLOADING WHARF		\$19,780	\$1,764,304	\$100,000	\$19,780	-\$80,220
MAUNGANUI ROAD SAFETY IMPROVEMENTS		\$2,438,660	\$2,667,083	\$3,091,448	\$5,078,472	\$1,987,024
MEMORIAL PARK RECREATION HUB		\$3,362,333	\$3,464,654	\$22,409,600	\$21,494,598	-\$915,002
OMANAWA FALLS		\$2,167,084	\$100,000	\$3,156,601	\$2,583,995	-\$572,606
OPAL DRIVE WASTEWATER PROGRAMME		\$1,494,738	\$6,800,000	\$6,652,665	\$3,481,166	-\$3,171,499
PAPAMOA EAST INTERCHANGE		\$11,762,088	\$15,455,007	\$16,858,027	\$16,079,799	-\$778,228
SKATEPARK FACILITY		\$3,373,211	\$2,028,827	\$3,805,157	\$3,766,785	-\$38,372
STRAND EXTENSION		\$5,062,762	\$3,240,252	\$5,698,367	\$5,062,763	-\$635,604
TAURANGA CROSSING PT IMPROVEMENTS		\$312,368	\$998,425	\$1,748,004	\$821,828	-\$926,176
TE MANAWATAKI O TE PAPA (CIVIC REDEVELOP		\$22,361,538	\$72,116,935	\$57,793,571	\$38,804,305	-\$18,989,266
TE MAUNGA TRANSFER STATION REDEVELOPMENT		\$687,186	\$11,400,000	\$1,048,282	\$687,186	-\$361,096
TE MAUNGA WASTE WATER TREATMENT PLANT		\$13,315,036	\$30,656,448	\$17,451,500	\$18,821,872	\$1,370,372
TRANSPORTATION SAFETY PROGRAMME (LCLR)		\$9,659,885	\$11,696,713	\$14,743,515	\$19,105,276	\$4,361,761
TURRET RD & 15TH AVE CORRIDOR		\$1,789,897	\$873,280	\$2,228,456	\$2,774,703	\$546,247
WESTERN CORRIDOR STAGE 1A (WASTE WATER)		\$85,858	\$50,000	\$1,990,000	\$279,858	-\$1,710,142
Total		\$142,912,076	\$262,756,220	\$258,460,117	\$223,569,162	-\$34,890,955

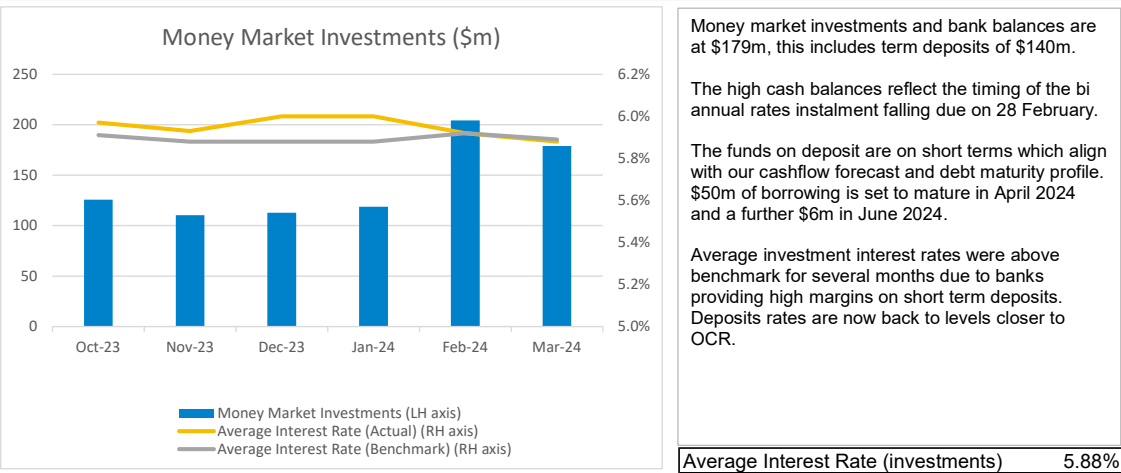
Treasury Policy Compliance  
Monthly Report to SFR  
As at 31/03/2024



