

# ATTACHMENTS

Accountability, Performance & Finance Committee meeting Separate Attachments 1

Tuesday, 8 October 2024

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## **Appendix 1: Activity Group - City and Infrastructure Planning**

### Activities:

• City and Infrastructure Planning

Summary of changes										
LTP # of measures		Deletions in 2024	New measures in 2024							
LTP 2021-2031	3	2								
LTP 2024-2034	2		1							

	LTP 2021-2031 measures										
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 Target	Action					
City and Infrastructure Planning	We will develop and review the City Plan, including public consultation, to guide the growth of the City and the provision of land able to be developed for the next ten years.	Percentage of building consents approved for new dwellings that will be located in the zone(s) where permitted (refer City Plan zones)	No	100%	100%	Delete					
City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	Compliance with the National Policy Statement for Urban Development Capacity which require 3, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers	No	Not achieved	Full compliance achieved	Retain – ar					
City and Infrastructure Planning	We will provide a Development Contributions Policy which enables collection of development contributions to fund growth related capital expenditure.	Ensure DC policy is current and updated annually with the Annual or Long-term Plan	No	100%	100%	Delete					

	LTP 2024-2034 proposed measures									
Activity	Level of Service	Performance Measures	DIA	New	Targets					
			measure	measure	24/25	25/26	26/27	27-34		
City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	No	No	Achieved	Achieved	Achieved	Achieved		
City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	No	Yes	Achieved	Achieved	Achieved	Achieved		

### Notes:

Changes in LTP 2024-2034 for City and Infrastructure Planning include:

1. Deleting a measure on building consents being issued only within City Plan permitted areas. Past results have been 100%.

2. Simplifying compliance measures for development capacity and including the development capacity assessment for business zoned land, per the requirement of the <u>National Policy Statement on Urban</u> <u>Development</u>.

3. Removing the measure on Development Contributions Policy updates.

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## **Appendix 2: Activity Group – Community Services**

## Activities:

- Arts and Culture
- City Centre Development and Partnerships
- Community Partnerships
- Libraries
- Venues and Events

Summary of changes										
LTP	# of measures	Deletions in 2024	New measures in 2024							
LTP 2021-2031	20	16								
LTP 2024-2034	12		8							

	LTP 2021-2031 measures									
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action				
Arts and Culture	We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms	Number of community facilitations undertaken	No	160	30	Delete				
Arts and Culture	We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms	Number of proposals received for the Creative Communities Scheme	No	92	70	Delete				
Arts and Culture	We will provide a museum collection which is available to the community, whilst safeguarding historical and culturally important items.	The number of items loaned to schools through the Hands On Tauranga service	No	471	300	Delete				
Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of proposals received for the Match Fund	No	47	30	Delete				
Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of proposals received for the Community Grant Fund	No	109	5	Delete				
Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Community projects contributed to by Project Tauranga partners each year	No	6 (off-track)	8	Delete				
Libraries	Resources for information, reading and recreation are provided digitally	Virtual visits total	No	916,445	520,000	Retain				
Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Visits to Council Libraries (all four combined)	No	483,101 (off- track)	600,000	Retain				
_ibraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Residents satisfaction with library services	No	87%	80%	Retain				

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Libraries	Programmes, events and learning opportunities build skills and connect our community	Number of participants in all programmes	No	33,262	30,500	Retain
Venues and Events	Provide a comprehensive and fully functional performing arts venue, which is for use by the community and to attract high quality performing arts events to our city.	Number of patrons attending ticketed events at Baycourt	No	25,559 (off-track)	70,000	Delete
Venues and Events	Provide a comprehensive and fully functional performing arts venue, which is for use by the community and to attract high quality performing arts events to our city.	Level of satisfaction based on monthly survey of hirers to Baycourt	No	100%	>80%	Delete
Venues and Events	Deliver a diverse programme of arts experiences and events through a year-round programme.	The number of event days that Baycourt is occupied from total possible available days using booking information.	No	157 (off-track)	280	Delete
Venues and Events	We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue	Number of annual visitors to Historic Village	No	196,667 (off- track)	250,000	Delete
Venues and Events	We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue	Occupancy rate of Historic Village leasable village space	No	84% (off-track)	95%	Delete
Venues and Events	We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue	Occupancy rate of Historic Village hireable venue space	No	9% (off-track)	50%	Delete
Venues and Events	We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Number of visitor nights as a direct result of Legacy and Major Event Fund investments	No	26,031 (off-track)	90,000	Delete
Venues and Events	We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Total "Net Benefit" contribution of events within the Legacy and Major Event Funds	No	\$3,166,907 (off- track)	\$6,000,000	Delete
Venues and Events	We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds	Percentage of all Event Funding Framework supported events held in off-peak months (i.e. April to November)	No	51%	55%	Delete
Venues and Events	We will deliver successful Council-led events.	Public attendees are satisfied or very satisfied (via survey) with the Council-delivered event they attended	No	Not measured	85%	Delete

	LTP 2024-2034 proposed measures										
Activity	Level of Service	Performance Measures	DIA	New		Tar	gets				
			measure	measure	24/25	25/26	26/27	27-34			
Arts and Culture	We will facilitate, support, and advocate for the arts in Tauranga	Percentage of residents satisfied or neutral that Tauranga has a strong sense of arts, culture, and heritage Source: ARS, new question "There is a culturally rich and diverse art scene in Tauranga City", satisfied and neutral 2022/23 YTD = 73%	No	Yes	60%	60%	65%	75%			
Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable	Percentage of available grant funding awarded to community organisations	No	Yes	>95%	>95%	>95%	>95%			

	community-led initiatives and community capacity building							
Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of stakeholder interactions with community organisations	No	Yes	1100	1150	1200	1250
Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Percentage of residents satisfied with library services Source: ARS 2022/23 YTD performance = 86%	No	No	85%	85%	85%	85%
Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Visits to council libraries (all four combined)	No	No	550,000	550,000	550,000	550,000
Libraries	We will provide programmes, events and learning opportunities that build skills and connect our community	Number of participants in all programmes	No	No	34,000	Increasing	Increasing	Increasing
Libraries	We will provide digital resources for information, reading, and recreation	Total number of virtual visits	No	No	1,000,000	1,050,000	1,100,000	1,150,000
Venues and Events	We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga Source: ARS, new question	No	Yes	75%	75%	75%	75%
Venues and Events	We will provide a network of arts, cultural, and events spaces in Tauranga	"Number of events" 2022/23 YTD performance = 50% Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces	No	Yes	75%	75%	75%	75%
City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	Source: ARS, new question Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga Source: ARS 2022/23 YTD performance: 49%	No	Yes	45%	50%	55%	75%
City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	The average daily number of pedestrian movements in the city centre Source: Tauranga CBD Foot Traffic 20 Nov 2022 – 28 March 2023, average daily is 10,478	No	Yes	10,000	11,000	12,000	20,000
City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	The number of new civic buildings delivered with a minimum Green Star rating of 5 stars	No	Yes	1	1	1	3

### Notes:

LTP 2024-2034 Community Services Changes:

- Removed measures for streamlining assessments.Emphasised community satisfaction as a success indicator.

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• Venues and events measures streamlined and distilled into one measure for satisfaction with the range and frequency of event experiences and another that focuses on the enabling spaces. • Retained Library measures.

The new activity, City Centre Development and Partnerships, focuses on creating a vibrant, accessible, and sustainable city centre. The selected performance measures and rationale are:

- Residents' satisfaction with the city centre as Tauranga's commercial and cultural heart, targeting an improvement in satisfaction levels. This aims to gauge the public's perception of the city centre's role and vibrancy.
- The average daily number of pedestrian movements in the city centre, with increasing targets. This measure promotes walkability and accessibility as key aspects of a sustainable city centre.
- The number of Green Star rated civic buildings delivered, targeting an increase in sustainable buildings. This supports the goal of creating an environmentally sustainable city centre.

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## Appendix 3: Activity Group – Community, People, and Relationships

### Activities:

- Community Relations
- Customer Service
- Democracy Services

## Summary of changes

LTP	# of measures	Deletions in 2024	New measures in 2024							
LTP 2021-2031	6	2								
LTP 2024-2034	6		2							

	LTP 2021-2031 measures									
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action				
Community Relations	Organisational capability for delivery of communication and engagement activity is enhanced	Trust and confidence in the organisation will increase as shown by an increase in satisfaction by survey	No	24%	Improvement on 22/23	Delete				
Customer Service	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Enquiries at service centre will be managed at first point of contact	No	98%	97%	Retain				
Customer Service	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of calls at contact centre that are resolved at first point of contact	No	87%	85%	Retain				
Customer Service	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Customer Satisfaction for service centre and contact centre - NPS rating will be above 40	No	50	45	Retain				
Customer Service	We will provide a Land Information Memoranda service	10 Day Statutory timeframes are met	No	93% (off-track)	100%	Retain				
Democracy Services	We provide opportunities for the community to participate in decision making.	Percentage of residents who are satisfied or neutral with the way the Council involves the public in decision-making processes.	No	50% (off-track)	62%	Delete				

	LTP 2024-2034 proposed measures										
Activity	Level of Service	Performance Measures	DIA New			Tar	gets				
			measure	measure	24/25	25/26	26/27	27-34			
Community Relations	We will consult and engage with the community	Percentage of residents who are satisfied or neutral with the efforts of the Council in consulting and engaging directly with the community	No	Yes	50%	Increasing	Increasing	Increasing			
Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of face-to-face enquiries that are resolved at the first point of contact	No	No	98%	98%	98%	98%			

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Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of phone enquiries that are resolved at the first point of contact	No	No	85%	85%	85%	85%
Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Customers satisfaction with the service centre and contact centre is excellent (>45 NPS score)	No	No	Achieved	Achieved	Achieved	Achieved
Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of Land Information Memoranda provided within the 10-day statutory timeframe.	No	No	100%	100%	100%	100%
Democracy Services	We will make decisions in the best interests of the city	Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city	No	Yes	≥50%	Increasing	Increasing	Increasing

### Notes:

LTP 2024-2034 Community, People, and Relationships Changes:

- Replaced "trust and confidence" with "satisfaction with... consulting and engaging" for community relations.
- Retained key Customer Service measures and refined satisfaction targets.
- Advice from Customer Services is that the Ombudsman has directed the target for Land Information Memoranda processing be 100% per the statutory timeframes
- Revised Democracy Services measure to focus on decision-making satisfaction.

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## Appendix 4: Activity Group – Economic Development

### Activities:

- Airport
- Economic Development
- Marine Precinct

Summary of changes								
LTP	# of measures	Deletions in 2024	New measures in 2024					
LTP 2021-2031	11	8						
LTP 2024-2034	6		3					

		LTP 2021-2031 measu	res			
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action
Airport	We will provide an airport that caters for scheduled commercial flights and enables growth in traveller numbers	Number of passengers through the airport each year- this is a 12-month running total	No	376,312 (off- track)	>500,000	Delete
Airport	We will provide airport customers with fit-for-purpose airport facilities	Customer satisfaction with airport facilities as measured by point of user survey	No	Not measured	90-100%	Delete
Economic Development	Priority One will provide facilitation service to increase investment and innovation in Tauranga, leading to a more productive economy	Gross Domestic Product per Employee in the city	No	\$107,045	\$1,000,000* (assume this is a typo and 100k is the intended target)	<b>Delete</b> (moved to front of Annual Report)
Economic Development	We will provide improved alignment of residents' skills with business needs, leading to meaningful work outcomes for our community	Knowledge Intensive Jobs – share of total jobs	No	28.8%	Increase of .2% per annum	Retain
Economic Development	We will provide improved alignment of residents' skills with business needs, leading to meaningful work outcomes for our community	Unemployment Rate	No	4.1%	<5%	<b>Delete</b> (moved to front of Annual Report)
Economic Development	We will provide improved alignment of residents' skills with business needs, leading to meaningful work outcomes for our community	Mean annual earnings	No	\$61,478	Increase of \$1000 per annum	<b>Delete</b> (moved to front of Annual Report)
Economic Development	We will work collaboratively with Tourism Bay of Plenty and the tourism sector to increase visitor expenditure at a faster rate than Tauranga's GDP	Increased visitor spend - international and domestic	No	\$675m	No target -	Retain - amend
Economic Development	Resident likelihood to recommend Tauranga as visitor destination	Net promoter score	No	38% (off-track)	Maintain	Delete
Marine Precinct	We will provide the marine industry with access to efficient and reliable large/heavy vessel lifting and hardstand facilities	Average annual hardstand occupancy	No	22% (off-track)	70%	Retain

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Marine Precinct	We will provide the marine industry with access to quality berthing facilities, for working vessels, that are well utilised and fit for purpose	Average annual berth occupancy	No	75%	>65%	Delete
Marine Precinct	(wharfs) that are readily accessible, fit for purpose and		No	Not measured	80%	Delete

		LTP 2024-2034 proposed measu						
Activity	Level of Service	Performance Measures	DIA measure	New	Targets			
				measure	24/25	25/26	26/27	27-34
Airport	We will provide airport customers with fit-for- purpose airport facilities	Percentage of the time airport operational infrastructure is available (safe and fully compliant with CAA regulations)	No	Yes	99%	99%	99%	99%
Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Percentage of residents who believe the tourism sector makes a positive impact to the community Source: ARS 2022/23 YTD performance: 62%	No	Yes	60%	62%	64%	66%
Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Domestic and international tourism spending in the city Source: <u>MBIE Monthly Regional Tourism Estimates</u> No baseline available	No	No	≥\$600m	Increasing	Increasing	Increasing
Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes.	The number of Smart Economy Business Advisor (SEBA) advisory meetings conducted by the Tauranga Business Chamber with eligible business owners.	No	Yes	240	Increasing	Increasing	Increasing
Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes.	The percentage of knowledge-intensive jobs in Tauranga as a share of total jobs	No	No	28%	Increasing	Increasing	Increasing
Marine Precinct	We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice	Hardstand occupancy rate	No	No	≥40%	Increasing	Increasing	Increasing

### Notes:

LTP 2024-2034 Economic Development changes:

- Revised Airport measures to focus on operational infrastructure availability and safety.
- Removed measures related to Gross Domestic Product Growth and unemployment rate given the relatively low level of Council control/influence by this activity. These measures will be reflected in the front of the Annual Report as opposed to the group of activities section.
- Consolidated Marine Precinct measures for efficient and reliable facilities.

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## **Appendix 5: Activity Group – Emergency Management**

### Activities:

• Emergency Management

Summary of changes							
LTP	# of measures	Deletions in 2024	New measures in 2024				
LTP 2021-2031	3	1					
LTP 2024-2034	2		0				

		LTP 2021-2031 measures				
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action
Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	<ul> <li>The city is prepared for and can effectively respond to an emergency. Measured by annual audit by EMBOP, the CDEM Group office. Measures include aggregate score across:</li> <li>EOC Control appointments and function leads trained to Joint Committee specified levels,</li> <li>EOC practised within last 12 months.</li> <li>EOC response procedures reviewed within last 3 years.</li> </ul>	Νο	63%	Mature	Retain - amend
Emergency Management	We will provide community education initiatives increase public awareness and preparedness	Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency	No	81% (off-track)	95%	Retain
Emergency Management	We will provide community education initiatives increase public awareness and preparedness	Percentage of residents who are prepared for an emergency	No	58%	55%	Delete

Activity	Level of Service	Performance Measures	DIA	New		Tar	gets	
-			measure	measure	24/25	25/26	26/27	27-34
Emergency	We will provide an Emergency Operations Centre	Percentage of EOC positions filled	No	No				
Management	(EOC) to ensure an effective emergency				≥60%	≥60%	≥60%	≥60%
-	response	Percentage of EOC staff adequately trained	No	No	≥60%	≥60%	≥60%	≥60%
		Number of training activities or exercises conducted	No	No	≥1	≥1	≥1	≥1
Emergency	We will provide community education initiatives to	Percentage of residents that know they need to be self-	No	No	80%	80%	80%	80%
Management	increase public awareness and preparedness	reliant in the event of a major civil defence emergency						
		Source: ARS						
		2022/23 YTD performance: 79%						

### Notes:

LTP 2024-2034 Emergency Management changes:

- Removed measure regarding resident self-reported emergency preparedness. Council's level of service for this activity is focussed on ensuring residents know they need to be self-reliant in the event of a major civil defence emergency.
- Retained EOC preparedness measure but made it more succinct and aligned to Bay of Plenty Civil Defence Emergency Management Group standards.

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## Appendix 6: Activity Group – Regulatory and Compliance

### Activities:

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

Summary of changes								
LTP	# of measures	Deletions in 2024	New measures in 2024					
LTP 2021-2031	17	7						
LTP 2024-2034	10		0					

	LTP 2021-2031 measures								
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action			
Animal Services	We will provide an effective dog registration process that supports a safe community	All known dogs are registered, or appropriate enforcement action is taken.	No	96% (off-track)	100%	Retain – amend			
Animal Services	We will provide a prompt response time to animal behavioural issues	All urgent animal requests are responded to within 60 minutes where there is an ongoing risk to safety	No	94% (off-track)	100%	Retain – amend			
Animal Services	We will provide dog management and behavioural education to the community	Provide educational presentations regarding dog handling, management and bite prevention to schools and other relevant businesses	No	12 events (off-track)	15 events	Delete			
Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications processed within legal timeframes	No	46% (off-track)	99%	Retain – amend			
Building Services	We will provide technical advice and consent decisions within statutory timeframes	Carrying out of building inspections (on average)	No	3.6 days	4 days	Retain - amend			
Building Services	We will ensure all private pools barriers within Tauranga City are safe and compliant	Percentage of properties with compliant pool fencing or appropriate enforcement action is taken.	No	100%	100%	Delete			
Building Services	Ensure Building warrant of fitness are current and compliant.	Ensure Building warrant of fitness are renewed on time and are compliant with the building compliance schedule	No	94%	95%	Delete			
Environmental Health and Licensing	We will undertake audits of all food premises registered with Tauranga City Council	Percentage of TCC verified food premises that have been inspected and had appropriate enforcement action taken	No	80% (off- track)	100%	Retain – amend			

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Environmental Health and Licensing	Council will aim to reduce alcohol-related harm by annually inspecting alcohol licensed premises to ensure compliance with the Sale and Supply of Alcohol Act 2012 and licensing conditions in general.	Percentage of new and renewed licensed premises inspected and appropriate enforcement action taken	No	95% (off- track)	100%	Retain - amend
Environmental Planning	We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.	Percentage of new resource consent applications processed within statutory timeframes	No	60% (off- track)	95%	Retain – amend
Environmental Planning	We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.	Percentage overall satisfaction with level of advice given, response times and clarity of communication	No	30% (off- track)	80%	Delete
Environmental Planning	We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.	Percentage of compliance and enforcement actions undertaken following the principles set out in the R&C Compliance Charter and Strategy	No	100%	100%	Delete
Environmental Planning	We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.	Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate.	No	100%	100%	Delete
Environmental Planning	We will undertake noise monitoring to ensure community amenity is protected from excessive and unreasonable noise	Percentage of noise complaints that are attended and are resolved through appropriate enforcement action.	No	100%	100%	Retain – amend
Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Respond to all parking complaints within 24 hours	No	91% (off- track)	100%	Retain - amend
Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Enforce parking compliance at known hotspot areas (events, sports fields, markets) and during school patrols on average at least 2 times per week	No	100%	100%	Delete
Regulation Monitoring	We will monitor the Freedom Camping Bylaw	<ul> <li>a) Daily patrols of key designated and prohibited freedom camping sites from Nov- April.</li> <li>b) Patrol same sites 4 nights a week from May-Oct.</li> <li>And appropriate action is taken regarding breaches of the bylaw - education and/or enforcement</li> </ul>	No	100%	100%	Retain - amend

			LTP 2024-2034 proposed measures	
Ac	tivity	Level of Service	Performance Measures	Targets



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			DIA measure	New measure	24/25	25/26
Animal Services	We will provide a prompt response to animal behavioural issues	Percentage of animal complaints involving a rush or attack on a person contacted within 60 minutes where there is an ongoing risk to safety	No	No	95%	95%
Animal Services	We will provide an effective dog registration process that supports a safe community	Percentage of known dogs that are registered	No	No	95%	95%
Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications approved within statutory timeframes.	No	No	95%	95%
Building Services	We will provide timely building inspections.	Average minimum wait time for a standard building inspection.	No	No	≤ 4 days	≤ 4 days
Environment al Health and Licensing	We will inspect alcohol-licenced premises and conduct enforcement as appropriate.	Percentage of venues with new or renewed alcohol licences that have been inspected	No	No	95%	95%
Environment al Health and Licensing	We will verify registered food premises and conduct enforcement as appropriate.	Percentage of food premises that have been inspected as required by the Food Act 2014.	No	No	95%	95%
Environment al Planning	We will meet the community's expectations through making professional regulatory decisions.	Percentage of new resource consent applications processed within statutory timeframes	No	No	95%	95%
Environment al Planning	We will provide a noise control service to ensure community wellbeing is protected from excessive and unreasonable noise.	Percentage of noise complaints that are attended within 1 hour of the second call to the Customer Service Centre	No	No	95%	95%
Regulation Monitoring	We will monitor the Freedom Camping Bylaw and provide education and enforcement where appropriate.	Freedom camping bylaw patrol completion rate a) Daily patrols of key designated and prohibited freedom camping sites from Nov-April. b) Patrol same sites 4 nights a week from May-Oct.	No	No	95%	95%
Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Percentage of parking complaints responded to within 24 hours	No	No	95%	95%

26/27	27-34
95%	95%
95%	95%
95%	95%
≤ 4 days	≤ 4 days
95%	95%
95%	95%
95%	95%
95%	95%
95%	95%
95%	95%

## Appendix 7: Activity Group – Spaces and Places

### Activities:

- Spaces and Places
- Mount Beachside Holiday Park
- •

Summary of changes							
LTP	# of measures	Deletions in 2024	New measures in 2024				
LTP 2021-2031	5	4					
LTP 2024-2034	4		3				

		LTP 2021-2031 measure	es			
Activity	Level of Service	Performance Measures	DIA measure	2021/2022 result	2024-2031 target	LTP 2024 action
Mount Beachside Holiday Park	We will provide a range of accommodation options for visitors to the region	Number of Guest Nights	No	70,453	83,000	Delete
Spaces and Places	We will provide a network of open spaces, parks, and playgrounds for the use of residents and visitors to the city.	Percentage of residential households that are within 500m of an open space	No	92%	90%	Retain – amend
Spaces and Places	We will provide a network of playgrounds enabling a variety of experiences for all age groups. Playgrounds can be targeted at young children, older children or can be exercise equipment for both adults and children	Percentage of residential households that are within 500m of a playground	No	67%	65-70%	Delete
Spaces and Places	We will provide high quality coastal and reserve land and structures, including	Removal of 20 coastal encroachments from public land each year.	No	6 (off- track)	20	Delete
Spaces and Places	We will provide high quality coastal and reserve land and structures, including	The amount of Parks land protected in the City Plan as a Special Ecological Area that is restored.	No	79%	Additional 2%	Delete

Activity	Level of Service	Performance Measures	DIA	New	Targets			
			measure	measure	24/25	25/26	26/27	27-34
Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of households that are within 500m of a neighbourhood area open space	No	No	95%	95%	95%	95%
Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of residents satisfied or neutral with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces	No	Yes	85%	85%	85%	85%
Spaces and Places	We will value, protect, and enhance our environment	Percentage of vegetation canopy cover in Tauranga	No	Yes	15%	17%	19%	21-30%

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Spaces and	We will value, protect, and enhance our environment	Percentage of residents satisfied or neutral with the	No	Yes	75%	75%	75%	75%
Places		opportunities to access and experience nature in						1
		Tauranga						1
		5						1

### Notes:

LTP 2024-2034 Spaces and Places changes:

- Retained accessibility measure related to open space level of service policy.
- Removed measures regarding coastal encroachments\* and visitor guest nights at Mount Beachside Holiday Park. Despite being important and measurable, the activity manager's assessment is these measures do not constitute "a major aspect of the group of activities" per the Local Government Act.
- Added nature focussed measures to align with City Vision, Strategic Framework, and resident preference that the #1 thing they wish to see protected and enhanced is our green and open spaces (Vital Update, Annual Resident Survey).
- Percentage of vegetation canopy cover aligned to Nature and Biodiversity AIP and Tauranga Taurikura / Environment Strategy baseline TBD.
- New measures lack baseline data. there is the opportunity to refine targets as baseline data becomes available.

\*At the Strategy, Finance, and Risk Committee meeting of 06 June 2023, the Commission Chair expressed a strong desire that this measure be retained - if not the actual removal of encroachments, the Chair was keen that we continue to notify property owners of the encroachments on to public land which must be removed if required by Council.

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## Appendix 8: Activity Group – Stormwater and Flood Protection

## Activities:

• Stormwater

Summary of changes								
LTP	# of measures	Deletions in 2024	New measures in 2024					
LTP 2021-2031	6	0						
LTP 2024-2034	6		0					

		LTP 2021-2031 mea				
Activity	Level of Service	Performance Measures	2021/2022 result	2024- 2031 target	DIA measure	LTP 2024 action
Stormwater	We will provide a conveyance and treatment network to effectively manage stormwater and to deliver safety to persons	The number of flooding events that occur in a territorial authority district. (DIA measure). * * A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages).	Nil	No more than one flooding event	Yes	Retain – amend
Stormwater	We will provide a conveyance and treatment network to effectively manage stormwater and to deliver safety to persons	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) (DIA measure)	Nil	<1	Yes	Retain – amend
Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site. (DIA measure)	0 min (zero flooding events in period)	<90 min	Yes	Retain – amend
Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel resolve the problem.	1 hr 54 min	<8 hr	No	Retain – amend
Stormwater	We will provide satisfaction to our customers	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. (DIA measure)	2.73 (off- track)	<2	Yes	Retain – amend

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Stormwater	We will provide a stormwater system that avoids impact on the environment	Council's stormwater compliance with resource consents for discharge from its stormwater system measured by the number of: a. abatement notices; b. infringement notices; c. enforcement orders; d. convictions received in relation to those resource consents (DIA measure)	Nil	Nil	Yes	Retain – amend
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Activity	Level of Service	Performance Measures	DIA	New	Targets			
•			measure	measure	24/25	25/26	26/27	27-34
Stormwater	We will provide a stormwater system that avoids impact on the environment	Council's compliance with resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents	Yes	No	Nil	Nil	Nil	Nil
Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site	Yes	No	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min
Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel resolve the problem.	No	No	≤ 8 hr	≤ 8 hr	≤ 8 hr	≤ 8 hr
Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	The number of flooding events (A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages).	Yes	No	≤1	≤1	≤1	≤1
Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	For each flooding event, the number of habitable floors affected, expressed per 1000 connections to the stormwater system.	Yes	No	≤1	≤1	≤1	≤1
Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	The number of complaints received by Council about the performance of the stormwater system, expressed per 1000 properties connected to the system	Yes	No	≤2	≤2	≤2	≤2

## Notes:

LTP 2024-2034 Stormwater changes:

• These KPIs are proposed to be reported under the Stormwater activity for 24/25 and 25/26 FY. Then from 26/27 FY these measures would transfer to the new Flood Protection group of activities. This will be reflected in the final Groups of Activities document.

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## Appendix 9: Activity Group – Sustainability and Waste

## Activities:

Sustainability and Waste

Summary of changes								
LTP	# of measures	Deletions in 2024	New measures in 2024					
LTP 2021-2031	4	2						
LTP 2024-2034	4		2					

		LTP 2021-2031 measures				
Activity	Level of Service	Performance Measures	2021/2022 result	2024-2031 target	DIA measure	LTP 2024 action
Sustainability and Waste	We will provide a rubbish collection service to all residential properties in urban and rural-residential areas	Percentage of residents that satisfied with Council run rubbish collection service.	74% (off-track)	75%	No	Retain – amend
Sustainability and Waste	We will provide transfer stations, and maintain closed landfill sites	Transfer stations provide customers with a 7-day service for refuse and green waste facilities and free access to a recycling centre (except on Good Friday, Christmas Day and New Years Day)	Achieved	Achieved	No	Delete
Sustainability and Waste	We will provide transfer stations, and maintain closed landfill sites	Number of abatement notices/infringements issued in relation to closed landfill resource consents	Nil	Nil	No	Delete
Sustainability and Waste	Providing behaviour change programmes across community that target community behaviours and lead to a reduction of waste to landfill	Average amount of waste sent to landfill per capita/per annum based on current operating environment	429kg	450kg	No	Retain – amend

		LTP 2024-2034 proposed measures						
Activity	Level of Service	Performance Measures	DIA	New	Targets			
			measure	measure	24/25	25/26	26/27	27-34
Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill	Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services	No	No	75%	75%	75%	75%
Sustainability and Waste	We will provide a waste transfer station that provides opportunities to reduce waste sent to landfill.	Tonnes of waste processed at Te Maunga Transfer Station and disposed to landfill.	No	Yes	34,960 tonnes	33,212 tonnes	31,551 tonnes	30,000 tonnes
Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill	Annual per capita household kerbside waste volumes disposed to landfill.	No	No	130kg	110kg	90kg	75kg
Sustainability and Waste	We will do our part in limiting global warming and reach net zero greenhouse gas emissions by 2050.	Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels).	No	Yes	21%	25.2%	29.4%	63%

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## Appendix 10: Activity Group – Transportation

## Activities:

Transportation

Summary of changes							
LTP	# of measures	Deletions in 2024	New measures in 2024				
LTP 2021-2031	9	0					
LTP 2024-2034	13		3 (+1 measure split into 2)				

	LTP 2021-2031 measures								
Activity	Level of Service	Performance Measures	2021/2022 result	2024- 2031 target	DIA measure	LTP 2024 action			
Fransportation	We will provide an efficient transport network, minimising all-day congestion	Average speed across key parts of the transport network* (free flow speed = 59k/hr)	32.5km/h	29km/hr	No	Retain			
Fransportation	We will provide an efficient transport network, minimising all-day congestion	Duration of peak across the transport network* (where traffic is travelling at 50% of free flow speed of 59k/hr)	330min	330min	No	Retain			
Fransportation	We will provide opportunities for walking, cycling	Proportion of people journey to work via:	1) 52%	1) 50%	No	Retain - amend			
	and bus travel, and encourage increasing awareness of sustainable transport initiatives,	1) a vehicle as the driver	2) 2%	2) 3-5%					
	including school walking/cycling programmes	2) a vehicle as a passenger	3) 3%	3) 4%					
		3) walking/jogging	4) 2%	4) 8%					
		4) cycling	5) 2%	5) 10%					
		5) bus	6) 27%	6) 23-					
		6) didn't go to work or not stated	7) 9%	25%					
			(off-track)	7) 5-6%					
Transportation	We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes	Number of participants in school children's walking and cycling programmes	10,237	6,200	No	Retain - amend			
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g. percentage of smooth travel exposure	92%	91-92%	Yes	Retain - amend			

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Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath).	97.1% (off-track)	98-100%	Yes	Retain - amend
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	The percentage of the sealed local road network that is resurfaced.	3% (off-track)	4%	Yes	Retain - amend
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	The percentage of customer service requests relating to roads and footpaths responded to within 7 calendar days.	78% (off-track)	90%	Yes	Retain - amend
Transportation	We will identify and respond to safety issues, through education and engineering solutions	The change from the previous year in the number of deaths and serious injury crashes on the local road network expresses as a number.	30	Reducing	Yes	Retain - amend

		LTP 2024-2034 proposed				_		
Activity	Level of Service	Performance Measures	DIA	New		Targ		
			measure	measure	24/25	25/26	26/27	27-34
Transportation	We will provide a transport network that is safe to use	The change from the previous year in the number of deaths and serious injury crashes on the local road network expresses as a number	Yes	No	0	0	0	0
Transportation	We will provide an efficient transport network, minimising all-day congestion	Average speed across key parts of the transport network (free flow speed = 59k/hr)	No	No	29km/hr	29km/hr	29km/hr	29km/hr
Transportation	We will provide an efficient transport network, minimising all-day congestion	Duration of peak across the transport network (where traffic is travelling at 50% of free flow speed of 59k/hr)	No	No	330min	330min	330min	330min
Transportation	We will provide an efficient transport network with reliable journey times	Travel times are reliable during peak hours (95% of trips should occur within +/- 25% of the average duration)	No	Yes	A variation of no more than 25%	A variation of no more than 25%	A variation of no more than 25%	A variation of no more than 25%
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g. percentage of smooth travel exposure	Yes	No	92-93%	92-93%	92-93%	92-93%
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath).	Yes	No	98-100%	98-100%	98-100%	98-100%
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	The percentage of the sealed local road network that is resurfaced.	Yes	No	>4%	>4%	>4%	>4%
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	The percentage of customer service requests relating to roads and footpaths responded to within 7 calendar days	Yes	No	85%	85%	85%	85%



Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes.	Number of people 16 years or older participating in walking, cycling, and road safety education programmes and initiatives	No	Yes	200	250	300	350
Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes.	Number of children under 16 participating in walking, cycling and road safety programmes and initiatives	No	No	10,000	10,000	10,000	10,000
Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by active modes (walking/jogging/cycling) Source: ARS	No	No	5%	7%	8%	10%
Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by public transport Source: ARS	No	No	2%	3%	4%	5%
Transportation	We will provide a well-maintained and fit-for- purpose road and footpath network, and well- utilised and available city centre parking	Average weekday city centre on-street and off-street parking occupancy rate	No	Yes	75-85%	75-85%	75-85%	75-85%

## Appendix 11: Activity Group – Wastewater

Activities:

Wastewater

Summary of changes								
LTP	# of measures	Deletions in 2024	New measures in 2024					
LTP 2021-2031	5	0						
LTP 2024-2034	5		0					

		LTP 2021-2031 measures				
Activity	Level of Service	Performance Measures	2021/2022 result	2024-2031 target	DIA measure	LTP 2024 action
Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system	1.21	≤2	Yes	Retain
Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones	Compliance with Council's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices; b) infringement notices; c) enforcement orders; and d) convictions, received by Council in relation those resource consents	1 (off-track)	Nil	Yes	Retain
Wastewater	We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property	<ul> <li>Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:</li> <li>a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site</li> </ul>	36 min	≤ 60 min	Yes	Retain
Wastewater	We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property	<ul> <li>Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:</li> <li>b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.</li> </ul>	3hrs, 12min	≤ 5 hr	Yes	Retain
Wastewater	We will provide satisfaction to our customers	The total number of complaints received by Council for any of the following: a) Sewage odour; b) Sewerage system faults; c) Sewerage system blockages; and d) the Council's response to issues with its sewerage system	5.76	≤10	Yes	Retain
		expressed per 1,000 connections to the Council's sewerage system.				

