



# AGENDA

## Strategy, Finance and Risk Committee meeting Tuesday, 11 June 2024

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

**Date:** Tuesday, 11 June 2024

**Time:** 2pm

**Location:** Tauranga City Council  
Ground Floor Meeting Rooms 1 & 1b  
306 Cameron Road  
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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<b>4</b>	<b>Acceptance of late items</b> .....	<b>11</b>
<b>5</b>	<b>Confidential business to be transferred into the open</b> .....	<b>11</b>
<b>6</b>	<b>Change to order of business</b> .....	<b>11</b>
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11.1	Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 13 May 2024 .....	68
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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 13 May 2024**

**File Number: A16043074**

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

**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 13 May 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 13 May 2024**



# **MINUTES**

**Strategy, Finance and Risk Committee  
meeting**

**Monday, 13 May 2024**

**Order of Business**

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<b>3</b>	<b>Public forum</b> .....	<b>3</b>
<b>4</b>	<b>Acceptance of late items</b> .....	<b>4</b>
<b>5</b>	<b>Confidential business to be transferred into the open</b> .....	<b>4</b>
<b>6</b>	<b>Change to order of business</b> .....	<b>4</b>
<b>7</b>	<b>Confirmation of minutes</b> .....	<b>4</b>
7.1	Minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024 .....	4
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9.3	Approach to Preparation of Proposed Plan Change 38 - Business Land Framework .....	6
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9.6	LGOIMA and Privacy Report Q3 for 2023/2024 year .....	9
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9.8	Quarterly Financial Monitoring Report for the Nine Months to 31 March 2024 .....	10
9.9	Capital Programme 2023/24 3rd Quarter Update .....	10
9.10	Audit New Zealand - Report to the Commissioners on the Audit of the 2024-34 Long-Term Plan .....	12
<b>10</b>	<b>Discussion of late items</b> .....	<b>13</b>
<b>11</b>	<b>Public excluded session</b> .....	<b>13</b>
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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, 13 MAY 2024 AT 1PM**

**PRESENT:** Commission Chair Anne Tolley (Chairperson), Commissioner Shadrach Rolleston, Commissioner Stephen Selwood, Commissioner Bill Wasley, Ms Matire Duncan, Ms Rohario Murray, Mr Bruce Robertson

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Paul Davidson (Chief Financial Officer), Nic Johansson (Head of Transport), Stephen Burton (Acting General Manager: Infrastructure), Christine Jones (General Manager: Strategy, Growth & Governance), Alastair McNeill (General Manager: Corporate Services), Gareth Wallis (General Manager: City Development & Partnerships), Andrew Mead (Manager: City Planning & Growth), Jeremy Boase (Manager: Strategy & Corporate Planning), Carl Lucca (Team Leader: Urban Communities), Mike Naude (Director of Civic Development), Wally Potts (General Manager: Infrastructure), Neil Mason (Programme Director: Major Projects), Tom McEntyre (Team Leader: Transport Development), Geoff Barnard (Head of Department Security & Assurance), Janine Speedy (Team Leader: City Planning), Vicky Grant-Ussher (Policy Analyst), Angela Murray (Team Leader: Procurement), Kathryn Hooker (Corporate Planner), Kathryn Sharplin (Manager: Finance), Jan Pedersen (Head of People, Performance and Culture), Rich May (Health Safety and Wellbeing Manager), Kath Norris (Team Leader: Democracy Services), Amanda Davies (Manager: Spaces and Places Project Outcomes), Coral Hair (Manager: Democracy & Governance Services), Caroline Irvin (Governance Advisor), Aimee Aranas (Governance Advisor)

## **1 OPENING KARAKIA**

A karakia was provided at the opening of the Council meeting held in the morning.

## **2 APOLOGIES**

### **APOLOGY**

### **COMMITTEE RESOLUTION SFR3/24/1**

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the apology for absence received from Dr Wayne Beilby and Mr Te Pio Kawe 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 25 March 2024

#### COMMITTEE RESOLUTION SFR3/24/2

Moved: Commissioner Stephen Selwood

Seconded: Mr Bruce Robertson

That the minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024 be confirmed as a true and correct record.

**CARRIED**

## 8 DECLARATION OF CONFLICTS OF INTEREST

Nil

## 9 BUSINESS

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

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

#### Key points

- An overview of the report was provided.

#### In response to questions

- With the report presented today, staff had an action plan to proactively move forward. The comments heard today would help to kick start this. There was a need to create exemplars and talk to the community and key stakeholders. Plan Change 38 would play a role in this.
- Urban design needed to be considered at all scales and all layers to obtain the desired result.
- This report provided strategic direction and once adopted, this would be the approved policy that would prompt the actions as set out in the Urban Design and Action and Investment Plan 2024-2034.

#### Discussion points raised

- This was an important initiative because getting urban design right was fundamental to a successful city. It would be useful to create some exemplars of what good urban design looked like to bring reality to the aspiration.
- It would be helpful to think about the people who would be living in the houses that were to be designed and how their needs could be met. This was an opportunity to engage expertise from other regions.



- There was a lack of built heritage particularly around the city over the last 30 to 40 years. What was left of this needed to be looked after and protected. The recognition of cultural elements and design was also important and how this would be reflected in the urban form.
- Things such as adequate car parking, shade in summer and light in winter were provided for in lower level urban design and also needed to be taken into account.
- It was about creating places for people to live. These aspects helped inform good urban design.

### COMMITTEE RESOLUTION SFR3/24/3

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

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.

**CARRIED**

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

**Staff** Wally Potts, Acting General Manager: Infrastructure  
Natalie Rooseboom, Manager: Asset Services

### Key points

- The report was taken as read.

### Discussion points raised

- The Tauranga coastal flooding mapping was a great tool and provided accurate information to enable the Council's to plan for the next ten to twenty years. The work done on this was greatly appreciated.
- This information was very important for our community to help them understand what the risks were and for future development.

### COMMITTEE RESOLUTION SFR3/24/4

Moved: Commissioner Shadrach Rolleston

Seconded: Ms Matire Duncan

That the Strategy, Finance & Risk Committee:

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

**CARRIED**

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

**Staff** Christine Jones, General Manager: Strategy, Growth & Governance  
Janine Speedy, Team Leader: City Planning

#### Key points

- A comprehensive summary of the report was provided.

#### In response to questions

- Staff reported back to a governance group consisting of a number of general managers from across the organisation on a monthly basis. Staff were required to report back on any critical risks that needed to be managed internally.
- Identified critical risks such as the Resource Management Act (RMA) reforms and the change in government were a 'watching brief'. These changes were an uncertainty for policy staff in terms of how they would affect plan changes.
- Staff were yet to implement the new National Planning Standards (NPS) which required Council to have a new formatting structure for the entire city plan and use the definitions as set out in these standards. This would be a complex and critical process because of flow on affects to other chapters in the Plan Change. Staff were following up with Central Government to make them aware of this.

#### Discussion points raised

- Over a long period of time there was no clarity of commercial or business hierarchy in the city centre. Having this clarity was important in terms of the investment required, providing certainty around nature and scale and ensuring that 'leakage' did not occur when retail shops appeared in general industrial zones instead of urban centres.
- It was important not to underestimate the value of a solid evidence base in terms of development of a commercial business hierarchy as there would be a lot of interest in this from large and small firms. A solid evidence base would be fundamental to successfully implementing the plan change.

### COMMITTEE RESOLUTION SFR3/24/5

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

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, including a commercial hierarchy.

- (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.

**CARRIED**

#### **9.4 Procurement Policy Review**

**Staff** Alastair McNeil, General Manager: Corporate Services  
Vicky Grant-Ussher, Policy Analyst  
Angela Murray, Team Leader: Procurement

##### **Key points**

- A summary of the report was provided.

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

- It was important to make sure the policy reflected what staff were doing in terms of managing the life cycle of procurement.
- The modern slavery aspect had been highlighted by Council's Risk Team in terms of legislation that had been progressing through the previous Government and included extreme breaches of employment standards. Staff would be proactive in alerting the authorities if it became aware of any such breaches.

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

- There was now a lengthy process to go through when selecting a product to ensure that it had not been obtained through modern slavery practices.

#### **COMMITTEE RESOLUTION SFR3/24/6**

Moved: Mr Bruce Robertson

Seconded: Commissioner Bill Wasley

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.

**CARRIED**

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

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

### **Key points**

- A summary of the report was provided.

### **Discussion points raised**

- The results of the third wave survey report underlined how long and deep it was necessary to communicate and much of the sentiment was driven by perception. It took a long time for perception to change and it would be a matter of watching this space for some time to come.

## **COMMITTEE RESOLUTION SFR3/24/7**

Moved: Commissioner Stephen Selwood

Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee:

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

**CARRIED**

## **9.6 LGOIMA and Privacy Report Q3 for 2023/2024 year**

**Staff** Christine Jones, General Manager: Strategy, Growth & Governance  
Kath Norris, Team Leader: Democracy Services

### **Key points**

- The number of requests was increasing slightly each quarter however the number of days to resolve these had reduced.

**In response to questions**

- There were currently six active Ombudsman investigations. Four of these were from the last quarter where staff were providing information as requested and waiting for the outcomes.

**COMMITTEE RESOLUTION SFR3/24/8**

Moved: Commissioner Bill Wasley

Seconded: Mr Bruce Robertson

That the Strategy, Finance and Risk Committee:

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

**CARRIED**

**9.7 Health & Safety Report - Q3 - January to March 2024**

**Staff** Alastair McNeil, General Manager: Corporate Services  
Jan Pedersen, Head of People, Performance and Culture  
Rich May, Health Safety and Wellbeing Manager

**Key points**

- The Commissioners and Executives support of the Safety Programme throughout the quarter was appreciated.
- The skate park would be opened on 29 May. The Health and Safety risk assessments that were carried out were very comprehensive and staff were very pleased to be able to deliver this project to the general public without any major incidents to report.