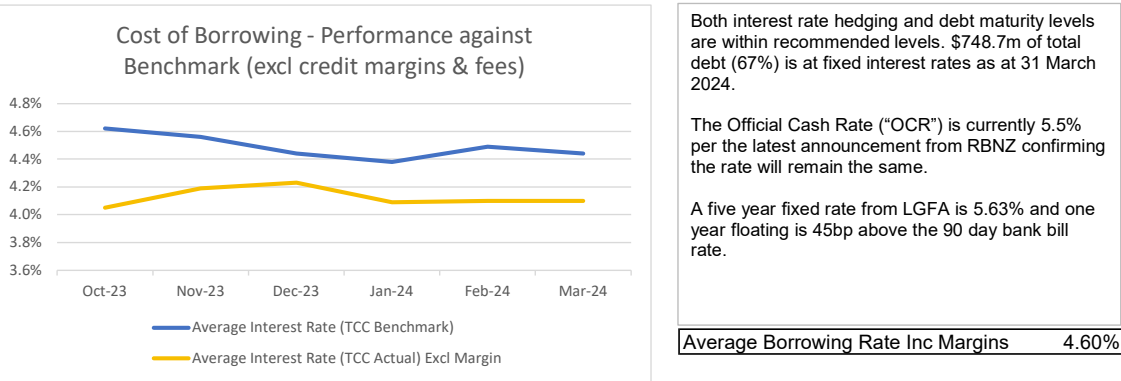
Debt



Money Market Investments



Interest



Capital Budget changes since Annual Plan 2023/24

The 2024 Annual Plan budget (including operational projects of a capital nature) was set at \$396.7m. On 4 September 2023, Council agreed to revise the baseline budgets for FY24 to \$495.9m to ensure budgets were consistent with 24-34 LTP reprioritisation and reflected the latest expectations of cost and timing.

Subsequently, budgets have been revised down by \$24.8m (resulting in a revised budget of \$471.1m), including:

- bring forward of budget from later years of LTP (\$46.0m)
- reductions (\$1.2m) and deferral (\$102.6m) of budget to align with 2024-34 LTP prioritisation
- cost increases on existing projects, such as Cameron Road Stage 1, Art Gallery refurb, Destination Skatepark, Omanawa Falls and City Centre carpark construction and strengthening (\$25.0m)
- new projects approved relating to strategic land purchase, facilities maintenance and Hull Road level crossing (\$5.3m)
- some capital budget has been realigned as operational budget of a capital nature and vice versa (across Transport and Digital initiatives)

Approval by delegation can be found in the table below.

Approved By:	Budget Reduction	Budget Deferral	Additional Budget	Bring Forward Budget	New Project Budget	Opex Budget Transferred to Capex	Capex Budget Transferred to Opex	Reallocation Between Projects	Total Variance to Revised Baseline Budget
Chief Executive	0.0 M	0.0 M	1.6 M	22.4 M	0.8 M	0.0 M	0.0 M	(0.9 M)	23.8 M
Council	(0.1 M)	(1.5 M)	22.4 M	23.6 M	4.3 M	0.0 M	0.8 M	2.0 M	51.5 M
General Manager	0.0 M	0.0 M	1.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	1.2 M
Programme Manager (rephasing/reallocation)	(1.1 M)	(101.2 M)	0.0 M	0.0 M	0.0 M	(17.3 M)	19.3 M	(1.1 M)	(101.3 M)
Total	(1.2 M)	(102.6 M)	25.0 M	46.0 M	5.3 M	(17.3 M)	20.1 M	0.0 M	(24.8 M)

Further detail on these movements can be found in the following table.