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		LTP 2024-2034 proposed	Imeasures					
Activity	Level of Service	Performance Measures	DIA	New		Targ	jets	
			measure	measure	24/25	25/26	26/27	27-34
Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	The number of dry weather wastewater overflows from the wastewater system, expressed per 1000 connections to the system	Yes	No	≤2	≤2	≤2	≤2
Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	Council's compliance with the resource consents for discharge from the sewerage system, measured by the number of: abatement notices, infringement notices, enforcement orders and convictions received by Council in relation to those resource consents	Yes	No	Nil	Nil	Nil	Nil
Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	The total number of complaints received by Council about any of the following: sewage odour, sewerage system faults, sewerage system blockages, and the Council's response to issues with its sewerage system, expressed per 1000 connections to the sewerage system	Yes	No	≤10	≤10	≤10	≤10
Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property	<ul> <li>Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured:</li> <li>a) attendance time: from the time that Council receives notification to the time that service personnel reach the site.</li> </ul>	Yes	No	<u>≤</u> 90 min	<u>≤</u> 90 min	<u>≤</u> 90 min	<u>≤</u> 90 min
Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property	<ul> <li>Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured:</li> <li>b) resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.</li> </ul>	Yes	No	≤ 5 hr	≤ 5 hr	≤ 5 hr	≤ 5 hr

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## Appendix 12: Activity Group – Water supply

Activities:

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Water supply

Summary of changes					
LTP	# of measures	Deletions in 2024	New measures in 2024		
LTP 2021-2031	11	0 (2 measures combined)			
LTP 2024-2034	10		0		

	LTP 2021-2031 measures					
Activity	Level of Service	Performance Measures	2021/2022 result	2024- 2031 target	DIA measure	LTP 2024 action
Water Supply	We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply	The extent to which Council's drinking water supply complies with: Part 4 of the drinking-water standards (bacteria compliance criteria);	100%	100%	Yes	Retain – combine with below per new Drinking Water Standards
Water Supply	We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply	The extent to which Council's drinking water supply complies with: Part 5 of the drinking-water standards (protozoal compliance criteria)	100%)	100%	Yes	Retain – combine with above per new Drinking Water Standards
Water Supply	We will manage the average consumption of drinkable water	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so.	86%	≥80%	No	Retain
Water Supply	We will manage the average consumption of drinkable water	The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft)	18.8% (off-track)	≤ 18%	Yes	Retain
Water Supply	We will manage the average consumption of drinkable water	Annual peak demand in litres per capita per day	357	≤ 450	No	Retain
Water Supply	We will manage the average consumption of drinkable water	The average consumption of drinking water per day per resident within the city based on water leaving the water treatment plants in litres per capita per day	285	≤ 330	Yes	Retain

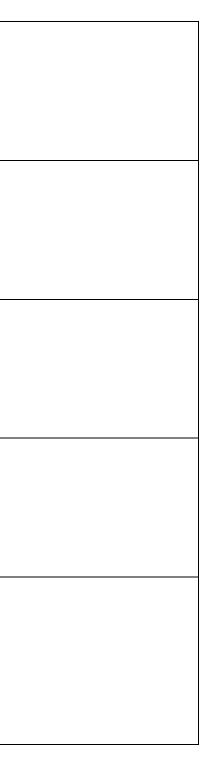
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Water Supply	We will manage the average consumption of drinkable water	<ul> <li>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</li> <li>a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.</li> </ul>	1hr 05 min (off-track)	≤ 60 min	Yes	Retain
Water Supply	We will manage the average consumption of drinkable water	<ul> <li>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</li> <li>b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.</li> </ul>	4hrs 51 min	≤ 5hr	Yes	Retain
Water Supply	We will manage the average consumption of drinkable water	<ul> <li>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</li> <li>c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site</li> </ul>	20hrs 22 min	≤ 24h	Yes	Retain
Water Supply	We will manage the average consumption of drinkable water	<ul> <li>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</li> <li>d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.</li> </ul>	24hrs 21 min	≤ 28hr	Yes	Retain
Water Supply	We will manage the average consumption of drinkable water	The total number of complaints received by the local authority for any of the following: (a) drinking water clarity; (a) drinking water taste; (b) drinking water odour; (c) drinking water pressure or flow; (d) continuity of supply; and (e) the local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system.	8.66	≤ 10	Yes	Retain



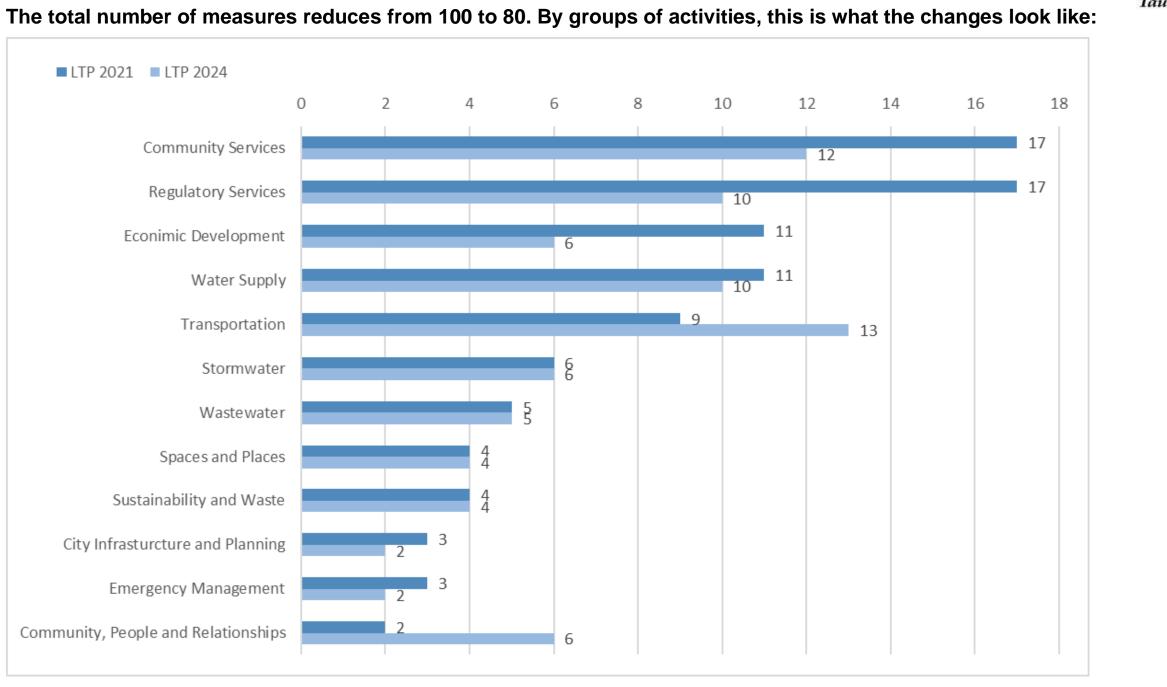
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Activity	Level of Service	LTP 2024-2034 proposed Performance Measures	DIA	New	Targets			
			measure	measure	24/25	25/26	26/27	27-34
Water Supply	We will manage the average consumption of drinkable water	The average daily consumption of drinking water per resident	Yes	No	≤ 300 litres	≤ 300 litres	≤ 300 litres	≤ 300 litres
Water Supply	We will manage the average consumption of drinkable water	The annual peak daily consumption of drinking water per resident	No	No	≤ 400 litres	≤ 400 litres	≤ 400 litres	≤ 400 litres
Water Supply	We will manage the average consumption of drinkable water	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so.	No	No	≥ 85%	≥ 85%	≥ 85%	≥ 85%
Water Supply	We will manage the average consumption of drinkable water	The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft)	Yes	No	≤ 18%	≤ 18%	≤ 18%	≤ 18%
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	Compliance with the Drinking Water Standards for New Zealand	Yes	No	100%	100%	100%	100%
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	The total number of complaints (expressed per 1000 connections to Council's network) for any of the following: (a) drinking water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply; and (f) the local authority's response to any of these issues .	Yes	No	≤ 10	≤ 10	≤ 10	≤ 10
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	<ul> <li>Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</li> <li>Attendance for callouts: from the time Council receives notification to the time service personnel reach the site:</li> <li>Urgent callouts</li> </ul>	Yes	No	<u>≤</u> 90 min	<u>≤</u> 90 min	<u>≤</u> 90 min	<u>≤</u> 90 min
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time	Yes	No	≤ 24h	≤ 24h	≤ 24h	≤ 24h

		Non urgent callouts						
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	<ul> <li>Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption.</li> <li>Urgent callouts</li> </ul>	Yes	No	≤ 5hr	≤ 5hr	≤ 5hr	≤ 5hr
Water Supply	We will supply safe drinking water that meets the Drinking Water Standards and customer expectations for clarity, taste, odour, pressure, and continuity	<ul> <li>Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption.</li> <li>Non urgent callouts</li> </ul>	Yes	No	≤ 28hr	≤ 28hr	≤ 28hr	≤ 28hr

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## **Appendix 13: Summary of changes**



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## By additions:

23 new performance measures are proposed for LTP 2024-2034. By groups of activities, this is what the changes look like:

Activity Group	Activity	Performance Measures
City and Infrastructure Planning	City and Infrastructure Planning	There will be sufficient business zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years
Community Services	City Centre Development and Partnerships	Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga.
Community Services	City Centre Development and Partnerships	The average daily number of pedestrian movements in the city centre.
Community Services	City Centre Development and Partnerships	The number of green star rated civic buildings delivered
Community Services	Arts and Culture	Percentage of residents satisfied or neutral that Tauranga has a strong sense of arts, culture, and heritage
Community Services	Community Development	Percentage of available grant funding awarded to community organisations.
Community Services	Community Development	Number of stakeholder interactions with community organisations
Community Services	Venues and Events	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga.

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Community	Venues and	Percentage of residents satisfied with the accessibility
Services	Events	and quality of Tauranga's arts, cultural, and events spaces.
Community, People and Relationships	Community Relations	Percentage of residents who are satisfied or neutral with the efforts of Council in consulting and engaging directly with the community.
Community, People and Relationships	Customer Services	Percentage of phone enquiries that are resolved at the first point of contact
Community, People and Relationships	Democracy Services	Percentage of residents who are satisfied or neutral that Council makes decisions in the best interests of the city
Economic Development	Airport	Percentage of the time airport operational infrastructure is available, safe, and fully compliant with CAA regulations
Economic Development	Economic Development	Percentage of residents who believe the tourism sector makes a positive impact to the community
Economic Development	Economic Development	The number of Smart Economy Business Advisor (SEBA) advisory meetings conducted by the Tauranga Business Chamber with eligible business owners.
Emergency Management	Emergency Management	We have an EOC capability that is adequately staffed, trained, and prepared.
Spaces and Places	Spaces and Places	Percentage of residents satisfied with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces
Spaces and Places	Spaces and Places	Percentage of vegetation canopy cover in Tauranga
Spaces and Places	Spaces and Places	Percentage of residents satisfied with the opportunities to access and experience nature in Tauranga
Sustainability and Waste	Sustainability and Waste	Tonnes of waste processed at Te Maunga Transfer Station and disposed to landfill.
Sustainability and Waste	Sustainability and Waste	Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels).
Transportation	Transportation	Number of people 16 years or older participating in walking, cycling, and road safety education programmes and initiatives
Transportation	Transportation	Average weekday city centre on-street and off-street parking occupancy rate
Transportation	Transportation	Travel times are reliable during peak hours (95% of trips should occur within +/- 25% of the average duration)

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## By deletions:

42 performance measures included in LTP 2021-2031 are proposed for deletion. By groups of activities, this is what the changes look like:

Activity Group	Activity	Performance Measures
City and Infrastructure Planning	City and Infrastructure Planning	Percentage of building consents approved for new dwellings that will be located in the zone(s) where permitted (refer City Plan zones)
		Ensure DC policy is current and updated annually with the Annual or Long-term Plan
Community	Arts and	Number of community facilitations undertaken
Services	Culture	Number of proposals received for the Creative Communities Scheme
		The number of items loaned to schools through the Hands On Tauranga service
	Community Partnerships	Number of proposals received for the Match Fund
		Number of proposals received for the Community Grant Fund
		Community projects contributed to by Project Tauranga partners each year
	Venues and	Number of patrons attending ticketed events at Baycourt
	Events	Level of satisfaction based on monthly survey of hirers to Baycourt
		The number of event days that Baycourt is occupied from total possible available days using booking information.
		Number of annual visitors to Historic Village
		Occupancy rate of Historic Village leasable village space
		Occupancy rate of Historic Village hireable venue space
		Number of visitor nights as a direct result of Legacy and Major Event Fund investments
		Total "Net Benefit" contribution of events within the Legacy and Major Event Funds
		Percentage of all Event Funding Framework supported events held in off-peak months (i.e. April to November)

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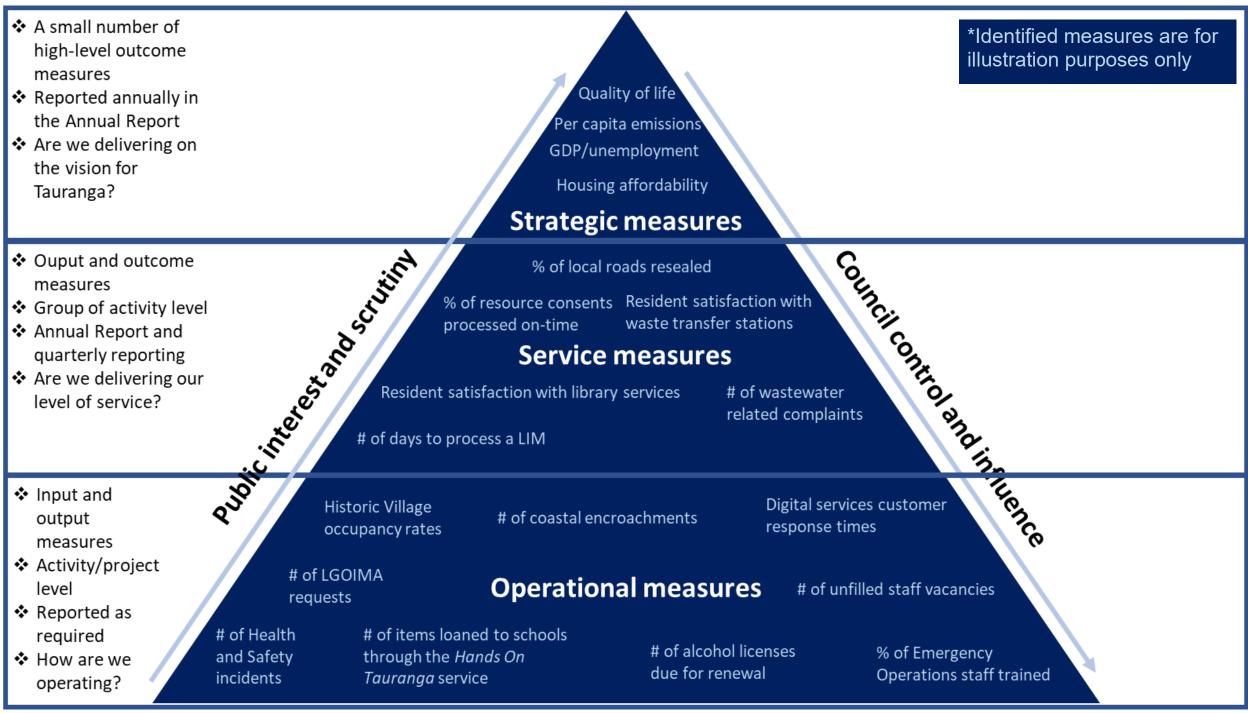
	1				
		Public attendees are satisfied or very satisfied (via survey) with the Council-delivered event they attended			
Community, People and	Community Relations	Trust and confidence in the organisation will increase as shown by an increase in satisfaction by survey			
Relationships	Democracy Services	Percentage of residents who are satisfied or neutral with the way the Council involves the public in decision-mak processes.			
Economic Development	Airport	Number of passengers through the airport each year- this is a 12-month running total			
		Customer satisfaction with airport facilities as measured by point of user survey			
	Economic Development	Gross Domestic Product per Employee in the city (moved to front of Annual Report)			
		Unemployment Rate (moved to front of Annual Report)			
		Mean annual earnings (moved to front of Annual Report)			
		Net promoter score			
	Emergency Management	Percentage of residents who are prepared for an emergency			
	Marine	Average annual berth occupancy			
	Precinct Marine Precinct	Percentage of customers satisfied with fish unloading facilities and access to existing ice loading facilities			
Regulatory and Compliance	Animal Services	Provide educational presentations regarding dog handling, management and bite prevention to schools and other relevant businesses			
	Building Services	Percentage of properties with compliant pool fencing or appropriate enforcement action is taken.			
		Ensure Building warrant of fitness are renewed on time and are compliant with the building compliance schedule			
	Environmental Planning	Percentage overall satisfaction with level of advice given, response times and clarity of communication			
		Percentage of compliance and enforcement actions undertaken following the principles set out in the R&C Compliance Charter and Strategy			
		Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate.			
	Regulation Monitoring	Enforce parking compliance at known hotspot areas (events, sports fields, markets) and during school patrols on average at least 2 times per week			

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Spaces and Places	Mount Beachside Holiday Park	Number of Guest Nights
	Spaces and Places	Percentage of residential households that are within 500m of a playground
		Removal of 20 coastal encroachments from public land each year.
		The amount of Parks land protected in the City Plan as a Special Ecological Area that is restored.
Sustainability and Waste	Sustainability and Waste	Transfer stations provide customers with a 7-day service for refuse and green waste facilities and free access to a recycling centre (except on Good Friday, Christmas Day and New Years Day)
		Number of abatement notices/infringements issued in relation to closed landfill resource consents

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# **Appendix 14: A potential performance management framework for TCC**



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# **Performance measures**

Council's performance measures enable us to monitor and report against our outcomes and service performance. In previous Long-term Plans and Annual Plans, performance measures were grouped under each activity area of Council which enabled us to provide activity specific information and performance.

In this LTP all performance measures are grouped together under either Outcome Measures which measures our achievement of each of Council's community outcomes, or Service Measures which measure our performance against our stated levels of service. This clearly identifies linkages between what we do and why we do it, with the ultimate goal of working towards Our Direction, comprising our five community outcomes interwoven with our three approaches. For more information on Our Direction, see Section One.

# An inclusive city – Tauranga Mataraunui



Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.

# Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend
ODM1	Wellbeing: thriving people, thriving whanau, thriving communities.	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics).	Increasing
ODM2	Wellbeing: thriving people, thriving whanau, thriving communities.	Housing metrics (dwellings consented, code of compliance issued, ratio of housing cost to total household income, etc).	Increasing
ODM3	Access	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.	Increasing
ODM4	Access	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.	Increasing
ODM5	Inclusion and Diversity	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.	Increasing
ODM6	Inclusion and Diversity	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	Increasing

#	Success looks like	Outcome Measure	Trend
ODM7	Inclusion and Diversity	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)	Increasing
ODM8	Safe Communities	Residents rate their feelings of personal safety as safe or very safe.	Increasing
ODM9	Safe Communities	Drowning education metrics	Increasing
		(Measure of people engaged in water safety and 'learn to swim' programmes)	
ODM10	Strong Neighbourhoods and Liveable Communities	Strongly agree or agree feeling a sense of community in their local neighbourhood.	Increasing
ODM11	Strong Neighbourhoods and Liveable Communities	Residents feel they can access the services they need within their local community.	Increasing

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP01	Community Services	Arts and Culture	We will facilitate, support, and advocate for the arts, culture and heritage in Tauranga	Percentage of residents satisfied or neutral that Tauranga has a rich and diverse arts scene, culture, and heritage.	New Measure	60%	60%	65%	75%
SSP02	Community Services	Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Percentage of available grant funding awarded to community organisations	New Measure	>95%	>95%	>95%	>95%

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP03	Community Services	Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of stakeholder interactions with community organisations	New Measure	1100	1150	1200	1250
SSP04	Community Services	Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Percentage of residents satisfied with library services Source: ARS	Achieved: 75%	85%	85%	85%	85%
SSP05	Community Services	Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Visits to council libraries (all four combined)	Achieved: 617,513 (target 600,000)	550,000	660,000	900,000	1.1m
SSP06	Community Services	Libraries	We will provide programmes, events and learning opportunities that build skills and connect our community	Number of participants in all programmes	Achieved: 29,519 (target 28,000)	Increasing	Increasing	Increasing	Increasing
SSP07	Community Services	Libraries	We will provide digital resources for information, reading, and recreation	Total number of virtual visits	Achieved: 1,668,389 (target 480,000)	1,000,000	1,050,000	1,100,000	1,150,000

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP08	Community Services	Venues and Events	We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga	New Measure	75%	75%	75%	75%
				Source: ARS, new question					
SSP09	Community Services	Venues and Events	We will provide a network of arts, cultural, and events spaces in Tauranga	Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces.	New Measure	75%	75%	75%	75%
				Source: ARS, new question					
SSP10	Spaces and Places	Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of households that are within 500m of a neighbourhood area open space	New Measure	95%	95%	95%	95%
SSP11	Spaces and Places	Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of residents satisfied or neutral with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces	New Measure	85%	85%	85%	85%
SSP12	Regulatory and Compliance	Animal Services	We will provide a prompt response to animal behavioural issues	Percentage of animal complaints involving a rush or attack on a person contacted	8	95%	95%	95%	95%
			within 60 minutes where there is an ongoing risk to safety	Not achieved: 86% (target 100%)					
SSP13	Regulatory and Compliance	Animal Services	We will provide an effective dog registration process that supports a safe community	Percentage of known dogs that are registered	8	95%	95%	95%	95%
					Not achieved: 98% (target 100%)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP14	Regulatory and Compliance	Environmental Health and Licensing	We will inspect alcohol- licenced premises and conduct enforcement as appropriate.	Percentage of venues with new or renewed alcohol licences that have been inspected	8	95%	95%	95%	95%
					Not achieved: 80% (target 100%)				
	Regulatory and Compliance	Environmental Health and Licensing	We will verify registered food premises and conduct enforcement as appropriate.	Percentage of food premises that have been inspected as required by the Food Act 2014.	8	95%	95%	95%	95%
					Not achieved: 62% (target 100%)				
SSP16	Regulatory and Compliance		We will provide a noise control service to ensure community wellbeing is protected from excessive and unreasonable noise.	Percentage of noise complaints that are attended within 1 hour of the second call to the Contact Centre		95%	95%	95%	95%
					Achieved: 100% (target 100%)				
SSP17	Regulatory and Compliance	Regulation Monitoring	We will monitor the Freedom Camping Bylaw and provide	Freedom camping bylaw patrol completion rate		95%	95%	95%	95%
			education and enforcement where appropriate.	a) Daily patrols of key designated and prohibited freedom camping sites from Nov-April.	Achieved: 100% (target 100%)				
				b) Patrol same sites 4 nights a week from May-Oct.					

# A city that values, protects and enhances our environment – Tauranga Taurikura



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

# **Our Direction Outcome Measures**

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend
ODM12	Thriving nature and biodiversity at the heart of our communities	An increase the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time.	Increasing
ODM13	Thriving nature and biodiversity at the heart of our communities	An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city.	Increasing
ODM14	Thriving nature and biodiversity at the heart of our communities	Residents rate their satisfaction with opportunities to access and experience nature in Tauranga as high or improving.	Increasing
ODM15	Tauranga is a low emissions and climate resilient city	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets	Decreasing
ODM16	Tauranga is a low emissions and climate resilient city	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	Increasing
ODM17	Tauranga is a low emissions and climate resilient city	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions	Increasing
ODM18	Tauranga is a water sensitive city	Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature).	Decreasing

#	Success looks like	Outcome Measure	Trend
ODM19	Tauranga is a water sensitive city	The percentage of residents who are aware of ways they can conserve water, and have taken steps to do so, increases over time	Increasing
ODM20	Tauranga is a water sensitive city	Average daily consumption per capita of drinking water across all uses (residential, commercial industrial) reduces over time.	Decreasing
ODM21	Tauranga values resources in a circular economy	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time.	Decreasing
ODM22	Tauranga values resources in a circular economy	Organic waste to landfill reduces over time.	Decreasing
ODM23	Tauranga values resources in a circular economy	Recycling rates of construction and demolition waste improves over time.	Increasing
ODM24	Our built environment supports the wellbeing of our natural environment	Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes.	Increasing
ODM25	Our built environment supports the wellbeing of our natural environment	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles.	Increasing

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP18	Spaces and Places	Spaces and Places	We will value, protect, and enhance our environment	Percentage of vegetation canopy cover in Tauranga	New Measure	≥21%	≥22%	≥23%	≥24-30%
SSP19	Spaces and Places	Spaces and Places	We will value, protect, and enhance our environment	Percentage of residents satisfied or neutral with the opportunities to access and experience nature in Tauranga	New Measure	75%	75%	75%	75%

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP20	Stormwater	Stormwater	We will provide a stormwater system that avoids impact on the environment	Council's compliance with resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents	Achieved: Nil (target no more than 1 flooding event)	Nil	Nil	Nil	Nil
SSP21	Stormwater	Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	The number of flooding events (A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages).	Not achieved: 8 (target <1)	≤1	≤1	≤1	≤1
SSP22	Stormwater	Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	For each flooding event, the number of habitable floors affected, expressed per 1000 connections to the stormwater system.	Achieved: 0.1 (target <1)	≤1	≤1	≤1	≤1
SSP23	Stormwater	Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site	Achieved: 35 min (target <90 min)	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP24	Stormwater	Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that	Ø	≤ 8 hr	≤ 8 hr	≤ 8 hr	≤ 8 hr
				Council receives notification to the time that service personnel resolve the problem.	Achieved: 2 hr 13 min				
					(target <8 hr)				
SSP25	Stormwater Stormwater	Stormwater	conveyance and treatment network for managing stormwater to ensure the safety	The number of complaints received by Council about the performance of the stormwater system, expressed per 1000 properties connected to the system	•	≤2	≤2	≤2	≤2
					Not achieved: 3.6				
					(target <2)				
SSP26	Sustainability and Waste	Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to	Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services.	8	75%	75%	75%	75%
			landfill		Not achieved: 71%				
					(target 75%)				
SSP27	Sustainability and Waste	Sustainability and Waste	We will provide a waste transfer station that provides opportunities to reduce waste sent to landfill.	Tonnes of waste processed at Te Maunga Transfer Station and disposed to landfill.	New Measure	34,960 tonnes	33,212 tonnes	31,551 tonnes	30,000 tonnes
SSP28	Sustainability and Waste	Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill	Annual per capita household kerbside waste volumes disposed to landfill.	New Measure	130kg	110kg	90kg	75kg
SSP29	Sustainability and Waste	Sustainability and Waste	We will do our part in limiting global warming and reach net zero greenhouse gas emissions by 2050.	Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels).	New Measure	21%	25.2%	29.4%	59%

# A well-planned city – Tauranga - Tātai Whenua



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

# Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend
ODM26	Housing – 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.	Housing affordability index	Increasing
ODM27	Housing – 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.	Improving perceptions of affordable housing (Vital Signs survey).	Increasing
ODM28	Housing – 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.	Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.	Increasing
ODM29	City centre – 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.	Resident satisfaction with the city centre as the commercial and cultural heart of Tauranga.	Increasing

#	Success looks like	Outcome Measure	Trend
ODM30	Places for community and play – we have quality public spaces that provide opportunities for us to relax and connect.	Residents sense of community in their neighbourhood.	Increasing
ODM31	Places for culture and storytelling – our unique Māori and Pakeha history is embodied in the design of our city, with Tangata Whenua partnerships an integral part of this process.	Residents who say they have some or lots of knowledge of Tauranga's history.	Increasing
ODM32	Resilient urban design and infrastructure – our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards.	Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes.	Increasing
ODM33	Resilient urban design and infrastructure – our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards.	Value of TCC assets assessed as having climate or natural hazard risk during the past five years that have adaptation measures in place where required.	Increasing

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP30	City and Infrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	Not achieved (target short- term compliance achieved)	Not achieved*	Not achieved*	Not achieved*	Achieved

\* While we continue to progress toward an Achieved target, targets are set realistically. See page 180 for information on our planned actions to address our development capacity.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP31	City and Infrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	New Measure	Achieved	Achieved	Achieved	Achieved
SSP32	Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga	New Measure	45%	50%	55%	75%
SSP33	Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	The average daily number of pedestrian movements in the city centre	New Measure	10,000	11,000	12,000	20,000
SSP34	Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	The number of new civic buildings delivered with a minimum Green Star rating of 5 stars	New Measure	1	1	1	3

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP35	Emergency Management	Emergency Management	We will provide community education initiatives to increase public awareness and preparedness	Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency.	Not achieved: 80% (target 95%)	80%	80%	80%	80%
SSP36	Regulatory and Compliance	Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications approved within statutory timeframes.	Not achieved: 64% (target 98%)	95%*	95%*	95%*	95%*
SSP37	Regulatory and Compliance	Building Services	We will provide timely building inspections.	Average minimum wait time for a standard building inspection.	Achieved: 2.6 days (target 4 days)	≤ 4 days	≤ 4 days	≤ 4 days	≤ 4 days
SSP38	Regulatory and Compliance	Environmental Planning	We will meet the community's expectations through making professional regulatory decisions.	Percentage of new resource consent applications processed within statutory timeframes	Not achieved: 69% (target 95%)	95%*	95%*	95%*	95%*