**In response to questions**

- The event category security/trespass/criminal activity/terrorism/damage had increased predominantly through the libraries in terms of bad behaviour and trespass.

**COMMITTEE RESOLUTION SFR3/24/9**

Moved: Ms Matire Duncan

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

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

**CARRIED**

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

**Staff** Paul Davidson, Chief Financial Officer  
Susan Braid, Finance Lead Projects Assurance  
Kathryn Sharplin, Manager: Finance

**Key points**

- A summary of the report was provided.

**COMMITTEE RESOLUTION SFR3/24/10**

Moved: Mr Bruce Robertson

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

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

**CARRIED**

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

**Staff** Alastair McNeil, General Manager: Corporate Services  
Mike Naude, Director of Civic Development  
Amanda Davies, Manager: Spaces and Places Project Outcomes  
Wally Potts, General Manager Infrastructure  
Tom McEntyre, Team Leader: Transport Development  
Neil Mason, Programme Director: Major Projects

**Capital Programme Budget and Spend - Alastair McNeil**

- At the end of Financial Quarter 3, there was approximately \$200M of underspend to get through in three months. At the forecasted rate, Council would not hit where it thought it would.

**City Centre and Civic Programme - Mike Naude**

- A Letter of Intent had been issued regarding the Cameron Road Indoor Courts for the contractor to pre-purchase materials.
- All the top 5 projects/programmes were within scope. The Memorial Park Aquatic Facility project completion date had been revised in accordance with the Long Term Plan.
- Prices were coming back in the market, trades were less busy and looking for work which was advantageous to Council in terms of construction, a consenting strategy was being worked through and the constraints on the sub-contractor market were starting to become a lower risk.
- Highlights included the living seawall at Strand North, Memorial Park Aquatic Facility Concept Design, 90 Devonport Road internal fit out, Tunks Reserve Cultural Lighting and Library and Community Hub load bearing platform.
- There had been a lot of interest generated in the living seawall. Waikato University's Marine department had done a lot of work with the pods. This had proven to be an excellent educational initiative.

**Spaces and Places – Amanda Davies**

- Council was tracking well in terms of delivery this year.
- Four out of five of the top 5 projects were substantially completed or had been completed. There had been a slight delay in getting underway at the Gordon Spratt Reserve but was now fully in construction.
- Top risks included inflation, cost escalation, Council project cross-interdependencies and procurement methodologies.
- Cultural installations had been placed at Maranui Lane and the site had been blessed.
- A blessing had been held at the Kopurererua Valley Stream realignment site to open the northern alignment.
- A blessing had been held at the Gordon Spratt Community Sports Pavillion. The construction

contractor was well into the build of the facility.

### **City Waters – Wally Potts**

- The revised programme was tracking to be on target.
- For the most part, the top five projects were tracking well.
- There had been a lot of changes with legislation and water reforms recently which made future work programmes uncertain. Staff were putting together teams to look at how they could successfully achieve 'Local Water Done Well'.
- A graduate programme to recruit younger people to become project managers had been set up and was doing well.
- Highlights included Te Maunga Clarifier 3 Piling Progress, Evans Road Culvert completion, Opal Drive to Te Maunga Rising Main, first lift of preload for Dam 5, Tautau Rising Main in service and palm Beach Culbert Upgrade.

### **In response to questions**

- The Te Maunga desludging had been completed and the trenches had been covered and left to stabilise. An impervious cover would then be put over this and it would eventually be covered in grass.

### **Discussion points raised**

- Staff needed to make sure that the timing of the Opal Drive pump station and a private development aligned.

### **Transport – Tom McEntyre**

- The Arataki Bus project was released for tender on 10 May and closed on 31 May with the award of contract to occur mid-June. Staff were working closely with adjacent landowners to finalise the mitigation arrangements and were looking forward to getting the work underway.
- The Links Avenue resurfacing was close to being completed. There were still garden works and cycle separators to be installed as well as some work on the entrances to the football fields. The concrete road aspects and line markings had been completed.
- Highlights included Maunganui Road Stage 3 safety upgrades completion, and the dawn blessing marking the completion of Cameron Road Stage 1 upgrade.

### **Transport Major Projects - Neil Mason**

- The largest deviation in the cash management was based on Tauriko West for this period, driven by late access and contract negotiations with the NZTA. A winter earth works consent had been granted to solve the delay in starting. Staff were working with contractors in terms of the material change and the extra cost involved now, to prevent the potential of a significant extension of time claim in the spring.
- The commercial director of Downers met with Mr Mason in person last week to discuss the incentives programme regarding the Tauriko West Enabling Works and how much risk could be incurred if the programme was accelerated. Both parties agreed to pursue the initiative more.
- The Turret Road 15th Ave Multimodal had to be descope in conjunction with the draft Government Policy Statement (GPS). Mr Mason had met with iwi and Hapu representatives to explain the challenges and our intention to come up with a solution for the Welcome Bay connection alternative.

### **In response to questions**

- The three lane tidal system was still under review for scale of benefit in the business case. This tied in with the Hairini Street bus lane issue. The business case would be brought to Council next week. Staff were working towards creating a picture for the business case that would fall in line with the GPS.

### **Wider Programme – Nic Johansson**

- The 'Low Cost Low Risk' Safety Team had managed to get substantial funding through the



National Land Transport Plan and were now delivering a vast range of improvements across the network. This had taken several years of planning but the fruits of it were now being seen this year which was a great result. The challenge now was for the shift in the GPS not to have too much of an impact on the community.

- Of note was that the Network Outcomes Team had done a great job pulling resources together to get bitumen supply for maintenance contractors to keep up with work to be completed.

#### **COMMITTEE RESOLUTION SFR3/24/11**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

- (a) Receives the presentation 'Capital Programme 2023/24 3<sup>rd</sup> Quarter Update'.

**CARRIED**

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

**Staff** Paul Davidson, Chief Financial Officer  
Kathryn Sharplin, Manager: Finance  
Josh Logan, Team Leader: Corporate Planning

##### **Key points**

- The report was taken as read.

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

- What had been raised in the report was no surprise. The risks associated with minimal debt headroom had been a struggle, and the re-evaluation of Three Waters did not help the situation. There was uncertainty of delivery with capital programmes in terms of sheer size and ability to deliver and uncertainty over funding sources for the proposed community stadium which was a long way out in the Longer Term Plan.

#### **COMMITTEE RESOLUTION SFR3/24/12**

Moved: Commissioner Stephen Selwood

Seconded: Commissioner Shadrach Rolleston

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'.

**CARRIED**

#### **10 DISCUSSION OF LATE ITEMS**

Nil



**11 PUBLIC EXCLUDED SESSION****Resolution to exclude the public****COMMITTEE RESOLUTION SFR3/24/13**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

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
<p><b>11.1 - Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 25 March 2024</b></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> <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>	<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>
<p><b>11.2 - Litigation Report</b></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)(g) - The withholding of the information is necessary to maintain legal professional privilege</p>	<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</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)	under section 6 or section 7
<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

**CARRIED**

## 12 CLOSING KARAKIA

Commissioner Shadrach Rolleston closed the meeting with a karakia.

The meeting closed at 3.26pm.

The minutes of this meeting were confirmed as a true and correct record at the Strategy, Finance and Risk Committee meeting held on 11 June 2024.

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

UNCONFIRMED

**8 DECLARATION OF CONFLICTS OF INTEREST**

## 9 BUSINESS

### 9.1 Outcomes Measures Baseline Report 2024

**File Number:** A15922156

**Author:** Sarah Holmes, Corporate Planner  
Josh Logan, Team Leader: Corporate Planning

**Authoriser:** Jeremy Boase, Acting General Manager: Strategy, Growth & Governance

#### PURPOSE OF THE REPORT

1. The purpose of the report is to provide the baseline data for each of our outcome measures. This baseline is the starting point for measuring progress towards our community outcomes and the implementation of Our Direction.

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#### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Outcomes Measures Baseline Report 2024".

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#### EXECUTIVE SUMMARY

2. In December 2023 the committee adopted the approach to reporting on Our Direction. At that meeting it was agreed that staff would prepare a baseline report before the end of June 2024 that would include all Long-term Plan (LTP) outcomes measures<sup>1</sup>.
3. This report provides the committee with a baseline for future reporting of all outcome measures from the LTP, with most results from 2022/23.
4. The results for 2023/34 for the outcomes measures will be included in the 2023/24 Annual Report.

#### BACKGROUND

5. Following the finalisation of Council's Our Direction Framework, a report was considered by the Strategy, Finance and Risk Committee (SFR) on 4 December 2023 proposing how to keep Our Direction live.
6. The report noted that our annual report will include all LTP measures (outcome and non-financial performance), with outcomes measure baselines to be established by June 2024.
7. At the 4 December 2023 meeting, it was suggested that the three approaches, Te Ao Māori, Sustainability and Working beyond Tauranga, be reported against and included in the annual reporting cycle.
8. It was also noted that a new report would be developed for council every three years to track overall progress towards Our Direction. This report is due in 2026.