Detailed Capital Budget Adjustments Q3 FY2024

	Budget Reduction	Budget Deferral	Overspend Additional Budget	Bring Forward	Overspend New Project	Opex Budget Transferred to Capex	Capex Budget Transferred to Opex	Reallocate Between Projects	Total Variance to Revised Baseline Budget
<b>Chief Executive</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>1.6 M</b>	<b>22.4 M</b>	<b>0.8 M</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>(0.9 M)</b>	<b>23.8 M</b>
15th Ave, Turret Rd & Fraser St Upgrades	0.0 M	0.0 M	0.0 M	0.4 M	0.0 M	0.0 M	0.0 M	0.4 M	0.8 M
Bethlehem Rd Stg 2 Reconstruction	0.0 M	0.0 M	0.0 M	1.4 M	0.0 M	0.0 M	0.0 M	0.0 M	1.4 M
Bethlehem Rd Stg 3 Upgrading	0.0 M	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M
Cambridge Rsvr trunk main relocations	0.0 M	0.0 M	0.0 M	1.2 M	0.0 M	0.0 M	0.0 M	0.0 M	1.2 M
CFIP Community Centres existing urban	0.0 M	0.0 M	0.0 M	2.0 M	0.0 M	0.0 M	0.0 M	0.0 M	2.0 M
Coastal Water Trunk Mains 1	0.0 M	0.0 M	0.0 M	1.1 M	0.0 M	0.0 M	0.0 M	0.0 M	1.1 M
Graffiti Removal	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
Hamilton, Wharf & Durham Footpath Upg	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M
Hull Road Level Crossing	0.0 M	0.0 M	0.4 M	0.0 M	0.4 M	0.0 M	0.0 M	0.0 M	0.8 M
Kennedy Rd/Hastings Rd Res Lnd Purchase	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.3 M	0.5 M
Maleme St Upgrade	0.0 M	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.1 M	0.3 M
Masonic Park Upgrade	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Mauao Placemaking & Interpretation	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
New Transportation Model	0.0 M	0.0 M	0.3 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.3 M
Opal Drive Rising Main	0.0 M	0.0 M	0.3 M	0.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.4 M
Pound Extension & Refurbishment	0.0 M	0.0 M	0.3 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.3 M
Strand Extension Streetscape	0.0 M	0.0 M	0.0 M	3.1 M	0.0 M	0.0 M	0.0 M	0.0 M	3.1 M
The Boulevard - Stevenson Drive to Sands	0.0 M	0.0 M	0.0 M	0.8 M	0.0 M	0.0 M	0.0 M	0.0 M	0.8 M
TSP007 Turret Rd 15th Ave multimodal imp	0.0 M	0.0 M	0.0 M	0.8 M	0.0 M	0.0 M	0.0 M	(0.5 M)	0.3 M
TSP033 Active modes & PT City Centre	0.0 M	0.0 M	0.0 M	1.0 M	0.0 M	0.0 M	0.0 M	(1.2 M)	(0.2 M)
Waddell Surf Collection	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
Waiari Intake & Water Treatment Plant	0.0 M	0.0 M	0.0 M	0.6 M	0.0 M	0.0 M	0.0 M	0.0 M	0.6 M
Water Pipe Asset Renewals	0.0 M	0.0 M	0.0 M	2.6 M	0.0 M	0.0 M	0.0 M	0.0 M	2.6 M
WC WW Strategy Stage 1A	0.0 M	0.0 M	0.0 M	1.9 M	0.0 M	0.0 M	0.0 M	0.0 M	1.9 M
Western Corridor Wastewater Stage 1	0.0 M	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M
Willow St Upgrade	0.0 M	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M
WS Joyce Rd Mini Hydro	0.0 M	0.0 M	0.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M
WW Plant & Pump Station Bdg Renewals	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M
WW Pumpstation Renewals	0.0 M	0.0 M	0.0 M	0.7 M	0.0 M	0.0 M	0.0 M	0.0 M	0.7 M
WW Reticulation Renewals	0.0 M	0.0 M	0.0 M	3.9 M	0.0 M	0.0 M	0.0 M	0.0 M	3.9 M
<b>Council</b>	<b>(0.1 M)</b>	<b>(1.5 M)</b>	<b>22.4 M</b>	<b>23.6 M</b>	<b>4.3 M</b>	<b>0.0 M</b>	<b>0.8 M</b>	<b>2.0 M</b>	<b>51.5 M</b>
Art Gallery Door Relocation	0.0 M	0.0 M	2.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	2.1 M
Art Gallery Land Purchase	0.0 M	0.0 M	0.0 M	0.0 M	3.8 M	0.0 M	0.0 M	0.0 M	3.8 M
Cameron Road Stage 1	0.0 M	(1.5 M)	15.0 M	0.0 M	0.0 M	0.0 M	0.0 M	2.0 M	15.5 M
CFIP Memorial Park Aquatics Facility	0.0 M	0.0 M	0.0 M	3.2 M	0.0 M	0.0 M	0.0 M	0.0 M	3.2 M
Dive Crescent car park upgrade	0.0 M	0.0 M	1.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.2 M
Facilities Maintenance	0.0 M	0.0 M	0.0 M	0.0 M	0.5 M	0.0 M	0.0 M	0.0 M	0.5 M
Indoor Courts - 483 Cameron Road	0.0 M	0.0 M	0.0 M	18.0 M	0.0 M	0.0 M	0.0 M	0.0 M	18.0 M
Memorial Park to City Centre Pathway–S1	0.0 M	0.0 M	0.0 M	2.4 M	0.0 M	0.0 M	0.0 M	0.0 M	2.4 M
New Skatepark Facility	(0.1 M)	0.0 M	1.8 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.8 M
Omanawa Falls Formal Track	0.0 M	0.0 M	1.2 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.2 M
Pyes Pa West Keenan Rd access	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.8 M	0.0 M	0.8 M
Seismic Works - Spring Street	0.0 M	0.0 M	1.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.1 M
<b>General Manager</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>1.0 M</b>	<b>0.0 M</b>	<b>0.2 M</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>1.2 M</b>
Airport Renewals	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
Councillors Lounge - 306 Cam Rd fitout	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
Otumoetai / Matua Coastal Pathway	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M
TBE 2021 Reimbursement Wastewater	0.0 M	0.0 M	0.9 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.9 M
TBE 2021 Reimbursement Water Supply	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Whareroa Boat Ramp Access & Safety Imprv	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.0 M	0.0 M	0.1 M
<b>Programme Manager (rephasing/reallocation)</b>	<b>(1.1 M)</b>	<b>(101.2 M)</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>0.0 M</b>	<b>(17.3 M)</b>	<b>19.3 M</b>	<b>(1.1 M)</b>	<b>(101.3 M)</b>
230 Ohauiti Road Retaining Wall	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)	(0.4 M)
Additional Indoor Courts	0.0 M	(1.5 M)	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.5 M)
Artificial Turf installation	0.0 M	(0.3 M)	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
B18 Upgrades	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
B26 Upgrades	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
B5 Upgrade	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
B84, B64, B62 Upgrades	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
Baycourt Upgrade	0.0 M	(0.1 M)	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Bethlehem Rd East LID - Stage 1	0.0 M	(1.0 M)	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.0 M)
Bulk Fund (Opex)	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	17.3 M	0.0 M	17.3 M