\* While we continue to progress toward 100%, targets are set realistically. See page 106 for further information on our statutory timeframe performance.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP39	Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all	The number of dry weather wastewater overflows from the wastewater system, expressed		≤2	≤2	≤2	≤2
	serviced zones expectations of	serviced zones and meets the expectations of our community	per 1000 connections to the system	Achieved: 0.9					
					(target <2)				
SSP40	Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all	Council's compliance with the resource consents for discharge from the sewerage system,	$\bigcirc$	Nil	Nil	Nil	Nil
			serviced zones and meets the expectations of our community	measured by the number of: abatement notices, infringement notices, enforcement orders and	Achieved: Nil				
			convictions received by Council in relation to those resource consents	(target Nil)					
SSP41	Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all	The total number of complaints received by Council about any of the following: sewage	$\checkmark$	≤10	≤10	≤10	≤10
			serviced zones and meets the expectations of our community	odour, sewerage system faults, sewerage system blockages, and the Council's response to	Achieved: 5				
				issues with its sewerage system, expressed per 1000 connections to the sewerage system	(target <10)				
SSP42	Wastewater	Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to	Where Council attends to sewerage overflows resulting from a blockage or other fault	$\bigcirc$	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min
			persons or damage to property	in the sewerage system, the following median response times are measured:	Achieved: 33 min				
				<ul> <li>a) attendance time: from the time that Council receives notification to the time that service personnel reach the site.</li> </ul>	(target ≤ 60 min)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP43	Wastewater	Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property	Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured:	Achieved: 2 hrs 46 min	≤ 5 hr	≤ 5 hr	≤ 5 hr	≤ 5 hr
				b) resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	(target <5 hr)				
SSP44	Water Supply	Water Supply	We will manage the average consumption of drinkable water	The average daily consumption of drinking water per resident	$\bigcirc$	≤ 300 litres	≤ 300 litres	≤ 300 litres	≤ 300 litres
					Achieved: 268 litres				
					(target ≤ 330 litres)				
SSP45	Water Supply	Water Supply	We will manage the average consumption of drinkable water	The annual peak daily consumption of drinking water per resident	Ø	≤ 400 litres	≤ 400 litres	≤ 400 litres	≤ 400 litres
					Achieved: 336 litres (target ≤ 450 litres)				
SSP46	Water Supply	Water Supply	We will manage the average consumption of drinkable water	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so.	$\bigcirc$	≥ 85%	≥ 85%	≥ 85%	≥ 85%
					Achieved: 83% (target ≥80%)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP47	Water Supply	Water Supply	We will manage the average consumption of drinkable water	The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft)	Achieved 16.6% (target<18)	≤ 18%	≤ 18%	≤ 18%	≤ 18%
SSP48	Water Supply	Water Supply	We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal)	Compliance with the Drinking Water Standards for New Zealand and the Drinking Water Quality Assurance Rules	Achieved 100% (target 100%)	100%	100%	100%	100%
SSP49	Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	The total number of complaints (expressed per 1000 connections to Council's network) for any of the following: (a) drinking water clarity; (b) drinking water clarity; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply; and (f) the local authority's response to any of these issues.	Not achieved: 12.9 (target <10)	≤ 10	≤ 10	≤ 10	≤ 10

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP50	Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system,		≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min
		000	ododi, pressure, and continuity	the following median response times are measured:	Achieved: 58 min				
		Attendance for callouts: from the time Council receives notification to the time service personnel reach the site:	(target <60 min)						
				Urgent callouts					
SSP51	Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system,	$\bigcirc$	≤ 24h	≤ 24h	≤ 24h	≤ 24h
				the following median response times are measured:	Achieved: 18 hr 11 min				
				Attendance for callouts: from the time Council receives notification to the time service personnel reach the site:	(target <24 hr)				
				Non urgent callouts					
SSP52	Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of	$\bigcirc$	≤ 5hr	≤ 5hr	≤ 5hr	≤ 5hr
				the fault or interruption.	Achieved: 4 hr 35 min				
				Urgent callouts	(target <5 hr)				
SSP53	Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste,	Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of	$\bigcirc$	≤ 28hr	≤ 28hr	≤ 28hr	≤ 28hr
			the fault or interruption.	Achieved: 22 hr 18 min					
				Non urgent callouts	(target <28 hr)				

# A city we can move around easily – Tauranga Ara Rau



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

# **Our Direction Outcome Measures**

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend
ODM34	All of our communities have reliable, safe and efficient access to services, jobs, education and recreation.	Jobs accessible within a 15–30-minute morning commute by public transport	Increasing
ODM35	All of our communities have reliable, safe and efficient access to services, jobs, education and recreation.	Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians).	Decreasing
ODM36	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.	Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles.	Increasing
ODM37	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.	Public transport uptake = Increasing number of trips on and access to public transport	Increasing
ODM38	Low carbon transport modes and alternative energy sources have dramatically reduced transport emissions and the use of fossil fuels.	Decreasing per capita transport-related carbon emissions.	Decreasing

#	Success looks like	Outcome Measure	Trend
ODM39	Commercial sectors (including the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight.	Travel time variability for freight movements on key commercial routes (between Tauriko business estate and the Port, and between Rangiuru business estate and the Port).	Decreasing

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP54	Transportation	Transportation	We will provide a transport network that is safe to use	The change from the previous year in the number of deaths and serious injury crashes		0	0	0	0
			on the local road network expresses as a number	Achieved: 27					
					(target reducing (2021/22 was 30))				
SSP55	Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Average speed across key parts of the transport network (free flow speed = 59k/hr)	8	29km/hr	29km/hr	29km/hr	29km/hr
					Not achieved: 26km/h				
					(target 27km/hr)				
SSP56	Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Duration of peak across the transport network (where traffic is traveling at 50% of free flow	•	330min	330min	330min	330min
				speed of 59k/hr)	Not achieved: 461 min				
					(target 345 min)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP57	Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Travel times are reliable during peak hours (95% of trips should occur within +/- 25% of the average duration)	New Measure	A variation of no more than 25%	A variation of no more than 25%	A variation of no more than 25%	A variation of no more than 25%
SSP58	Transportation	Transportation	We will provide a well- maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g. percentage of smooth travel exposure	Achieved: 92%	92-93%	92-93%	92-93%	92-93%
					(target 91-92%)				
SSP59	Transportation	Transportation	We will provide a well- maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre netwice	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset	Not achieved:	98-100%	98-100%	98-100%	98-100%
			centre parking	management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath).	Not achieved: 97%				
					(target 98-100%)				
SSP60	Transportation	Transportation	We will provide a well- maintained and fit-for-purpose road and footpath network, and	The percentage of the sealed local road network that is resurfaced.	8	>4%	>4%	>4%	>4%
			well-utilised and available city centre parking		Not achieved: 3%				
					(target 4%)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP61	Transportation	Transportation	We will provide a well- maintained and fit-for-purpose road and footpath network, and	The percentage of customer service requests relating to roads and footpaths responded		85%	85%	85%	85%
			well-utilised and available city centre parking	to within 7 calendar days	Achieved: 92%				
					(target 88%)				
SSP62	Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes.	Number of people 16 years or older participating in walking, cycling, and road safety education programmes and initiatives	New Measure	200	250	300	350
SSP63	Transportation	Transportation	n We will promote safe and sustainable transport options and support walking/cycling programmes.	Number of children under 16 participating in walking, cycling and road safety programmes and initiatives		10,000	10,000	10,000	10,000
					Achieved: 10,441				
					(target 6,000)				
SSP64	Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling	The proportion of people who journey to work by active modes (walking/jogging/cycling)	8	5%	7%	8%	10%
			programmes		Not achieved: 3% walking/ jogging (3% target)				
					2% cycling (target 8%)				

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP65	Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by public transport.	Not achieved: 3% (target 10%)	2%	3%	4%	5%
SSP66	Transportation	Transportation	We will provide a well- maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking	Average weekday city centre on-street and off-street parking occupancy rate	New Measure	75-85%	75-85%	75-85%	75-85%
SSP67	Regulatory and Compliance	Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Percentage of parking complaints responded to within 24 hours	Not achieved: 92% (target 100%)	95%	95%	95%	95%

# A city that supports business and education – Tauranga a te kura

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

# Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend
ODM40	Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region.	Residents' perceptions	Increasing
ODM41	We are known as a university city, with strong links between tertiary education, research and development, new business, and employment opportunities.	Number of tertiary students.	Increasing
ODM42	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Unemployment rate.	Below national rate
ODM43	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Job creation.	Increasing
ODM44	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Mean annual earnings rises to the New Zealand average by 2035.	Increasing
ODM45	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.	Increasing
-			

#	Success looks like	Outcome Measure	Trend
ODM46	We have a sustainable visitor economy, which celebrates our history and culture and attracts visitors year-round.	Visitor spend (Visitor-spend is distributed more evenly across the year.)	Increasing
ODM47	Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori.	Unemployment is at, or below, the New Zealand average.	Decreasing
ODM48	Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori.	Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities.	Increasing

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP68	Economic Development	Airport	We will provide airport customers with fit-for-purpose airport facilities	Percentage of the time airport operational infrastructure is available (safe and fully compliant with CAA regulations)	New Measure	99%	99%	99%	99%
SSP69	Economic Development	Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Percentage of residents who believe the tourism sector makes a positive impact to the community.	New Measure	60%	62%	64%	66%
SSP70	Economic Development	Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Domestic and international tourism spending in the city	New data source	Baseline established	Increasing	Increasing	Increasing

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP71	Economic Development	Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes.	The number of business support sessions conducted by the Tauranga Business Chamber with eligible business owners.	New Measure	210	210	210	210
SSP72	Economic Development	Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes.	The percentage of knowledge- intensive jobs in Tauranga as a share of total jobs	Achieved: 29% (target 28.7%)	28%	Increasing	Increasing	Increasing
SSP73	Economic Development	Marine Precinct	We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice	Hardstand occupancy rate	Not achieved: 43% (target 50%)	≥40%	Increasing	Increasing	Increasing

# **Organisational Capability**

Tauranga City is organisationally efficient and effective and has the confidence and trust of the communities it serves.

# Our Approach Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

#	Success looks like	Outcome Measure	Trend	Approach
ODM49	We better reflect the communities we serve and we are better skilled to work in partnership with iwi and hapū across the organisation.	Increased cultural capability to partner with iwi and hapū.	Increasing	Te Ao Māori Approach
ODM50	We develop a culture that brings our Commitment to Te Ao Māori alive in the organisation.	Staff apply a Te Ao Māori lens across their work and decision making.	Increasing	Te Ao Māori Approach
ODM51	TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of Tauranga's communities	Total value of contracts using Broader Outcomes targets in procurement	Increasing	Sustainability Approach
ODM52	Employees have the right skills, knowledge, and capabilities to enable TCC to navigate our transition to a sustainable future	% of staff that have completed sustainability training.	Increasing	Sustainability Approach
ODM53	Work with the growth councils to ensure that Central Government understands the particular challenges faced by growth councils, and the role Central Government can play towards solutions.	Increased Central Government recognition of issues faced by growth councils (including recognition of and response to investment / funding challenges).	Increasing	Working Beyond Tauranga Approach

#	Success looks like	Outcome Measure	Trend	Approach
ODM54	To support Tauranga's city centre to act as a focal point for the region, through encouragement, support, creating linkages and investment where needed and appropriate.	In the city centre, increases in: <ul> <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>	Increasing	Working Beyond Tauranga Approach
ODM55	To leverage Tauranga's scale and resources 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.	Increase in economic impact for the city and sub-region.	Increasing	Working Beyond Tauranga Approach
ODM56	To ensure that Tauranga's communities are well informed about and supported through any changes resulting from the current 'future of local government' review process.	Our communities feel well informed about and supported through any changes resulting from reform processes that impact local government.	Increasing	Working Beyond Tauranga Approach

# Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP74	Community, People, and Relationships	Community Relations	We will consult and engage with the community	Percentage of residents who are satisfied or neutral with the efforts of the Council in consulting and engaging directly with the community	New Measure	50%	Increasing	Increasing	Increasing

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP75	Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of face-to-face enquiries that are resolved at the first point of contact	Achieved: 99% (target 97%)	98%	98%	98%	98%
SSP76	Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of phone enquiries that are resolved at the first point of contact	Achieved: 88% (target 80%)	85%	85%	85%	85%
SSP77	Community, People, and Relationships	Customer Services	We will provide a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Customers satisfaction with the contact centre is excellent (>45 NPS score)	Achieved: 58 (target 40)	>45	>45	>45	>45
SSP78	Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of Land Information Memoranda provided within the 10-day statutory timeframe.	Not Achieved 93% (target 100%)	85%	85%	85%	85%
SSP79	Community, People, and Relationships	Democracy Services	We will make decisions in the best interests of the city	Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city	New Measure	≥50%	Increasing	Increasing	Increasing

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP80	Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC positions filled	New Measure	≥60%	≥60%	≥60%	≥60%
SSP81	Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC staff adequately trained	New Measure	≥60%	≥60%	≥60%	≥60%
SSP82	Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Number of training activities or exercises conducted	New Measure	≥1	≥1	≥1	≥1



# ABOUT THIS SURVEY

Tauranga City Council are undertaking this survey to understand your impressions of the city's services, facilities and activities.

Your Survey ID:

Your name has been selected at random from the Electoral Roll to participate in this research. The survey is being conducted by an independent research provider, Key Research, and you can be assured that your responses will remain anonymous.

Before you begin:

# Are you or is anyone in your household an elected member/councillor of TAURANGA CITY COUNCIL?

1	Yes (UNFORTUNATELY YOU ARE NOT ELIGIBLE TO PARTICIPATE)	2	No (CONTINUE)
Do y	ou or anyone in your household work for the TAURANGA CITY COUNCIL?		
1	Yes (UNFORTUNATELY YOU ARE NOT ELIGIBLE TO PARTICIPATE)	2	No (CONTINUE)

# DEMOGRAPHICS

Firstly, we have some questions to ensure that we interview a good cross-section of residents.

Which of the following age groups do yo	u belong to?
---	--------------

0	18 to 24 years
0	25 to 34 years
0	35 to 44 years
0	45 to 54 years
0	55 to 64 years
0	65 to74 years
0	75 to 84 years
0	85 years or over
0	Prefer not to say

What is your gender? Male

Female

Gender diverse Other (please specify)

Prefer not to say

 $\bigcirc$ 

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 $\bigcirc$ 0

#### And, which ethnic groups do you identify with? Please select all that apply

e select all that apply
European
Māori
Pacific Peoples
Asian
Middle Eastern/Latin American/African
Other (please specify)
Prefer not to say

# How long have you lived in Tauranga?

0	Less than 2 years
0	2+ years but less than 5
0	5+ years but less than 10
0	10+ years but less than 20
0	20+ years but less than 30 years
0	30 or more years
0	Unsure

# PUBLIC FACILITIES

PF1. Have you visited any of the following facilities in the last year? Please select all that apply

1	0	The Historic Village
2	0	Tauranga Art Gallery
3	0	Baycourt Community & Arts Centre
4	0	None of these
		PAGE :

Item 9.3 - Attachment 3



# PF2. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters.

		Very dissatisfied								ry sat	Don't know	
		1	2	3	4	5	6	7	8	9	10	
1	The Historic Village	0	0	$\bigcirc$	0	0	0	0	0	0	0	0
2	Tauranga Art Gallery	0	0	0	$\bigcirc$	$\bigcirc$	0	$\bigcirc$	$\bigcirc$	$\bigcirc$	$\bigcirc$	0
3	Baycourt Community & Arts Centre	0	0	0	$\bigcirc$	0	0	0	$\bigcirc$	0	0	0

PF3. Are you aware that the Tauranga City Council provides services through the following Council Controlled Organisations (CCO's)?

	Yes	No
Bay Venues Limited	0	0
Tourism Bay of Plenty	0	0
Tauranga Art Gallery	0	0

# PF4. Have you visited any of the following in the last year? Please select all that apply

$\bigcirc$	Council-provided swimming pools: (Baywave, Memorial Park, Otūmoetai, Greerton and the Mount Hot Pools)
0	<b>Council-provided indoor sport facilities:</b> (Queen Elizabeth Youth Centre/Memorial Hall, the Mount Maunganui Sports Centre and Trustpower Baypark)
0	<b>Council-provided community centres and halls:</b> (Arataki Community Centre, Welcome Bay, Greerton, Matua, Tauriko and Bethlehem; and the community centre and hall at Pāpāmoa)
0	Community-share indoor sport facilities: (Aquinas College, Otūmoetai College and Merivale Primary School)
0	Libraries: (Tauranga Central Library, Mount Maunganui Library, Pāpāmoa Library, Greerton Library, The mobile library, Online library )
$\bigcirc$	None of these

# PF5. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters.

		Very dissatisfied							Vei	ry sati	Don't know	
		1	2	3	4	5	6	7	8	9	10	
1	Council-provided swimming pools	0	0	0	0	0	0	0	0	0	0	0
2	Council-provided indoor sports facilities	0	0	0	0	0	0	0	0	0	0	0
3	Council-provided community centres and halls	0	0	0	0	0	0	0	0	0	0	0
4	Community-share indoor sports facilities	0	0	0	0	0	0	0	0	0	0	0

[Answer PF6-PF10 if you have answered that you visited libraries in PF4]

# PF6. Have you visited any of the following libraries in the last year? [SELECT ALL THAT APPLY]

$\bigcirc$	Tauranga Central Library	$\bigcirc$	The mobile library
0	Mount Maunganui Library	0	Greerton Library
$\bigcirc$	Pāpāmoa Library	0	Online library

# PF7. How would you rate your satisfaction with the Tauranga library services?

Very po	Very poor Excellent											
1	2	3	4	5	6	7	8	9	10			

PAGE 2



PF8. Do you have any comments related to your satisfaction rating of Tauranga libraries?

PF9. Are there any issues limiting your use of Tauranga libraries?

PF10. Thinking about the FACILITIES above, The Historic Village, libraries, community centres, sports facilities, Baycourt Community & Arts Centre, how would you rate the Council for the FACILITIES provided?

Very po	Very poor Excellent										
1	2	3	4	5	6	7	8	9	10		

OVLFCLT. Do you have any comments about any the FACILITIES mentioned above, including The Historic Village, libraries, community centres, sports facilities, swimming pools Baycourt Community & Arts Centre. What can we improve and how?

# EVENTS AND TAURANGA'S PLACE IN THE DISTRICT

EP1. How	satisfied	are you w	ith the rai	nge and fr	equency o	of event ex	operiences	s in Taurai	nga?	
Very dis	satisfied							Very	satisfied	Don't know
1	2	3	4	5	6	7	8	9	10	

EP1A. How satisfied are you with the physical accessibility and quality of Tauranga's arts, cultural, and event spaces?

Very dis	Very dissatisfied Very satisfied D												
1	2	3	4	5	6	7	8	9	10				

# EP1B. What prevents you from attending events in Tauranga? You may tick more than one option.

0	Tickets are too expensive for me right now	0	I don't have enough time to attend events
$\bigcirc$	There's a lack of events I'm interested in	0	The venue or event location is not appealing to me
$\bigcirc$	Not knowing what's on	0	My current state of health prevents me attending
0	Too difficult to access the event location by public transport, walking or cycling		Other (please specify):
0	Not enough car parking near event venue or location	0	

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		Stro	ongly	disag	ree			9	Stron	gly ag	gree	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Tauranga has a strong sense of arts, culture, and heritage	0	0	0	0	0	0	0	0	0	0	0
2	Events enhance community spirit, pride, and enjoyment in Tauranga	0	0	0	0	0	0	0	0	0	0	0
3	Events are an important part of Tauranga's identity	0	0	0	0	0	0	0	0	0	0	0
4	The city centre is the cultural and commercial heart of Tauranga	0	0	0	0	0	0	0	0	0	0	0
5	Tauranga is the commercial and cultural heart of the Western Bay of Plenty	0	0	0	0	0	0	0	0	0	0	0
6	Tauranga is a quality destination for visitors and businesses	0	0	0	0	0	0	0	0	0	0	0
7	The tourism sector has a positive impact on the community	0	0	0	0	0	0	0	0	0	0	0

# EP2. Using a scale of 1-10, where 1 means 'Strongly disagree' and 10 means 'Strongly agree', how much do you agree with the statements below:

EP3. What were the key factors that contributed to your satisfaction rating of the tourism sectors impact on the community?

EP4. Using a scale of 1-10, where 1 means 'Very little' and 10 means 'Very well informed', how would you rate your knowledge of the history of Tauranga?

Very litt	le						V	ery well ir	nformed	Don't know
1	2	3	4	5	6	7	8	9	10	

TNPS1. Using a scale of 1-10, where 1 means 'Highly unlikely' and 10 means 'Highly likely', how likely are you to recommend Tauranga as a holiday destination to friends and family?

Highly u	nlikely	Highly unlikely Highly likely											
1	2	3	4	5	6	7	8	9	10				

TNPS2. What were the key factors that contributed to your rating for likelihood to recommend Tauranga as a holiday destination to friends and family?

# WATER MANAGEMENT

WTR1. Using a scale of 1-10 where 1 means 'Strongly disagree' and 10 means 'Strongly agree', how much do you agree that your home, and/or business buildings, are adequately protected from flooding?

Strongly	disagree							Strong	gly agree	Don't know
1	2	3	4	5	6	7	8	9	10	

# WTR2. How satisfied are you with the quality (taste, colour, odour) of drinking water in Tauranga?

Very dis	satisfied							Very	satisfied	Don't know
1	2	3	4	5	6	7	8	9	10	

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WTR3. Do you know of any ways that you can conserve water at home or at work?

## Annual Residents' Survey 24/25

WTR4. Have you taken any steps to conserve water over the past 12 months?

Yes No Please go to WTR6

WTR5. What steps have you taken to conserve water over the past 12 months?

WTR6. Thinking about water management for flooding, stormwater and drinking water, how would you rate Council overall for WATER MANAGEMENT?

Very poo	Very poor Excellent										
1	2	3	4	5	6	7	8	9	10		

OVLWTR. Do you have any comments about WATER MANAGEMENT for flooding, stormwater and drinking water? Is there something different you feel we can do?

### OUTDOOR SPACES

OS1. How satisfied are you that Tauranga has enough parks or green spaces? Very dissatisfied Very satisfied Don't know

very dis	satisfied							very	satisfied	DON L KNOW
1	2	3	4	5	6	7	8	9	10	

OS1A. How satisfied are you with the opportunities to access and experience nature in Tauranga?

Very dise	Don't know									
1	2	3	4	5	6	7	8	9	10	

OS1B. How satisfied are you with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces?

	Very dissatisfied Very satisfied												
ĺ	1	2	3	4	5	6	7	8	9	10			

OS1C. What were the key factors that contributed to your satisfaction rating of Tauranga's open spaces, parks, and play spaces?

OS2. How often have you used or visited your local park in the past year? By local park we mean the park nearest to your home.

$\bigcirc$	Once a week	Once every three month							
$\bigcirc$	Once a fortnight	0	Once every six months						
$\bigcirc$	Once a month	$\bigcirc$	Once a year or less						
$\bigcirc$	Have not used or visited our local park Plea	se go to	OS3A						
000									

OS3. How satisfied are you with the quality of the local playgrounds?

Taurança City	Annual Residents' Survey	24/25
Von dissotiation	Vonuentiefied	Don't know

Very dis	Very dissatisfied Very satisfied												
1	2	3	4	5	6	7	8	9	10				

OS3A. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters.

		Ve	Very dissatisfied						Ve	ry sati	Don't know	
		1	2	3	4	5	6	7	8	9	10	
1	Availability of places to be physically active in Tauranga	0	0	0	0	0	0	0	0	0	0	0
2	Affordability of opportunities to be physically active in Tauranga.	0	0	0	0	0	0	0	0	0	0	0
3	Quality of facilities for physical activity in Tauranga.	0	0	0	0	0	0	0	0	0	0	0

### OS4. In the last 12 months, have you used or wanted to use the boat ramps in Tauranga?

$\bigcirc$	Yes	0	No	Please go to OS6
------------	-----	---	----	------------------

OS5. How satisfied are you if you have used a boat ramp that the boat ramps and associated parking in Tauranga are accessible?

Very di	Very dissatisfied Very satisfied											
1	2	3	4	5	6	7	8	9	10			

## OS6. Have you visited a Tauranga City Cemetery (including Pyes Pa) in the last 12 months?

O Yes O No

OS7. How satisfied are you with the look and feel of CEMETERIES in Tauranga? It doesn't matter whether or not you visited these facilities, it's your opinion that matters.

Very dis	Very dissatisfied Very satisfied											
1	2	3	4	5	6	7	8	9	10			

OS8. Thinking about all these OUTDOOR SPACES – the parks, playgrounds, boat ramps and cemeteries, how would you rate Tauranga City Council for its overall management of outdoor spaces?

Very poo	Very poor Excellent											
1	2	3	4	5	6	7	8	9	10			

OVLOTDR. Do you have any comments about OUTDOOR SPACES mentioned above? What recreational activity in the city do you think should be better provided for? Is there something we can do?

## ROADING, FOOTPATHS, CYCLING



RFC1. Do you drive in or around Tauranga?

O No	$\bigcirc$	Yes	
------	------------	-----	--

RFC2. Do you cycle in Tauranga?

$\bigcirc$	No	$\bigcirc$	Yes

RFC3. Now thinking about the roads, footpaths and cycle ways in Tauranga, how would you rate your satisfaction with...?

		Very dissatisfied					Very	/ satis	Don't know			
		1	2	3	4	5	6	7	8	9	10	
1	General cleanliness of the footpaths in Tauranga	0	0	0	0	0	0	0	0	0	0	0
2	Levels of safety when driving on the roads in Tauranga PLEASE ANSWER THIS IS IF YOU HAVE ANSWERED 'YES' IN RFC1	0	0	0	0	0	0	0	0	0	0	0
3	Levels of safety when walking on the footpaths in Tauranga	0	0	0	0	0	0	0	0	0	0	0
4	Levels of safety when cycling on roads or cycle ways in Tauranga PLEASE ANSWER THIS IS IF YOU HAVE ANSWERED 'YES' IN RFC2	0	0	0	0	0	0	0	0	0	0	0

## RFC4. On your most recent trip to work, what form of transport did you use to get there? [ONE ANSWER ONLY]

$\bigcirc$	Worked at home	0	Passenger in a car, truck, van or company bus
$\bigcirc$	l don't work	$\bigcirc$	Motorbike
$\bigcirc$	Public bus	0	Bicycle
$\bigcirc$	Drove a private car, truck or van	$\bigcirc$	Walked or jogged
$\bigcirc$	Drove a company car, truck or van	$\bigcirc$	Other (please specify)

RFC5. Thinking about the ROADING, FOOTPATHS and CYCLE PATHS, how would you rate Tauranga City Council overall?

Very poor	r							l	Excellent	Don't know
1	2	3	4	5	6	7	8	9	10	

OVLRD. Do you have any comments about ROADING, FOOTPATHS and CYCLE PATHS? Is there something we can do?

## SUSTAINABILITY AND WASTE MANAGEMENT

WM1. How satisfied are you with each of the following?

		v	ery Di	ssatis	fied				Very	' satis	fied	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	What happens on rubbish and recycling collection day in your area, including all collections on that day	0	0	0	0	0	0	0	0	0	0	0
2	The state of the street afterwards on collection day	0	0	0	0	0	0	0	0	0	0	0
3	The management of street litter	0	0	$\bigcirc$	$\bigcirc$	$\bigcirc$	$\bigcirc$	0	0	$\bigcirc$	$\bigcirc$	0
4	The management of litter bins in our parks and streets	0	0	0	0	0	0	0	0	0	0	0

WM2. How would you rate your satisfaction with the Te Maunga Recycling and Transfer Station (next to Mercury Baypark)? It doesn't matter whether or not you use the facility, it's your opinion that matters.

	Tauranga	City			Αι	nnual	Reside	ents' S	urvey	24/25
Very dis	satisfied							Very	satisfied	Don't know
1	2	3	4	5	6	7	8	9	10	

WM3. Are you aware of any education, events or workshops that TCC has been involved in for our community to learn more about how to reduce their waste?

WM4. Have you taken any steps to minimise/reduce your household's waste over the past 12 months?

|--|

WM5. Thinking about kerbside rubbish collection, litter bins, and waste minimisation how would you rate Tauranga City Council for its overall WASTE MANAGEMENT?

Very poor Excellent											
1	2	3	4	5	6	7	8	9	10		

WM6. Thinking about climate and sustainability, how would you rate TCC's approach to the following?

		Very	dissa	tisfied	I				Ve	ry sati	sfied	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Taking action to help our city adapt	0		)	0		0	)		(	(	$\bigcirc$
1	to a changing climate	$\bigcirc$	$\bigcirc$	0	0	0	$\bigcirc$	0	)	$\mathbf{O}$	0	$\bigcirc$
2	Taking action to help our city reduce	0	$\bigcirc$	0	0	0	0	0	0	$\bigcirc$	0	$\bigcirc$
2	its emissions	0	$\bigcirc$	0	0	0	0	0	0	0	0	$\bigcirc$
3	Enabling Tauranga residents to live	0	$\cap$	$\cap$	$\bigcirc$	0	0	$\bigcirc$	$\cap$	$\cap$	$\cap$	$\bigcirc$
3	sustainably		$\bigcirc$	0	0	0	$\cup$	0	0	0	0	$\bigcirc$
	Being an organisation that is											
4	committed to delivering sustainable	0	0	$\bigcirc$	0	0	0	0	0	0	0	0
	outcomes											

WM7. Thinking about climate and sustainability how would you rate Tauranga City Council for its overall approach to CLIMATE AND SUSTAINABILITY?

Very poor Excellent										
1	2	3	4	5	6	7	8	9	10	

OVLWSTM. Do you have any comments about SUSTAINABILTY AND WASTE MANAGEMENT including rubbish collection in your area, street litter and bins in the parks, waste minimisation, climate and sustainability? Is there something we can do?

#### OVERALL CORE SERVICE DELIVERABLES

OCSD. Now thinking about all the areas mentioned – the facilities, outdoor spaces, roading and waste management, how would you rate Tauranga City Council for its overall CORE SERVICE DELIVERABLES?

								Excellent	Don't know
1 2	3	4	5	6	7	8	9	10	

### VALUE FOR MONEY

VM1. Do you, or a member of your household, pay rates on a property in Tauranga?

<	Tauranga	City	An	nual Resider	nts' Survey 24/25
$\bigcirc$	Yes		$\bigcirc$	Renting	Please go to VM3
Õ	No	Please go to VM3	Õ	Don't know	Please go to VM3

VM2. Using a scale of 1-10, where 1 means 'Strongly disagree' and 10 means 'Strongly agree', how much do you agree with the following statements?

			Strongly disagree					9	Stron	gly ag	gree	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Annual property rates are fair and reasonable	0	0	0	0	0	0	0	0	0	0	0
2	Water rates are fair and reasonable	0	0	0	0	0	0	0	0	0	0	0
3	Invoicing is clear and correct	0	0	0	0	0	0	0	0	0	0	0
4	Payment arrangements are fair and reasonable	0	0	0	0	0	0	0	0	0	0	0

VM3. Thinking about everything Tauranga City Council has done over the last 12 months and what you have experienced of its services and facilities. How satisfied are you that your rates and the fees you pay for services provide value for money?

Very dissatisfied Very satisfied										
1	2	3	4	5	6	7	8	9	10	

OVLVM. Do you have any comments about YOUR RATES and THE FEES YOU PAY FOR SERVICES PROVIDING VALUE FOR MONEY? Is there something we can do?

#### REPUTATION

REP1. Council is committed to creating a great city, promoting economic development, being in touch with the community and setting clear direction... overall how would you rate Council for its LEADERSHIP?

Very poo	or								Excellent	Don't know
1	2	3	4	5	6	7	8	9	10	

REP2. Thinking about how open and transparent Council is, how Council can be relied on to act honestly and fairly, and their ability to work in the best interests of the City. How would you rate Council in terms of the TRUST and CONFIDENCE you have in them?

Very po	or								Excellent	Don't know
1	2	3	4	5	6	7	8	9	10	

REP3. Now thinking about Council's financial management – how appropriately it invests in the city, how wisely it spends and avoids waste, and its transparency around spending. How would you rate Council overall for its FINANCIAL MANAGEMENT?

Very poo										Don't know
1	2	3	4	5	6	7	8	9	10	

REP4. And thinking about that the services and facilities Council provides, how would you rate the Council for the QUALITY OF THE SERVICES AND FACILITIES they provide Tauranga City?

Very poo	or								Excellent	Don't know
1	2	3	4	5	6	7	8	9	10	

REP5. So, thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its OVERALL REPUTATION?

Very poo	or							E	Excellent	Don't know
1	2	3	4	5	6	7	8	9	10	



OVLREP. Do you have any comments about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide? Is there something we can do?

## COMMUNITY RELATIONS

CR1. Where do you get most of your information about Council activities?

CR2. How satisfied are you with your ability to contact Council when and how you want?

Very dissatisfied Very satisfied											Don't know
	1	2	3	4	5	6	7	8	9	10	

CR3. Using a scale of 1-10, where 1 means 'Very dissatisfied' and 10 means 'Very satisfied', please rate the following aspects of Council performance in relation to community engagement?