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<sup>1</sup> Note that while there are 56 outcome measures in the Long-term Plan, three of them are duplicates (because they have been identified under more than one outcome) and therefore the attached baseline report includes 53 measures. The LTP duplicates (see page 125 onwards [here](#)) are ODM10 and ODM 30; ODM16 and ODM 33; and ODM 42 and ODM47

9. It was also noted at the meeting that Te Kupenga best represented Tauranga as a port city, and the net was a representation of Tauranga Moana. The analogy of a hole in a net should assist staff with identifying issues in the framework and repair the 'hole'. "Ka pū te ruha, ka hao te Rangatahi (The old net cast aside, the new net goes fishing)" This whakatauki refers to Te Kupenga being an updated and better version of the old framework.

### STRATEGIC / STATUTORY CONTEXT

10. The baseline report measures our progress towards our strategic goals, outlined in our primary strategies, action and investment plans, and long-term plan.
11. Effective monitoring is fundamental to the successful implementation of Our Direction. It enables us to track progress and provides an ongoing evidence base to align our strategic direction and implementation.

### SIGNIFICANCE

12. 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.
13. 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.
14. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

### ENGAGEMENT

15. 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

16. Results for 2023/24 will be reported in council's annual report, usually published in October each year.

### ATTACHMENTS

1. **Outcome Measures Baseline Report 2024 - A16008602**  



# Outcome Measures Baseline Report 2024

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## Introduction

During preparation of the 2024-34 Long-term Plan, 53 outcome measures were identified to track progress towards Tauranga City Council's strategic direction. These outcome measures are largely sourced from our primary strategies, and are grouped under the eight interwoven elements that form Our Direction, being:

Council's five **community outcomes** (what we are trying to achieve for our communities):

1. Tauranga Matarauui – An Inclusive City
2. Tauranga Taurikura – A city that protects and enhances our environment
3. Tauranga Tātai Whenua – A well planned city
4. Tauranga Ara Rau – A city we can move around easily
5. Tauranga a te Kura – A city that supports business and education

And three **approaches** (how we do everything):

1. Sustainability
2. Te Ao Māori
3. Working beyond Tauranga

This report identifies the data sets and baseline that will be used to measure progress against Tauranga City Council's **53 outcome measures**.

## Sources and availability

Data sources have been used where already available rather than creating new ways to measure outcomes. Some data does not have a source or baseline as there is no known method established for measuring the outcome, or the data was not available at the time of report publishing.

Many of the sources in the report are council sources and therefore reasonably easy to control or ensure consistency. External sources of data are outside our control and surveys or data collection may be discontinued in the future. The measurement framework for the monitoring of these measures will likely continue to change over time as the availability and quality of data improves. Any future changes to the data sets are noted under each measure.

## Currency and frequency

The most up to date data has been used, where it is available. In general the baseline is either the previous complete financial year for regular data (2022/23), part year data for 2023/24, or the year data is captured. The date for each baseline is shown under each measure for ease of future trends. Where per capita baselines are used, the population figures are also shown for each measure.

## Future work and next steps

Following this baseline report, the outcome measures will be reported annually through council's annual reports, alongside the other non-financial performance measures. The next annual report covers the year 1 July 2023 to 30 June 2024.

An additional report will be developed every three years to monitor trends and progress towards Our Direction outcomes.

## Outcome: Tauranga Matarauui

### An Inclusive City



#### Success looks like:

- Wellbeing: thriving people, thriving whanau, thriving communities.
- Access.
- Inclusion and diversity.
- Safe communities.
- Strong neighbourhoods and liveable communities.

#### Measure 1: Whānau wellbeing

<b>Measure</b>	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics).			
<b>How it's measured</b>	Percentage of residents who responded positively to questions about social and cultural wellbeing.			
<b>Source (date)</b>	Vital Update (2023)			
<b>Frequency</b>	Every three years			
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023">https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023</a>			
<b>Relevance</b>	Wellbeing is a crucial indicator of the overall health and stability of the community. It informs policymaking, ensures cultural relevance, supports targeted interventions, and fosters trust and engagement between the council and residents.			
<b>Note</b>	There are many questions in Vital Update that could measure whānau wellbeing. The results selected provide an overall picture of social and cultural wellbeing.			
<b>Baseline</b>	<b>Group</b>	<b>Rarely or never feel lonely</b>	<b>Feel fit and healthy<sup>1</sup></b>	<b>Have a good life<sup>2</sup></b>
	Overall	65%	61%	79%
	Māori	59%	46%	72%
	Pacific communities	55%	42%	69%
	Ethnic communities	55%	63%	76%
	Rainbow community	39%	44%	62%
	Disabled people and carers	50%	35%	63%
	Parents and caregivers	65%	56%	79%
	Youth	41%	54%	71%
	Ageing population	78%	72%	86%
<b>Target</b>	Increasing			

<sup>1</sup> Answered 'Yes'

<sup>2</sup> Answered 'Yes'

## Measure 2: Housing supply

<b>Measure</b>	Housing metrics (dwellings consented, code of compliance issued, ratio of housing cost to total household income, etc).
<b>How it's measured</b>	Number of proposed new dwellings consented through building consents and number of new dwellings that receive code of compliance in previous year.
<b>Source (date)</b>	SmartGrowth Development Trends Report (2022/23)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports/development-trends-report">https://www.tauranga.govt.nz/council/council-documents/reports/development-trends-report</a>
<b>Relevance</b>	Issuing a consent indicates an intension to build. There is more demand for housing to support Tauranga's growing population, the region being one of the fastest growing in New Zealand. Monthly building consents should increase to reflect this. The number of dwellings receiving CCC indicates the volume of new houses being completed and available to house people.
<b>Note</b>	Affordability of housing and perception of housing affordability is measured in measures 26 and 27.
<b>Baseline</b>	839 new dwellings consented in 2022/23 Data being sourced - new dwellings that receive code of compliance certificates.
<b>Target</b>	Increasing

## Measure 3: Places and spaces embedded with Universal Design

<b>Measure</b>	All Tauranga City Council new builds and refurbishments of places and spaces embedded with universal design at the start of the planning process and implemented throughout to the completed project.
<b>How it's measured</b>	Level of compliance to NZ standards across our spaces and places.
<b>Source (date)</b>	Physical audit of spaces - no audit completed to date.
<b>Frequency</b>	Annual
<b>Availability</b>	No survey has been undertaken on the level of compliance to NZ standards across our spaces and places. We seek to include within a checklist of processes for the design of projects, a reference to achieving universal design standards. This checklist has not been formalised yet. Consequently, we don't have existing data on measuring compliance.
<b>Relevance</b>	Measuring the integration of universal design ensures that the council is creating accessible, inclusive, and sustainable public spaces. This commitment benefits residents, supports compliance and future planning, and enhances community trust and engagement.
<b>Note</b>	The data when gathered should be updated as new works occur along with renewals. This could tie in with the annual renewals review.
<b>Baseline</b>	No baseline data available
<b>Target</b>	Increasing



### Measure 4: Residents' access to information

<b>Measure</b>	Residents feel they can access all the information they need so they can fully participate in society, in the way that best suits their needs.
<b>How it's measured</b>	Percentage of residents who are satisfied with their ability to contact Council when and how they want.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	When people feel they have access to the information they need to participate in society, it can lead to enhanced wellbeing and inclusion, fostering a sense of belonging, connection and community cohesion that supports mental and emotional health.
<b>Baseline</b>	55% of residents are satisfied with their ability to contact Council when and how they want.
<b>Target</b>	Increasing.

### Measure 5: Engagement of mana whenua in the planning and design of places and spaces

<b>Measure</b>	Mana whenua are meaningfully engaged with from the outset of planning and design of key places and spaces, with Tauranga Moana Design Principles embedded throughout.
<b>How it's measured</b>	The number of projects that Tauranga Moana Iwi and hapū are engaged with from the outset of planning and design of key places and spaces.
<b>Source (date)</b>	Tauranga City Council, CARTA (Council App for Reporting Transparency and Assurance).
<b>Frequency</b>	N/A
<b>Availability</b>	Tauranga City Council – Community Services – Spaces and Places – Design Team.
<b>Relevance</b>	Engaging with Iwi and hapū in the design of spaces and places fosters greater community engagement and creates inclusive environments that resonate with local identities. This approach not only preserves heritage and educates the public but also enhances the aesthetic appeal and symbolic significance of spaces. It supports community pride, encourages local economic development through tourism and job creation, and promotes sustainable practices by integrating Mātauranga Māori. Good engagement results in spaces that are innovative, culturally rich, and socially cohesive.
<b>Note</b>	A requirement of the Tauranga Moana Design Principles is that mana whenua are engaged from initiation for all projects in council's long-term plan. However, no formal system exists for measuring if or when Iwi and hapū engagement occurs. The intent is to develop a checklist for all Spaces and Places projects and build this into the gateway approvals for projects as they proceed through the project management plan process.
<b>Baseline</b>	No baseline data exists.
<b>Target</b>	Increasing



## Measure 6: Welcoming of newcomers

<b>Measure</b>	Delivery on our commitment as an accredited Welcoming Community will ensure that residents and newcomers alike feel that they are welcomed, included, and celebrated in Tauranga
<b>How it's measured</b>	Percentage of respondents who believe Tauranga is an accepting and welcoming place to live.
<b>Source (date)</b>	Vital Update (2023)
<b>Frequency</b>	Every 3 years
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023">https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023</a>
<b>Relevance</b>	Perceptions of Tauranga's attitude towards newcomers will affect whether potential new residents decide to move here.
<b>Note</b>	29% of respondents stated that Tauranga is a <i>somewhat</i> welcoming place to live, this has not been included in the baseline. 7% found Tauranga not accepting or welcoming.
<b>Baseline</b>	64% of respondents believe Tauranga is a very welcoming, fairly welcoming, or welcoming place to live.
<b>Target</b>	Increasing