	Budget	Budget	Overspend	Additional	Bring	Overspend	Opex Budget	Capex Budget	Reallocate	Total Variance
	Reduction	Deferral		Budget	Forward	New	Transferred to	Transferred to Opex	Between	to Revised
						Project	Capex		Projects	Baseline Budget
Cam Rd Upgd 17th Ave to Barkes Corner S2	0.0 M	(1.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.4 M)
Cambridge Road Retaining Wall	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.5 M	1.5 M
Cameron Rd WS Bulk Watermain	0.0 M	(1.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.5 M)
Cameron Rd. Upgrade - Stormwater Stage 2	0.0 M	(1.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.3 M)
Central Library & Community Hub	0.0 M	(8.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(8.5 M)
CFIP Memorial Park Aquatics Facility	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	1.2 M	0.0 M	1.2 M
Chadwick Rd / Cameron Rd Watermain link	0.0 M	(0.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Chapel Street Esplanade Walkway/Cycleway	0.0 M	(0.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
Churchill Rd Foreshore Sewer (TAU02)	0.0 M	(0.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	(0.3 M)
Civic Precinct	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Coastal Erosion Protection	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)	(0.4 M)
Coastal Water Trunk Mains 2	0.0 M	(0.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)
Complex 2 Upgrade & Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.4 M	1.4 M
Conference & Event Equipment	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Construction of Belk Rd RAB	0.0 M	(1.0 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.0 M)
CSC SW Treatment Dev & Imp	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
CWEM – Civic Whare	0.0 M	(0.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
CWEM – Exhibition & Gallery	0.0 M	(2.0 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(2.0 M)
CWEM – Museum	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Dalton Dr PS72 & PS88 pump upgrade	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Digital Information & Analytics	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	(1.9 M)	0.0 M	0.0 M	(1.9 M)
Eastern Reservoir No 1	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.1 M
Eco-System	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	(12.5 M)	0.0 M	0.0 M	(12.5 M)
Ferguson Park Beach Rd end Public Toilet	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
Fergusson Park reserve upgrades	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M	0.2 M
Fisherman's Wharf	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.3 M	0.3 M
Gargan Road Widening	0.0 M	(0.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Gate Pa and Merivale Planning (Opex)	0.0 M	(0.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Gordon Spratt Court Shelter	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)	(0.3 M)
Gordon Spratt Master Plan	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	4.1 M	4.1 M
Gordon Spratt Multi sport & Cricket Pav	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(2.7 M)	(2.7 M)
Gordon Spratt Reserve Development	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)	(0.5 M)
Gordon Spratt Shared Facilities	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)	(0.6 M)
Historic Village Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)	(0.4 M)
ICT Equipment - Existing Staff	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Ila Place Renewal	0.0 M	(0.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
Indoor Courts - 483 Cameron Road	0.0 M	(0.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Install red light running cameras	0.0 M	(0.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
IT Equipment Working from home	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.0 M)	(0.0 M)
IT Hardware	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	2.4 M	2.4 M
Johnson Reserve Pipe Upgrade	0.0 M	(0.9 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.9 M)
Kennedy Rd/Hastings Rd Res Lnd Purchase	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)	(0.3 M)
Kiln Shed	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)	(0.3 M)
Lifecycle & Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	(1.7 M)	0.0 M	(2.4 M)	(4.0 M)
Lighting the City	(0.3 M)	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
Main Wairakei Pump Station Papamoa East	0.0 M	(1.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(1.6 M)
Mansels Road WW Construction & Renewal	0.0 M	(1.0 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.0 M)
Marine Asset - Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)	(0.3 M)
Marine Precinct - Offloading Wharf	0.0 M	(5.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(5.2 M)
Matapihi Bridge Safety Improvements	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Matua Bch Rd/Kulim Ave & Vale St Mains	0.0 M	(0.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)
Maunganui Road Safety Improvements	0.0 M	(2.8 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(2.8 M)
Memorial Park City Centre Pathway Stg 2	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.9 M	0.0 M	0.9 M
Merivale Community Reserve	0.0 M	(0.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)
Miro Street Parking	(0.7 M)	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.7 M)
New Retaining Walls LCLR programme	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
Opal Drive Pump Station	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Opal Drive to Te Maunga Rising Main	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M	0.2 M
Oropi Trunk Main Upgrade	0.0 M	(1.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.1 M)
Park and Ride Trial	0.0 M	(2.8 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	3.2 M	0.4 M
Parks & Reserves Renewals - Structures	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Parks Roding Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Pavement Rehab - Specific Sites Backlog	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(2.0 M)	(2.0 M)
PEI Phase 1 Transport	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M	0.2 M