		Very dissatisfied Very satisfied						fied	Don't know			
		1	2	3	4	5	6	7	8	9	10	
1	The way Council involves the public in the decisions it makes	0	0	0	0	0	0	0	0	0	0	0
2	Decisions that Council makes being in the best interests of the city	0	0	0	0	0	0	0	0	0	0	0
3	The efforts of Council to consult and engage directly with the community	0	0	0	0	0	0	0	0	0	0	0
4	The amount of influence the public has on the decisions Council makes	0	0	0	0	0	0	0	0	0	0	0

OVLCOM. Do you have any comments about keeping up to date with Tauranga City Council activities and the ease to contact the Council? Is there something we can do to improve?

#### OTHER

CD1. How self-reliant do you believe you have to be in the event of a major civil defence emergency?

Very self-reliant	Fairly self-reliant	Somewhat self-reliant	Not at all self-reliant	Don't know
1	2	3	4	
0	$\bigcirc$	$\bigcirc$	$\bigcirc$	$\bigcirc$

CD2. In the event of a civil defence emergency, do you currently have an emergency preparedness plan for your household, e.g. what to do and where to locate family at school or work?

O Yes	$\bigcirc$	No	$\bigcirc$	Not Sure
	$\cup$	NO	$\cup$	Not Suic

#### CD3. If there was an emergency, what support networks do you have available to you?

$\bigcirc$	Family	$\bigcirc$	Friends	$\bigcirc$	Neighbours	$\bigcirc$	Community Groups	$\bigcirc$	No-one
------------	--------	------------	---------	------------	------------	------------	------------------	------------	--------

CD4. Where do you find information to help prepare your family, business, school, marae etc for an emergency?



Social media O Websites O News outlets O Council Resources O Family / Friends

# SF1. Using a scale of 1-10, where 1 means 'Very unsafe' and 10 means 'Very safe', how safe do you feel in the city centre?

		Very	unsat	fe						Very	safe	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	During the day	0	0	0	0	0	0	0	0	0	0	0
2	During the night	0	0	0	0	0	0	0	0	0	0	0

SF2 Using a scale of 1-10, where 1 means 'Very unsafe' and 10 means 'Very safe', how safe do you feel in your neighbourhood?

		Very unsafe Very safe								Don't know		
		1	2	3	4	5	6	7	8	9	10	
1	During the day	0	$\bigcirc$	$\bigcirc$	$\bigcirc$	0	0	0	0	0	$\bigcirc$	0
2	After dark	0	0	0	0	0	0	0	0	0	0	0

OVLSFT. Do you have any comments about SAFETY in the city centre or your local neighbourhood? Is there something we can do?

CC1. Using a scale of 1-10 where 1 means 'Strongly disagree' and 10 means 'Strongly agree', how much do you agree with the following statement?

		Strongly disagree						Strongly agree				Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Homelessness has been an issue in	0	0	0	0	0	0	0	0	0	0	0
	Tauranga over the past 12 months	-	_	-	_	_	-	-	-	-	-	-

CC2. (If you answered 9 or 10 in the previous question) Why do you strongly agree that Homelessness has been an issue in Tauranga over the past 12 months?

#### **OVERALL SATISFACTION**

OVLSAT. Overall, considering everything, how would you rate your level of satisfaction with Tauranga City Council in general?

Very dissatisfied Very satisfied									Don't know	
1	2	3	4	5	6	7	8	9	10	

#### GEN. Are there any other comments that you would like to make about Council?



PLEASE FOLD ON DOTTED LINES, SECURE OPEN END BY STAPLE OR TAPE AND RETURN TO US



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Key Research Limited PO Box 13297 TAURANGA 3141



# Our Direction - Strategy and AIP Measures of Success



## Strategy Measures

Strategy Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Wellbeing: thriving people, thriving whanau, thriving communities.	Tauranga communities will prosper towards hauora hapori whānui healthy communities, through ever improving access to healthy homes, quality education, and access to employment opportunities.	1	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics).
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Wellbeing: thriving people, thriving whanau, thriving communities.	Tauranga communities will prosper towards hauora hapori whānui healthy communities, through ever improving access to healthy homes, quality education, and access to employment opportunities.	2	Housing metrics (dwellings consented, code of compliance issued, ratio of housing cost to total household income, etc).
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Access	Tauranga will be barrier free and accessible by everyone, regardless of age, stage, or ability so that everybody can get to where they want to go easily.	1	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.
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Access	Tauranga will be barrier free and accessible by everyone, regardless of age, stage, or ability so that everybody can get to where they want to go easily.	2	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.
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Inclusion and Diversity	As part of the Tauranga community, all residents will have the opportunity to develop to their full potential whilst celebrating our differences and embracing our cultural foundations.	1	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.
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Inclusion and Diversity	As part of the Tauranga community, all residents will have the opportunity to develop to their full potential whilst celebrating our differences and embracing our cultural foundations.	2	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.

Tauranga City Council - Strategy Measures

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Strategy Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Inclusion and Diversity	As part of the Tauranga community, all residents will have the opportunity to develop to their full potential whilst celebrating our differences and embracing our cultural foundations.	3	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Safe Communities	Our communities will be united in advancing a safe environment, building more resilient communities and enjoying our coast and waterways safely.	1	Residents rate their feelings of personal safety as safe or very safe.
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Safe Communities	Our communities will be united in advancing a safe environment, building more resilient communities and enjoying our coast and waterways safely.	2	Drowning education metrics (measure of people engaged in water safety and 'learn to swim' programmes)
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Strong Neighbourhoods and Liveable Communities	Tauranga will be a network of interconnected and thriving communities that are well resourced and supported at a local level, to meet local needs.	1	Strongly agree or agree feeling a sense of community in their local neighbourhood.
Tauranga Mataraunui - Inclusive City Strategy 2023-2033		Strong Neighbourhoods and Liveable Communities	Tauranga will be a network of interconnected and thriving communities that are well resourced and supported at a local level, to meet local needs.	2	Residents feel they can access the services they need within their local community.
Tauranga Taurikura - Environment Strategy 2023-2033	1	Thriving nature and biodiversity at the heart of our communities	The most common reason people say they love living in Tauranga is because of our beautiful, green, clean and diverse environment. This goal provides a pathway for us to demonstrate how we can each better understand, value, protect and enhance our unique taonga (treasure).	1	An increase the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time.
Tauranga Taurikura - Environment Strategy 2023-2033	1	Thriving nature and biodiversity at the heart of our communities	The most common reason people say they love living in Tauranga is because of our beautiful, green, clean and diverse environment. This goal provides a pathway for us to demonstrate how we can each better understand, value, protect and enhance our unique taonga (treasure).	2	An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city.
Tauranga Taurikura -	1	Thriving nature and biodiversity at	The most common reason people say they love living in Tauranga is because of our beautiful, green, clean and diverse environment. This goal	3	Residents rate their satisfaction with opportunities to access and

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Strategy Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Environment Strategy 2023-2033		the heart of our communities	provides a pathway for us to demonstrate how we can each better understand, value, protect and enhance our unique taonga (treasure).		experience nature in Tauranga as high or improving.
Tauranga Taurikura - Environment Strategy 2023-2033	2	Tauranga is a low emissions and climate resilient city	As temperatures rise globally due to climate change, our wind, rainfall and seasonal patterns are already beginning to shift, and we are seeing more extreme events and unpredictability in our weather. Tauranga City Council will play its part in reducing emissions (climate change mitigation) as well as adapting to the changing climate through its own operations and plans (climate change adaptation).	1	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets.
Tauranga Taurikura - Environment Strategy 2023-2033	2	Tauranga is a low emissions and climate resilient city	As temperatures rise globally due to climate change, our wind, rainfall and seasonal patterns are already beginning to shift, and we are seeing more extreme events and unpredictability in our weather. Tauranga City Council will play its part in reducing emissions (climate change mitigation) as well as adapting to the changing climate through its own operations and plans (climate change adaptation).	2	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.
Tauranga Taurikura - Environment Strategy 2023-2033	2	Tauranga is a low emissions and climate resilient city	As temperatures rise globally due to climate change, our wind, rainfall and seasonal patterns are already beginning to shift, and we are seeing more extreme events and unpredictability in our weather. Tauranga City Council will play its part in reducing emissions (climate change mitigation) as well as adapting to the changing climate through its own operations and plans (climate change adaptation).	3	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions.
Tauranga Taurikura - Environment Strategy 2023-2033	3	Tauranga is a water sensitive city	Water management challenges of Tauranga are strongly connected to the city's growth, land use and its reliance on stream-based water supply. A water sensitive city encompasses the principles of providing a healthy natural environment for water, a range of quality sources and ways to use it, and having a community that has the knowledge and desire to make wise choices about water.	1	Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature).
Tauranga Taurikura -	3	Tauranga is a water sensitive city	Water management challenges of Tauranga are strongly connected to the city's growth, land use and its reliance on stream-based water supply. A	2	The percentage of residents who are aware of ways they can conserve water, and have taken

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Strategy Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Environment Strategy 2023-2033			water sensitive city encompasses the principles of providing a healthy natural environment for water, a range of quality sources and ways to use it, and having a community that has the knowledge and desire to make wise choices about water.		steps to do so, increases over time.
Tauranga Taurikura - Environment Strategy 2023-2033	3	Tauranga is a water sensitive city	Water management challenges of Tauranga are strongly connected to the city's growth, land use and its reliance on stream-based water supply. A water sensitive city encompasses the principles of providing a healthy natural environment for water, a range of quality sources and ways to use it, and having a community that has the knowledge and desire to make wise choices about water.	3	Average daily consumption per capita of drinking water across all uses (residential, commercial industrial) reduces over time.
Tauranga Taurikura - Environment Strategy 2023-2033	4	Tauranga values resources in a circular economy	A circular economy aims to design out waste and pollution, keep products and materials in use at their highest value, and regenerate natural systems. To achieve this, we need to value our resources as taonga (treasures), deliver effective and efficient resource recovery and reuse, promote and support sustainable waste management, and drive actions to implement these circular economy principles.	1	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time.
Tauranga Taurikura - Environment Strategy 2023-2033	4	Tauranga values resources in a circular economy	A circular economy aims to design out waste and pollution, keep products and materials in use at their highest value, and regenerate natural systems. To achieve this, we need to value our resources as taonga (treasures), deliver effective and efficient resource recovery and reuse, promote and support sustainable waste management, and drive actions to implement these circular economy principles.	2	Organic waste to landfill reduces over time.
Tauranga Taurikura - Environment Strategy 2023-2033	4	Tauranga values resources in a circular economy	A circular economy aims to design out waste and pollution, keep products and materials in use at their highest value, and regenerate natural systems. To achieve this, we need to value our resources as taonga (treasures), deliver effective and efficient resource recovery and reuse, promote and support sustainable waste management, and drive actions to implement these circular economy principles.	3	Recycling rates of construction and demolition waste improves over time.

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Strategy Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Tauranga Taurikura - Environment Strategy 2023-2033	5	Our built environment supports the wellbeing of our natural environment	Our urban environment must support the wellbeing of our natural environment if we are to achieve the vision for Tauranga. We need to understand and seek ways to address the challenges and take opportunities for the built environment to support the wellbeing of the natural environment. With this in mind, we will be transparent about tensions between the goals for the built and natural environment and authentically consider these tensions on a case-by-case basis in all of our decision-making processes.	1	Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes.
Tauranga Taurikura - Environment Strategy 2023-2033	5	Our built environment supports the wellbeing of our natural environment	Our urban environment must support the wellbeing of our natural environment if we are to achieve the vision for Tauranga. We need to understand and seek ways to address the challenges and take opportunities for the built environment to support the wellbeing of the natural environment. With this in mind, we will be transparent about tensions between the goals for the built and natural environment and authentically consider these tensions on a case-by-case basis in all of our decision-making processes.	2	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles.

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## Action and Investment Plan (AIP) Measures

AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Accessible Tauranga AIP 2023- 2033	A	Information, knowledge and communications	We can easily find (and understand) information and support in our community in ways that suit us regardless of our abilities, differing needs, digital or traditional preferences or first language.	2	Residents feel satisfied with their ability to contact the council when they need to.
Accessible Tauranga AIP 2023- 2033	В	Accessible buildings, spaces and places	We have access to safe, outdoor spaces and amenities that encourage participation and connection, and encourage us to stay active	1	Universal Design guidelines are in place and public buildings are being designed according to them
Accessible Tauranga AIP 2023- 2033	В	Accessible buildings, spaces and places	We have access to safe, outdoor spaces and amenities that encourage participation and connection, and encourage us to stay active	2	Public spaces have been audited to ensure they are accessible
Accessible Tauranga AIP 2023- 2033	С	Inclusion, diversity and social wellbeing	Connections with whānau, friends, neighbours and feeling part of our communities is important to our wellbeing, - regardless of age or ability.	1	The number of people feeling lonely often or all of the time decreases through Vital Update (Older People and people with disabilities)
Accessible Tauranga AIP 2023- 2033	D	Transportation	We want to increase people's city-wide accessibility and make it easier for older people and people with disabilities to move around the city.	1	Low rates of people who feel public transport doesn't meet their needs due to timing or location (Older People and people with disabilities)
Accessible Tauranga AIP 2023- 2033	E	Housing	A place to call home. We have a healthy, accessible and secure home where we belong, regardless of whether we rent, own a place or live on our own or with others. We want and need services and facilities nearby.	2	Older people and people with disabilities feel safe in their own home – day and night
Accessible Tauranga AIP 2023- 2033	F	Employment and Community	Sharing knowledge and wisdom. We have an active role in our community for as long as we choose regardless of our background, health and abilities.	1	Improvements to internal council policies that support employees with disabilities

Tauranga City Council - Action and Investment Plan (AIP) Measures

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Arts, Culture and Heritage AIP 2023- 2033	A	Art, Culture and Heritage is central to Tauranga's urban design			Increased visibility of public art in the central city
Arts, Culture and Heritage AIP 2023- 2033	В	Places and Spaces that support Art and Culture			Increase in bookings for art and culture purposes: Baycourt Community Centres
Arts, Culture and Heritage AIP 2023- 2033	В	Places and Spaces that support Art and Culture			Increased integration of cultural elements into reserves as renewals/upgrades are undertaken
Arts, Culture and Heritage AIP 2023- 2033	С	Support Art and culture to flourish in Tauranga through strong collaboration	Art, culture and heritage are a key part of building a flourishing and vibrant Tauranga		Tauranga residents see the city as having a culturally rich and diverse arts scene (Annual Residents survey) Libraries measure E.g. number of participants in events and programmes.
Arts, Culture and Heritage AIP 2023- 2033	D	Promote and support diversity in Art, Culture and Heritage	Art and Culture in Tauranga reflects the people that live here – diversity can be seen, and everyone has the ability to express their identity through art and culture.	1	Tauranga reflects a strong Sense of culture and heritage (Resident's survey)
Arts, Culture and Heritage AIP 2023- 2033	D	Promote and support diversity in Art, Culture and Heritage	Art and Culture in Tauranga reflects the people that live here – diversity can be seen, and everyone has the ability to express their identity through art and culture.	2	Increase in applications for public art installations and cultural events from Māori, Pacific, Ethnic communities/ and newcomers
Arts, Culture and Heritage AIP 2023- 2033	E	Grow and enable Tauranga's creative sector	The size of Tauranga's creative workforce grows to better reflect population	1	There is growth in the diversity and size of Tauranga's creative workforce to more closely align with population size
City Centre AIP 2022-2032		A city centre for people	A great place to live, work, learn and play, that prioritises people at its heart.		Draft KPIs Comparative surveys of Tauranga resident perceptions of the city centre over time, e.g., Vital Updates survey • Resident numbers • Student numbers

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
					Employment numbers
					<ul> <li>Retail vacancy rates</li> </ul>
City Centre AIP		An accessible city	That supports walking, cycling, micro-mobility and		Draft KPIs
2022-2032		centre	public transport for all ages and abilities.		<ul> <li>Mode share shift towards</li> </ul>
					walking, cycling and public
					transport
					<ul> <li>% of pedestrian space</li> </ul>
					<ul> <li>Actual and perceived safety</li> </ul>
City Centre AIP		A waterfront city	Where high-quality, vibrant spaces connect people		Draft KPIs
2022-2032		centre	with the moana.		<ul> <li>Waterfront-specific comparative</li> </ul>
					use assessments of city centre
					public spaces, such as through
					'public life survey'
					<ul> <li>Visitor numbers</li> </ul>
					<ul> <li>% of waterfront as park land</li> </ul>
					<ul> <li>Number of attractions and events</li> </ul>
					on waterfront
City Centre AIP		A city centre with	That represents our culture and heritage and		Draft KPIs
2022-2032		identity and	enhances our sense of place.		<ul> <li>Comparative surveys of</li> </ul>
		culture,			Tauranga resident
					perceptions of the city centre over
					time, e.g.,
					Vital Updates survey
					<ul> <li>Periodic review of future cultural</li> </ul>
					interventions (against a stocktake
					of existing
					interventions)
					<ul> <li>Assessment of broader art and</li> </ul>
					contemporary cultural
					interventions
City Centre AIP		An engaging city	That is vibrant and inclusive, with exciting things to		Draft KPIs
2022-2032		centre	do for people of all ages, stages and abilities.		<ul> <li>Comparative use assessments</li> </ul>
					of city centre public spaces, such
					as through public life surveys
					<ul> <li>Comparative surveys of</li> </ul>
					Tauranga resident perceptions of
					the city centre over time, e.g., Vital Updates survey

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
					<ul> <li>Annual event numbers and participants</li> </ul>
City Centre AIP 2022-2032		A city centre in nature	That embraces its natural environment, integrating with waterways and open space.		Draft KPIs <ul> <li>Ambient air and water quality</li> <li>Biodiversity</li> <li>% of urban canopy</li> </ul>
Community Centres AIP - He Pa Tangata 2023- 2033			Appropriately located community centres that are responsive to community needs	1	Percentage of residents who have access to a community centre or hall within the identified catchment
Community Centres AIP - He Pa Tangata 2023- 2033			Appropriately located community centres that are responsive to community needs	2	Percentage of customers satisified or higher with facilities that are of a high quality, accessible, and able to be utilised safely
Community Centres AIP - He Pa Tangata 2023- 2033			Appropriately located community centres that are responsive to community needs	3	Increase in number of bookings for community centres and halls
Nature and Biodiversity AIP 2023-2033	A	Vegetation cover	Tauranga is a biophilic city with vegetation throughout our city in both public and private spaces, in reserves and on our streets with green corridors across the landscape.	1	The proportion of native vegetation cover in urban areas and across the city
Nature and Biodiversity AIP 2023-2033	A	Vegetation cover	Tauranga is a biophilic city with vegetation throughout our city in both public and private spaces, in reserves and on our streets with green corridors across the landscape.	2	The connectedness of vegetation.
Nature and Biodiversity AIP 2023-2033	A	Vegetation cover	Tauranga is a biophilic city with vegetation throughout our city in both public and private spaces, in reserves and on our streets with green corridors across the landscape.	3	The proportion of vegetation (regardless of whether native or exotic) canopy cover and its distribution by neighbourhood
Nature and Biodiversity AIP 2023-2033	A	Vegetation cover	Tauranga is a biophilic city with vegetation throughout our city in both public and private spaces, in reserves and on our streets with green corridors across the landscape.	4	New developments incorporate biophilic principles in their designs
Nature and Biodiversity AIP 2023-2033	В	Existing biodiversity	Biodiversity in Tauranga is thriving with sustainable, interconnected populations of indigenous flora and fauna and well managed threats	1	SEA in council reserves that have active plant and animal pest management, alongside any other

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
					sitespecific actions in accordance with restoration plans
Nature and Biodiversity AIP 2023-2033	В	Existing biodiversity	Biodiversity in Tauranga is thriving with sustainable, interconnected populations of indigenous flora and fauna and well managed threats	2	SEA on private land with active plant and animal pest management, alongside any other sitespecific actions in accordance with restoration plans
Nature and Biodiversity AIP 2023-2033	В	Existing biodiversity	Biodiversity in Tauranga is thriving with sustainable, interconnected populations of indigenous flora and fauna and well managed threats	3	Measures in place to protect all categories (Nationally critical, endangered, vulnerable, at risk) of threatened flora and fauna
Nature and Biodiversity AIP 2023-2033	C	Connecting people with nature	Our community is aware of the importance of biodiversity, is provided with plentiful opportunities to connect with nature, and is actively involved in its protection and enhancement.	1	Through TCC Annual residents survey • Increased engagement in nature and biodiversity whether improved level of importance applied to nature or increase public participation in projects (volunteering or otherwise) • Residents rate their feelings of nature and biodiversity in their city as high and improving
Nature and Biodiversity AIP 2023-2033	С	Connecting people with nature	Our community is aware of the importance of biodiversity, is provided with plentiful opportunities to connect with nature, and is actively involved in its protection and enhancement.	2	An increase in residents and volunteers in uploading of Tauranga pest management data to the Predator Free BOP programme by
Nature and Biodiversity AIP 2023-2033	С	Connecting people with nature	Our community is aware of the importance of biodiversity, is provided with plentiful opportunities to connect with nature, and is actively involved in its protection and enhancement.	3	The number of applications for funding for nature and biodiversity projects, alongside funding approved.
Nature and Biodiversity AIP 2023-2033	D	Meaningful partnerships	Develop meaningful partnerships to better deliver nature and biodiversity actions in Tauranga.	1	Western Bay of Plenty biodiversity working group established, and active with regular meetings
Nature and Biodiversity AIP 2023-2033	D	Meaningful partnerships	Develop meaningful partnerships to better deliver nature and biodiversity actions in Tauranga.	2	Nature and biodiversity projects identified and established as a result of working with Te Rangapū.

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Our Public Places Strategic Plan 2023-2033	A	Places for nature	Our public spaces provide a mature and comprehensive ecological network that supports our resilience to climate change and that our communities can easily access and experience.	1	Percentage of residents satisfied or neutral with the opportunities to access and experience nature in Tauranga
Our Public Places Strategic Plan 2023-2033	A	Places for nature	Our public spaces provide a mature and comprehensive ecological network that supports our resilience to climate change and that our communities can easily access and experience.	2	Percentage of residents satisfied that Tauranga has enough parks or green spaces
Our Public Places Strategic Plan 2023-2033	A	Places for nature	Our public spaces provide a mature and comprehensive ecological network that supports our resilience to climate change and that our communities can easily access and experience.	3	Percentage of vegetation canopy cover in Tauranga
Our Public Places Strategic Plan 2023-2033	В	Places for community	Our neighbourhoods have easy access to places where people can connect, feel safe and curate activities that bring the community together.	1	Resident satisfaction with the look and feel of cemeteries in Tauranga
Our Public Places Strategic Plan 2023-2033	В	Places for community	Our neighbourhoods have easy access to places where people can connect, feel safe and curate activities that bring the community together.	2	Resident satisfaction with community centres and halls
Our Public Places Strategic Plan 2023-2033	В	Places for community	Our neighbourhoods have easy access to places where people can connect, feel safe and curate activities that bring the community together.	3	Residents sense of community in their neighbourhood
Our Public Places Strategic Plan 2023-2033	С	Places for culture and storytelling	Our public places tell our stories of the past, present and future, acknowledging our bi-cultural history and the diversity of our current and future communities.	1	Residents who say they have some or lots of knowledge of Tauranga's history
Our Public Places Strategic Plan 2023-2033	С	Places for culture and storytelling	Our public places tell our stories of the past, present and future, acknowledging our bi-cultural history and the diversity of our current and future communities.	2	Residents who say Tauranga reflects a strong sense of arts, culture and heritage some or all of the time
Our Public Places Strategic Plan 2023-2033	С	Places for play	Increase participation by providing easily accessible opportunities for organised and informal play, active recreation and sport for people of all ages, background and abilities.	1	Resident satisfaction with the quality of local playgrounds
Our Public Places Strategic Plan 2023-2033	С	Places for play	Increase participation by providing easily accessible opportunities for organised and informal play, active recreation and sport for people of all ages, background and abilities.	2	Resident satisfaction that boat ramps and associated parking in Tauranga are accessible

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	<b>Tauranga</b> City

AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Our Public Places Strategic Plan 2023-2033	С	Places for play	Increase participation by providing easily accessible opportunities for organised and informal play, active recreation and sport for people of all ages, background and abilities.	3	Resident satisfaction with swimming pools
Play, Active Recreation and Sport AIP 2023- 2033	A	Easy access to opportunities for organised and informal play, active recreation and sport		1	Improve residents' perception of the availability of places to be physically active in Tauranga.
Play, Active Recreation and Sport AIP 2023- 2033	A	Easy access to opportunities for organised and informal play, active recreation and sport		2	Improve residents' perception of the affordability of opportunities to be physically active in Tauranga.
Play, Active Recreation and Sport AIP 2023- 2033	A	Easy access to opportunities for organised and informal play, active recreation and sport		3	Improve residents' perception of the quality of facilities for physical activity in Tauranga.
Play, Active Recreation and Sport AIP 2023- 2033	В	Opportunities for people of all ages, background and abilities		4	Increase the number of people who are physically active each week - Tamariki and rangatahi (children and young people) (5-11, 12-18) - Adults (20-65) – - Retirees (65+) - Māori - Disabled people - People living in areas of high deprivation (8-10) - Ethnic and pacific peoples - Women and girls
Reserves and Open Space AIP 2023-2033	A	Space for Nature	We ensure our reserves provide habitat for fauna and opportunities for people to connect with nature.	1	The proportion of vegetation (regardless of whether native or

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
					exotic) canopy cover and its distribution by neighbourhood
Reserves and Open Space AIP 2023-2033	В	Space for culture and storytelling	We want to make visible tangata whenua's connection to Tauranga Moana.	1	Tauranga reflects a strong sense of culture and heritage
			We want our places to reflect Tauranga's history, connecting our past to our future.		
Reserves and Open Space AIP 2023-2033	С	Space for Community	Our reserves are easily accessible and provide experiences that encourage people to stay and enjoy the space	1	To achieve Green Flag status for key reserves in Tauranga
Reserves and Open Space AIP 2023-2033	С	Space for Community	Our reserves are easily accessible and provide experiences that encourage people to stay and enjoy the space	2	Resident satisfaction with parks or green spaces
Reserves and Open Space AIP 2023-2033	С	Space for Community	Our reserves are easily accessible and provide experiences that encourage people to stay and enjoy the space	3	Percentage of residential households that are within 500m of an open space
Reserves and Open Space AIP 2023-2033	D	Space for Play	Increased participation by providing easily accessible opportunities for organised and informal play, active recreation, and sport for all ages, backgrounds, and abilities	1	Improve residents' perception of the availability of places to be physically active in Tauranga.
Safer Communities AIP 2023-2033	A	Safe Places and Spaces			People report feeling safer in local parks
Safer Communities AIP 2023-2033	В	Central City Safety		1	Increased feelings of safety in the Central City (Residents Survey)
Safer Communities AIP 2023-2033	В	Central City Safety		2	Decrease in reported crime in Tauranga
Safer Communities AIP 2023-2033	С	Neighbourhood and Community Safety		1	Increased feelings of safety in neighbourhoods (Residents Survey)
Safer Communities AIP 2023-2033	С	Neighbourhood and Community Safety		2	Community safety network meetings are running consistently and are well attended
Safer Communities AIP 2023-2033	D	Personal Safety and Family Harm		1	Decreased number of people in Tauranga who report experiences of family harm (Vital updates)
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	1	Report on progress against implemented actions and collate key indicators/measures:

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure	
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	2	Two yearly assessments of GHG emissions:	
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	3	Value of TCC assets that have been assessed against climate risk and natural hazards during the past 5 years.	
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	4	Value of TCC assets at risk that have adaptation measures in place.	
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	5	Percentage of projects over \$1m that consider climate change impacts in Project Charter.	
Tauranga Climate AIP 2023-2033	A	Leadership	TCC demonstrates climate change leadership, working in partnership with mana whenua and communities	6	Total value of contracts using Broader Outcomes targets in procurement	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	1	Tauranga City vehicle VKT by private car, light commercial and heavy commercial vehicles.	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	2	Number of/ percentage of households within 400m of a public transport service stop with a service at least every 30 mins during peak times.	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	3	Percentage active travel as a percentage of total passenger travel (Pkm or trips TBC).	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	4	Measure public attitudes to Public Transport (BoPRC LTP performance measure re bus patronage satisfaction).	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	5	Percentage of public transport trips to estimated total trips	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	6	Proportion of public transport network to total transport network (kms)	
Tauranga Climate AIP 2023-2033	В	Transport	Our transport system is low-emission, climate resilient and better connected.	7	Increase in Tauranga City vehicle VKT by electric vehicle.	

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Tauranga Climate AIP 2023-2033	B (s/be C)	Transport (should be Land Use and Built Environment)	Our transport system is low-emission, climate resilient and better connected.	1	Percentage development through intensification and % development on green field sites
Tauranga Climate AIP 2023-2033	B (s/be C)	Transport (should be Land Use and Built Environment)	Our transport system is low-emission, climate resilient and better connected.	2	Percentage of houses/buildings in a mapped natural hazard area.
Tauranga Climate AIP 2023-2033	B (s/be C)	Transport (should be Land Use and Built Environment)	Our transport system is low-emission, climate resilient and better connected.	3	Reduction in waste in line with targets in Waste Management and Minimisation Plan 2022-2028 (including improvement in recycling of construction and demolition waste).
Tauranga Climate AIP 2023-2033	B (s/be C)	Transport (should be Land Use and Built Environment)	Our transport system is low-emission, climate resilient and better connected.	4	Water consumption per Capita percentage leakage from network.
Tauranga Climate AIP 2023-2033	С	Community	Our communities understand climate change, are low-emission and climate resilient	1	Percentage of people or groups engaged with climate change actions based on the Quality of Life survey.
Tauranga Climate AIP 2023-2033	С	Community	Our communities understand climate change, are low-emission and climate resilient	2	Number of hapū and iwi management plans incorporating climate change considerations.
Tauranga Climate AIP 2023-2033	С	Community	Our communities understand climate change, are low-emission and climate resilient	3	Number of people using Future Fit to measure their personal carbon footprints.
Tauranga Climate AIP 2023-2033	С	Community	Our communities understand climate change, are low-emission and climate resilient	4	Number of climate action or climate adaptation events.
Tauranga Climate AIP 2023-2033	С	Community	Our communities understand climate change, are low-emission and climate resilient	5	Funds invested into community led climate change projects or initiatives.
Tauranga Climate AIP 2023-2033	D	Business	Low-emissions and resilient businesses thrive in a circular economy.	1-3	Number of businesses actively implementing new climate actions including

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Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
E	Nature and Biodiversity	Healthy ecosystem services that mitigate the impacts of weather- and climate-related hazards and lower emissions.	1-4	Measures from Nature & Biodiversity Action & Investment Plan -
				Increase in satisfaction with the variety and diversity of events
				Event programme clearly demonstrates alignment to strategic direction through the type of events, inclusiveness of events, location of events and so on.
				Reduction in barriers that prevent people from attending events.
				A wider appreciation and acknowledgement of our culture and history.
				Evidence of the contribution of events to social, cultural, environmental and economic outcomes.
				Development of new fit for purpose venues for events.
				An increasing number of business events
		More liveable neighbourhoods with stronger culture and identity		<ul> <li>Built environment reflects the culture, heritage and identity of Te Papa</li> <li>Improved quality of public life and use of public realm</li> </ul>
		Improved environmental quality		<ul> <li>Improved quality of public life and use of public realm</li> <li>Environmental quality contribution</li> </ul>
		Housing that meets current and future needs		Better housing access and choice
		Strengthened economic growth and employment		Better housing access and choice     Strengthened productivity
		E Nature and	E       Nature and Biodiversity       Healthy ecosystem services that mitigate the impacts of weather- and climate-related hazards and lower emissions.         Impacts of weather- and climate-related hazards       Impacts of weather- and climate-related hazards         Impacts of weather- and lower emissions.       Impacts of weather- and climate-related hazards         Impacts of weather- and lower emissions.       Impacts of weather- and identity         Improved environmental quality       Improved environmental quality	E       Nature and Biodiversity       Healthy ecosystem services that mitigate the impacts of weather- and climate-related hazards and lower emissions.       1-4         Impacts of weather- and climate-related hazards       1-4         Improved environmental quality       1-4         Housing that meets current and future needs       1-4

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AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
Te Papa			Better access to social and economic opportunities		<ul> <li>Strengthened productivity</li> </ul>
(Peninsula) Spatial					Access and mode shift
Plan 2020-2050					improvement
The Historic Village					Occupancy rate of village leasable
Strategic Plan 2020					space
The Historic Village					Occupancy rate of village hireable
Strategic Plan 2020					space
The Historic Village					Number of annual visitors
Strategic Plan 2020					
The Historic Village					Specific tenant measures
Strategic Plan 2020					
The Historic Village					Resident satisfaction
Strategic Plan 2020					
The Historic Village					Resident awareness
Strategic Plan 2020					
The Historic Village					Annual user survey
Strategic Plan 2020					·
Waste	3.3.1	Proposed Targets		Target 1	Reduce waste to landfill from our
Management &		associated with			kerbside collection service
Minimisation Plan		the kerbside			
2022-2028		collection services			
Waste	3.3.1	Proposed Targets		Target 2	Reduce organic food waste from
Management &		associated with			our kerbside collection service
Minimisation Plan		the kerbside			
2022-2028		collection services			
Waste	3.3.1	Proposed Targets		Target 3	Improve our household kerbside
Management &		associated with			diversion rate
Minimisation Plan		the kerbside			
2022-2028		collection services			
Waste	3.3.2	Proposed Targets		Target 4	Reduce waste to landfill from Te
Management &		associated with			Maunga Resource Recovery Park
Minimisation Plan		the Te Maunga			
2022-2028		Resource			
Waste	3.3.2	Recovery Park Proposed Targets		Torgot F	Improve recycling of construction
Management &	3.3.Z	associated with		Target 5	and demolition waste
Minimisation Plan		the Te Maunga			
2022-2028		the remaininga			

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					Tauranga City
AIP Title	Goal Ref	Goal Title	Goal Description	Measure Ref	Measure
		Resource Recovery Park			
Waste Management & Minimisation Plan 2022-2028	3.3.3	Proposed Targets associated with Biosolids		Target 6	Diversion of biosolids from landfill targets

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# 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 Mataraunui 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 Mataraunui

# 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

Measure	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics).			
How it's measured	Percentage of residents wh about social and cultural we		positively to qu	estions
Source (date)	Vital Update (2023)			
Frequency	Every three years			
Availability	https://www.tauranga.govt.r services/vital-update-tauran		<u>community-</u>	
Relevance	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.			
Note	There are many questions in Vital Update that could measure whānau wellbeing. The results selected provide an overall picture of social and cultural wellbeing.			
Baseline	Group	Rarely or never feel lonely	Feel fit and healthy <sup>1</sup>	Have a good life <sup>2</sup>
	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%
	Todan			1170
	Ageing population	78%	72%	86%

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

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



# Measure 2: Housing supply

Measure	Housing metrics (dwellings consented, code of compliance issued, ratio of housing cost to total household income, etc).
How it's measured	Number of proposed new dwellings consented through building consents and number of new dwellings that receive code of compliance in previous year.
Source (date)	SmartGrowth Development Trends Report (2022/23)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/council/council- documents/reports/development-trends-report
Relevance	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.
Note	Affordability of housing and perception of housing affordability is measured in measures 26 and 27.
Baseline	839 new dwellings consented in 2022/23 Data being sourced - new dwellings that receive code of compliance certificates.
Target	Increasing

# Measure 3: Places and spaces embedded with Universal Design

Measure	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.
How it's measured	Level of compliance to NZ standards across our spaces and places.
Source (date)	Physical audit of spaces - no audit completed to date.
Frequency	Annual
Availability	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.
Relevance	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.
Note	The data when gathered should be updated as new works occur along with renewals. This could tie in with the annual renewals review.
Baseline	No baseline data available
Target	Increasing



## Measure 4: Residents' access to information

Measure	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.
How it's measured	Percentage of residents who are satisfied with their ability to contact Council when and how they want.
Source (date)	Tauranga City Council Annual Residents' Survey (2023)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/council/council-documents/reports
Relevance	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.
Baseline	55% of residents are satisfied with their ability to contact Council when and how they want.
Target	Increasing.