## Measure 7: Te Kete-ā-Rohe: Cultural Connections metrics

<b>Measure</b>	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)
<b>How it's measured</b>	Number of attendees from external organisations that have completed TCC's Te Kete-ā-Rohe: Cultural Connections two-day course.
<b>Source (date)</b>	Tauranga City Council (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Tauranga City Council - Te Pou Takawaenga
<b>Relevance</b>	Sharing the history of Tauranga Moana and learning about Te Ao Māori within council and other relevant organisations enriches organisational culture, improves service delivery, inclusivity and respect, and strengthens communication. These benefits collectively enhance the overall effectiveness and reputation of Tauranga City Council and organisations it engages with.
<b>Note</b>	Data is available from July 2023, with 6 courses held in 2023 for external audiences. This course is run fortnightly and alternates between internal Tauranga City Council staff and external organisations.
<b>Baseline</b>	95 people from external organisations attended Te Kete-ā-Rohe: Cultural Connections two-day course (6 courses)
<b>Target</b>	Increasing



## Measure 8: Residents' sense of personal safety

<b>Measure</b>	Residents rate their feelings of personal safety as safe or very safe.
<b>How it's measured</b>	Respondents who were very satisfied, satisfied or neither about feeling safe in their neighbourhood and the city centre during the day and after dark.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	Sense of personal safety affects how an individual interacts with their community and influences use of public amenities such as transport. It will also affect what time of day an individual feels they can leave their house.
<b>Note</b>	Prior to 2023, the results show a decrease in perception of safety in neighbourhoods both during the day and at night. This increased slightly for both in 2023. The same years' results show steady decreases for the city centre from 2020 to 2023.
<b>Baseline</b>	96% feel safe in their neighbourhood during the day 88% feel safe in the city centre during the day 85% feel safe in their neighbourhood after dark 54% feel safe in the city centre after dark
<b>Target</b>	Increasing

## Measure 9: Engagement in water safety education

<b>Measure</b>	Drowning education metrics (Measure of people engaged in water safety and 'learn to swim' programmes)
<b>How it's measured</b>	Enrolment rate in water safety education in Tauranga.
<b>Source (date)</b>	Bay Swim (2022/23), Aquatic Survival Skills Trust (2022/23)
<b>Frequency</b>	Annually
<b>Availability</b>	On request
<b>Relevance</b>	Engagement in water safety education for children was identified by the Bay of Plenty Water Safety Strategy as being the highest priority action, as nearly a third of preventable drownings are people under the age of 25. Preventable drownings increased steadily from 2014 to 2018.
<b>Note</b>	Data includes children and teachers. Data may include people from outside TCC boundaries. Population calculations (158,200) sourced from <a href="https://www.tauranga.govt.nz/council/council-documents/reports/population-and-dwelling-projection-review">https://www.tauranga.govt.nz/council/council-documents/reports/population-and-dwelling-projection-review</a>
<b>Baseline</b>	29 enrolments per 1000 people. <ul style="list-style-type: none"> <li>Water Skills for Life (Bay Swim) - 2,345 engaged</li> <li>Aquatic Survival Skills (Aquatic Survival Skills Trust) – 3,080 engaged</li> </ul>
<b>Target</b>	Increasing



## Measure 10: Sense of community in local neighbourhood

<b>Measure</b>	Strongly agree or agree feeling a sense of community in their local neighbourhood.
<b>How it's measured</b>	Residents who believe in the importance of a sense of community, and strongly agree or agree that they feel a sense of community in the local neighbourhood.
<b>Source (date)</b>	Quality of Life Survey (2022)
<b>Frequency</b>	Every two years
<b>Availability</b>	<a href="https://www.qualityoflifeproject.govt.nz/survey-results/">https://www.qualityoflifeproject.govt.nz/survey-results/</a>
<b>Relevance</b>	Sense of community in local neighbourhoods is crucial for understanding and enhancing social cohesion, wellbeing, safety, civic engagement, and overall quality of life. It provides valuable insights for planning, development, and the creation of supportive, resilient communities.
<b>Note</b>	
<b>Baseline</b>	75% of respondents agree or strongly agree that it's important to feel a sense of community with people in their neighbourhood. 59% of respondents agree or strongly agree that they feel a sense of community in their neighbourhood.
<b>Target</b>	Increasing





## Measure 11: Access to services in local community

<b>Measure</b>	Residents feel they can access the services they need within their local community.			
<b>How it's measured</b>	Respondents' use of and access to facilities and services in their local community (%).			
<b>Source (date)</b>	Vital Update (2023)			
<b>Frequency</b>	Every three years			
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023">https://www.tauranga.govt.nz/community/community-services/vital-update-tauranga-2023</a>			
<b>Relevance</b>	Access to and regular use of services within a local community creates a strong sense of place. It also allows residents to reduce the amount they travel, minimising their contribution to emissions and congestion.			
<b>Baseline</b>		<b>Facilities residents use</b>	<b>Do not use</b>	<b>Facilities residents would like to be nearer</b>
	Beaches	70%	11%	17%
	Community halls / centres	30%	60%	8%
	Cycleways	47%	47%	16%
	Harbour / reserves by the water	64%	20%	10%
	Indoor sports facilities	27%	55%	15%
	Libraries	46%	39%	16
	Marae	13%	75%	4%
	Neighbourhood reserves	72%	22%	10%
	Performing arts venues	24%	55%	14%
	Playgrounds	44%	49%	13%
	Sports fields	44%	48%	9%
	Swimming pools	41%	43%	18%
Walkways	85%	11%	18%	
<b>Target</b>	Increasing			



## Outcome: Tauranga Taurikura

A city that values, protects, and enhances our environment



### Success looks like:

- Thriving nature and biodiversity at the heart of our communities.
- Tauranga is a low emissions and climate resilient city.
- Tauranga is a water sensitive city.
- Tauranga values resources in a circular economy.
- Our built environment supports the wellbeing of our natural environment.

### Measure 12: Native vegetation in urban areas

<b>Measure</b>	An increase the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time.
<b>How it's measured</b>	Percentage of native vegetation cover in urban areas and across the city.
<b>Source (date)</b>	Tauranga City – State of the Environment 2017, cited in Tauranga City Council, Nature and Biodiversity Action & Investment Plan (2017)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/nature-and-biodiversity-action-investment-plan">https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/nature-and-biodiversity-action-investment-plan</a>
<b>Relevance</b>	Pressure on biodiversity including introduction of invasive species and loss of nature habitat for native species puts risk on our urban environment. To slow the risk or rate of biodiversity loss, we will look to increase the proportion of pest control and native vegetation planting.
<b>Baseline</b>	3%
<b>Target</b>	10%

### Measure 13: Overall tree or urban forest canopy

<b>Measure</b>	An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city.
<b>How it's measured</b>	The percentage of overall tree and urban forest canopy cover for the city.
<b>Source (date)</b>	Tauranga City Council, Spaces and Places Environment team (2023)
<b>Frequency</b>	Every three years
<b>Availability</b>	Tauranga City Council, Community Services, Spaces and Places, Spaces and Places Environment team
<b>Relevance</b>	Integrating nature into streets and buildings improves biodiversity and residents' connection with nature. This enhances the wellbeing of both the environment and residents.
<b>Baseline</b>	21.7% overall tree and urban forest canopy cover.
<b>Target</b>	30%

### Measure 14: Access to nature in Tauranga

<b>Measure</b>	Residents rate their satisfaction with opportunities to access and experience nature in Tauranga as high or improving.
<b>How it's measured</b>	Percentage of residents satisfied with the opportunities to access and experience nature in Tauranga.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2024)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	Access to quality green space is important for mental and physical wellbeing. Accessible and quality green spaces will encourage an active community.
<b>Baseline</b>	This is a new measure, baseline available in 2024 and will be included in the 2023/24 annual report.
<b>Target</b>	Increasing

### Measure 15: Greenhouse gas emissions per capita

<b>Measure</b>	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets.
<b>How it's measured</b>	Tonnes of carbon dioxide (tCO <sub>2</sub> e) emitted per capita.
<b>Source (date)</b>	Tauranga Community Carbon Footprint, AECOM New Zealand Limited (2021)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/living/our-changing-climate/community-climate-action">https://www.tauranga.govt.nz/living/our-changing-climate/community-climate-action</a>
<b>Relevance</b>	Reducing carbon emissions per capita ensures reduces Tauranga's contribution to climate change and minimises the city's negative impact on the environment. Measuring carbon emissions allows us to ensure we are on track to meeting emission targets for Aotearoa New Zealand and the world.
<b>Note</b>	Per capita calculation is based on a population of 153,700 in 2020/21. The figure reported is gross emissions, therefore does not include sequestration from forestry.
<b>Baseline</b>	8.8 tCO <sub>2</sub> e gross per person per year.
<b>Target</b>	Decreasing