	Budget	Budget	Overspend	Additional	Bring	Overspend	Opex Budget	Capex Budget	Reallocate	Total Variance
	Reduction	Deferral		Budget	Forward	New	Transferred to	Transferred to Opex	Between	to Revised
						Project	Capex		Projects	Baseline Budget
PEI Phase 2 Transport	0.0 M	(3.0 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(3.2 M)
Pōteriwahi (Parau Farms) Opex	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.0 M	0.1 M
PS150 Palm Springs Pump Upgrade	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Purchase of in-housing Vehicles & Equip	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Purchase of Vehicles & Small Plant	(0.1 M)	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Pyes Pa Reservoir RL60 No 2 Kennedy Rd	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
Pyes Pa West Keenan Rd access	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	0.0 M	(0.2 M)
Pyes Pa West Pond 12B - Construction	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
Redevelopment Merivale Community Centre	0.0 M	(2.8 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(2.8 M)
Redwood Lane Widening	0.0 M	(1.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.4 M)
Reservoir Seismic Upgrade	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.2 M)	(1.2 M)
Resurfacing of Gravel Streets & Carparks	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
Retaining Wall Component Renewals WC215	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.8 M)	(0.8 M)
Security, Information & Analytics	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	(1.2 M)	0.0 M	0.0 M	(1.2 M)
Site A Civic Establishment	0.0 M	(1.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.4 M)
Studies Projects 22-31 (Opex)	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Tauriko - Reticulation - Taurikura Drive	0.0 M	(0.9 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.9 M)
Tauriko - Walkways/Cycleways	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
Tauriko BE - Land Offroad Cyclepaths	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
Tauriko Business Park Land Costs	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Tauriko West Temporary pump station risi	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Taurikura Dr - Construction	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Tautau Rising Main Duplication	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
Te Maunga WWTP Bioreactor 3	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Te Maunga WWTP Growth Related Upgrades	0.0 M	(7.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.0 M)	(7.2 M)
Te Maunga WWTP Headworks	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Te Maunga WWTP Picket Fence Thickner	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Te Papa Spatial Plan Implementation	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
Te Tumu Rising main	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
TRMP Implementation Projects Bulk Fund	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
TSP Reserves, Walkways & Corridors	0.0 M	(3.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(3.5 M)
TSP007 Turret Rd 15th Ave multimodal imp	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.7 M	0.7 M
TSP009 Belk Rd Roundabout Land purchase	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
TSP011 - Welcome Bay Road multimodal imp	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
TSP015 Te Tumu Internal Multi Modal BCse	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.3 M	0.3 M
TSP018 Cameron Road Stage 2	0.0 M	(11.9 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(11.9 M)
TSP028 Bus facility imp Tga Crossing	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M
TSP029 - Belk Road Futureproofing	0.0 M	(1.3 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.3 M)
TSP033 Active modes & PT City Centre	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.2 M	1.2 M
TSP034 Access St AreaA Mt/Byfair/Papamoa	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
TSP035 AreaB - Otumoetai/Bellevue/Judea	0.0 M	(3.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(3.2 M)
TSP039 Bethlehem Bus Infrastructure Imp	0.0 M	(0.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.4 M)
TSP042 - Safe Network Programme	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.2 M	0.2 M
TSP044 Gloucester Street Extension	0.0 M	(0.6 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.6 M)
TSP054-Park & Ride-Eastern Corridor BC	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(3.2 M)	(3.2 M)
Turret Rd strategic watermain link	0.0 M	(1.4 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.4 M)
Turret Road Safety Improvements (Hairin	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)	(0.2 M)
UFTI (Opex)	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.1 M	0.1 M
Waiari Reservoirs	0.0 M	(1.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(1.5 M)
Waiari Trunk Main	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
Wairakei Rising Main - Papamoa East.	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Wairakei Strm Clvrt Upgd Emerald Shores	0.0 M	(0.8 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.8 M)
Wairakei Town Centre bus facility	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.3 M)	(0.3 M)
Waste Facilities Redevelopment	0.0 M	(11.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(11.5 M)
Water Lane Booster Pump Station	0.0 M	(0.2 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.2 M)
Water Supply Meter Asset Renewals	0.0 M	(0.5 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.5 M)
Water Supply Reservoir Renewals	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	1.2 M	1.2 M
Wellness Centre Refit Existing Building	0.0 M	0.0 M		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)	(0.1 M)
West Bethlehem WW reticulation	0.0 M	(0.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(0.1 M)
Western Corridor Stage 1 West	0.0 M	(3.1 M)		0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	0.0 M	(3.1 M)
Grand Total	(1.2 M)	(102.6 M)		25.0 M	46.0 M	5.3 M	(17.3 M)	20.1 M	0.0 M	(24.8 M)



## **9.9 Capital Programme 2023/24 3rd Quarter Update**

### **ATTACHMENTS**

**Nil**

## **9.10 Audit New Zealand - Report to the Commissioners on the Audit of the 2024-34 Long-Term Plan**

**File Number:** A15914349

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**Authoriser:** Paul Davidson, Chief Financial Officer

### **PURPOSE OF THE REPORT**

1. This report presents as an attachment the Audit New Zealand report to the Commissioners on the audit of Tauranga City Council's 2024-34 Long-term Plan (LTP).

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### **RECOMMENDATIONS**

That the Strategy, Finance and Risk Committee:

- (a) Receives the report 'Audit New Zealand – Report to the Commissioners on the Audit of the 2024-34 Long-Term Plan'.

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### **EXECUTIVE SUMMARY**

2. The attached report to the Commissioners from Audit New Zealand on the LTP sets out their audit findings.
3. Overall, Audit New Zealand issued a non-standard audit report on 22 April 2024. Without modifying their audit opinion, they included three emphasis of matter paragraphs in their audit report drawing attention to:
  - (a) Risks associated with minimal debt headroom;
  - (b) Uncertainty over the delivery of the capital programme; and
  - (c) Uncertainty over external funding sources for the proposed community stadium and civic precinct.
4. The attached report outlines the audit opinion which was included with the final LTP document.