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

Measure	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.
How it's measured	The number of projects that Tauranga Moana lwi and hapū are engaged with from the outset of planning and design of key places and spaces.
Source (date)	Tauranga City Council, CARTA (Council App for Reporting Transparency and Assurance).
Frequency	N/A
Availability	Tauranga City Council – Community Services – Spaces and Places – Design Team.
Relevance	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.
Note	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.
Baseline	No baseline data exists.
Target	Increasing



# Measure 6: Welcoming of newcomers

Measure	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
How it's measured	Percentage of respondents who believe Tauranga is an accepting and welcoming place to live.
Source (date)	Vital Update (2023)
Frequency	Every 3 years
Availability	https://www.tauranga.govt.nz/community/community- services/vital-update-tauranga-2023
Relevance	Perceptions of Tauranga's attitude towards newcomers will affect whether potential new residents decide to move here.
Note	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.
Baseline	64% of respondents believe Tauranga is a very welcoming, fairly welcoming, or welcoming place to live.
Target	Increasing

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

Measure	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)
How it's measured	Number of attendees from external organisations that have completed TCC's Te Kete-ā-Rohe: Cultural Connections two-day course.
Source (date)	Tauranga City Council (2023)
Frequency	Annual
Availability	Tauranga City Council - Te Pou Takawaenga
Relevance	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.
Note	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.
Baseline	95 people from external organisations attended Te Kete-ā-Rohe: Cultural Connections two-day course (6 courses)
Target	Increasing



Measure 8: Residents'	sense of personal	satetv
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Measure	Residents rate their feelings of personal safety as safe or very safe.
How it's measured	Respondents who were very satisfied, satisfied or neither about feeling safe in their neighbourhood and the city centre during the day and after dark.
Source (date)	Tauranga City Council Annual Residents' Survey (2023)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/council/council-documents/reports
Relevance	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.
Note	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.
Baseline	96% feel safe in their neighbourhood during the day 88% feel sale in the city centre during the day 85% feel safe in their neighbourhood after dark 54% feel safe in the city centre after dark
Target	Increasing

# Measure 9: Engagement in water safety education

Megoure	Drowning advaction matrice (Massure of people apgrad in
Measure	Drowning education metrics (Measure of people engaged in
	water safety and 'learn to swim' programmes)
How it's measured	Enrolment rate in water safety education in Tauranga.
Source (date)	Bay Swim (2022/23), Aquatic Survival Skills Trust (2022/23)
Frequency	Annually
Availability	On request
Relevance	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.
Note	Data includes children and teachers. Data may include people from outside TCC boundaries. Population calculations (158,200) sourced from <u>https://www.tauranga.govt.nz/council/council-</u> documents/reports/population-and-dwelling-projection-review
Baseline	<ul> <li>29 enrolments per 1000 people.</li> <li>Water Skills for Life (Bay Swim) - 2,345 engaged</li> <li>Aquatic Survival Skills (Aquatic Survival Skills Trust) – 3,080 engaged</li> </ul>
Target	Increasing



### Measure 10: Sense of community in local neighbourhood

Measure	Strongly agree or agree feeling a sense of community in their local neighbourhood.
How it's measured	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.
Source (date)	Quality of Life Survey (2022)
Frequency	Every two years
Availability	https://www.qualityoflifeproject.govt.nz/survey-results/
Relevance	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.
Note	
Baseline	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.
Target	Increasing



Tauranga Mataraunui: Inclusive City

## Measure 11: Access to services in local community

Measure	Residents feel they can access their local community.	the services	they need	l within
How it's measured	Respondents' use of and access to facilities and services in their local community (%).			
Source (date)	Vital Update (2023)			
Frequency	Every three years			
Availability	https://www.tauranga.govt.nz/co	mmunity/co	mmunity-	
	services/vital-update-tauranga-2			
Relevance	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.			
Baseline		Facilities	Do not	Facilities
		residents	use	residents
		use		would like to be
				nearer
	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%
Target	Increasing			



Tauranga Mataraunui: Inclusive City

## 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

Measure	An increase the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time.
How it's measured	Percentage of native vegetation cover in urban areas and across the city.
Source (date)	Tauranga City – State of the Environment 2017, cited in Tauranga City Council, Nature and Biodiversity Action & Investment Plan (2017)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/council/council- documents/strategies-and-plans/action-investment-plans- aips/nature-and-biodiversity-action-investment-plan
Relevance	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.
Baseline	3%
Target	10%

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

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



#### Measure 14: Access to nature in Tauranga

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

### Measure 15: Greenhouse gas emissions per capita

Measure	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets.
How it's measured	Tonnes of carbon dioxide (tCO2e) emitted per capita.
Source (date)	Tauranga Community Carbon Footprint, AECOM New Zealand Limited (2021)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/living/our-changing- climate/community-climate-action
Relevance	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.
Note	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.
Baseline	8.8 tCO2e gross per person per year.
Target	Decreasing



Measure	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
How it's measured	The total risk factor across all resilience projects.
Source (date)	Tauranga City Council, Infrastructure Group, Asset Services, Resilience Spreadsheet (2021)
Frequency	Ongoing
Availability	Tauranga City Council – Asset Services (A12673295)
Relevance	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.
Note	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.
Baseline	13,915 total risk factor across 324 different resilience projects (average risk factor of 42.9 per resilience project)
Target	Decreasing

### Measure 17: Engagement in climate action

Measure	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions
How it's measured	Climate change actions taken by respondents in the past 12 months (%).
Source (date)	Quality of Life Survey (2022)
Frequency	Every two years
Availability	https://www.qualityoflifeproject.govt.nz/survey-results/
Relevance	A community that takes deliberate climate change actions is more environmentally minded and reduces the negative impact Tauranga has on the environment and climate.
Note	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.
Baseline	89% of respondents have taken climate actions on an ongoing basis.
Target	Increasing



### Measure 18: Dwellings in floodplains

Measure	Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature).
How it's measured	A method of measurement is being investigated.
Source (date)	Data source to be determined.
Frequency	Data source to be determined.
Availability	Data source to be determined.
Relevance	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.
Baseline	No baseline data available.
Target	Decreasing

#### Measure 19: Water conservation awareness

Measure	The percentage of residents who are aware of ways they can conserve water, and have taken steps to do so, increases over time
How it's measured	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.
Source (date)	Tauranga City Council Annual Residents' Survey (2023)
Frequency	Annual
Availability	https://www.tauranga.govt.nz/council/council-documents/reports
Relevance	High levels of active water conservation and awareness of water conservation methods shows a city that considers its impact on the environment.
Note	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%).
Baseline	<ul><li>84% of respondents stated they were aware of ways to conserve water at home and at work.</li><li>83% of respondents stated they have actively taken steps to conserve water over the last 12 months.</li></ul>
Target	Increasing



### Measure 20: Water consumption

Measure	Average daily consumption per capita of drinking water across all uses (residential, commercial industrial) reduces over time.
How it's measured	Litres of water consumed per person, per day
Source (date)	Tauranga City Council, City Waters (2022/23)
Frequency	Ongoing
Availability	Tauranga City Council – Infrastructure – City Waters
Relevance	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.
Note	Population data used: 161,206 for 2022/23.
Baseline	256 litres per person, per day
Target	Decreasing

#### Measure 21: General waste going to landfill

Measure	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time.
How it's measured	Weight of waste to landfill per capita from kerbside collection and Te Maunga Resource Recovery Park (kg).
Source (date)	Tauranga City Council, WMMP actions reporting data (2022/23)
Frequency	Annual
Availability	Tauranga City Council – Infrastructure – Sustainability & Waste
Relevance	Landfills produce carbon dioxide emissions, low levels of waste by kerbside collection to landfill shows a sustainable and climate conscious city.
Note	Population data used 158,200 (2022), available from: https://www.tauranga.govt.nz/Portals/0/data/council/reports/popul ation-household-review-2022.pdf
Baseline	<ul> <li>350.86 kg of waste to landfill per capita (total: 55,505,780 kg)</li> <li>17,718,870 kg from kerbside collection</li> <li>37,786,910 kg from Te Maunga Resource Recovery Park</li> </ul>
Target	Decreasing



### Measure 22: Organic waste going to landfill

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

#### Measure 23: Construction and demolition recycling rates

Measure	Recycling rates of construction and demolition waste improves over time.
How it's measured	Volume of construction and demolition waste recycled at the Te Maunga Resource Recovery Park per year.
Source (date)	Tauranga City Council, WMMP actions reporting data (2022/23)
Frequency	Annual
Availability	Tauranga City Council – Infrastructure – Sustainability & Waste
Relevance	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.
Baseline	6,558 tonnes recovered
Target	Increasing



#### Measure 24: Consideration of the natural environment

Measure	Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision- making processes.
How it's measured	Tools used by council to ensure the wellbeing of the natural environment in planning.
Source (date)	No form of measurement currently in place.
Frequency	No form of measurement currently in place.
Availability	No form of measurement currently in place.
Relevance	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.
Baseline	No baseline available.
Target	Increasing

### Measure 25: Urban Design Panel skills and considerations

Measure	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles.
How it's measured	Urban Design Panel range of skillsets.
Source (date)	Urban Communities
Frequency	Annually
Availability	Urban Design Panel
Relevance	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.
Note	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.
Baseline	No baseline available.
Target	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

Measure	Housing affordability index
How it's measured	Housing and rental affordability index, which is the ratio of average household income to average current house values and weekly rents.
Source (date)	Infometrics, Housing Affordability (2023)
Frequency	Annual
Availability	Infometrics – Regional Economic Profile – Tauranga
Relevance	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.
Note	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.
Baseline	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
Target	Increasing

#### Measure 27: Perceptions of housing affordability

Measure	Improving perceptions of affordable housing (Vital Signs survey).
How it's measured	The extent to which respondents agreed that their housing costs such as rent or mortgage, rates, house insurance and house maintenance are affordable.
Source (date)	Quality of Life Survey (2022)
Frequency	Every two years
Availability	https://www.qualityoflifeproject.govt.nz/survey-results/
Relevance	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.
Baseline	44% of respondents agree or strongly agree that housing costs are affordable.
Target	Increasing

#### Measure 28: Housing intensification and urban density

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

#### Measure 29: Resident satisfaction with city centre

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

Tauranga Tatai Whenua: Well-planned



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

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

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

Measure	Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes.
How it's measured	Projects that have considered Tauranga Urban Design Panel recommendations as part of their planning and consent processes
Source (date)	Agenda of Strategy, Finance and Risk Committee meeting – Monday 30 October 2023
Frequency	Annual
Availability	Urban Communities
Relevance	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.
Note	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.
Baseline	10 proposals were sent to the Urban Design Panel in total. 6 were for private developments. 4 were for Council projects.
Target	Increasing

Tauranga Tatai Whenua: Well-planned



## 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

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

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

Measure	Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians).			
How it's measured	The number of deaths and serious injury on the local road network.			
Source (date)	Tauranga City Council (DIA measure). 2023.			
Frequency	Annual			
Availability	Tauranga City Council - Transportation			
Relevance	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.			
Baseline	27 deaths or serious injuries			
Target	Reducing.			



#### Measure 34: Use of active transport

Measure	Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles.			
How it's measured	Percentage of residents who walk, jog, or cycle to work, and total percentage of active transport use.			
Source (date)	Tauranga City Council Annual Residents' Survey (2023)			
Frequency	Annual			
Availability	https://www.tauranga.govt.nz/council/council-documents/reports			
Relevance	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.			
Baseline	3% used active transport to go work: 1% cycled, 2% walked or jogged.			
Target	Increasing			

### Measure 35: Use of public transport

Measure	Public transport uptake = Increasing number of trips on and access to public transport			
How it's measured	Frequency of use of public transport, access and convenience of public transport.			
Source (date)	Quality of Life Survey (2022)			
Frequency	Every two years.			
Availability	https://www.gualityoflifeproject.govt.nz/survey-results/			
Relevance	High usage of public transport reduces carbon emissions and congestion and indicates a well-functioning public transport network.			
Baseline	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.			
Target	Increasing			

Tauranga Ara Rau:Move around easily



#### Measure 36: Transport-related carbon emissions

Measure	Decreasing per capita transport-related carbon emissions.			
How it's measured	Tonnes of carbon dioxide (t CO2e) emitted by transportation, per			
	capita, per year.			
Source (date)	Tauranga Community Carbon Footprint, AECOM New Zealand Limited (2021)			
Frequency	Annual			
Availability	https://www.tauranga.govt.nz/living/our-changing-			
	climate/community-climate-action			
Relevance	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.			
Note	'Other' includes rail emissions, jet kerosene, marine diesel, LPG,			
	aviation gas, and bioethanol. Population figure used: 153,700 for			
	2020/21.			
Baseline	6.47 tCO2e per capita (995,138 tCO2e total).			
Target	Decreasing			

### Measure 37: Ease of freight movement

Measure	Travel time variability for freight movements on key commercial routes (between Tauriko business estate and the Port, and between Rangiuru business estate and the Port).			
How it's measured	Travel time reliability between Tauriko Business Estate and port entry, and between the SH2 TCC boundary and Hull Road port entry.			
Source (date)	Tauranga Transport Operations Centre, travel reliability data			
Frequency	Annual			
Availability	On request			
Relevance	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.			
Note	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.			
Baseline	No baseline data available.			
Target	Decreasing			

Tauranga Ara Rau:Move around easily



## **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

Measure	Residents' perceptions of Tauranga as a business and visitor destination.			
How it's measured	Respondents' satisfaction with the quality of Tauranga as a destination for businesses and visitors.			
Source (date)	Tauranga City Council Annual Residents' Survey (2023)			
Frequency	Annual			
Availability	https://www.tauranga.govt.nz/council/council-documents/reports			
Relevance	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.			
Baseline	46% of Tauranga residents are satisfied or very satisfied with the quality of Tauranga as a destination for businesses and visitors.			
Target	Increasing			

#### Measure 39: Tertiary students

Measure	Number of tertiary students.			
How it's measured	Tertiary students by provider in the Bay of Plenty region.			
Source (date)	Data being sourced.			
Frequency	Annual			
Availability	This data was previously available at educationcounts.govt.nz however is no longer available and is being sourced from tertiary providers.			
Relevance	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.			
Baseline	No baseline data available.			
Target	Increasing			

#### Measure 40: Unemployment rate

Measure	Unemployment rate.			
How it's measured	Unemployment and NEET (not in employment, education or training) rates for Tauranga City, compared to national rates.			
Source (date)	Infometrics, Unemployment and NEET rates (2023)			
Frequency	Annual			
Availability	Infometrics – Regional Economic Profile – Tauranga			
Relevance	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.			
Note	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.			
Baseline	3.1% unemployment rate (3.3% nationally)			
	12.3% not in employment, education or training (11.2% nationally)			
Target	Below national rate.			

#### Measure 41: Job creation

Measure	Job creation.		
How it's measured	Filled jobs and percentage of employment growth in Tauranga City.		
Source (date)	Infometrics, Employment Growth (2023)		
Frequency	Annual		
Availability	Infometrics – Regional Economic Profile – Tauranga		
Relevance	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.		
Baseline	83,770 filled jobs 2.6% employment growth (from 2022 to 2023 – tax year)		
Target	Increasing		

#### Measure 42: Average annual earnings

Measure	Mean annual earnings rises to the New Zealand average by 2035.			
How it's measured	Average annual earnings per filled job, compared with New Zealand average.			
Source (date)	Infometrics, Earnings (2023)			
Frequency	Annual			
Availability	Infometrics – Regional Economic Profile – Tauranga			
Relevance	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.			
Baseline	\$71,236 average annual earnings (\$74,754 national average)			
Target	Increasing			

Tauranga a Te Kura: Business and education



## Measure 43: Levels of knowledge intensive employment

Measure	Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.			
How it's measured	Employment in knowledge intensive positions (%).			
Source (date)	Infometrics, Structure of Tauranga City's Economy (2023)			
Frequency	Annual			
Availability	Available at ecoprofile.infometrics.co.nz – Regional Economic Profile – Tauranga – Structure of Tauranga City's Economy			
Relevance	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.			
Baseline	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%).			
Target	Increasing			

## Measure 44: Distribution of visitor spend

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Measure	Visitor spend (Visitor-spend is distributed more evenly across the year.)		
How it's measured	Distribution o	f tourism expenditure	e across the year (\$ million).
Source (date)	Tourism Bay	of Plenty Marketview	v data (2022/23)
Frequency	Annual		
Availability	Tourism Bay	of Plenty	
Relevance	By fostering increased spend in off-peak seasons, it means Tauranga has a reliable and steady tourist income to support businesses throughout the year.		
Note	Marketview spend data only includes electronic card data and excludes cash and online purchases.		
Baseline	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	]	
			-
Target	Increasing		

Tauranga a Te Kura: Business and education



#### Measure 45: Education levels

Measure	Educational attainment levels of our people, including rangatahi			
	Māori, rise to levels equivalent to other major New Zealand cities.			
How it's measured	Percentage of residents with tertia	ary education.		
Source (date)	Census, Tauranga City, Highest c	ualifications (2018	5)	
Frequency	Every 5 years			
Availability	Available from stats.govt.nz – 2018 Census Place Summaries – Tauranga City – Education and Training – Highest Qualification			
Relevance	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.			
Note	Data is for the Bay of Plenty region.			
Baseline	Highest education level	All population	Māori	
	Level 1-4 certificate	45.2%	53.7%	
	Level 5-6 diploma	11.1%	9.1%	
	Bachelor's degree and above	18.9%	12.2%	
Target	Increasing			

Tauranga a Te Kura: Business and education



## 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

Measure	Increased cultural capability to partner with iwi and hapu.		
How it's measured	Number of Ngā Kete Mātauranga - Indigenous cultural training		
	suite course held.		
Source (date)	Data being sourced (2023/24).		
Frequency	Annual		
Availability	Te Pou Takawaenga		
Relevance	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.		
Baseline	No baseline available.		
Target	Increasing		

#### Measure 47: Te Ao Māori lens applied

Measure	Staff apply a Te Ao Māori lens across their work and decision making.		
How it's measured	Te Rangapū o Mana Whenua consideration of matters in special meetings or workshops.		
Source (date)	Te Rangapū Mana Whenua o Tauranga Moana Chair reports to Tangata Whenua / Tauranga City Council Committee (2022/23)		
Frequency	Annual		
Availability	Te Pou Takawaenga		
Relevance	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.		
Baseline	36 special meetings or workshops held to consider Tauranga City Council projects.		
Target	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

Measure	At least 5% of the value of all influenceable spend awarded to Māori and Pasifika businesses.		
How it's measured	The percentage of council's influenceable spend awarded to Māori and Pasifika businesses.		
Source (date)	Tauranga City Council – Legal, Risk & Procurement – Procurement team (2023)		
Frequency	Annually		
Availability	Tauranga City Council – Legal, Risk & Procurement – Procurement team		
Relevance	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.		
Note	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.		
Baseline	2%		
Target	Increasing		

Measure 49: Staff sustaina	ability training
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Measure	% of staff that have completed sustainability training		
How it's measured	Number of staff sustainability training events held, and the number of staff who have participated in quarterly new starter sustainability sessions.		
Source (date)	Tauranga City Council – Infrastructure – Sustainability & Waste – Corporate Sustainability team (2023/24)		
Frequency	Annually		
Availability	Tauranga City Council – Infrastructure – Sustainability & Waste – Climate & Sustainability team.		
Relevance	Measuring sustainability training participation provides insight into the effectiveness, reach, and impact of sustainability initiatives within council.		
Note	New starter sessions begin in June 2024. While these sessions are intended for new starters, they are also available to existing staff.		
Baseline	20 Climate & Sustainability Roadshow events were held. No data available for new starter sustainability sessions.		
Target	Increasing		

Sustainability approach



## 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.

## V

#### 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

Measure	Increased Central Government recognition of issues faced by growth councils (including recognition of and response to investment / funding challenges).		
How it's measured	Method of measurement to be developed.		
Source (date)	Method of measurement to be developed.		
Frequency	Method of measurement to be developed.		
Availability	Method of measurement to be developed.		
Relevance	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.		
Note	Method of measuring government recognition of and response 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.		
Baseline	No baseline data available.		
Target	Increasing		

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

Measure	In the city centre, increases in: <ul> <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>		
How it's measured	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.		
Source (date)	TTOC Multi-Modal Camera Data (July 2023 – March 2024) Data being sourced for residential offering, commercial activity, and recognition/regional offering.		
Frequency	Annual Data being sourced for residential offering, commercial activity, and recognition/regional offering.		
Availability	Quarterly Performance Monitoring – Corporate Planning Data being sourced for residential offering, commercial activity, and recognition/regional offering.		
Relevance	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.		
Note			
Baseline	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.		
Target	Increasing		

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

Measure How it's measured Source (date) Frequency Availability	Increase in economic impact for the city and sub-region. Gross Domestic Product (GDP) per employee in the city Infometrics, GDP (2023) Annual Infometrics – Regional Economic Profile – Tauranga		
Relevance	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.		
Baseline	GDP in Tauranga City per employee is \$120,754 GDP in Bay of Plenty Region per employee is \$120,604		
Target	Increasing		

Working Beyond Tauranga approach



### Measure 53: Community awareness of reform

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

Working Beyond Tauranga approach





Non-financial performance measures Six Monthly Review Report July - December 2023

#### Performance Measures Framework – 2024-2034 Long-term Plan

Council's performance measures enable us to monitor and report against our outcomes and service performance. In previous Long-term Plans and Annual Plans, performance measures were grouped under each activity area of Council which enabled us to provide activity specific information and performance. In this LTP all performance measures are grouped together under either Strategic Measures which measures our achievement of each of Council's community outcomes and then also against our stated levels of service. This clearly identifies linkages between what we do and why we do it, with the ultimate goal of working towards Our Direction, comprising our five community outcomes interwoven with our three approaches of:



#### An inclusive city – Tauranga Mataraunui

Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.



#### A city that values, protects and enhances our environment - Tauranga Taurikura

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



#### A well-planned city – Tauranga - Tātai Whenua

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



#### A city we can move around easily – Tauranga Ara Rau

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



#### A city that supports business and education - Tauranga a te kura

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



#### Organisational capability - our Approaches to Te Ao Māori, Sustainability, and Working Beyond Tauranga

Council's approaches are about how we work and together are embedded in our community outcomes, consistently running through and supporting everything we do. Overall, these approaches commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes.

Non-financial performance measures Six Monthly Review Report July - December 2023

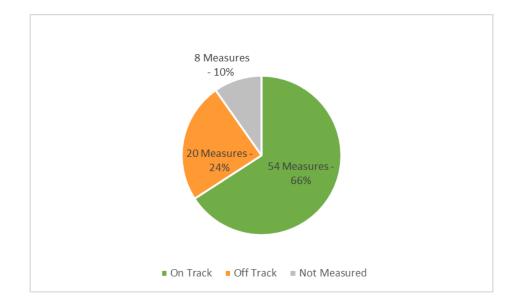
#### Non-financial performance measures overview

Performance measures contribute to outcomes by tracking specific service performance which assists in achieving the broader outcomes with their targets set for the full financial year.

See below an overview of how we are tracking overall for the financial year 2023/24. The reporting periods Q1 & 2 (01 July – 31 December 2023) collates the year-to-date results across the 82 KPIs that we monitor.

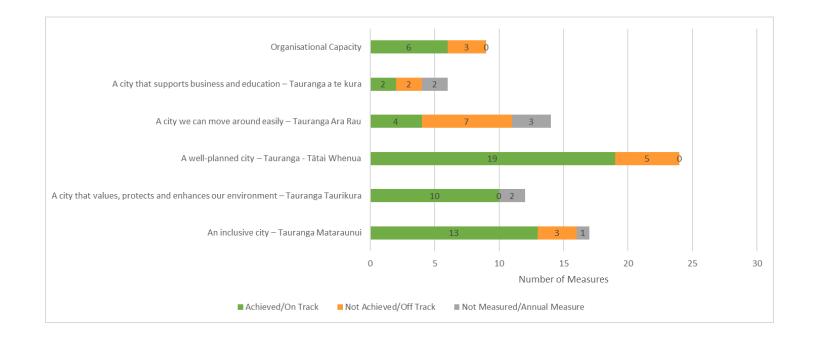
Our performance is grouped by the number of measures that are on track, off track, and not yet measured.

#### **Summary results**



Non-financial performance measures Six Month Review Report July - December 2023

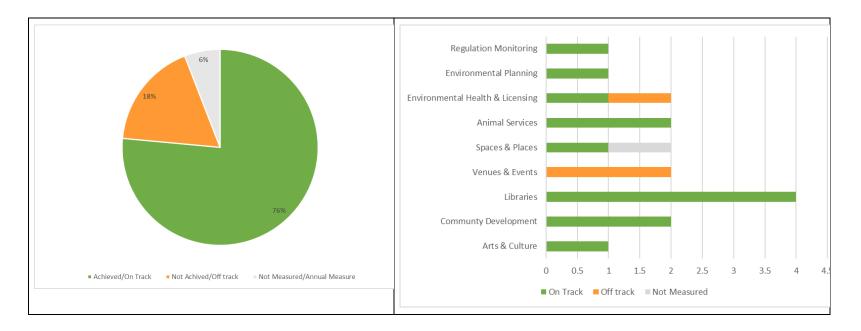
#### **Overall results by outcome**



Non-financial performance measures Six Month Review Report July - December 2023

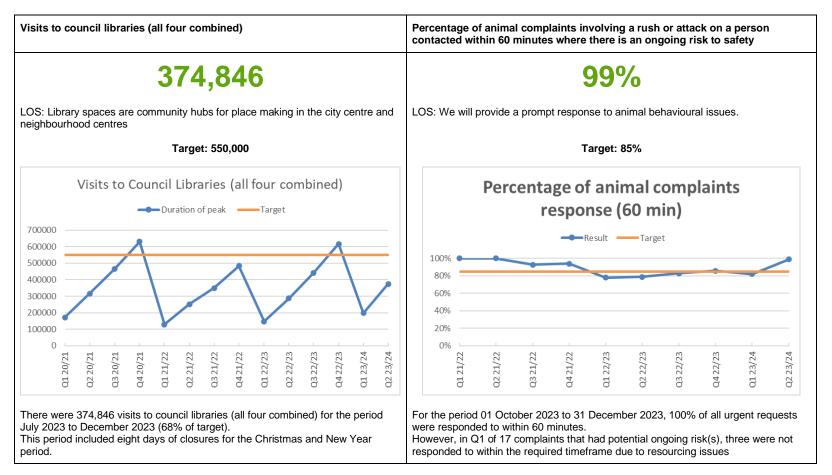
## An inclusive city – Tauranga Mataraunui

See below an overview of how we are tracking in the outcome of - An inclusive city – Tauranga Mataraunui for the financial year 2023/24 for the six months from July – December 2023.



Non-financial performance measures Six Month Review Report July - December 2023

## **X** Measures of Interest



Non-financial performance measures Six Month Review Report July - December 2023

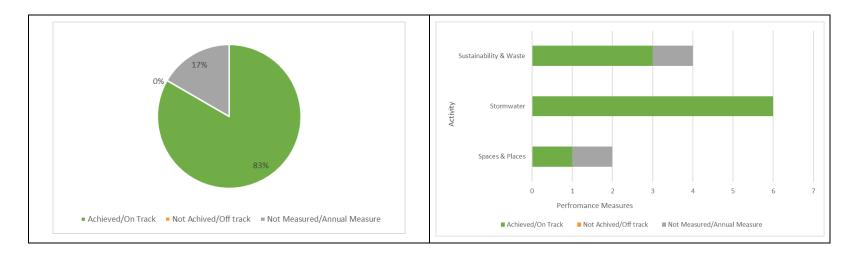
## Off Track Measures

Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
Community Services	Venues and Events	We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga	75%	52%	This is a new measure to establish baseline which showed that the YTD result from the annual residents' survey was 52%.
Community Services	Venues and Events	We will provide a network of arts, cultural, and events spaces in Tauranga	Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces.	75%	43%	This is a new measure to establish baseline which showed that the YTD result from the annual residents' survey was 43%.
Regulatory and Compliance	Environmental Health and Licensing	We will inspect alcohol- licenced premises and conduct enforcement as appropriate.	Percentage of venues with new or renewed alcohol licences that have been inspected	95%	44%	In total for 2023/24 we have inspected 53 out of 122 renewed licensed premises. As a percentage of renewal premises that require to be inspected before the end of Q4 the team has completed 44% of them. As a result of these inspections enforcement action has been taken against 5 different licensed premises by way of an infringement notice. In addition, we received 19 new premise applications, and all were inspected.

Non-financial performance measures Six Month Review Report July - December 2023

# Values, protects and enhances our environment – Tauranga Taurikura

See below an overview of how we are tracking in the outcome of - A city that values, protects and enhances our environment – Tauranga Taurikura for the financial year 2023/24 for the six months from July – December 2023.