## Measure 16: Adaptation for climate or natural hazards

<b>Measure</b>	Value of TCC assets assessed as having climate or natural hazards risk during the past five years that have adaptation measures in place where required
<b>How it's measured</b>	The total risk factor across all resilience projects.
<b>Source (date)</b>	Tauranga City Council, Infrastructure Group, Asset Services, Resilience Spreadsheet (2021)
<b>Frequency</b>	Ongoing
<b>Availability</b>	Tauranga City Council – Asset Services (A12673295)
<b>Relevance</b>	Measuring council's exposure of assets to natural hazards and tracking its reduction over time is crucial for effective risk management, financial planning, and infrastructure protection. By identifying vulnerabilities and implementing mitigation measures, we can minimise potential damage and costs, and maintain essential services. This proactive approach ensures safer, more resilient communities that are better prepared for and capable of recovering from natural disasters.
<b>Note</b>	This data only includes infrastructure assets such as water pipes, bridges, and roads. No data is available for other assets such as parks, buildings, and waste infrastructure. A risk factor for each resilience project is recorded from 0-100 at pre-design stage. Completion of each project will result in a reduction to the risk factor. The baseline shows the total of all resilience projects' pre-design risk. As projects are completed, it will result in a reduced risk factor due to improvements made.
<b>Baseline</b>	13,915 total risk factor across 324 different resilience projects (average risk factor of 42.9 per resilience project)
<b>Target</b>	Decreasing

## Measure 17: Engagement in climate action

<b>Measure</b>	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions
<b>How it's measured</b>	Climate change actions taken by respondents in the past 12 months (%).
<b>Source (date)</b>	Quality of Life Survey (2022)
<b>Frequency</b>	Every two years
<b>Availability</b>	<a href="https://www.qualityoflifeproject.govt.nz/survey-results/">https://www.qualityoflifeproject.govt.nz/survey-results/</a>
<b>Relevance</b>	A community that takes deliberate climate change actions is more environmentally minded and reduces the negative impact Tauranga has on the environment and climate.
<b>Note</b>	Climate actions include reducing organic waste to landfill, buying less single-use plastics, growing own food, discussions about climate change, choosing to walk, bike, or bus, and reducing energy use.
<b>Baseline</b>	89% of respondents have taken climate actions on an ongoing basis.
<b>Target</b>	Increasing



## Measure 18: Dwellings in floodplains

<b>Measure</b>	Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature).
<b>How it's measured</b>	A method of measurement is being investigated.
<b>Source (date)</b>	Data source to be determined.
<b>Frequency</b>	Data source to be determined.
<b>Availability</b>	Data source to be determined.
<b>Relevance</b>	Monitoring dwellings in floodplains is important for reducing flood risk, promoting environmental sustainability, adapting to climate change, guiding urban development, achieving economic efficiency, and supporting informed policy-making. This holistic approach benefits both human communities and natural ecosystems, leading to more resilient and sustainable futures.
<b>Baseline</b>	No baseline data available.
<b>Target</b>	Decreasing

## Measure 19: Water conservation awareness

<b>Measure</b>	The percentage of residents who are aware of ways they can conserve water, and have taken steps to do so, increases over time
<b>How it's measured</b>	Percentage of respondents aware of ways to conserve water at home and at work and have taken steps to do so in the last 12 months.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	High levels of active water conservation and awareness of water conservation methods shows a city that considers its impact on the environment.
<b>Note</b>	In 2020 the survey method was changed from exclusively phone to including mail or online. The most common methods of water conservation included having shorter showers (39%), reduced garden watering (29%), turning taps off properly (19%), and using a rain tank (17%).
<b>Baseline</b>	84% of respondents stated they were aware of ways to conserve water at home and at work. 83% of respondents stated they have actively taken steps to conserve water over the last 12 months.
<b>Target</b>	Increasing



## Measure 20: Water consumption

<b>Measure</b>	Average daily consumption per capita of drinking water across all uses (residential, commercial industrial) reduces over time.
<b>How it's measured</b>	Litres of water consumed per person, per day
<b>Source (date)</b>	Tauranga City Council, City Waters (2022/23)
<b>Frequency</b>	Ongoing
<b>Availability</b>	Tauranga City Council – Infrastructure – City Waters
<b>Relevance</b>	Conservation of water makes Tauranga a more sustainable city that is resilient to the effects of climate change. Changing climate conditions such as unprecedented dry and wet weather can put pressure of water supplies to the city.
<b>Note</b>	Population data used: 161,206 for 2022/23.
<b>Baseline</b>	256 litres per person, per day
<b>Target</b>	Decreasing

## Measure 21: General waste going to landfill

<b>Measure</b>	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time.
<b>How it's measured</b>	Weight of waste to landfill per capita from kerbside collection and Te Maunga Resource Recovery Park (kg).
<b>Source (date)</b>	Tauranga City Council, WMMP actions reporting data (2022/23)
<b>Frequency</b>	Annual
<b>Availability</b>	Tauranga City Council – Infrastructure – Sustainability & Waste
<b>Relevance</b>	Landfills produce carbon dioxide emissions, low levels of waste by kerbside collection to landfill shows a sustainable and climate conscious city.
<b>Note</b>	Population data used 158,200 (2022), available from: <a href="https://www.tauranga.govt.nz/Portals/0/data/council/reports/population-household-review-2022.pdf">https://www.tauranga.govt.nz/Portals/0/data/council/reports/population-household-review-2022.pdf</a>
<b>Baseline</b>	350.86 kg of waste to landfill per capita (total: 55,505,780 kg) <ul style="list-style-type: none"> <li>• 17,718,870 kg from kerbside collection</li> <li>• 37,786,910 kg from Te Maunga Resource Recovery Park</li> </ul>
<b>Target</b>	Decreasing



## Measure 22: Organic waste going to landfill

<b>Measure</b>	Organic waste to landfill reduces over time.
<b>How it's measured</b>	Amount of household food waste and green waste collected at kerbside, and a reduction in organic waste to landfill.
<b>Source (date)</b>	Tauranga City Council, WMMP actions reporting data (2022/23) Tauranga City Council, SWAP data (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Tauranga City Council – Infrastructure – Sustainability & Waste
<b>Relevance</b>	Organic waste produces carbon dioxide in landfills. Low levels indicate a reduction in organic waste or alternative disposal methods such as composting.
<b>Note</b>	Intent is to report on multiple factors; a reduction in the organic waste found in kerbside landfill bins, and an increase in food and green waste recovered kerbside. Population figures used for per person calculation is 155,925 (2022/23).
<b>Baseline</b>	18 kg food waste collected at kerbside, per person per year. 39 kg garden waste collected at kerbside, per person per year. 140 kg food and compostable garden waste going to landfill from kerbside, per person per year.
<b>Target</b>	Increasing (first two); Decreasing (last one)

## Measure 23: Construction and demolition recycling rates

<b>Measure</b>	Recycling rates of construction and demolition waste improves over time.
<b>How it's measured</b>	Volume of construction and demolition waste recycled at the Te Maunga Resource Recovery Park per year.
<b>Source (date)</b>	Tauranga City Council, WMMP actions reporting data (2022/23)
<b>Frequency</b>	Annual
<b>Availability</b>	Tauranga City Council – Infrastructure – Sustainability & Waste
<b>Relevance</b>	Measuring the volume of construction and demolition waste that is recycled and recovered in Tauranga shows behavioural change to valuing resources, and levels of engagement in a circular economy.
<b>Baseline</b>	6,558 tonnes recovered
<b>Target</b>	Increasing



## Measure 24: Consideration of the natural environment

<b>Measure</b>	Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes.
<b>How it's measured</b>	Tools used by council to ensure the wellbeing of the natural environment in planning.
<b>Source (date)</b>	No form of measurement currently in place.
<b>Frequency</b>	No form of measurement currently in place.
<b>Availability</b>	No form of measurement currently in place.
<b>Relevance</b>	Formally considering the wellbeing of the natural environment in the planning process ensures the longevity of Tauranga's naturally, culturally, and socially significant natural areas.
<b>Baseline</b>	No baseline available.
<b>Target</b>	Increasing

## Measure 25: Urban Design Panel skills and considerations

<b>Measure</b>	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles.
<b>How it's measured</b>	Urban Design Panel range of skillsets.
<b>Source (date)</b>	Urban Communities
<b>Frequency</b>	Annually
<b>Availability</b>	Urban Design Panel
<b>Relevance</b>	Measuring the inclusion of sustainability and biophilic principles in urban design is essential for ensuring our built environment supports the wellbeing of our natural environment. This ultimately promotes environmental health, enhancing public wellbeing.
<b>Note</b>	The UDP has a number of different professions that form part of the panel. Most of these professions review from a wide urban design lens which include sustainability and biophilic principles. We also have the ability to call in specialists as appropriate.
<b>Baseline</b>	No baseline available.
<b>Target</b>	Increasing





## Outcome: Tauranga Tātai Whenua

### A Well-Planned City



#### Success looks like:

- We have enough housing with a variety of types, tenures, and price points, together with development ready land, to meet the needs of our communities now and in the future.
- Our city centre is vibrant and welcoming, and we have neighbourhoods that are liveable, unique, and connected, with urban form and design that facilitates safe, healthy, and active lifestyles.
- We have quality public spaces that provide opportunities for us to relax and connect.
- Our unique Māori and Pakeha history is embodied in the design of our city, with Tangata Whenua partnerships an integral part of this process.
- Our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards.