### **BACKGROUND**

5. The LTP is prepared under the Local Government Act 2002 (LGA). Under section 94 of the Act, Audit New Zealand is required to audit whether the plan gives effect to the purpose of the LTP and on the quality of the information and assumptions underlying the forecast information provided.
6. Audit New Zealand raised a number of key findings from the Audit of the 2024-34 Long-term Plan. These are discussed in detail in the attached report. The headings of the audit highlights were:
  - (a) Three-waters reform;
  - (b) Compliance with the National Policy Statement on Urban Development (NPS-UD);
  - (c) Infrastructure Strategy's compliance with the LGA;
  - (d) Financial Strategy;
  - (e) Assumptions;
  - (f) Waka Kotahi (NZTA) funding;

- (g) Uncertainty over the delivery of the capital programme;
  - (h) Uncertainty over external funding sources for the proposed community stadium and civic precinct; and
  - (i) The performance framework.
7. Overall, Audit New Zealand was satisfied that these matters were appropriately dealt with, and that the asset management plans, infrastructure strategy and financial strategy were compliant, concise and consistent.

## STRATEGIC / STATUTORY CONTEXT

8. An audit review of the LTP is part of the LTP process required under section 94 of the Local Government Act 2002.

## OPTIONS ANALYSIS

9. There are no options presented with this report as the Audit New Zealand findings will be followed up as part of the planning process of the 2027 LTP.

## FINANCIAL CONSIDERATIONS

10. There are no direct financial impacts of the audit report.

## SIGNIFICANCE

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

## ENGAGEMENT

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

## ATTACHMENTS

1. TCC LTP Report to Governors - A15917208 [↓](#) 

AUDIT NEW ZEALAND  
Mana Arotake Aotearoa

# Report to the Commissioners on the audit of

Tauranga City Council's  
Long-Term Plan

For the period 1 July 2024 to 30 June 2034

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## Key messages

This report sets out our findings from our audit of Tauranga City Council's (the City Council's) 2024-34 Long-Term Plan (LTP).

In our view, the City Council has produced an LTP that fulfils its primary purpose and provides a reasonable basis for long-term, integrated decision-making and co-ordination of the Council's resources, and accountability of the City Council to the Community.

### Audit report

We completed our audit of the City Council's LTP and issued a non-standard audit report on 22 April 2024. Without modifying our audit opinion, we included three emphasis of matter paragraphs in our audit report to draw readers' attention to the risks associated with minimal debt headroom, the uncertainty over the delivery of the capital programme and the uncertainty over external funding for the proposed community stadium and civic precinct.

### Thank you

We would like to thank the Commissioners, management and staff for their assistance during the audit.



Leon Pieterse  
Appointed Auditor  
6 May 2024

# 1 Our audit report

## 1.1 We issued a non-standard audit report



We issued a non-standard audit report on the LTP on 22 April 2024.

Without modifying our audit opinion, we included the following emphasis of matter paragraphs in our audit report, drawing attention to the uncertainties associated with the:

- ***Risks associated with minimal debt headroom***

The Council's financial strategy outlines that the Council plans to maintain debt at levels close to its LGFA borrowing limits, leaving minimal available debt headroom over the 10 years of the long-term plan (see pages 271 to 273). The Council will closely monitor revenue and expenditure during this period to ensure its LGFA borrowing limits are not breached, and the debt headroom is maintained. As outlined on page 280, the risks associated with the strategy include the Council having less ability to respond to the costs of unforeseen events, asset failures, or changes to the timing and delivery of its capital programme.

- ***Uncertainty over the delivery of the capital programme***

Page 9 outlines that the Council is proposing a capital programme of \$4.9 billion over the 10 years of the long-term plan. Page 472 outlines that although the Council has put mitigations in place, there is a high risk that the full programme will not be delivered within budgeted timeframes. If delivery of the capital programme is delayed it could affect proposed community outcomes.

- ***Uncertainty over external funding sources for the proposed community stadium and civic precinct***

Pages 12, 475 and 481, respectively, outline the Council's assumptions that external funding of \$45 million and \$154.5 million will be obtained over the next 10 years, for the construction of a new community stadium (stage 1) and the civic precinct. The external funding is currently uncertain because funding agreements are not in place. If there is a shortfall in external funding, the Council would need to reassess funding sources in a later long-term plan. The Council also notes that the civic precinct programme could be reduced to fit within available funding.

This meant we were satisfied that the City Council's LTP meets the statutory purpose and provides a reasonable basis for long-term, integrated decision-making and co-ordination of the Council's resources, and accountability of the Council to the community.

We found the underlying information and assumptions used to prepare the LTP were reasonable.

## 1.2 Uncorrected misstatements

The long-term plan is free from material misstatements, including omissions. During the audit, we discussed with management any misstatements that we found, other than those which were clearly trivial. There were no significant misstatements identified during the audit which were not corrected. A list of corrected misstatements can be provided upon request.

## 1.3 Quality and timeliness of information provided for audit



The development of the Consultation Document and Long-Term Plan is a significant and complex project and a comprehensive project plan is required for a successful LTP process.

The City Council had a detailed project plan which included key milestones, deadlines, and the work stream responsibilities.

The City Council continues to be receptive to audit recommendations and is focussed on continuous improvement. In addition, Council staff were available throughout the audit and provided requested information promptly. Overall, this equated to a smooth audit process with no significant issues.