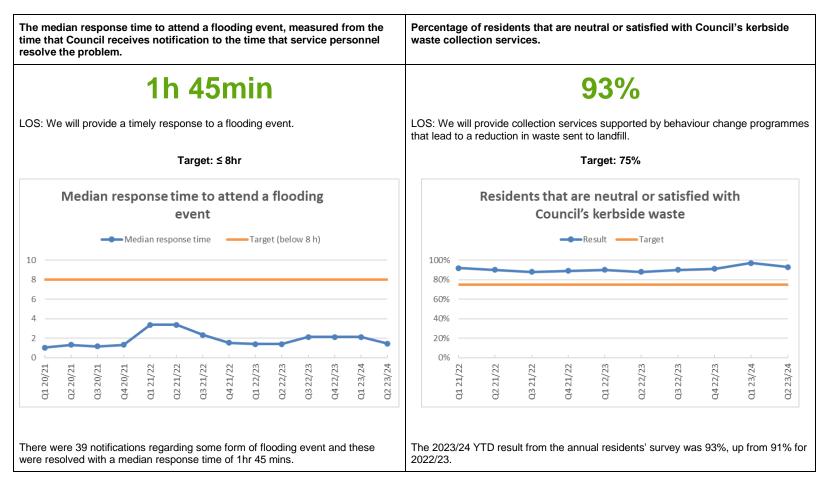




There were no off-track measures.

Non-financial performance measures Six Month Review Report July - December 2023

### Measures of Interest



Non-financial performance measures Six Month Review Report July - December 2023

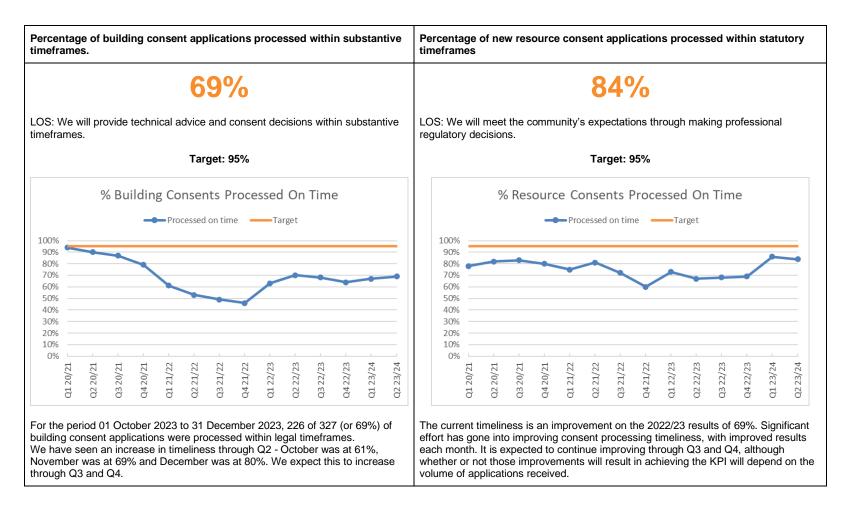
## A well-planned city – Tauranga - Tātai Whenua

See below an overview of how we are tracking in the outcome of - A well-planned city – Tauranga - Tātai Whenua for the financial year 2023/24 for the six months from July – December 2023.



Non-financial performance measures Six Month Review Report July - December 2023





Non-financial performance measures Six Month Review Report July - December 2023



Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
City and Infrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	Achieved	Not Achieved (short term compliance)	The 2022 Housing and Business Assessment (HBA) identified a short-term (next three years) housing shortfall for Tauranga City as at 30 June 2022 of 724 dwellings, rising to a 1,412 dwelling shortfall when the required NPS-UD competitiveness margin of 20% was applied. - In Q2, 72 dwellings were issued consents. - From 1 July 2022 to 31 December 2023, 644 less dwelling consents were issued than projected demand for this period (i.e., 1,112 dwelling consents issued vs 1,756 dwellings projected). - While consent issue indicates less dwelling uptake has been realised than projected, and more dwelling supply remains as a result, short term non-compliance with supply as quantified in the 2022 HBA remains. Proposed Plan Change 33: Enabling Housing Supply, and upcoming Tauriko West and Ohauiti South City Plan changes to enable residential development are expected to assist in reducing non-compliance with the NPS-UD housing requirements but not fully address the identified shortage of development capacity. TCC has written to the Minister of the Environment, as required per the NPS-UD and advised of the non-compliance. Discussions continue with central government as to interventions which could be implemented to address the housing shortfall.
City and Infrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years	Achieved	Not Achieved	The 2022 Housing and Business Assessment (HBA) identified sufficiency of commercial, retail and industrial land supply, in the short term (next 3 years from June 2021 base) including with the required competitiveness margin (+20%) added on to the base business land demand projection. In the medium and long term insufficiency is identified where the competitiveness margins are applied (+20% to medium term demand, +15% to long

Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
			2) 10 years 3) 30 years			term demand). For "commercial and retail" land an insufficiency of 15-18 hectare in the medium term, and 56-64 hectares in the long term has been calculated applying local and general densities. For "industrial" land the respective insufficiency is up to 6 hectares in the medium term and 216-267 hectares in the long term. No additional land has been rezoned or consented in the 1st or 2nd quarters of 2023/24 which would alter the medium or longer term outlook. The Tauriko Business Estate (TBE) extension industrial plan change is to be progressed in the short term to increase supply. The SmartGrowth Review, which is currently underway, will explore how identified insufficiency in business land provision in the longer-term may be addressed. It is likely that beyond the TBE extension, most or all additional industrial land will have to be supplied in the adjoining WBOP District as suitable land is no longer available within the TCC boundary. TCC has written to the Minister of the Environment, as required per the NPS-UD and advised of the non-compliance. Discussions continue with central government as to interventions which could be implemented to address the business land shortfall.
Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing.	Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga	45%	14%	The 2023/24 YTD result from the annual residents' survey was 14%. 17% were neutral, with the remaining 69% dissatisfied. Te Manawataki o Te Papa is expected to have a significant impact on the revitalisation of the city centre, with an expected tripling of visitor numbers, to 5,500 people a day, or 2,000,000 visits a year, by 2035. It will also encourage greater inclusiveness, a sense of belonging and cultural awareness and identity, with over 300,000 visits to the museum and 800,000 visits to the library and community each year.
Regulatory and Compliance	Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications approved within statutory timeframes.	95%	69%	For the period 01 October 2023 to 31 December 2023, 226 of 327 (or 69%) of building consent applications were processed within legal timeframes.

Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
						We have seen an increase in timeliness through Q2 - October was at 61%, November was at 69% and December was at 80%. We expect this to increase through Q3 and Q4.
Regulatory and Compliance	Environmental Planning	We will meet the community's expectations through making professional regulatory decisions.	Percentage of new resource consent applications processed within statutory timeframes	95%	84%	The current timeliness is an improvement on the 2022/23 results of 69%. Significant effort has gone into improving consent processing timeliness, with improved results each month. It is expected to continue improving through Q3 and Q4, although whether or not those improvements will result in achieving the KPI will depend on the volume of applications received.

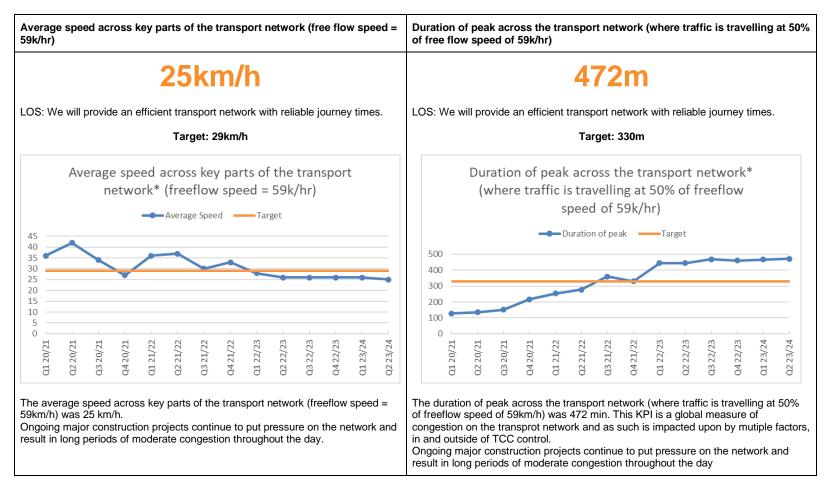
# A city we can move around easily – Tauranga Ara Rau

See below an overview of how we are tracking in the outcome of - A city we can move around easily – Tauranga Ara Rau for the financial year 2023/24 for the six months from July – December 2023.



Non-financial performance measures Six Month Review Report July - December 2023

### Measures of Interest



Non-financial performance measures Six Month Review Report July - December 2023

# Off Track Measures

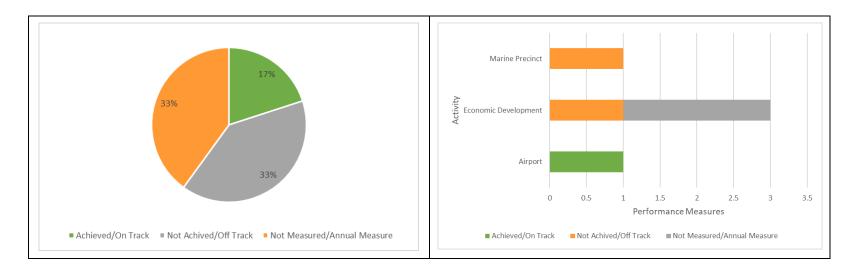
Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Average speed across key parts of the transport network (free flow speed = 59k/hr)	29km/hr	25km/h	The average speed across key parts of the transport network (freeflow speed = 59km/h) was 25 km/h. Ongoing major construction projects continue to put pressure on the network and result in long periods of moderate congestion throughout the day.
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Duration of peak across the transport network (where traffic is travelling at 50% of free flow speed of 59k/hr)	330m	472m	The duration of peak across the transport network (where traffic is travelling at 50% of freeflow speed of 59km/h) was 472 min. This KPI is a global measure of congestion on the transport network and as such is impacted upon by multiple factors, in and outside of TCC control. Ongoing major construction projects continue to put pressure on the network and result in long periods of moderate congestion throughout the day
Transportation	Transportation	We will provide an efficient transport network with reliable journey times	Travel times are reliable during peak hours (95% of trips should occur within +/- 25% of the average duration)	+/- 25%	49%	The travel time of 95% of peak hour vehicle kilometres travelled was49% higher than the median peak hour travel time. This is above the target of 25%. Ongoing major construction projects and varying temporary traffic management plans for different road and lane closures needs continue to put pressure on the network and result in periods of congestion.
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised and available city centre parking	The percentage of the sealed local road network that is resurfaced.	>4%	1%	The resurfacing season started early August. The aim is to complete the chipseal resurfacing program by March 2023. Weather and resource dependant. AC resurfacing will be carried out until April 2023
Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by active modes (walking/jogging/cycling)	5%	3%	The result from the annual residents' survey is currently 2% under target YTD.
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised	Average weekday city centre on-street and off-street parking occupancy rate	75-85%	68%	During Q2 paid parking peaks in December and drops of dramatically until Mid-February.

Non-financial performance measures Six Month Review Report July - December 2023

Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
		and available city centre parking				
Regulatory and Compliance	Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.	Percentage of parking complaints responded to within 24 hours	95%	91%	YTD - 1162 complaints received, of which 110 were attended to more than 24 hours after receipt. For Q2 - 534 of the 590 (91%) parking complaints were responded to within 24 hours. Ozone system issues have not been resolved, the KPI will not be met for the year. Continuing issues with Ozone have resulted in some complaints not being received by our officers within the KPI timeframe.

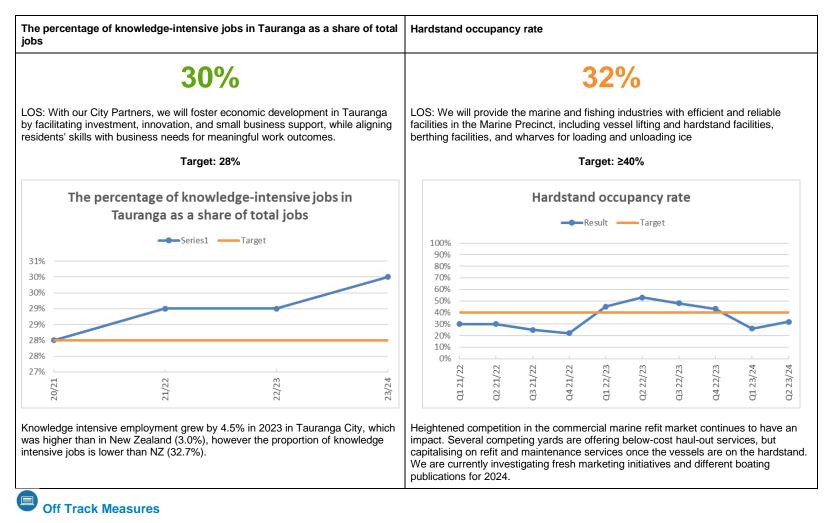
# A city that supports business and education – Tauranga a te kura

See below an overview of how we are tracking in the outcome of - A city that supports business and education – Tauranga a te kura for the financial year 2023/24 for the six months from July – December 2023.



Non-financial performance measures Six Month Review Report July - December 2023

### Measures of Interest



Non-financial performance measures Six Month Review Report July - December 2023

Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
Economic Development	Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Percentage of residents who believe the tourism sector makes a positive impact to the community.	60%	52%	This is a new measure to establish baseline which showed that for YTD result from the annual residents' survey was 52%, down from 64% in 2022/23.
Economic Development	Marine Precinct	We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice	Hardstand occupancy rate	≥40%	32%	Heightened competition in the commercial marine refit market continues to have an impact. Several competing yards are offering below-cost haul-out services, but capitalising on refit and maintenance services once the vessels are on the hardstand. We are currently investigating fresh marketing initiatives and different boating publications for 2024.

#### 

See below an overview of how we are tracking for organisational capability for the financial year 2023/24 for the six months from July – December 2023.



#### 

Percentage of Land Information Memoranda provided within the 10-day statutory timeframe.	Percentage of phone enquiries that are resolved at the first point of contact.					
<b>65%</b>	<b>89%</b> LOS: We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information.					
DS: We will provide a service centre and a 24/7 contact centre to respond to nquiries by multiple access channels where customers can make enquiries and quest information.						
Target: 85%	Target: 85%					
Percentage of Land Information Memoranda provided within the 10-day statutory timeframe.	Percentage of phone enquiries that are resolved at the first point of contact					
ResultTarget						
200%	80%					
10%	40% 20%					
01 21/22 - 02 21/22 - 03 21/22 - 03 21/22 - 03 21/22 - 04 21/22 - 01 22/23 - 02 22/23 - 01 23/24 -	01 21/22 - 01 21/22 - 03 21/22 - 03 21/22 - 03 22/23 - 03 22/23 - 03 22/23 - 03 22/23 - 03 22/23 - 03 22/23 - 03 22/23 - 03 23/24 - 01 01 23/24 - 01 23/24					
538 LIMs have been issued year to date. Of those, 414 (25%) did not their rget timeframe. The percentage of LIMs meeting their statutory timeframe year date is 75%. Whilst 414 LIMS have been issued outside their statutory neframe year to date, the team have also issued 314 LIM earlier than their atutory deadline to meet customer requests. And importantly, LIM customer tisfaction ratings via NPS surveys remains high at 30 over the last few months.	Year to Date the Contact Centre received 64,102 calls of which 56,409 (88%) were answered at first point of contact. The contact centre received 64,102 this quarter, of which 57,050 (89%) of these we resolved at first point of contact.					

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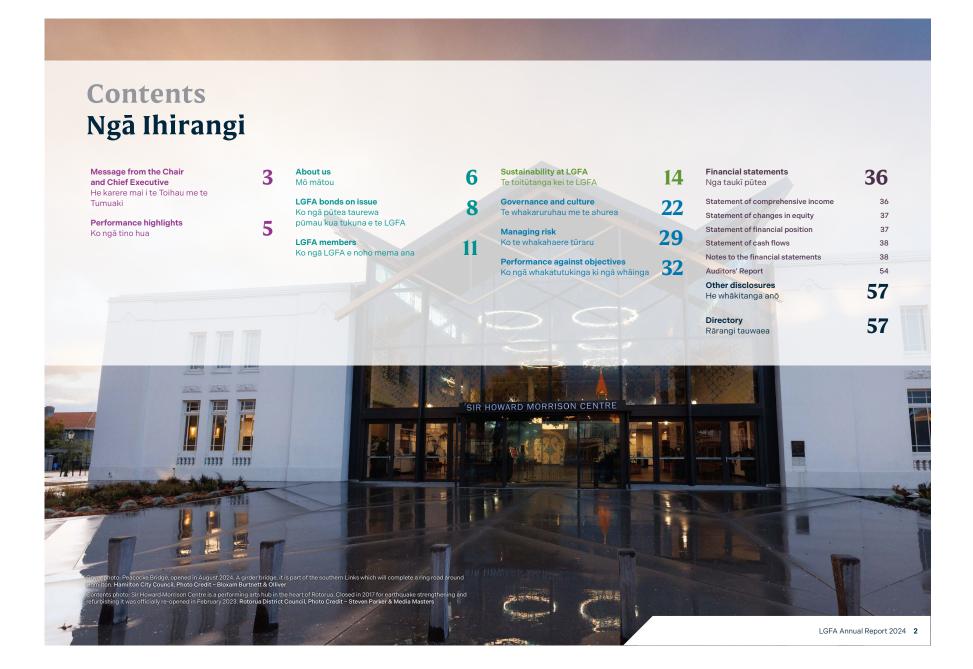
Group of Activities	Activity	Level of Service	Measure	Target	2023/24 YTD Result	Discussion and action taken to improve result
Community, People, and Relationships	Community Relations	We will consult and engage with the community	Percentage of residents who are satisfied or neutral with the efforts of the Council in consulting and engaging directly with the community	50%	49%	The 2023/24 result from the annual residents' survey was 49%, down from 54% in 2022/23. While the volume of consultation and engagement is at its highest levels on record, and Council is currently in a delivery phase on a huge number of projects, this has not translated to an increased in ratepayers that are satisfied or neutral. While it is possible that the nature of change, in particular to roads creates frustration attached to this score. Long- Term plan deliberations in the next quarter will be an opportunity to increase the satisfaction results.
Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of Land Information Memoranda provided within the 10-day statutory timeframe.	85%	65%	1638 LIMs have been issued year to date. Of those, 414 (25%) did not their target timeframe. The percentage of LIMs meeting their statutory timeframe year to date is 75%. Whilst 414 LIMS have been issued outside their statutory timeframe year to date, the team have also issued 314 LIM earlier than their statutory deadline to meet customer requests. And importantly, LIM customer satisfaction ratings via NPS surveys remains high at 30 over the last few months.
Community, People, and Relationships	Democracy Services	We will make decisions in the best interests of the city	Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city	≥50%	44%	This is a new measure to establish baseline which showed that for YTD result from the annual residents' survey was 44%.

ANNUAL REPORT 30 June 2024

Benefiting communities through delivering efficient financing for local government.

Ka whiwhi painga ngā hapori mā te whakarato pūtea tōtika ki ngā kaunihera.





# Message from the Chair and Chief Executive He karere mai i te Toihau me te Tumuaki

#### For the year ended 30 June 2024

The 2023-24 year was a standout year for LGFA.

- Annual lending to the sector increased by 56% to a record NZ\$6.1 billion and we provided 90% of council borrowing during the year.
- An increased number of councils utilised our sustainable lending products. Our sustainable loans comprised 27% of new lending during the year and were 15.3% of total outstanding loans as at 30 June 2024.
- Two new Council-Controlled Organisations (CCOs) were added as members which now provides a blueprint for future lending to Water CCOs.
- We diversified our sources of borrowing into offshore markets to meet the growing

financing requirements of the sector as we have outgrown the domestic bond market. Our NZ\$6.5 billion of issuance was a record amount with an equivalent NZ\$2.9 billion sourced from offshore markets.

- LGFA worked closely with Central Government on a package for delivery of an expanded range of financing options for council water entities culminating in the post balance date announcement regarding Water CCO lending and lending to high growth councils.
- Our efforts and achievements were acknowledged through receiving multiple domestic and global awards.

### 2023-24 Financial and operational performance

Total interest income for the financial year of NZ\$1,213 million increased 59% over the 2022-23 result of NZ\$763.6 million. Net operating profit of NZ\$10.05 million increased 301% on the 2022-23 result of NZ\$2.5 million. The prior year result was negatively impacted by the sharp rise in interest rates.

Total operating income of NZ\$\$21.8 million was above the Statement of Intent (SOI) forecast of NZ\$19.2 million due to larger than expected council and CCO lending and higher interest rates than forecast.

Operating expenses at NZ\$11.8 million were NZ\$1.7 million above the SOI budget. Operating expenses were higher than forecast due to Approved Issuer Levy payments to central government for our offshore issuance, as well as higher NZX and legal fees related to increased levels of bond issuance and lending to members.

Over the year, LGFA operations processed over 16,000 transactions with total gross cash flows of NZ\$83 billion. Where possible, LGFA employ straight-through processing to minimise operational risk across our treasury operations. Improving our information technology control environment to mitigate emerging risks from cyber threats was another key focus over the past year. Independent consultants were engaged to review our cyber control environment for compliance against best practice cyber risk controls and were comfortable with our controls. There were no cyber issues.

We achieved fifteen out of our eighteen performance objectives, with the only objectives missed being operating expenses, driven by higher levels of issuance and onlending than forecast, and a lower number of new Green, Social and Sustainability (GSS) loans than forecast. Our objective for meeting Global Reporting Initiative reporting requirements was superseded by our inaugural climate-related disclosures under the Actearoa New Zealand Climate Standards.

We continue to support the sector and promote best practice via sponsoring the LGFA Taituarã Local Government Excellence Awards and other Taituarã events. We also held quarterly business updates, the annual shareholder borrower day and economic updates for council and CCO members.

#### Borrowing activity

LGFA issued an equivalent of NZ\$6.5 billion of bonds over the financial year (an increase of NZ\$3 billion over 2022-23). As at June 2024, our bonds on issue totalled NZ\$21.08 billion, comprising:

- NZ\$18.2 billion of NZD bonds across ten maturities between 2024 to 2037, and
- NZ\$2.9 billion of AUD bonds (A\$2.65 billion) across four maturities between 2027 and 2034.

The highlight for the year was the inaugural foreign currency issuance under our AUD Medium Term Note (MTN) and Euro Commercial Paper (ECP) Programmes. Issuing foreign currency securities assists our issuance strategy by diversifying our funding sources beyond the NZD market. As at 30 June, we had established a yield curve of four AUD bond maturities and issued US\$506 million under our ECP programme.

We would prefer to extend our yield curve beyond the existing 13 years (2037), but this remains difficult to implement until our council and CCO members borrow for longer tenors. The average term of our bond issuance during the year at 5.9 years was longer than the prior year of 5.5 years. This remains shorter than where we would like to be as a longer term of debt reduces our refinancing risk. We continue to foster strong relationships with international investors. Offshore investors who have increased their holdings of our NZD bonds by \$500 million over the year, totalling \$6.7 billion at year end – an equivalent of 37% of NZD bonds on issue. Combined with the A\$2.65 billion of AUD bonds, our offshore investor base now holds 45% of total LGFA bonds on issue.

While there was significant volatility in yields, over the year the change was muted with 2027 LGFA bond yields falling 39 basis points (bps) over the year (after trading a 124 bps range) and 2037 LGFA bond yields falling a mere 4 bps over the year (after trading a 146 bps range).

Over the year, the interest rate spread at which LGFA bonds trade narrowed against New Zealand Government Bonds (NZGB) but widened over interest rate swaps. Our spreads to NZGB narrowed between 9 bps (2037 bond) and 23 bps (2029 bond) while spreads to swap moved between 'no change' (2026 bond) and 14 bps (2035 bond). This change was similar to the spread movements on other high-grade issuers where the additional supply of NZGBs has been the dominating influence on the domestic bond market.

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Message from the Chair and Chief Executive LGFA Annual Report 2024 3

#### Lending to members

Over the past year, we added two new CCO members, Whanganui District Council Holdings, and Infrastructure Holdings, bringing total CCO membership to five. Our seventy-seven council members represent all councils, except for Chatham Islands District Council.

Long-dated lending over the year totalled a record NZ\$6.15 billion as members refinanced their 2024 loans and increased borrowing to finance infrastructure projects. Our lending over the year represented an estimated 90% of all council borrowing, a pleasing increase compared to the long-term average of 77%.

The average tenor of long-dated borrowing by members of 4.9 years over the year was shorter than last year's 5.2 years.

Short-dated lending for terms less than 12 months continues to be well supported by members. As at 30 June 2024, there was NZ\$597 million of short-term loans outstanding to thirty-seven members, a 9% increase over the prior year of NZ\$548 million to thirty-seven members.

#### Local Water Done Well Programme and Ratepayer Assistance Scheme

Central Government's Local Water Done Well Programme will have a significant impact on the local government sector. Over the year, LGFA worked with Central Government and our shareholders to help drive reforms and develop options for financing council and Water CCOs. Since the 30 June 2024 balance date, the Minister of Local Government and LGFA announced that LGFA will lend to Water CCOs and will contemplate providing more financing headroom to high growth councils.

In addition, LGFA continues to assist the local government sector-led initiative for developing a Ratepayer Assistance Scheme with the objective of providing financial relief options to ratepayers.

#### New products and initiatives

We have seen pleasing growth in the amount of sustainable lending over the past year.

We introduced the Climate Action Loan (CAL) lending product to members in December 2022. A CAL provides a discounted loan margin if a borrower has a greenhouse gas emission reduction plan in place and is meeting its reduction targets. Over the year we approved four new members for CALs and undertook NZ\$2.22 billion of CAL loans, taking the CAL loan total to NZ\$2.74 billion across seven eligible members at year end.

The GSS lending product, launched in October 2021, totalled NZ\$572 million of loans to six members as at 30 June 2024, a growth of NZ\$83 million, with one new borrower over the year.

Over the year, the level of member standby facilities increased by NZ\$20 million to NZ\$747 million at year end, which is just below our cap of NZ\$750 million.

#### Acknowledgements

Over the past year, LGFA has received numerous awards and accolades from KangaNews, INFINZ, Treasury Management International, FinanceAsia and Environmental Finance. LGFA's work and success cannot be achieved without the support of the Minister of Local Government and Minister of Finance, The Treasury, Department of Internal Affairs, our Shareholders Council, fellow directors and our staff, all whose efforts and support we acknowledge.

We want to acknowledge Anthony Quirk who retired as an Independent Director at the November 2023 AGM. Anthony served on the LGFA Board for six years and made a valued contribution to the success of LGFA during his tenure.

We believe LGFA's future remains positive and look forward to working with all stakeholders in the year ahead.

WAtebo

**Craig Stobo** 

Chair

Mark Butcher Chief Executive

#### Taituarā LGFA Local Government Excellence Awards

This year we are delighted to announce that Hastings District Council won the 2024 LGFA Supreme Award for its Waiaroha – Loving Water, Heretaunga Water Discovery Centre, after winning the GHD Award for Environmental Leadership.

Heretaunga Water Discovery Centre (entered as Waiaroha) is a state-of-the-art water treatment plant and discovery centre built in the centre of Hastings. Waiaroha provides a hands-on learning experience that builds understanding that water is critical to survival and that the three waters are an integrated whole.

It is the final major element in Hastings District Council's Drinking Water Strategy, developed in the wake of the 2016 Havelock North drinking water crisis to fulfil Council's commitment to residents that it would make safe drinking water its number one priority.

Hastings District Council major projects director Graeme Hansen said it was very rewarding to have what was a large and challenging project recognised. "This was first and foremost a project focused on ensuring our community had access to clean, safe, resilient drinking water. What was achieved, with the support of Ngäti Kahungunu and Government funding, is so much more. "It's also an educational facility that brings the treatment process out into the open to give people a real insight into what goes into providing safe drinking water, at the same time sharing the knowledge and creativity of Ngāti Kahungunu through on-site art and storytelling. Our thanks go to our project partner Ngāti Kahungunu, as well as our staff team, consultants and contractors who brought the project to life."

The judges commented "Waiaroha is a world first meld of education, community engagement, place-making, and state-of-theart water management in a single project. The promotion of a mix of wellbeing outcomes, innovative thinking, and recognising an opportunity from what might have otherwise been seen as a challenge all go to the very purpose of local government and the values that Taituară champions through these awards".



Message from the Chair and Chief Executive LGFA Annual Report 2024 4



# About us Mō mātou

New Zealand Local Government Funding Agency Ltd (LGFA) specialises in financing the New Zealand local government sector, the primary objective being to optimise the terms and conditions of the debt funding it provides to participating borrowers.

LGFA was established to raise debt on behalf of councils on terms that are more favourable to them than if they raised the debt themselves. Since establishment, LGFA has expanded its

product suite to include short-dated lending, bespoke lending, standby facilities, sustainable financing alternatives and lending to CCOs. LGFA membership has grown to include 77 out of the 78 councils in New Zealand and has provided 90% of NZD council borrowing in the year to 30 June 2024.

Please refer to our website lgfa.co.nz for more information on LGFA, including our Statement of Intent and Quarterly Reports.



Enabled

**Council-controlled** 

&P Global Ratings		Fitch Ratings		
Domestic Currency		Domestic Co	urrency Stable outlook	
Foreign Currency <b>AA+</b> Stable outlook		Foreign Currency <b>AA+</b> Positive outlook		
uarantee structure				
All shareholder LGFA's se councils are guarantors obligation as well as councils with guarante porrowings over \$20 guaranto		are	A council's obligations under the guarantee are secured against	

The New Zealand Government is not a guarantor.

About us LGFA Annual Report 2024 6

#### **Governance overview**

#### **The Shareholders' Council**

The Shareholders' Council comprises ten appointees from shareholders. The role of the Shareholders' Council is to:

Review and report performance of LGFA and the Board;

Recommend to Shareholders as to the appointment, removal, replacement and remuneration of directors;

Recommend to Shareholders as to any changes to policies, or the Statement of Intent (SOI), requiring their approval;

Update Shareholders on LGFA matters and to coordinate Shareholders on governance decisions. Please refer to page 28.

#### The Board

The Board comprises five independent directors and one nonindependent director. The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the:

Local Government Act 2002;
 LGFA Constitution;

LGFA Shareholder Agreement;

· LGFA Annual Statement of Intent.

- Local Government Borrowing Act 2011;
- Companies Act 1993;
- Please refer to page 25.

#### Bonds listed on NZX Debt Market

#### 1

4

Issue of securities to the public under the Financial Markets Conduct Act and regulated by Financial Markets Authority

Supervised by independent trustee: Trustees Executors



# LGFA bonds on issue Ko ngā pūtea taurewa pūmau kua tukuna e te LGFA

#### LGFA issues NZD and AUD denominated bonds

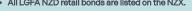
For NZD issuance, LGFA typically issues a new bond maturity via an initial syndication and then through ongoing regular scheduled bond tenders.

- · Preferred bond tender sizes are between NZD 150 million to NZD 200 million with at least three bond maturities offered at each tender.
- · Approved Issuer Levy is paid on behalf of offshore holders.
- · Target issuance of NZD 1 billion minimum per bond maturity over time with a cap of NZD 3 billion per NZD bond maturity.
- · All LGFA NZD retail bonds are listed on the NZX.

LGFA undertakes AUD bond issuance to diversify its sources of financing and broaden our investor base.

For AUD issuance, LGFA typically issues a new bond maturity via an initial syndication and then increases the amount on issue via a further syndication.

- Target issuance of AUD 1 billion per bond maturity.
- · AUD proceeds are swapped back into NZD to remove foreign currency and interest rate risk.