### Measure 26: Affordability of housing

<b>Measure</b>	Housing affordability index
<b>How it's measured</b>	Housing and rental affordability index, which is the ratio of average household income to average current house values and weekly rents.
<b>Source (date)</b>	Infometrics, Housing Affordability (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Infometrics – Regional Economic Profile – Tauranga
<b>Relevance</b>	Housing is a fundamental need, and its affordability impacts all areas of life including stress and mental health, financial independence, affordability of other essential items.
<b>Note</b>	The housing affordability index shows the ratio of average annual income to average house price, for example, in 2023, the average house price was nine times the average annual income. The rental affordability index shows the percentage of income spent on rent.
<b>Baseline</b>	Average house value: 9.1 times the average annual income Average mortgage payment: 61.6% of average income Average weekly rent: 26.8% of the average weekly income
<b>Target</b>	Increasing

### Measure 27: Perceptions of housing affordability

<b>Measure</b>	Improving perceptions of affordable housing (Vital Signs survey).
<b>How it's measured</b>	The extent to which respondents agreed that their housing costs such as rent or mortgage, rates, house insurance and house maintenance are affordable.
<b>Source (date)</b>	Quality of Life Survey (2022)
<b>Frequency</b>	Every two years
<b>Availability</b>	<a href="https://www.qualityoflifeproject.govt.nz/survey-results/">https://www.qualityoflifeproject.govt.nz/survey-results/</a>
<b>Relevance</b>	Nation-wide perceptions on Tauranga's housing affordability can impact those choosing to live here. Perceptions of housing affordability affect stress levels and quality of life.
<b>Baseline</b>	44% of respondents agree or strongly agree that housing costs are affordable.
<b>Target</b>	Increasing

### Measure 28: Housing intensification and urban density

<b>Measure</b>	Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.
<b>How it's measured</b>	New dwellings consented and lots created in existing urban areas.
<b>Source (date)</b>	SmartGrowth: Development Trends Technical Reports (2022/23)
<b>Frequency</b>	Annual
<b>Availability</b>	Available from tauranga.govt.nz – Council – Reports – Development trends report
<b>Relevance</b>	Intensification of housing supports Tauranga's growing population while conserving space.
<b>Note</b>	No data specific for Te Papa and surrounding urban areas.
<b>Baseline</b>	290 new dwellings were consented in existing urban areas. 59 new lots were created in existing urban areas.
<b>Target</b>	Increasing

### Measure 29: Resident satisfaction with city centre

<b>Measure</b>	Resident satisfaction with the city centre as the commercial and cultural heart of Tauranga.
<b>How it's measured</b>	Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2024)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	Being the cultural and commercial heart of the Western Bay of Plenty means that Tauranga city attracts visitors and residents alike.
<b>Note</b>	This is a new measure, baseline available in 2024 and will be included in the 2023/24 annual report.
<b>Baseline</b>	Baseline available from 2023/24 annual report.
<b>Target</b>	Increasing



### Measure 30: Knowledge of Tauranga's history

<b>Measure</b>	Residents who say they have some or lots of knowledge of Tauranga's history.
<b>How it's measured</b>	Percentage of Tauranga residents who rated their knowledge of Tauranga's history as knowing some or knowing a lot.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	High levels of knowledge of Tauranga's history show high education levels, and higher levels of inclusivity and understanding, especially between ethnicities.
<b>Note</b>	In 2020 the survey method was changed from conducting it over telephone to an option of completing the questionnaire through mail or online.
<b>Baseline</b>	39% of respondents knew some or a lot about Tauranga's history.
<b>Target</b>	Increasing

### Measure 31: Use of Tauranga Urban Design Panel

<b>Measure</b>	Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes.
<b>How it's measured</b>	Projects that have considered Tauranga Urban Design Panel recommendations as part of their planning and consent processes
<b>Source (date)</b>	Agenda of Strategy, Finance and Risk Committee meeting – Monday 30 October 2023
<b>Frequency</b>	Annual
<b>Availability</b>	Urban Communities
<b>Relevance</b>	The Urban Design Panel provides developers, consultants and council with targeted urban design feedback and recommendations on their proposals, helping identify opportunities for added value to be explored, and potential design issues early on.
<b>Note</b>	Full year data will need to be updated when known. Private developments included four for residential intensification, one mixed use, and one hotel. Council projects included the City Centre public realm guidelines, Gate Pa community centre, Merivale community centre, and Cameron Road Stage 2. Five applicants revised their plans after receiving advice, and one proposal has returned to the panel after revising it in response to feedback given the first time.
<b>Baseline</b>	10 proposals were sent to the Urban Design Panel in total. 6 were for private developments. 4 were for Council projects.
<b>Target</b>	Increasing



## Outcome: Tauranga Ara Rau

A city we can move around easily



### Success looks like:

- All of our communities have reliable, safe and efficient access to services, jobs, education and recreation.
- All of our communities are well served by a range of transport options, with sustainable options such as public transport, walkways, cycleways and low- emission vehicle use being prioritised.
- Low carbon transport modes and alternative energy sources have dramatically reduced transport emissions and the use of fossil fuels.
- Commercial sectors (including the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight.

### Measure 32: Accessibility of workplaces

<b>Measure</b>	Jobs accessible within a 15–30-minute morning commute by public transport
<b>How it's measured</b>	Percentage of workplaces accessible within a 30-minute commute by car, bus, or bike.
<b>Source (date)</b>	The Western Bay of Plenty Transport System Plan, Executive Summary (March 2023)
<b>Frequency</b>	Every two years
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/transport-system-plan">https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/transport-system-plan</a>
<b>Relevance</b>	Job accessibility by public transport reduces congestion and emissions created by high usage of private vehicles.
<b>Baseline</b>	85% of jobs are accessible within a 30-minute commute by car. 21% of jobs are accessible within a 30-minute commute by bus. 19% of jobs are accessible within a 30-minute commute by bike.
<b>Target</b>	Increasing

### Measure 33: Injury and loss of life on roads

<b>Measure</b>	Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians).
<b>How it's measured</b>	The number of deaths and serious injury on the local road network.
<b>Source (date)</b>	Tauranga City Council (DIA measure). 2023.
<b>Frequency</b>	Annual
<b>Availability</b>	Tauranga City Council - Transportation
<b>Relevance</b>	Identifying which roles have higher death rates allows for safety measures to be placed in the right areas – a focus on vehicle-user safety, for example.
<b>Baseline</b>	27 deaths or serious injuries
<b>Target</b>	Reducing.

### Measure 34: Use of active transport

<b>Measure</b>	Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles.
<b>How it's measured</b>	Percentage of residents who walk, jog, or cycle to work, and total percentage of active transport use.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	Use of active transport reduces carbon emissions and congestion. It is also beneficial for personal wellbeing. High use of active transport indicates that destinations are easily accessible within a resident's local community.
<b>Baseline</b>	3% used active transport to go work: 1% cycled, 2% walked or jogged.
<b>Target</b>	Increasing

### Measure 35: Use of public transport

<b>Measure</b>	Public transport uptake = Increasing number of trips on and access to public transport
<b>How it's measured</b>	Frequency of use of public transport, access and convenience of public transport.
<b>Source (date)</b>	Quality of Life Survey (2022)
<b>Frequency</b>	Every two years.
<b>Availability</b>	<a href="https://www.qualityoflifeproject.govt.nz/survey-results/">https://www.qualityoflifeproject.govt.nz/survey-results/</a>
<b>Relevance</b>	High usage of public transport reduces carbon emissions and congestion and indicates a well-functioning public transport network.
<b>Baseline</b>	12% of respondents used public transport at least weekly, at least once a month. 56% of respondents who had access to public transport agreed or strongly agreed that it is easy to access. 28% of respondents who had access to public transport agreed or strongly agreed that public transport is reliable. 39% of respondents who had access to public transport agreed or strongly agreed that public transport is affordable.
<b>Target</b>	Increasing



### Measure 36: Transport-related carbon emissions

<b>Measure</b>	Decreasing per capita transport-related carbon emissions.
<b>How it's measured</b>	Tonnes of carbon dioxide (t CO <sub>2</sub> e) emitted by transportation, per capita, per year.
<b>Source (date)</b>	Tauranga Community Carbon Footprint, AECOM New Zealand Limited (2021)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/living/our-changing-climate/community-climate-action">https://www.tauranga.govt.nz/living/our-changing-climate/community-climate-action</a>
<b>Relevance</b>	Low levels of transport emissions indicate a climate conscious city. Identifying the areas of highest emission means steps towards reducing emissions can be targeted towards these areas.
<b>Note</b>	'Other' includes rail emissions, jet kerosene, marine diesel, LPG, aviation gas, and bioethanol. Population figure used: 153,700 for 2020/21.
<b>Baseline</b>	6.47 tCO <sub>2</sub> e per capita (995,138 tCO <sub>2</sub> e total).
<b>Target</b>	Decreasing

### Measure 37: Ease of freight movement

<b>Measure</b>	Travel time variability for freight movements on key commercial routes (between Tauriko business estate and the Port, and between Rangiruru business estate and the Port).
<b>How it's measured</b>	Travel time reliability between Tauriko Business Estate and port entry, and between the SH2 TCC boundary and Hull Road port entry.
<b>Source (date)</b>	Tauranga Transport Operations Centre, travel reliability data
<b>Frequency</b>	Annual
<b>Availability</b>	On request
<b>Relevance</b>	The Transport System Plan has an objective to maintain or improve travel time reliability for freight movements on the primary freight routes during weekday interpeak periods.
<b>Note</b>	Travel time reliability can be measured on primary freight routes, provided the start and end points are identified. Data from the Rangiruru Business Estate would not include the area past Tauranga City Council boundary. For 2023/24, existing travel route data can be combined to provide a baseline proxy. The port entry from Tauriko Business Estate needs to be confirmed.
<b>Baseline</b>	No baseline data available.
<b>Target</b>	Decreasing



## Outcome: Tauranga a Te Kura

A city that supports business and education



### Success looks like:

- Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region.
- We are known as a university city, with strong links between tertiary education, research and development, new business, and employment opportunities.
- We have a high wage economy with quality locally based jobs and easily accessible employment centres.
- We have a sustainable visitor economy, which celebrates our history and culture and attracts visitors year-round.
- Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori.