## 2 Key findings



In this section we detail our key findings from the audit.

### 2.1 Three-waters reform

One of the key assumptions at the Consultation Document (CD) stage was that council would not retain ownership of the three waters assets from 1 July 2026. The Infrastructure Strategy included Three Waters information for transparency, although there was no commitment that the forecast work programmes would be undertaken. Council also included an appendix in the Financial Strategy giving an indicative view of the impact on the capital programme, debt, and rates if the Three Waters assets did not transfer on 1 July 2026.

Government has since passed the Water Services Acts Repeal Act, which removes the requirement for Council's to move waters services to separate prescribed entities outside of Council control. Accordingly, the LTP has been prepared on the basis that council will retain ownership and service delivery of water supply, wastewater, and stormwater infrastructure assets for the duration of the long-term plan period.

Per part 8 para 43 of Schedule 1AA of the LGA 2002, Council may reconsult on the inclusion of the three waters, but they do not need to. We reviewed the consideration Council had given to section 78 of the LGA in their decision not to reconsult - "A local authority must, in the course of its decision-making process in relation to a matter, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter." Council considered the implications of the Water Services Acts Repeal Act, disclosed the implications on the LTP, the significance, the applicable legislation, and its decision not to reconsult.

Inclusion of the three waters in years 3-10 has resulted in \$1.8b of three water projects being brought back in to the LTP. This has placed pressure on Council's debt levels and has created significant change to the capital expenditure programme. We reviewed the significant changes to the capital expenditure programme and are satisfied that the changes will not impact on service delivery.

### 2.2 National Policy Statement on Urban Development (NPS-UD)

The NPS-UD requires local authorities to plan well for growth and ensure a well-functioning urban environment for all people, communities, and future generations. It ensures that rules do not constrain growth and supports intensification.

We discussed Council's approach to giving effect to the requirements of the NPS-UD in its LTP. We note that Council does not meet the competitive margins, over and above its expected demand, to support choice in the housing and business land markets both in the short and medium term.

Council has several future options for compliance in the longer term but, due to a lack of suitable available land and lack of funding for the infrastructure to support new developments, Council does not believe it can comply in the short to medium term.

We sighted correspondence between Council and the Minister of Housing on this issue (both at CD and final LTP audit stage), where Council has emphatically stated what they have been doing to progress to compliance and what issues are holding them up.

We confirmed that the growth rates in the financial forecasts took into account constraints in the land available for development.

The LTP explains the NPS-UD, the fact that Council does not comply and the impacts of this non-compliance on page 180.

## **2.3 Infrastructure Strategy**

We have evaluated Council's Infrastructure Strategy (IS) in terms of its compliance with the requirements of the Local Government Act 2002.

We also gained an understanding as to how Council will fund renewals and its overall approach to the management of these assets as laid out in the IS.

The IS provides information on the three waters reforms, outlining that the reform legislation has restored council's ownership, control and responsibility for service delivery of water services. The cost of investment has been updated throughout the Strategy accordingly.

We reviewed the Transport and three water Asset Management Plans (AMPs) and concluded the AMPs were correctly included in the IS. The IS sufficiently highlights the issues and implications for Council over the next 30 years, including its capital works programme.

## **2.4 Financial Strategy**

The strategy acknowledges the need for increased levels of service to meet the demands of a growing population and the importance of creating positive environmental outcomes through the provision of quality open spaces and green infrastructure. The strategy also highlights the need for resilience in social and civic infrastructure, particularly in the face of natural hazards and climate change. Overall, the financial strategy aims to ensure that the social and civic infrastructure in Tauranga meets the needs of the community and supports the city's growth and development.

Due to Council's rapid population growth and high level of borrowing, the focus is on borrowing and revenue constraints on council and its ratepayers, limiting Council's ability to fund much needed infrastructure; and on the need to partner with other agencies, people and businesses to coordinate financial input for capital investment in infrastructure and services.

Council will remain close to its borrowing limits throughout the LTP, based on the large capital programme supported by ongoing significant increases in rates requirement. This means the Council will have minimal debt headroom. The Council has disclosed in the financial strategy how it will remain within the headroom including any risks associated with this strategy.

The Council is presenting a balanced budget as defined by S100 of the Local Government Act 2002 for all years of the LTP.

Council has appropriately documented changes as required by the inclusion of the three waters in years 3-10 of the LTP, including: updated information regarding capital investment; operational revenue and expenditure; rates; borrowing for capital expenditure and the impact on debt; and the financial sustainability of debt levels. Aside from the impact of the three waters, there have been no other significant changes to the Strategy.

We conclude that the Financial Strategy is reasonable, financially prudent, based on reasonable financial forecasts and complies with the relevant legislation.

#### **Infrastructure Strategy aligns to the Financial Strategy**

Council has ensured that the Financial Strategy is aligned to the Infrastructure Strategy.

Council's Infrastructure Strategy highlights the issues and implications that Council face over the next 30 years with regard to its wastewater, storm water, water supply and roading assets. The plan highlights the issues and implications for Council over the next 30 years, including their capital work programme and renewals.