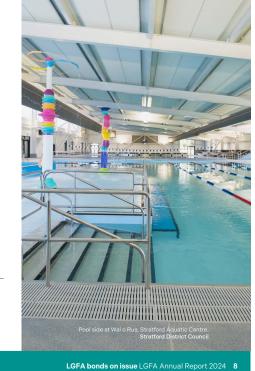


At 30 June 2024 : AUD 2,650 million At 30 June 2024 : NZD 19,190 million NZD million, face value AUD million, face value Includes NZD 1,000 million treasury stock (refer note 17, page 47) 2,819 2,855 2,361 2,195 2.032 1,753 1,760 1,705 1,060 1.000 650 650 500 500 Maturity Apr Apr Apr May Apr May May Apr May Apr Maturity Sen Διια Nov Mar 2028 2028 2025 2026 2027 2029 2030 2031 2033 2035 2037 2027 2030 2034 2 75% 1.50% 4 50% 2.25% 1.50% 4 50% 2.25% 3 50% 3.00% 2.00% 4.40% 4.70% 5.10% 5.00% Coupon Coupon NZX Code LGF070 LGF120 LGF060 LGF150 LGF110 LGF170 LGF140 LGF080 LGF160 LGF130 Vanilla bond Sustainable financing bond

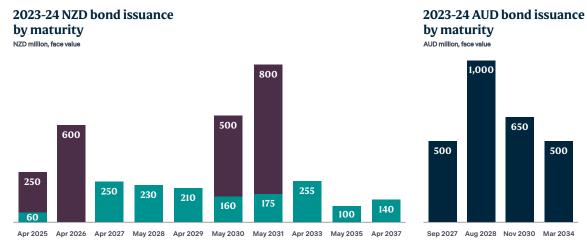
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NZD bonds on issue

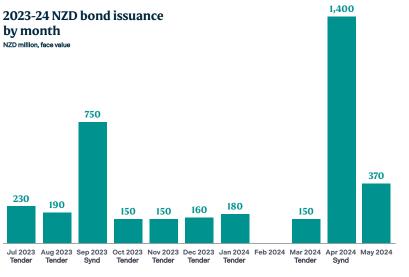
AUD bonds on issue



Item 9.5 - Attachment 1



■ Issued by tender: 1,580 ■ Issued by syndication: 2,150

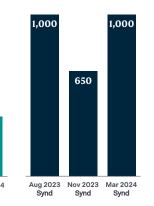




Issued by syndication: 2,650

650

500

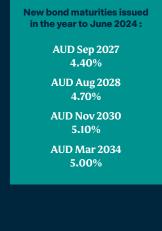


(excluding New Zealand Government) • largest issuer of debt listed on the NZX

NZD **3,730** million

AUD 2,650 million

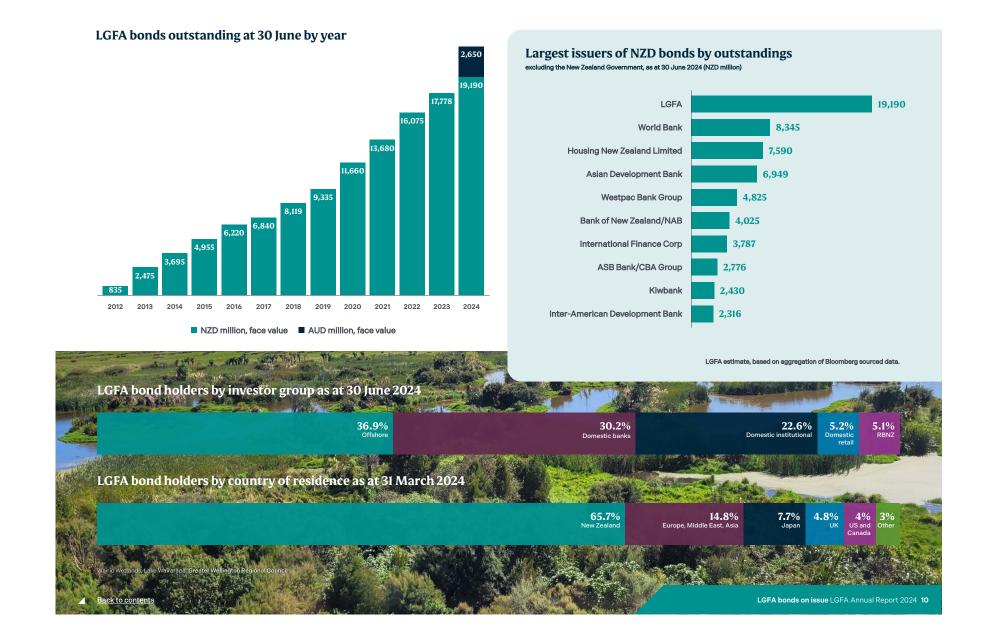
LGFA is New Zealand's: • largest issuer of NZD bonds



LGFA bonds on issue LGFA Annual Report 2024 9

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Item 9.5 - Attachment 1



## LGFA members Ko ngā LGFA e noho mema ana

### LGFA operates with the primary objective to optimise the terms and conditions of the debt funding it provides to participating borrowers.

Among other things this includes:

- Providing savings in annual interest costs
- Offering short and long term borrowings with flexible lending terms
- · Enhancing the certainty of debt markets
- Being the funder of choice for New Zealand councils.

To become a LGFA member, a council or CCO is required to complete a formal application. Following an application for membership, LGFA management completes a review of the prospective member's financial position and its ability to comply with LGFA's financial covenants, which is considered by the Board who approve all council memberships. All member councils are required to complete a compliance certificate each year which certifies that the council has complied with LGFA's financial covenants. In addition, LGFA monitors all members' annual reports, annual plans and long term plans on an ongoing basis to ensure that the financial forecasts are consistent with the LGFA financial covenants.

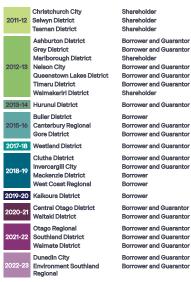
Participating councils and Council-controlled organisations are collectively referred to as LGFA members.



#### LGFA members by year of joining North Island councils

	Auckland	Shareholder
2011-12	Auckana Bey of Pienty Regional Bey of Pienty Regional Hamilton City Hastinga District New Plymouth District New Plymouth District Otorohanga District South Taranaki District Tauranga City Wajpa District Weilington City Western Bay of Pienty District Whangarei District	Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder Shareholder
2012-13	Far North District Gleborne District Heuraki District Horowhenua District Hutt City Kapiti Coast District Manawatu District Palmerston North City Rotorua District Walkato District Walkato District Whalkatane District Whalkatane District	Borrower and Guarantor Shareholder Shareholder Shareholder Shareholder Shareholder Borrower and Guarantor Shareholder Borrower and Guarantor Shareholder Borrower and Guarantor Shareholder Shareholder
2013-14	Horizons District Upper Hutt City	Borrower and Guarantor Borrower and Guarantor
2014-15	Opotiki District Porirua City Tararua District	Borrower Borrower and Guarantor Borrower and Guarantor
2015-16	Kalpara District South Wairarapa District	Borrower and Guarantor Borrower and Guarantor
2016-17	Central Hawkes Bay District Northland Regional Waltomo District	Borrower and Guarantor Borrower and Guarantor Borrower and Guarantor
2017-18	Rangitikei District Stratford District	Borrower Borrower and Guarantor
2018-19	Hawkes Bay Regional Ruapehu District Walkato Regional Walroa District	Borrower and Guarantor Borrower and Guarantor Borrower and Guarantor Borrower
2019-20	Taranaki Regional Carterton District	Borrower and Guarantor Borrower
2020-21	Kawerau District Napler City South Walkato District	Borrower Borrower and Guarantor Borrower and Guarantor

#### **South Island councils**



#### **CCO** members

Destination Westland Dunedin City Treasury Infrastructure Holdings Ltd Invercargill City Holdings Ltd Whanganui District Council Holdings Limited

With the exception of Chatham Islands Council, all New Zealand councils are LGFA members

### 84% loans to councils with

### AAexternal rating or better

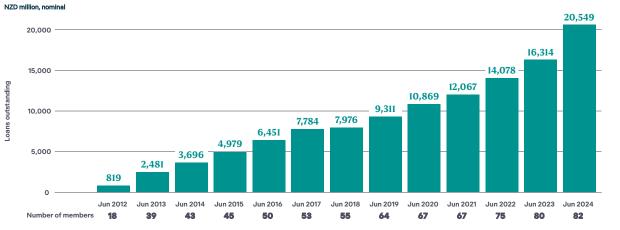
LGFA assign internal credit ratings for all councils, including all councils without external credit ratings.

77 of New Zealand's 78 councils are approved borrowers as at 30 June 2024

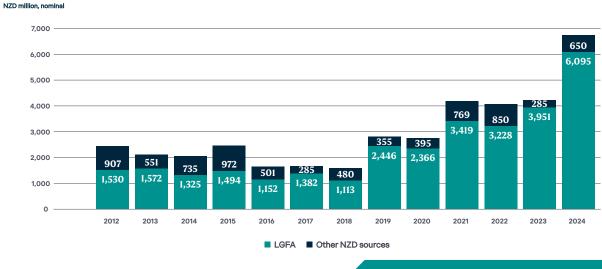
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#### LGFA members and nominal loans outstanding



#### Members' annual borrowing



LGFA members LGFA Annual Report 2024 13

# Sustainability at LGFA Te toitūtanga kei te LGFA

As at June 2024

Sustainable Financing Bond

\$1.76

\$377 million

Green, social &

sustainable loans

Climate action loans

\$2.77

billion

LGFA is committed to improving sustainability outcomes within the company, as well as assisting the local government sector achieve their sustainability and climate change objectives within their communities.

#### Promoting environmental and social stewardship

LGFA recognises the emerging risks for councils from climate change and supports their commitment towards improving sustainable outcomes for local communities. LGFA supports member councils and CCOs on financing projects to build towards a more sustainable and resilient society. As the primary lender to the local government sector, LGFA finances members' core investment into improving New Zealand's infrastructure and services to residents and visitors. By extension, these members' investments form an important element of LGFA's sustainability context.

#### **Climate-related disclosure framework**

The Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021 makes it mandatory for climate reporting entities to produce climate statements according to disclosure standards in the Aotearoa New Zealand Climate Standards issued by the External Reporting Board in December 2022.

LGFA is a designated Climate Reporting Entity as it is a listed issuer of quoted debt securities with a combined face value of quoted debt exceeding \$60 million.

Climate Reporting Entities are required to make annual disclosures covering governance arrangements, risk management, strategies and metrics and targets for mitigating and adapting to climate change impacts.

The mandatory reporting regime took effect for accounting periods that start on or after the 1 January 2023 and LGFA has completed our inaugural disclosures for the year ended 30 June 2024.

LGFA Climate-related disclosures for the year ended 30 June 2024

#### Sustainability Committee

The LGFA Sustainability Committee assists us to achieve our sustainability objectives. The Committee is chaired by LGFA's Head of Sustainability and comprises three employees and four independent members. The Committee's purpose is to advise the Chief Executive and Board on sustainability Issues within LGFA, across its operating, borrowing and lending activities and includes providing input in our GSS lending programme. GSS loan applications are reviewed by LGFA's Sustainability Committee prior to approval, with approved loans monitored for ongoing compliance.

Independent members of the LGFA Sustainability Committee As at 30 June 2024

Alison Howard

Erica Miles Chris Thurston

David Woods



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#### LGFA Sustainable financing bond framework

In March 2023, LGFA announced our Sustainable Financing Bond Framework.

The Framework outlines the process by which LGFA will issue and manage sustainable financing bonds that will be notionally allocated to a pool of Sustainable Loans that meet the eligibility criteria set out in the Framework.

Launching the Framework enables LGFA to:

- demonstrate its commitment to support council and CCO borrowers to fund sustainable assets and activities, and incentivise GHG emissions reductions;
- · issue bonds that are notionally allocated to the Sustainable Loans on LGFA's balance sheet; and
- advance the market for sustainable finance by providing an innovative opportunity for investors to support council and CCO borrowers to achieve their sustainability aspirations.

The Framework follows the proceeds-based pillars of the general market standards for sustainable finance, namely the International Capital Markets Association's Green Bond Principles (GBP), Social Bond Principles (SBP), and Sustainability Bond Guidelines (SBG). However, LGFA does not claim direct alignment of the Framework with these principles as the pool of Sustainable Loans comprises both GSS Loans and CALs together in the same asset pool.

Sustainable loans are made by LGFA to member councils and CCOs under the Green, Social and Sustainability (GSS) Lending Programme and the Climate Action Loans (CALs) Programme.

The Framework is supported by a Second Party Opinion (SPO) provided by Sustainalytics.

In April 2023, LGFA completed the inaugural issue of \$1.1 billion of Sustainable Financing Bonds maturing 15th May 2030. This was increased by \$500 million in September 2023, and as at 30 June 2024, the amount outstanding in this issuance line was \$1.76 billion.

### Global recognition of LGFA sustainable financing bond framework and issuance

LGFA has been recognised with the following three KangaNews Awards for 2023:

- New Zealand dollar rates bond deal of the year,
- New Zealand sustainability deal of the year, and
- · New Zealand innovative debt deal of the year.

In April 2024, the LGFA \$1.1bn Sustainable Financing Bond was named **"Sustainability Bond of the** Year – Supranational" at Environmental Finance's Sustainable Debt Awards 2024. These awards celebrate the leading green, social, sustainable and sustainability-linked bond and loan deals and recognise market innovations. LGFA takes great pride in having been recognised by the market for their thought-leadership, best practice and innovation, amongst its illustrious global peer group.

One Sustainable Debt Awards judge described the structure as having "a significant positive impact for the underlying assets" and called it a "significant development for the APAC region".

Another praised "the combination of ambitious targets, alignment with the Green Bond Principles, the Social Bond Principles, and the Sustainability Bond Guidelines, high performance in terms of market turnover, and innovative setup."



Sustainability at LGFA LGFA Annual Report 2024 15

#### Sustainable lending products

Offering members innovative sustainable lending products aligns to LGFA's commitment to display sector leadership on sustainable lending and incentivising member councils and CCOs to progress sustainability opportunities.

Our sustainable lending products comprise Green, Social and Sustainable lending and Climate Incentive Loans.

#### Green, social and sustainability lending

### A commitment to assist our members to finance projects that promote environmental and social wellbeing in New Zealand.

LGFA acknowledges the importance of financing projects that promote environmental and social wellbeing in New Zealand, and which fund eligible green and/or social projects.

Our green, social and/or sustainability (GSS) lending programme, launched in 2021, provides funding for our members across the following nine green project categories and three social project categories:

#### **Green Project Categories**

- Energy Efficiency
- Green Buildings
- Clean Transportation
- Sustainable Water and Wastewater
  Management
- Renewable Energy
- Pollution Prevention and Control
- Sustainable Management of Living Natural Resources and land use and Use
- Climate Change Adaptation
- Terrestrial and Aquatic Biodiversity Conservation

Under the GSS programme, LGFA lends to councils and CCOs at a discounted margin to incentivise them to undertake projects that help drive forward climate, environmental and social projects across the New Zealand local government sector.

As at 30 June 2024, LGFA had approved six GSS loans, across three different green project categories and one social project category, totalling NZ\$572.3 million approved of which NZ\$377.2 million had been advanced.

In December 2021 the Wellington City Council and the Greater Wellington Regional Council became the first local authorities in New Zealand to draw down under the programme. They have been followed by Hutt City Council in June 2022, Whangarei District Council in August 2022, Christchurch City Council in November 2022 and, most recently, Tauranga City Council in October 2023.

#### **Tākina Wellington Convention and Exhibition Centre** Wellington City Council

Under Green Project Category: Green Buildings, Wellington City Council borrowed \$180 million for the construction of Täkina, the Wellington Convention and Exhibition Centre, the Capital's largest infrastructure investment since the Wellington Regional Stadium two decades ago. Tākina offers a powerful combination of facilities across three floors and 18,000 m<sup>2</sup> that is drawing visitors to Wellington to learn, meet and be inspired.

Opened in June 2023, Tākina has been awarded a 5-star certification by the New Zealand Green Building Council for a design that reduces energy use by 60% and carbon emissions by 66% when benchmarked against comparable new builds. The building's features include a rainwater harvesting system, smart air conditioning and enhanced thermal insulation.





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- Social Project Categories
- Affordable Basic Infrastructure-Clean Water, Sewer, Transport
- Access to Essential Services-Education, Healthcare
- Affordable Housing



**Te Wai Takamori o Te Awa Kairangi** Greater Wellington Regional Council

Under Green Project Category: Climate Adaptation, Greater Wellington Regional Council (GWRC) will borrow up to \$227 million to fund the Council's flood protection work on Te Wai Takamori o Te Awa Kairangi. This project involves upgrading the stopbanks on either side of Te Awa Kairangi / Hutt River as well as deepening and widening the river channel to protect Te Awa Kairangi ki Tai – Lower Hutt city centre from a one in 440 year flood event (which has a 0.2% chance of occurring in any year), at the same time enhancing the ecological health of the river.

Te Wai Takamori o Te Awa Kairangi programme of works is being delivered through a partnership between Greater Wellington, Hutt City Council and Waka Kotahi NZ Transport Agency, working together with Mana Whenua partners – Ngāti Toa Rangatira and Taranaki Whānui ki te Upoko o te Ika.





#### Naenae Pool and Fitness Centre Hutt City Council

Under Green Project Category: Green Buildings, Hutt City Council (HCC) will borrow up to \$41 million for the rebuild of the Naenae Pool and Fitness Centre. The new swimming pool will be 65% bigger than the old pool and will be much more energy efficient with up to 53% reduction in energy use.

Due to open in July 2024, the Naenae Pool and Fitness Centre will have a 50m Olympic pool with 10 lanes and two moveable bulkheads so it can be used for different activities at the same time. A second leisure pool will have a shallow section for family fun, and a deep section with ramp access, seating and hydro jets for maximum accessibility.







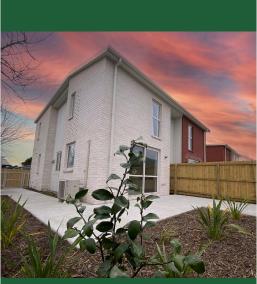
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#### **Te Iwitahi – Whangarei Civic Centre** Whangarei District Council

Under Green Project Category: Green Buildings, Whangarei District Council (WDC) borrowed \$59 million for Whangarei District's new civic building which has been designed to provide a welcoming, inclusive and easily accessible customer experience. The 8,000m<sup>2</sup> building opened in June 2023 and has been designed to be sustainable and to strongly reflect Whangarei's cultural identity and heritage.

Te lwitahi is an extremely efficient, sustainability-focused, fully accessible building, designed for high functionality now and into the future, and earned the Supreme Award for projects costing over \$10 million at the New Zealand Commercial Project Awards 2024.



#### **Ōtautahi Community Housing Trust** Christchurch City Council

Under Social Project Category: Affordable Housing, Christchurch City Council (CCC) will borrow up to \$55 million to provide finance to Ōtautahi Community Housing Trust (ŌCHT). ŌCHT was formed in 2016 out of CCC's objective for a financially sustainable model for its social housing portfolio.

ÕCHT provides low-cost community housing, supported by a government subsidy where possible. ÕCHT is the second largest Community Housing Provider in New Zealand and it manages approximately 2,300 units passed to it from CCC.

Part of ÖCHT's programme is to build at least 400 units to replace those lost due to the Canterbury earthquakes, and the GSS Loan is to finance the build of these properties. The Ministry of Housing and Urban Development supports the development and ÖCHT is contracted to provide homes for people on the Public Housing Register.

#### Kopurererua Valley Stream Realignment Tauranga City Council

Under the Green Project Category: Terrestrial and Aquatic Biodiversity Conservation, Tauranga City Council (TCC) will borrow up to \$10.3 million to provide finance for the work to realign and restore the Kopurererua River, along with the creation of a new cycle path and a new wetland at the Kopurererua Valley Reserve, a 364 hectare inner city reserve in Tauranga.

In partnership with Ngāi Tamarāwaho and Bay of Plenty Regional Council, TCC will deliver the following benefits through this project:

The realignment of the river channel, and the subsequent creation of a wetland will slow the flow of the water, improving water quality, assisting in flood control, and ultimately providing climate change resilience. Approximately 200,000 plants will be planted to restore the valley and assist with this resilience.

The realignment of the river will recreate fish and bird habitats and help to restore the mauri that has been lost over time. It will restore the path followed by Taurikura as she swam out to Tauranga Moana, and finally landed at Karewa Island.

Community access and connection to the reserve will significantly increase.



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#### **Climate Action Loans**

A commitment to incentivise our members to act on climate change and reduce greenhouse gas emissions.

LGFA launched its Climate Action Loans (CALs) lending programme in December 2022. CALs are target-based lending structures designed to incentivise councils and CCOs to act on climate change and reduce greenhouse gas (GHG) emissions. A CAL rewards a borrower through a lending margin discount if they have adopted an Emission Reduction Plan setting out specific Emissions Reduction Targets for their operational greenhouse gas emissions at member council or CCO level. CALs are available for all members, including those who may not have eligible projects to access GSS loans.

As at 30th June 2024, LGFA had advanced CAL loans totalling \$2,746.7 million across seven member councils.



#### Auckland Council. Approved for CALs in March 2023

In June 2019, Auckland Council declared a climate emergency, committing the Council to take the necessary action to manage and mitigate climate-related risks while taking advantage of the opportunities created by climate change.

Te Tăruke-ā-Tāwhiri: Auckland's Climate Plan, adopted by Auckland Council in 2020, sets out a pathway to achieve a 50% reduction in regional greenhouse gas (GHG) emissions by 2030 and net zero by 2050 from a 2016/17 base year. Auckland Council's Long-Term Plan (LTP) sets similar targets for Auckland Council, halving direct GHG emissions (scope 1 & 2) from Auckland Council operations by 2030 and achieving net zero emissions by 2050.



#### Hutt City Council. Approved for CALs in March 2023

In 2018, Hutt City Council (HCC) commenced work on its first organisational carbon footprint, and later that year, set a carbon target of net zero by no later than 2050. This was followed by Council declaring a climate emergency in June 2019.

In July 2021 the HCC Interim Carbon and Climate Resilience Plan 2021-2031 (ICCRP) was approved as companion document to the LTP 2021-31. This plan built on earlier work in the energy space, ie the Energy and Carbon Reduction Plan 2020-2024, which set targets for improving energy efficiency and reducing carbon emissions with the use of energy at Council facilities. The ICCRP sets out 21 concrete and measurable actions which include:

- Outline the journey to reduce HCC's corporate emissions to net-zero by 2050.
- Help reduce Lower Hutt's greenhouse gas emissions to netzero by 2050 and halve emissions by 2030.

#### Dunedin City Treasury Limited. Approved for CALs in April 2023

- In June 2019, Dunedin City Council (DCC) declared a climate and ecological emergency and set the ambitious goal for Dunedin city to be net carbon neutral by 2030, adopting a two-part 'Zero Carbon 2030' target, as follows:
- net zero emissions of all greenhouse gases other than biogenic methane by 2030; and
- 24% to 47% reduction below 2017 biogenic methane emissions by 2050, including 10% reduction below 2017 biogenic methane emissions by 2030.

In February 2022 DCC adopted an Emissions Management and Reduction Plan setting out the goal for DCC and Dunedin City to be net carbon zero by 2030 and to increase its resilience to the effects of climate change. With regards to climate change adaptation, DCC's focus to date has been its South Dunedin Future programme, as South Dunedin is the most climate-exposed part of the city.

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#### Kapiti Coast District Council. Approved for CALs in August 2023

Kapiti Coast District Council (KCDC) has been measuring its emissions since the 2009/10 year under the Toitū CarbonReduce Programme and has won multiple awards for leadership in environmental sustainability. In May 2019, the council declared a climate emergency. Recently KCDC set a new aspirational long-term target for its organisational emissions of net zero emissions by 2040. KCDC also set a mid-term reduction target for its category 1 and 2 emissions of 15.5% by 2032. This is on top of the 70% emissions reductions already achieved in categories 1 and 2 emissions since 2010.

#### Wellington City Council. Approved for CALs in February 2024

In June 2019, Wellington City Council (WCC) declared a climate and ecological emergency and Te Atakura – First to Zero (emissions) blueprint was adopted, setting Wellington's ambition to become a net zero carbon capital by 2050. WCC has been measuring its emissions since 2014 and, over the years, it has continued to improve the way it captures information. From mid-2021, WCC started measuring supply chain emissions.

In November 2023, WCC set a sciencebased target to reduce their Scope 1 & 2 emissions by 57% between 2021 and 2030, and a separate target that twothirds of their supplier emissions will have adopted science-based targets by 2030. In November 2023, WCC adopted an Organisational Emissions Reduction Plan setting out the projects they need to deliver in order to meet those targets.

#### Tauranga City Council. Approved for CALs in March 2024

Tauranga City Council (TCC) has accelerated its efforts over the last few years to reduce its operational emissions. TCC started measuring its emissions in 2018 and has since then achieved a 27% reduction of Scope 1 and 2 emissions (including CCOs and wastewater treatment). In 2023, TCC committed to a goal to reach net zero by 2050 in its operational emissions and developed an Emissions Reduction Plan.

The Emissions Reduction Plan dated February 2024 includes targets aligned with a science-based pathway, supported by 15 projects to reduce Scope 1 and 2 emissions across council operations. A science-based target means that TCC will need to reduce its emissions by 46.2% by 2030 and 90% by 2040 from 2019 baseline. This covers emissions from electricity consumption and combustion of fossil fuels within council operations (Scope 1 and 2).

#### Greater Wellington Regional Council. Approved for CALs in June 2024

In August 2019, Greater Wellington Regional Council (GWRC) declared a climate emergency and has since developed a programme of climate action relating to corporate operations and regional outcomes. GWRC's Executive Leadership Team signed off its Organisational Emissions Management and Reduction Plan in May 2024, which includes targets for its organisational GHG emissions, previously approved by Councillors. Each target is relative to the Council's base year period of FY18/19. These include:

- GWRC has committed to achieve a net reduction in its total emissions (all Scopes/Categories) of 40% in FY2024/25;
- To be 'carbon neutral' (net-zero total emissions) from FY2029/30;
- To be 'climate positive' (net emissions reduced by more than 100% from FY2034/35:
- Achieve a 25% reduction in gross Scope 1& 2 (Category 1 & 2) GHG emissions in FY2024/25;
- Achieve a 50% reduction in gross Scope 1& 2 (Category 1& 2) GHG emissions in FY2029/30;
- Achieve a 65% reduction in gross Scope 1& 2 (Category 1& 2) GHG emissions in FY34/35.



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# Governance and culture Te whakaruruhau me te ahurea

#### LGFA governance policies and documents

- Audit and Risk Committee Charter Board Charter Code of Ethics Diversity Policy Internal Audit Charter LGFA Constitution LGFA Foundation Policies
- Remuneration Policy Responsible Investment Policy Risk Management Policy Shareholders Agreement Sustainability Policy Treasury Policy

#### NZX Corporate Governance Code

LGFA is a listed issuer on the NZX Debt Market and complies with the eight core principles underpinning the NZX Corporate Governance Code (1 April 2023).

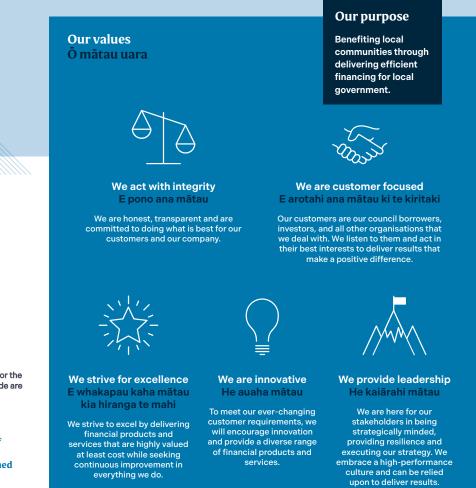
LGFA considers that its governance practices have not materially differed from the NZX Code for the year ended 30 June 2024. Areas where LGFA has implemented alternative measures to the Code are as follows:

An issuer should establish a nomination committee to recommend director appointments to the board.

An issuer should have a remuneration committee which operates under a written charter. The process for the nomination and remuneration of directors is documented in the Constitution of New Zealand Local Government Funding Agency Limited and outlined on page 27.

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The LGFA Board is responsible for the strategic direction and control of LGFA's activities and is committed to ensuring LGFA demonstrates ongoing commitment to strong and sound corporate governance.



Governance and culture LGFA Annual Report 2024 22

#### Culture, ethics and governance

The Board is committed to ensuring LGFA demonstrates ongoing commitment to strong and sound corporate governance, and that the conduct of both directors and staff always meets the high standards required to reflect the company's values and to protect its reputation.

LGFA's required standards for conduct are defined in our Code of Ethics and is reflected throughout the following key governance documents: The Constitution; Shareholders' Agreement; Board Charter; Audit and Risk Committee Charter; Internal Audit Charter; and the Diversity Policy.

#### Code of Ethics

LGFA has adopted a formal Code of Ethics, incorporating its Conflicts of Interest and Code of Conduct policies, which sets out the standards and values that directors and employees are expected to follow.

Impartiality and transparency in governance and administration are essential to maintaining the integrity of LGFA. Accordingly, our Conflicts of Interest Policy provides guidance to directors and employees in relation to actual and potential conflicts of interest, including specific guidance on managing potential conflicts that may arise for non-independent directors. Directors and employees are expected to avoid all actions, relationships and other circumstances that may adversely impact on their ability to exercise their professional duties.

Our Code of Conduct Policy requires employees and directors to maintain high standards of integrity and conduct by clearly setting out expected standards for behaviour. In addition, the policy sets out our commitment to employees to act in a fair and reasonable manner, while providing a fair and safe working environment.

### Protected Disclosures and Whistle Blowing

Our Protected Disclosures and Whistle Blowing Policy outlines procedure, support and protection to persons who disclose information which they reasonably believe to be about serious wrongdoing in or by LGFA.

#### **Financial Products Trading Policy**

Our Financial Products Trading Policy, which applies to directors, employees and contractors, details the policy and rules for dealing in listed debt securities issued by LGFA and any other LGFA-quoted financial products.

#### Transparency and disclosure

Transparency and disclosure are essential for shareholder, rating agencies and investor confidence and codified through:

- Shareholders' agreement
- NZX listing rules
- Financial accounting standards
- Regulatory compliance

LGFA is committed to ensuring the highest standards are maintained in financial reporting and disclosure of all relevant information. Transparency in how we operate is core to achieving our shareholders' objectives as well as for our wider stakeholders including investors, banks and other financial intermediaries and the credit rating agencies. As such, transparency in how we operate is reflected in operating requirements outlined in our foundation documents, including the Constitution, Shareholders' Agreement and Board Charter, as well as Company policies on Continuous Disclosure, Financial Products Trading, and Protected Disclosures and Whistle Blowing.

LGFA demonstrates transparency through its annual Statement of Intent (SOI) and quarterly reporting to shareholders on its performance against the objectives set out in the SOI.

The Audit and Risk Committee has responsibility to provide assurance to the Board that due process has been followed in the preparation and audit of the financial statements and to ensure there are appropriate processes and activities to ensure compliance with relevant regulatory and statutory requirements.

LGFA has adopted a formal Continuous Disclosure Policy, the requirements of which ensure that we meet the continuous disclosure requirements of the NZX Listing Rules, including the disclosure for material environmental, social and governance (ESG) factors.

#### Audit and Risk Committee

The Audit and Risk Committee is a committee of the Board.

The Audit and Risk Committee is governed by its own Charter which states that the purpose of the Committee is to provide advice, assurance and observations to the Board relating to the effectiveness and adequacy of internal control and risk management systems, processes and activities across LGFA. The Committee assists the Board to fulfil its duties by considering, reviewing and monitoring:

- Risk management framework and processes;
- Internal control environment and mechanisms;
- Operations and effectiveness of the internal audit function;
- Preparation and audit of financial statements;
- Integrity of performance information, including financial reporting;
- Governance framework and process;
- Policies, processes and activities to ensure compliance with legislation, policies and procedures; and
- Statutory/regulatory disclosure and reporting and performance against Statement of Intent targets.

Audit and Risk Committee members are appointed by the Board. Membership comprises at least three directors, the majority of whom must be independent.

#### Internal audit

LGFA has an internal audit function to provide assurance that its risk management, governance and internal controls are operating effectively. The Audit and Risk Committee has responsibility for oversight of the internal audit function, including:

- Reviewing the Internal Audit Charter, the operations of the internal audit and organisational structure of the internal audit function;
- Approving the annual audit plan;
- Reviewing the effectiveness of the internal audit function; and
- Meeting separately with the internal auditor to discuss any matters that the Audit and Risk Committee or Internal Audit considers should be discussed privately.

#### **External audit**

The external audit of LGFA is conducted in accordance with Section 14 of the Public Audit Act 2001, including the appointment of the external auditors of LGFA by the Auditor-General.