### Measure 38: Tauranga's place in the region

<b>Measure</b>	Residents' perceptions of Tauranga as a business and visitor destination.
<b>How it's measured</b>	Respondents' satisfaction with the quality of Tauranga as a destination for businesses and visitors.
<b>Source (date)</b>	Tauranga City Council Annual Residents' Survey (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	<a href="https://www.tauranga.govt.nz/council/council-documents/reports">https://www.tauranga.govt.nz/council/council-documents/reports</a>
<b>Relevance</b>	Tauranga's perceived place in the region for businesses and visitors will affect the decisions of future businesses and visitors. Tauranga's growth as a city is encouraged by a high level of tourists and an increase in businesses.
<b>Baseline</b>	46% of Tauranga residents are satisfied or very satisfied with the quality of Tauranga as a destination for businesses and visitors.
<b>Target</b>	Increasing

### Measure 39: Tertiary students

<b>Measure</b>	Number of tertiary students.
<b>How it's measured</b>	Tertiary students by provider in the Bay of Plenty region.
<b>Source (date)</b>	Data being sourced.
<b>Frequency</b>	Annual
<b>Availability</b>	This data was previously available at <a href="http://educationcounts.govt.nz">educationcounts.govt.nz</a> however is no longer available and is being sourced from tertiary providers.
<b>Relevance</b>	A high student population can indicate a thriving educational environment, leading to economic benefits through increased local spending and job creation. It also contributes to cultural diversity and community engagement, enhancing social cohesion.
<b>Baseline</b>	No baseline data available.
<b>Target</b>	Increasing

### Measure 40: Unemployment rate

<b>Measure</b>	Unemployment rate.
<b>How it's measured</b>	Unemployment and NEET (not in employment, education or training) rates for Tauranga City, compared to national rates.
<b>Source (date)</b>	Infometrics, Unemployment and NEET rates (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Infometrics – Regional Economic Profile – Tauranga
<b>Relevance</b>	Low levels of unemployment indicates high levels of job accessibility and an educated population. Employment generates wealth for the individual, improving quality of life, while unemployment decreases quality of life by putting the individual at risk of social exclusion.
<b>Note</b>	The unemployment rate measures the proportion of the workforce that is not in employment. The NEET rate measures the proportion of people aged 15–24 years who are not employed or engaged in education or training.
<b>Baseline</b>	3.1% unemployment rate (3.3% nationally) 12.3% not in employment, education or training (11.2% nationally)
<b>Target</b>	Below national rate.

### Measure 41: Job creation

<b>Measure</b>	Job creation.
<b>How it's measured</b>	Filled jobs and percentage of employment growth in Tauranga City.
<b>Source (date)</b>	Infometrics, Employment Growth (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Infometrics – Regional Economic Profile – Tauranga
<b>Relevance</b>	Employment growth (job creation) is an economic and social wellbeing indicator. The goal is to have positive (increasing) employment growth showing that businesses in the region are confident in their activity and outlook to expand their workforce.
<b>Baseline</b>	83,770 filled jobs 2.6% employment growth (from 2022 to 2023 – tax year)
<b>Target</b>	Increasing

### Measure 42: Average annual earnings

<b>Measure</b>	Mean annual earnings rises to the New Zealand average by 2035.
<b>How it's measured</b>	Average annual earnings per filled job, compared with New Zealand average.
<b>Source (date)</b>	Infometrics, Earnings (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Infometrics – Regional Economic Profile – Tauranga
<b>Relevance</b>	High average annual earnings indicate a population that is economically stable. Earnings are typically an important source of household income; they contribute to well-being and provide choices to individuals.
<b>Baseline</b>	\$71,236 average annual earnings (\$74,754 national average)
<b>Target</b>	Increasing





### Measure 43: Levels of knowledge intensive employment

<b>Measure</b>	Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.
<b>How it's measured</b>	Employment in knowledge intensive positions (%).
<b>Source (date)</b>	Infometrics, Structure of Tauranga City's Economy (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Available at <a href="https://ecoprofile.infometrics.co.nz">ecoprofile.infometrics.co.nz</a> – Regional Economic Profile – Tauranga – Structure of Tauranga City's Economy
<b>Relevance</b>	Knowledge intensive jobs are higher value, generating more wealth for the individual. Knowledge intensive jobs include positions where the generation and exploitation of knowledge play the predominant part in the creation of economic activity. These industries represent an increasing share of the New Zealand economy's output and employment and may be a source of future productivity growth.
<b>Baseline</b>	Employment in knowledge intensive industries in Tauranga City was 24,783 in 2023 which accounted for 29.6% of total employment. This was lower than in Christchurch City (34.7%), Auckland (36.1%), Dunedin City (38.3%) and Hamilton City (39.8%).
<b>Target</b>	Increasing

### Measure 44: Distribution of visitor spend

<b>Measure</b>	Visitor spend (Visitor-spend is distributed more evenly across the year.)																										
<b>How it's measured</b>	Distribution of tourism expenditure across the year (\$ million).																										
<b>Source (date)</b>	Tourism Bay of Plenty Marketview data (2022/23)																										
<b>Frequency</b>	Annual																										
<b>Availability</b>	Tourism Bay of Plenty																										
<b>Relevance</b>	By fostering increased spend in off-peak seasons, it means Tauranga has a reliable and steady tourist income to support businesses throughout the year.																										
<b>Note</b>	Marketview spend data only includes electronic card data and excludes cash and online purchases.																										
<b>Baseline</b>	<table border="1"> <thead> <tr> <th>Month</th> <th>Spend</th> </tr> </thead> <tbody> <tr> <td>Jul-22</td> <td>\$38,369,891</td> </tr> <tr> <td>Aug-22</td> <td>\$32,303,611</td> </tr> <tr> <td>Sep-22</td> <td>\$38,164,742</td> </tr> <tr> <td>Oct-22</td> <td>\$45,223,488</td> </tr> <tr> <td>Nov-22</td> <td>\$39,838,009</td> </tr> <tr> <td>Dec-22</td> <td>\$63,110,967</td> </tr> <tr> <td>Jan-23</td> <td>\$60,097,518</td> </tr> <tr> <td>Feb-23</td> <td>\$38,740,223</td> </tr> <tr> <td>Mar-23</td> <td>\$42,323,619</td> </tr> <tr> <td>Apr-23</td> <td>\$45,112,515</td> </tr> <tr> <td>May-23</td> <td>\$33,748,560</td> </tr> <tr> <td>Jun-23</td> <td>\$35,086,406</td> </tr> </tbody> </table>	Month	Spend	Jul-22	\$38,369,891	Aug-22	\$32,303,611	Sep-22	\$38,164,742	Oct-22	\$45,223,488	Nov-22	\$39,838,009	Dec-22	\$63,110,967	Jan-23	\$60,097,518	Feb-23	\$38,740,223	Mar-23	\$42,323,619	Apr-23	\$45,112,515	May-23	\$33,748,560	Jun-23	\$35,086,406
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<b>Target</b>	Increasing																										



## Measure 45: Education levels

<b>Measure</b>	Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities.		
<b>How it's measured</b>	Percentage of residents with tertiary education.		
<b>Source (date)</b>	Census, Tauranga City, Highest qualifications (2018)		
<b>Frequency</b>	Every 5 years		
<b>Availability</b>	Available from stats.govt.nz – 2018 Census Place Summaries – Tauranga City – Education and Training – Highest Qualification		
<b>Relevance</b>	Individuals with higher education levels are more likely to be in higher paying positions, have more career opportunities, and a higher general satisfaction with life than those with lower education levels.		
<b>Note</b>	Data is for the Bay of Plenty region.		
<b>Baseline</b>	<b>Highest education level</b>	<b>All population</b>	<b>Māori</b>
	<b>Level 1-4 certificate</b>	45.2%	53.7%
	<b>Level 5-6 diploma</b>	11.1%	9.1%
	<b>Bachelor's degree and above</b>	18.9%	12.2%
<b>Target</b>	Increasing		



## Approach: Te Ao Māori

Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.



### Success looks like:

- We better reflect the communities we serve and we are better skilled to work in partnership with iwi and hapū across the organisation.
- We develop a culture that brings our Commitment to Te Ao Māori alive in the organisation.

### Measure 46: Cultural capability

<b>Measure</b>	Increased cultural capability to partner with iwi and hapū.
<b>How it's measured</b>	Number of Ngā Kete Mātauranga - Indigenous cultural training suite course held.
<b>Source (date)</b>	Data being sourced (2023/24).
<b>Frequency</b>	Annual
<b>Availability</b>	Te Pou Takawaenga
<b>Relevance</b>	Te Pou Takawaenga offers a package of indigenous cultural training to all council staff on a number of topics relating to Māori engagement and mana whenua (local iwi and hapū of Tauranga moana) and the vital importance of building mana-enhancing relationships based on both historic and contemporary issues between Council and mana whenua. This includes training around te reo pronunciation Te Tiriti o Waitangi/Treaty of Waitangi, Māori land, Resource Management and local stories and knowledge.
<b>Baseline</b>	No baseline available.
<b>Target</b>	Increasing

### Measure 47: Te Ao Māori lens applied

<b>Measure</b>	Staff apply a Te Ao Māori lens across their work and decision making.
<b>How it's measured</b>	Te Rangapū o Mana Whenua consideration of matters in special meetings or workshops.
<b>Source (date)</b>	Te Rangapū Mana Whenua o Tauranga Moana Chair reports to Tangata Whenua / Tauranga City Council Committee (2022/23)
<b>Frequency</b>	Annual
<b>Availability</b>	Te Pou Takawaenga
<b>Relevance</b>	The number of special meetings and workshops held indicate the level of involvement in projects and decision making when staff are developing their work. This shows the application of a Te Ao Māori lens across these workstreams.
<b>Baseline</b>	36 special meetings or workshops held to consider Tauranga City Council projects.
<b>Target</b>	Increasing

## Approach: Sustainability

To be kaitiaki for a better tomorrow, Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work, to enhance community well-being outcomes for our communities.