### **2.5 Assumptions**

We are satisfied that Council's assumptions are reasonable and supportable, are derived from appropriate sources, and have been applied appropriately and consistently through the LTP document and underlying information. We are satisfied as to the completeness of Council's significant assumption disclosures.

### **2.6 Waka Kotahi (NZTA) funding**

Council has assumed the Waka Kotahi Funding Assistance Rate (FAR) will continue at 51%. Council also discloses in the assumption that some funding decisions have been made with lower funding levels than those requested, and that some funding decisions remain outstanding.

We have confirmed the approved funding assistance rate for Tauranga City Council for 2025, 2026 and 2027 will be 51%.

We compared the confirmed Rooding Capital Projects in the LTP that will be co-funded by Waka Kotahi against the Regional Land Transport Plan and confirmed the funding rate applied.

## **2.7 Uncertainty over the delivery of the capital programme**

Council has assumed the actual delivery of the budgeted capital programme is likely to remain similar if not slightly larger than the previous LTP. Council has assessed this assumption as having a high level of uncertainty with a high level of potential impact.

We reviewed the status of the capital programme, considering increased resource and funding demands due to the inclusion of the three waters post 2025/26. As part of this review, we considered the value of projects confirmed with a contract in place, and the value of projects scoped in and out for tender.

We agree there remains a high level of uncertainty regarding Council achieving its capital programme and we included an emphasis of matter paragraph in our audit opinion to highlight this to the reader. See section 1.1.

## **2.8 Uncertainty over external funding sources for the proposed community stadium and civic precinct**

Council assumes that \$154.5 million of the cost of the civic precinct and \$45 million of the cost of the community stadium will be met by external funding. This is expected to be from a variety of sources, including government and community grants, growth funding (development contributions), corporate partnerships, asset realisation reserves, and individual, philanthropic donations.

Council assessed the level of uncertainty over the funding as high and any reduction in funding could mean the projects are reduced in scale or other funding would need to be sourced.

For the civic centre, the Council was clear when this matter was consulted on as an amendment in 2022 that if the external funding was not obtained, the project would be staged, with only the funded aspects being completed until external funding became available. The Council has noted that it will take the same approach for the community stadium.

We agree this is a high-risk assumption and have included an emphasis of matter paragraph in our audit report referring to the uncertainties over funding for a number of capital projects. See section 1.1.

## **2.9 Performance framework**

We reviewed the appropriateness of targets for each existing measure, by comparing to baseline results. We have also reviewed the council's process for determining targets for new performance measures, where there is no existing baseline. Council has taken into consideration past performance, expected levels of service, an assessment of improvements to be realised through capital investment/process efficiencies, and the Activity Managers' professional judgement.

## Appendix 1: Disclosures

Area	Key messages
Our responsibilities in conducting the audit	<p>We carried out this audit on behalf of the Controller and Auditor-General. We are responsible for expressing an independent opinion on the LTP and reporting that opinion to you. This responsibility arises from section 93C(4) of the Local Government Act 2002.</p> <p>The audit of the LTP does not relieve management or the Council of their responsibilities.</p> <p>Our audit engagement letter dated 9 November 2023 contains a detailed explanation of the respective responsibilities of the auditor and the Council.</p>
Auditing standards	<p>We carried out our audit in accordance with the Auditor-General's Auditing Standards. The audit cannot and should not be relied upon to detect all instances of misstatement, fraud, irregularity or inefficiency that are immaterial to your LTP. The Council and management are responsible for implementing and maintaining your systems of controls for detecting these matters.</p>
Auditor independence	<p>We are independent of the Local Authority in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): <i>Code of Ethics for Assurance Practitioners</i>, issued by New Zealand Auditing and Assurance Standards Board.</p> <p>In addition to the audit we have carried out engagements in the areas of the annual report audits, long term plan amendment audit and debenture trust deed assurance engagements, which are compatible with those independence requirements. Other than the audit and these engagements, we have no relationship with or interests in the Local Authority or its subsidiaries.</p>
Fees	<p>The audit fee, covering both the CD and the LTP for the period is \$143,200 (excluding GST and disbursements), as detailed in our audit engagement letter dated 6 March 2024.</p> <p>Other fees will be charged in the period for the annual report audit and debenture trust deed assurance engagement.</p>
Other relationships	<p>We are not aware of any situations where a spouse or close relative of a staff member involved in the audit occupies a position with the Council that is significant to the audit.</p> <p>We are not aware of any situations where a staff member of Audit New Zealand has accepted a position of employment with the Council during or since the end of the financial year.</p>



## **10      DISCUSSION OF LATE ITEMS**

## 11 PUBLIC EXCLUDED SESSION

### Resolution to exclude the public

#### RECOMMENDATIONS

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>11.1 - Public Excluded minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024</b>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>11.2 - Litigation Report</b>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7



	(including commercial and industrial negotiations)	
<b>11.3 - Internal Audit &amp; Assurance - Quarterly Update</b>	<p>s6(b) - The making available of the information would be likely to endanger the safety of any person</p> <p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(j) - The withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>11.4 - Corporate Risk Register - Quarterly Update</b>	<p>s7(2)(b)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>11.5 - Quarterly Security Report - FY24</b>	s7(2)(c)(ii) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

## **12 CLOSING KARAKIA**