### Success looks like:

- TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of Tauranga's communities.
- Employees have the right skills, knowledge, and capabilities to enable TCC to navigate our transition to a sustainable future.

### Measure 48: Influenceable spend in procurement

<b>Measure</b>	At least 5% of the value of all influenceable spend awarded to Māori and Pasifika businesses.
<b>How it's measured</b>	The percentage of council's influenceable spend awarded to Māori and Pasifika businesses.
<b>Source (date)</b>	Tauranga City Council – Legal, Risk & Procurement – Procurement team (2023)
<b>Frequency</b>	Annually
<b>Availability</b>	Tauranga City Council – Legal, Risk & Procurement – Procurement team
<b>Relevance</b>	Using broader outcomes in procurement can lead to social, cultural, economic, and environmental benefits, including less waste and more efficiency, stronger relationships with our suppliers, and building resilience into our supply base.
<b>Note</b>	Since the outcome measures were developed, council approved mandating the inclusion of broader outcomes in all tenders going out to market (CO19/23/5). This measure has therefore been amended.
<b>Baseline</b>	2%
<b>Target</b>	Increasing

### Measure 49: Staff sustainability training

<b>Measure</b>	% of staff that have completed sustainability training
<b>How it's measured</b>	Number of staff sustainability training events held, and the number of staff who have participated in quarterly new starter sustainability sessions.
<b>Source (date)</b>	Tauranga City Council – Infrastructure – Sustainability & Waste – Corporate Sustainability team (2023/24)
<b>Frequency</b>	Annually
<b>Availability</b>	Tauranga City Council – Infrastructure – Sustainability & Waste – Climate & Sustainability team.
<b>Relevance</b>	Measuring sustainability training participation provides insight into the effectiveness, reach, and impact of sustainability initiatives within council.
<b>Note</b>	New starter sessions begin in June 2024. While these sessions are intended for new starters, they are also available to existing staff.
<b>Baseline</b>	20 Climate & Sustainability Roadshow events were held. No data available for new starter sustainability sessions.
<b>Target</b>	Increasing



## Approach: Working Beyond Tauranga



Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation.

### Success looks like:

- Growth councils work together to ensure that Central Government understands the particular challenges faced by growth councils, and the role Central Government can play towards solutions.
- Tauranga’s city centre is a focal point for the region, through encouragement, support, creating linkages and investment where needed and appropriate.
- Tauranga’s scale and resources are leveraged to provide facilities, high quality tertiary education and a commercial hub for the city and the rest of the region and upper North Island, including consideration of our marine facilities and port.
- Tauranga’s communities are well informed about and supported through any changes resulting from the current ‘future of local government’ review process.

### Measure 50: Being seen and recognised nationally

<b>Measure</b>	Increased Central Government recognition of issues faced by growth councils (including recognition of and response to investment / funding challenges).
<b>How it’s measured</b>	Method of measurement to be developed.
<b>Source (date)</b>	Method of measurement to be developed.
<b>Frequency</b>	Method of measurement to be developed.
<b>Availability</b>	Method of measurement to be developed.
<b>Relevance</b>	Increased central government recognition of issues faced by growth councils would help address infrastructure, service delivery, investment, and funding challenges. Recognising and responding to these challenges at a national level can have an impact locally.
<b>Note</b>	Method of measuring government recognition of and response to issues to be developed. To enable reporting of this measure, it may be relevant to keep track of a register of challenges for growth councils alongside a separate list of recent central government initiatives, and the impact of these initiatives on council.
<b>Baseline</b>	No baseline data available.
<b>Target</b>	Increasing

### Measure 51: Creating a hub for the city, region, and upper North Island

<b>Measure</b>	In the city centre, increases in: <ul style="list-style-type: none"> <li>• Footfall</li> <li>• Residential offering</li> <li>• Commercial activity</li> <li>• Recognition as a 'centre for the Bay of Plenty region'</li> <li>• Scale of 'regional offering'</li> </ul>
<b>How it's measured</b>	The average daily number of pedestrian movements in the city centre. Method of measurement to be developed for residential offering, commercial activity, and recognition/regional offering.
<b>Source (date)</b>	TTOC Multi-Modal Camera Data (July 2023 – March 2024) Data being sourced for residential offering, commercial activity, and recognition/regional offering.
<b>Frequency</b>	Annual Data being sourced for residential offering, commercial activity, and recognition/regional offering.
<b>Availability</b>	Quarterly Performance Monitoring – Corporate Planning Data being sourced for residential offering, commercial activity, and recognition/regional offering.
<b>Relevance</b>	Measuring the scale of regional offerings provides a comprehensive understanding of the city's role and effectiveness as a hub. These metrics collectively indicate the city's ability to attract and retain people and businesses, stimulate economic growth, and enhance its status and influence within the region and the upper North Island.
<b>Note</b>	
<b>Baseline</b>	The average daily number of pedestrian movements in the city centre: 14,585. Baseline data being sourced for residential offering, commercial activity, and recognition/regional offering.
<b>Target</b>	Increasing

### Measure 52: City and sub-region economic impact

<b>Measure</b>	Increase in economic impact for the city and sub-region.
<b>How it's measured</b>	Gross Domestic Product (GDP) per employee in the city
<b>Source (date)</b>	Infometrics, GDP (2023)
<b>Frequency</b>	Annual
<b>Availability</b>	Infometrics – Regional Economic Profile – Tauranga
<b>Relevance</b>	Measuring GDP per employee is a vital economic metric that provides insights into labour productivity, economic efficiency, and competitiveness. It helps to measure whether Tauranga's resources are leveraged to provide a commercial hub for the city and the rest of the region and upper North Island.
<b>Baseline</b>	GDP in Tauranga City per employee is \$120,754 GDP in Bay of Plenty Region per employee is \$120,604
<b>Target</b>	Increasing



### Measure 53: Community awareness of reform

<b>Measure</b>	Our communities feel well informed about and supported through any changes resulting from reform processes that impact local government.
<b>How it's measured</b>	Method of measurement to be developed.
<b>Source (date)</b>	Data source to be determined.
<b>Frequency</b>	Data source to be determined.
<b>Availability</b>	Data source to be determined.
<b>Relevance</b>	Ensuring our communities are supported through reform helps with maintaining transparency and encouraging participation. Understanding means transitions are able to be managed effectively.
<b>Baseline</b>	No baseline data available.
<b>Target</b>	Increasing





## 9.2 Appointed Members of Committee

**File Number:** A16040649

**Author:** Jeremy Boase, Acting General Manager: Strategy, Growth & Governance

**Authoriser:** Jeremy Boase, Acting General Manager: Strategy, Growth & Governance

### PURPOSE OF THE REPORT

1. To recognise the contribution of appointed members of the Strategy, Finance and Risk Committee.

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### RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Appointed Members of Committee".

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### DISCUSSION

2. Since 2019, Council has sought to bring in external skills and experience to aid its decision-making processes, as detailed below.

#### Previous elected Council – 2019 to 2021

3. The Council elected in 2019 established a committee structure that included four main standing committees:
  - Urban Form and Transport Development Committee
  - Policy Committee
  - Projects, Services and Operations Committee
  - Finance, Audit and Risk Committee
4. For each of these committees, Council appointed an external member. For three committees this was a tangata whenua representative, appointed based on skills and experience, and for the Finance, Audit and Risk Committee it was an established expert in the field.

#### Commission – 2021 to 2024

5. Shortly after its commencement in February 2021, the Commission discharged the four committees noted above, and subsequently established the Strategy, Finance and Risk Committee.
6. From its inception, the Strategy, Finance and Risk Committee was established to include:
  - the four commissioners as voting members
  - three tangata whenua representatives as voting members
  - one external independent voting member
  - the chairperson of Te Rangapū Mana Whenua o Tauranga Moana as a non-voting member.
7. The three tangata whenua members were appointed based on skills and experience and upon recommendation by Te Rangapū Mana Whenua o Tauranga Moana. Similarly, the

external independent member was appointed based on financial, audit and risk expertise and experience.

8. The Committee has addressed a wide range of issues and topics over the last three years, drawing on the combined skills, experience, and knowledge of all nine members.

## STRATEGIC / STATUTORY CONTEXT

9. Section 14 of the Local Government Act 2002 (“the Act”) requires a local authority, in performing its role, to act in accordance with the principles specified. These principles include, in subsection 14(1)(d), that a local authority should provide opportunities for Māori to contribute to its decision-making processes.
10. Sections 81(1)(a) and (b) of the Act require that a local authority must (a) establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and (b) consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority.
11. Clause 31(1) of Schedule 7 to the Act provides that Council may appoint or discharge any member of a committee. Clause 31(3) provides for the Council to appoint persons who are not members of the Council to its committees if, in the opinion of the local authority, that person has the skills, attributes, or knowledge that will assist the work of the committee.

## SIGNIFICANCE

12. 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.
13. 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.
14. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter of the committee’s decision-making processes is of medium significance. However, as this is an information-only report, there is no decision to be made on the matter.

## ATTACHMENTS

Nil

**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:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under section 48 for the passing of this resolution</b>
<p><b>11.1 - Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 13 May 2024</b></p>	<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> <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)(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</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</p>	<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>

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	industrial negotiations) 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	
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**12 CLOSING KARAKIA**