The Audit and Risk Committee has responsibility for all processes relating to the audit of financial statements, including the setting of audit fees and ensuring the independence and objectivity of the auditors.

The external audit of LGFA is conducted in accordance with a formal external audit plan which is reviewed and approved by the Audit and Risk Committee on an annual basis. The external auditor attends LGFA's Annual General Meeting.

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### Our team

#### Health, safety and wellbeing

LGFA is committed to providing a safe and healthy working environment for all employees and a flexible workplace environment that promotes increasing employee engagement, productivity and enhancing recruitment and retention.

LGFA maintains policies on health and safety, flexible working, diversity and employment which outlines the company's commitment to health, safety and wellbeing.

Our Health and Safety Policy sets out the duty of directors and staff under the Health and Safety at Work Act 2015. A staff health and safety committee has been established with responsibility to continuously review health and safety issues and ongoing compliance with the Act, with reporting on health and safety issues at each Board meeting.

LGFA provides staff with access to professional support for general counselling services, individual

**Diversity and inclusion** 

LGFA is committed to promoting a culture that supports both workplace diversity and inclusion within the organisation.

case management and on-going monitoring of an employee's progress to ensure they have access to

assistance and treatment to meet their needs.

LGFA is committed to ongoing education

attendances at industry conferences.

and professional development for staff and

directors by funding professional development

courses, membership of professional bodies and

The Future Director programme, launched in 2021

give talented people within the Local Government

sector with an interest in corporate governance

Boardroom discussions for an 18-month period.

meetings, but they have no voting rights. Sarah

Matthews was appointed as our second Future

Director in January 2024 for an 18 month term.

The Future Director actively participates at Board

the opportunity to observe and participate in

by the Board and Shareholder Council, aims to

**Capability and development** 

Diversity at LGFA involves recognising and valuing the contribution that people can make because of their skills, experience, background and differing perspectives. LGFA values employees by encouraging participation and providing opportunities for its people to succeed.

LGFA has formally adopted a Diversity Policy which applies to both LGFA employees and directors. Diversity and inclusiveness at LGFA involves recognising the value of individual differences and managing them in the workplace. Diversity in this context covers gender, age, ethnicity, cultural background, sexual orientation, religious belief, disability, education and family responsibilities.

Each year, we complete a diversity review which is reported through to the Board and, when undertaking recruitment, selection panels for interview are split by gender.

Appointments to the Board are made in accordance with our Constitution and the Shareholders Agreement.

2024		202	3	
	Female	Male	Female	Male
Board	2	4	2	4
Staff	3	7	3	6

		2024			2023	
	Under 30 years	30-50 years	Over 50 years	Under 30 years	30-50 years	Over 50 years
Board	-	-	100%	-	-	100%
Staff	-	30%	70%	12%	22%	60%



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### **Our Board**

The LGFA Board Charter sets out the roles and responsibilities of the Board. The Charter states that the role of the Board is to ensure that LGFA achieves its goals. Having regard to its role, the Board will direct and supervise the management of the business and affairs of LGFA, including:

- ensuring that LGFA's goals are clearly established, and that strategies are in place for achieving them;
- establishing policies for strengthening LGFA's performance;
- ensuring strategies are in place for meeting expectations set out in the Statement of Intent and monitoring performance against those expectations, in particular LGFA's primary objective to optimise the debt funding terms and conditions for participating borrowers;
- · monitoring the performance of management;
- appointing the CEO, setting the terms of the CEO's employment contract and, where necessary, terminating the CEO's employment;
- deciding on whatever steps are necessary to protect LSFA's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken;
- ensuring that LGFA's financial statements are true and fair and otherwise conform with law;
- ensuring that LGFA adheres to high standards of ethics and corporate behaviour;
- ensuring that LGFA has appropriate risk management/regulatory compliance policies in place. In the normal course of events, day-today management of LGFA will be in the hands of management. The Board will satisfy itself that LGFA is achieving its goal and engaging and communicating with Shareholders Council; and
- · engaging and communicating with shareholders.

#### **Board composition**

The Board comprises five independent directors and one non-independent director. An independent director is a director who, within five years prior to appointment, was not an employee of any shareholder, employee of a council-controlled organisation owned by a shareholder, or a councillor of any local authority which is a shareholder.

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Independent Chair BA (Hons) Economics First Class, Otago; C.F.Inst.D Advanced Management Programme, The Wharton School, Philadelphia Associate Member CFA Society New Zealand Craig has worked as a diplomat, economist, investment banker, Chief Investment Officer, and CEO. He has authored reports to the New Zealand Government on the Taxation of Investment Income (which led to the PIE regime), and the creation of New Zealand as a funds domicile. Craig is a Taumata of the University of Otago Business School.

Chair Financial Markets Authority NZ Windfarms Ltd Saturn Portfolio Management Ltd Investment Committee (Shareholder) Desert Holdings Ltd Sahara Ltd Cancer Society Finance Risk and Audit Committee (Auckland and Northern) Waitaki Boys High School Foundation

> Managing Director and shareholder Stobo Group

> > Director and shareholder Blomarine Group Ltd Legend Terrace Ltd

> > > Director Appello Services Ltd

Advisor AMP Financial Services Investment Committee



Alan Adcock Non-Independent Director Member Audit and Risk Committee B.Com, MBA (with Distinction)

Alan has over 35 years' experience in the financial services and local government sectors at executive level, with over twenty years in banking, insurance and funds management followed by his current role as General Manager Corporate / CFO at Whangārei District Council.

His involvement with LGFA began in its initial planning stage, as a representative of the 'tight nine' councils that worked together to turn the concept into reality in 2011. He was an inaugural member of the Shareholders' Council, which he chaired from 2014 before joining the Board in 2021.

> Chief Financial Officer Whangarei District Council

> > Director Whangarei Waste Ltd



Philip Cory-Wright Independent Director Member Audit and Risk Committee LLB (Hons), BCA Business Management INFINZ (Cert), C.F.Inst.D

Philip is a solicitor of the High Court of New Zealand and Victoria. He has worked as a corporate finance adviser in New Zealand to the corporate sector on debt and equity matters for more than 30 years. Philip is also a strategic adviser to clients in the energy and infrastructure sectors. He was a member of the Local Government Infrastructure Expert Advisory Group tasked with advising the Minister of Local Government on Improvements in local government Infrastructure efficiency.

Chair Papa Rererangi i Puketapu (New Plymouth Airport) South Port New Zealand Ltd

> Director Matariki Forest Group NZ Windfarms Ltd Powerco Ltd Te Rere Hau Holdings Ltd Te Rere Hau Ltd

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Stoff

Mark Butcher Chair

Waikato-Tainui Group Investment Committee

#### Member

New Zealand Superannuation Fund, Nominating Committee NZ Financial Markets Association Board



David Rae Independent Director Member Audit and Risk Committee M.Sc (distinction) In Economics, London School of Economics, C.M.Inst.D

David is a co-owner of an investment consulting firm, MyFiduciary Ltd, which provides portfolio advice and implementation for institutional investors including charitable trusts and iwi. His background is in economic policy and investing, having worked for the NZ Superannuation Fund and the OECD.

He has held current and past roles as an investment trustee and as a director of regulated utilities in the gas and transport sectors both in New Zealand and overseas. David has an M.Sc in Economics from the London School of Economics, and a B.Soc. Sci (Hons) in Economics and Physics from the University of Walkato.

Chair New Zealand International Commercial Pilot Academy Director and shareholder

MyFiduciary Ltd

Director Galileo Green Energy GmbH New Zealand Refining Nominees Ltd



Linda Robertson Independent Director Chair Audit and Risk Committee B.Com; Dip.Bank; C.F.InstD; CGP; D.F.INFINZ; GCB.D; GAICD Linda is a professional company director with over 25 years governance experience, combined with 30 years senior financial management experience having worked in both the banking and energy

sectors in New Zealand.

Linda has been a full-time company director since 2015. Linda's governance experience spans many industries such as banking, funds management, electricity generation, retail and distribution; broadcasting services, co-operatives, local authority owned and state-owned entities and charities. Linda has a Bachelor of Commerce Degree and a Diploma in Banking. She also holds a Sustainability and ESG Designation; a Climate and Biodiversity Certificate and is a member of Chapter Zero New Zealand. Linda is a Distinguished Fellow of the Institute of Finance Professionals New Zealand (INFINZ), a Graduate Member of the Australian Institute of Company Directors, a Charted Governance Professional and a Chartered Fellow of the Institute of Directors in

New Zealand. Chair Central Lakes Trust and associated subsidiary Crown Irrigation Investments Ltd

Director Kordla Group Ltd Invercargill City Holdings Ltd and associated subsidiary Horizon Energy Distribution Ltd and associated subsidiaries Southland Building Society (SBS Bank) and associated subsidiary

Member

Office of the Auditor-General and Audit New Zealand, Audit and Risk Committee The Treasury, Capital Markets Advisory Committee The Treasury, Risk and Audit Committee



Helen Robinson ONZM Independent Director Member Audit and Risk Committee

Helen is an experienced business leader locally and internationally mostly in the technology and sustainability sectors. Helen was Managing Director of Microsoft New Zealand, VP of Pivotal Corporation Asia Pacific and Managing Director, Markit Group (co-founding its Environmental Registry: now part of S&P Global).

Helen has decades of governance experience acting as Director or Chair for numerous public, private and public sector organisations.

She is a member of Global Women, a Chartered Member of the NZ Institute of Directors, and has been recognised in numerous awards for business and innovation including the NZ Women of Influence Supreme Award and as an Officer of Merit in the Queens Honours.

> Chair Kara Technologies Ltd Astrix Astronautics Ltd NZTE NZ Beachhead Advisors

Director and Shareholder Organic Initiative Ltd Penguin Consulting Ltd

> Director NZTech Generate Klwisaver

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#### **Director tenure and meetings of the Board**

Anthony Quirk, Independent Director, retired from the Board on 23 November 2023. Anthony was appointed to the Board on 21 November 2017 and served as a Director for 6 years.

David Rae, Independent Director, joined the Board on 23 November 2023.

There were 8 Board meetings and 5 Audit and Risk Committee meetings over the year.

All directors are considered by the LGFA Board to be independent pursuant to the New Zealand Stock Exchange (NZX) Listing Rule 2.6. except for Alan Adcock who is the General Manager Corporate at Whangarei District Council.

Director	Date commenced in office	Board meetings attended/held	Audit and Risk Committee attended/held
Craig Stobo (Chair)	1 December 2011	8/8	-
Alan Adcock	23 November 2021	8/8	5/5
Philip Cory-Wright	1 December 2011	8/8	4/5
Anthony Quirk	21 November 2017	4/4	2/2
David Rae	23 November 2023	4/4	3/3
Linda Robertson	24 November 2015	8/8	4/5
Helen Robinson	23 November 2022	8/8	5/5

#### **Board performance review**

The Board has an annual formal self-assessment to assess director, Board and committee performance. In addition, Board performance is reviewed by external consultants on a periodic basis.

#### **Nomination of Directors**

Director nominations can only be made by a shareholder by written notice to LGFA and the Shareholders' Council, no more than three months, nor less than two months, before a meeting of shareholders. All valid nominations are required to be sent by LGFA to all persons entitled to attend the meeting.

#### **Retirement and re-election of Directors**

Directors are appointed to the Board by an Ordinary Resolution of shareholders. A Director must not hold office (without re-election) past the third annual meeting of the Company following the Director's appointment or three years, whichever is longer.

A retiring Director shall be eligible for reelection.

#### Indemnities and insurance

Under LGFA's constitution, LGFA indemnifies directors for potential liabilities and costs they may incur for acts of omission in their capacity as directors. LGFA has arranged directors' and officers' liability insurance covering directors and management acting on behalf of the company. Cover is for damages, judgements, fines, penalties, legal costs awarded and defence costs arising from wrongful acts committed while acting for LGFA. The types of acts that are not covered are dishonest, fraudulent, malicious acts, or omissions, wilful breach of statute or regulation, or duty to LGFA, improper use of information to the detriment of LGFA, or breach of professional duty.

#### Remuneration

The remuneration of the Board reflects LGFA's size and complexity and the responsibilities, skills, performance and experience of the directors. A specialist independent adviser is used periodically to ensure the remuneration is appropriate.

Board remuneration is determined by an Ordinary Resolution of shareholders. The current board remuneration was approved by shareholder resolution at the Annual General Meeting on 23 November 2023.

#### Director annual fee breakdown

Position. Fees per annum	2024	2023
Board Chair	\$124,000	\$108,000
Audit and Risk Committee Chair	\$78,000	\$67,000
Director / ARC Member	\$73,000	\$63,000
Director	\$70.000	\$60.000

Director	2024	
Craig Stobo (Chair)	\$124,000	
Alan Adcock	\$73,000	
Philip Cory-Wright	\$73,000	
Anthony Quirk	\$30,420	
David Rae	\$43,140	
Linda Robertson	\$78,000	
Helen Robinson	\$73,000	

#### Chief Executive remuneration

The remuneration of the CEO is determined by the Board and is reviewed annually taking into consideration the scope and complexity of the position with reference to the remuneration of CEOs of similar organisations. A specialist independent adviser is used periodically to ensure the remuneration is appropriate. The CEO remuneration package comprises a fixed cash component of \$804,518 per annum as at 30 June 2024 (\$754,000, 2023) and an at-risk short-term incentive of the fixed cash component. The short-term incentive payment is made annually at the Board's discretion subject to the CEO and LGFA meeting a range of specific performance objectives for the financial year.

Per annum	2024	2023
Salary	\$804,518	\$754,000
Taxable benefits	-	-
Subtotal	\$804,518	\$754,000
Pay for Performance STI	\$120,678	\$113,100
Kiwisaver Employer Contribution	\$37,008	\$34,684
Total remuneration	\$962,204	\$901,784

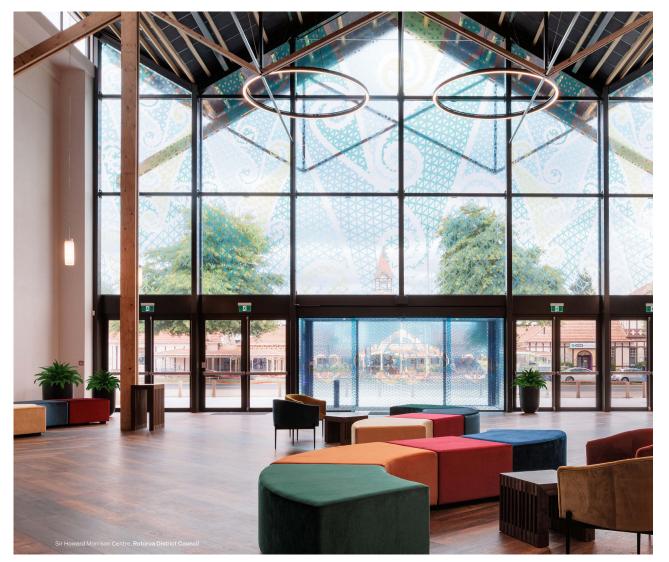
#### Staff remuneration

The following table shows the number of staff who received more than \$100,000 in total remuneration, in \$10,000 bands.

Total remuneration	2024	
\$100,000 to \$110,000	1	
\$170,000 to \$180,000	1	
\$200,000 to \$210,000	1	
\$230,000 to \$240,000	1	
\$290,000 to \$300,000	1	
\$370,000 to \$380,000	1	
\$390,000 to \$400,000	1	
\$960,000 to \$970,000	1	

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#### Shareholders

#### **Foundation documents**

The Constitution and the Shareholders Agreement are foundation documents.

The Constitution defines the rights and powers of shareholders, the acquisition and redemption of company shares, proceedings of shareholder meetings, voting at meetings and the right to demand polls, shareholder proposals and review of management.

The Shareholders Agreement is an agreement between LGFA and its shareholders which clearly defines LGFA's business, its objectives, the role of the Board, the establishment of the Shareholders Council and the approval rights of the shareholders.

## Members of the Shareholders

**Kathryn Sharplin (Chair)** Tauranga City Council

Sarah Houston-Eastergaard (Deputy Chair) Wellington City Council

Kumaren Perumal Bay of Plenty Regional Council

Mike Drummond Tasman District Council

Andrew John Auckland Council

David Bryant Hamilton City Council

Steve Ballard Christchurch City Council

Adele Henderson Western Bay of Plenty District Council

James Stratford New Zealand Government – DIA

Nyika Gwanoya/Phoebe Slee New Zealand Government – The Treasury

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## Managing risk Ko te whakahaere tūraru

The objective of LGFA's risk management function is to ensure that effective controls and frameworks are implemented to manage risks effectively and in compliance with LGFA's governance and legislative requirements. The risk management function ensures that LGFA can achieve its objectives, as set out in the Statement of Intent, within the risk appetite of the company's shareholders and Board.

The objective of LGFA's risk management framework is to ensure that the organisation operates within shareholder and Boardapproved risk limits. LGFA's approach to risk management is based on the following core elements:

- The LGFA Board oversees the risk appetite of the organisation and ensures that it is consistent with the constitution and shareholders agreement.
- The risk appetite is reflected in policies approved by the Board and Audit and Risk Committee.
- LGFA management implements policies and controls to ensure that all relevant risks are identified, monitored, measured and managed effectively.

 The Internal Audit (IA) and Risk and Compliance functions provide assurance to both the Board and the Audit and Risk Committee on the performance of internal controls and risk management systems.

LGFA adopts the three lines of defence model to ensure that essential risk management functions adopt a systematic approach that reflects industry best practice:

- The first line of defence establishes risk ownership within the company and is represented by its operational risk and control processes. LGFA managers are responsible for identifying controls, maintaining effective controls and mitigating risks.
- The second line of defence ensures that the operational risk and control processes are actively and appropriately managed by processes such as the regular review of risk reports and compliance monitoring against the risk management framework.
- The third line of defence is the independent assurance provided by both the internal and external audit functions which review and highlight control weaknesses and inefficiencies to management and the Board.

# An effective risk management framework is a critical component of LGFA's business structure for managing the company's exposure to business and treasury risks arising from its operations of raising and on-lending funds to local councils and approved council-controlled organisations.

## LGFA risk register

The LGFA risk register is a key component of the company's risk management framework. The key objective of the LGFA risk register is to ensure that the company assesses the risks faced by the business on an ongoing basis.

The risk register:

- Identifies the inherent risks that LGFA is exposed to when conducting its core business activities;
- Assesses the likelihood and potential impact of the inherent risks on the business;

Treasury risk management

LGFA finances itself through domestic and

markets, with the funds raised on-lent to

Government Act 2002, and the Companies

Act 1993. In addition, the company is required

to comply with Foundation Policies outlined in

the Shareholders Agreement. Any change to

the Foundation Policies require shareholders

LGFA's risk management uses an approved

risk identification and assessment framework

to actively monitor and manage all treasury

and financial by applying best practice risk

LGFA has treasury exposures arising from its

normal business activities that principally relate

to the raising and on-lending of funds. Specific

treasury exposures relate to liquidity, interest

rate, foreign exchange, counterparty credit,

operational and lending risks. LGFA manages

treasury exposures under a Board-approved

Treasury Policy, the objectives for which are to:

management principles and processes.

consent.

international wholesale and retail debt capital

members. LGFA activities are governed by the

Local Government Borrowing Act 2011, the Local

- Describes the internal control framework and management processes for managing and mitigating the identified inherent risks;
- Provides commentary on internal audit coverage of the identified inherent risks; and
- Provides an overall residual risk assessment and compares these to approved risk appetite settings and risk tolerance ranges.

The risk register is reviewed monthly by management and at each meeting of the Audit and Risk Committee.

- Effectively manage treasury risks, within approved compliance limits, to protect LGFA's capital position and net interest margin over time.
- Fund members in the most cost-effective manner and in accordance with LGFA's operating principles, values and objectives.
- Protect LGFA's assets and prevent unauthorised transactions.
- Promote professional expertise of financial and management control to all external parties.
- Minimise operational risk by maintaining adequate internal controls, systems and staffing competencies.
- Provide timely reporting to the Board with meaningful and accurate reporting of interest rate exposures, liquidity, asset and liability maturity, funding, counterparty credit, performance and policy compliance.

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Liquidity risk	Liquidity risk is the potential inability to meet financial obligations when they become due, under normal or abnormal/ stressed operating conditions.	Liquidity risk is managed using a forecast cashflow approach measured over a 90-day period. LGFA is required to maintain sufficient liquidity (comprising holdings of cash and liquid investments, and a Crown liquidity facility) to support six months of funding commitments.	
Interest rate risk	Interest rate risk is the risk that financial assets may re-price/ mature at a different time and/ or by a different amount than financial liabilities.	<ul> <li>Interest rate risk is managed using Value at Risk (VaR) and Partial Differential Hedge (PDH) limits to mitigate the potential change in value of the balance sheet due to changes in interest rates.</li> <li>Value at Risk calculates the potential amount a portfolio could be expected to lose, 5% of the time, over a given time period. It is calculated using historical changes in underlying risk variables and applying those changes to the current portfolio.</li> <li>VaR is measured over a daily time horizon with a 95% confidence interval. A daily 95% VaR exposure of \$1</li> </ul>	<ul> <li>million means that there is a 5% chance that the portfolio could potentially lose more than \$1 million over the next business day.</li> <li>Partial Differential Hedge measures the sensitivity of a portfolio to a one basis point change in underlying interest rates. For example, a PDH of NZD\$100,000 means that the portfolio value will increase by NZD\$100,000 for a one basis point fall in interest rates.</li> <li>In addition, LGFA also undertakes scenario analysis to model the potential effect of changing market environments on the balance sheet.</li> </ul>
Counterparty credit risk	Counterparty credit risk is the risk of financial loss arising from a counterparty defaulting on an investment, security and/or financial instrument where LGFA is a holder or party.	<b>Counterparty credit risk</b> is managed through counterparty limits for investments. These limits are determined as a function of the term of investment, liquidity and credit quality of the counterparty (as measured by a recognised credit rating).	All derivative contracts are subject to formal collateral arrangements to mitigate counterparty risk. Investment is restricted to approved financial instruments listed in the Treasury Policy.
Foreign currency risk	Foreign currency risk is the risk of an adverse change in the fair value of a financial instrument due to a change in foreign exchange rates.	Exposure to <b>foreign currency risk</b> arises when LGFA accesses foreign capital markets for funding purposes. Foreign exchange risk is managed by fully hedging back to floating rate New Zealand dollar and term of all foreign	currency funding and cash flows. Any residual foreign currency risk arising from a timing mismatch of foreign currency cash flows is not material and is managed within a Board approved risk limit.
Operational risk	Operational risk, with respect to treasury management, is the risk of financial and/or reputation loss arising from human error, fraud, negligent behaviour, system failures or inadequate procedures and controls.	<b>Operational risk</b> is managed using internal controls and procedures across operational functions. Segregation of duties between staff members who have the authority to enter transactions with external counterparties and the staff who control, check and confirm such transactions is a	cornerstone internal control principle. Financial instruments are not entered into if the systems, operations and internal controls do not satisfactorily support the measurement, management and reporting of the risks associated with the instrument.

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## Lending risk

Lending risk is the risk of financial loss that could occur from lending funds to councils or council-controlled organisations.

The LGFA Board has ultimate discretion on approving members.

All member organisations that borrow from LGFA:

 Provide debenture security in relation to their borrowing from LGFA and related obligations, and (if relevant), equity commitment liabilities to LGFA and (if relevant) guarantee liabilities to a security trustee approved for LGFA's creditors.

Where LGFA is the only lender to a council controlled organisation, a general security arrangement (GSA) might be used in place of a debenture security.

- Are required to become a party to a deed of guarantee and an equity commitment deed if the principal amount of their borrowings is at any time equal to, or greater than, NZD 20 million.
- Issue securities (bonds/floating rate notes/ commercial paper) to LGFA (ie. not enter into facility arrangements).
- Comply with their own internal borrowing policies.
- Comply with the financial covenants outlined in the table below, provided that:
- Unrated borrowers or borrowers with a longterm credit rating lower than 'A' equivalent can have bespoke financial covenants that exceed the:
- Lending policy covenants outlined in the following table only with the approval of the Board;
- Foundation policy covenants outlined in the following table only with the approval of an Ordinary Resolution of shareholders.

On 30 June 2020, a Special General Meeting of Shareholders approved a change to the Net Debt/ Total Revenue covenant contained within the Foundation Policy Covenants. For the financial year ended June 2020 a covenant limit of 250% applied. This increased to 300% for the June 2021 and June 2022 years and then reduces by 5% for each of the subsequent years until 280% applies from the June 2026 year.

- Net debt is defined as total consolidated debt less liquid financial assets and investments.
- Total revenue is defined as cash earnings from rates, government grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non-government capital contributions, eg. developer contributions and vested assets.
- Any Board or Ordinary Resolution approval of bespoke financial covenants will only be provided after a robust credit analysis and any approval must also include bespoke reporting and monitoring arrangements.
- Non-compliance with the financial covenants will either preclude a member council from borrowing from the LGFA or, in the case of existing council borrowers', trigger an event of review. An event of default will occur when (among other things) a council fails to meet an interest or principal payment (subject to grace periods). An event of default will enable the LGFA to accelerate a council's repayment of loans.
- Financial covenants are measured on a parent council only basis, not consolidated group, unless requested by a parent council and approved by the LGFA Board.

FINANCIAL COVENANT	LENDING POLICY COVENANTS UNRATED COUNCILS	FOUNDATION POLICY COVENANTS RATED COUNCILS
Net debt / total revenue	<175%	<285%
Net interest / total revenue	<20%	<20%
Net interest / annual rates income	<25%	<30%
Liquidity	>110%	>110%

Net interest is defined as the amount equal to all interest and financing costs less interest income for the relevant period.

Annual rates income is defined as the amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received from other local governments for services provided and for which the other local governments rate.

Liquidity is defined as external debt plus committed loan facilities plus liquid investments divided by external debt.



# Performance against objectives Ko ngā whakatutukinga ki ngā whāinga

The statement of service performance provides a summary of LGFA's performance against the objectives and performance targets set out in the LGFA Statement of Intent 2023-26 (SOI).

## 2023-24 Objectives and performance targets

LGFA objectives and performance targets for 2023-24 fall within the following five strategic priorities which encompass our shareholders' foundation objectives and guide the LGFA Board and management in determining our strategy:

- Governance, capability and business practice
- · Optimising financing services for local government
- · Environmental and social responsibility
- Effective management of loans
- Industry leadership and engagement

Our quarterly reports to shareholders provide more detail on our performance against objectives and performance targets. The reports for the four quarters ended June 2024 are available on the LGFA website.

## Governance, capability and business practice

LGFA is committed to best practice corporate governance to ensure its long-term sustainability and success.

OBJECTIVES	OUR PERFORMANCE TO 30 JUNE 2024	PERFORMANCE TARGETS	2023-2024 TARGET	OUR PERFORM	ANCE TO 30 JUNE 2024
Demonstrate best practice corporate governance.	LGFA is committed to demonstrating best practice corporate governance and we report annually on our compliance with the eight core principles underpinning the NZX Corporate Governance Code. This 2024 Annual Report is the most recent report with commentary	Comply with the Shareholder Foundation Polices and the Board-approved Treasury Policy at all times.	No breaches.	No breaches	S.
on our compliance with the NZX Code.	Maintain LGFA's credit rating	LGFA credit ratings		remain equivalent to the New	
Set and model high standards of ethical	LGFA has adopted a formal Code of Ethics, incorporating its Conflicts of Interest and Code of Conduct policies, which sets out the standards	equal to the New Zealand Government sovereign	equivalent to NZ Sovereign.		vernment for both S&P Globa Fitch Ratings.
behaviour.	and values that directors and employees are expected to follow.	rating where both entities are rated by the same Rating			s affirmed our long-term d foreign currency credit
Achieve the shareholder- agreed objectives and performance targets specified in the Statement of Intent.	Our performance against shareholder-agreed objectives and performance targets, as specified in the Statement of Intent, is reported quarterly to shareholders and annually in this section of our Annual Report.	Agency. rating as AA+ ir Ratings (S&P) a currency credit	+ in October 2023. S&P Glob P) affirmed our domestic adit rating at AAA and foreign ing at AA+ in February 2024.		
Ensure products and services offered to participating borrowers are delivered in	LGFA prepares annual operating budgets and monitors progress against these monthly. Our performance against our financial performance targets for the year-ended 30 June 2024 is summarised	LGFA's total operating income for the period to 30 June 2024.	>\$20.6 million.		n at June 2024, excluding jains/losses on hedged foreiç uance.
a cost-effective manner.	in this section against our performance targets.	LGFA's total operating	<\$10.0 million.		Operating expenses \$11.8 million at June
Be a good employer by providing safe working conditions, training and development and equal opportunities for staff.	We report on our employment practices in the Governance and Culture section of this Annual Report, including compliance with the Health and Safety Act, diversity and inclusion, and capability and development.	expenses for the period to 30 June 2024.		Approved Is totalling \$1.9 The significa our issuance	gnificant contributor was suer Levy (AIL) payments 8 million (2023: \$0.56 million) nt increase in AIL is due to of AUD bonds and USD Euro Paper (ECP).

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### **Optimising financing services for local government**

LGFA's primary objective is to optimise the terms and conditions of the debt funding it provides to participating borrowers. Amongst other things, LGFA will achieve this by delivering operational best practice and efficiency across our lending products and services.

#### OBJECTIVES HOW WE MEASURE OUR PERFORMANCE PERFORMANCE TARGETS 2023-2024 TARGET **OUR PERFORMANCE TO JUNE 2024** Provide interest Comparison to other high-grade issuers - secondary market spread to swap Share of aggregate long-term > 80% 90% as at June 2024. debt funding to the Local cost savings (bps) relative to Government sector. LGFA's borrowing margins compare favourably to other high-grade issuers in the alternative sources New Zealand capital markets. Total lending to Participating > \$17,870 million. \$20,549 million as at June 2024. of financing. Borrowers. 100 Supranational, sovereign and agency issuers (SSA) Conduct an annual survey of > 85% satisfaction 93% satisfaction score in August 2023 KBN (AAA) Participating Borrowers who Stakeholder Survey. score. Asian Development Bank borrow from LGFA as to the (AAA) value added by LGFA to the Rentenbank (AAA) IADB (AAA) borrowing activities. World Bank (AAA) æ 40 International Finance Corp Successfully refinance 100% $\checkmark$ (AAA) existing loans to councils and Nordic Investment Bank LGFA bond maturities as they (AAA) fall due. Banks 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 ASB (AA-) Meet all lending requests 100% $\checkmark$ LGFA Bank (Average) ANZ (AA-) from Participating Borrowers, ····· SSA Average BNZ (AA-) where those requests meet Westpac Bank (AA-) Source: LGFA LGFA operational and covenant requirements. Offer flexible LGFA provides members with short term loans (less than one year), long term short and longloans on either a floating or fixed rate basis (between one year and April 2037), term lending Green Social and Sustainability Loans, Climate Access Loans and standby products that meet facilities the borrowing Over the year-ended June 2024, our members borrowed \$6.095 billion in 486 requirements for long term loans with an average term of 4.9 years. borrowers. As at June 2024 there was \$597 million short-term loans outstanding to 36 members. As at June 2024, standby facilities totalled \$747 million across 15 members. Deliver operational Over the year-ended 30 June 2024, LGFA operations staff successfully: best practice settled 2.388 new trades with a gross value of \$32 billion. and efficiency for processed 16,040 cash flows with a gross value of \$83 billion, and lending services. rate set 11,783 existing trades. Ensure certainty There was strong activity in LGFA bonds in both the primary market (tender or of access to debt syndicated issuance) and secondary market (between banks and investors). Over markets, subject the year-ended 30 June 2024, we issued NZD 3.630 billion of NZD retail bonds always to operating and AUD 2.650 billion of Medium-Term Notes and secondary market turnover in 小教会 in accordance with our NZD retail bonds totalled \$12.4 billion. sound business

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practice.

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## **Environmental and social responsibility**

LGFA recognises the risks inherent in climate change for councils and supports New Zealand's shift to a low-carbon economy. LGFA will exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.

OBJECTIVES	OUR PERFORMANCE TO JUNE 2024	PERFORMANCE TARGETS	2023-2024 TARGET	OUR PERFORMANCE TO JUNE 2024
Assist the local government sector in achieving their	Over the year to June 2024, we approved one new GSS loan to Tauranga City Council for the Kopurererua Valley Stream project. As	Comply with the Health and Safety at Work Act 2015.	No breaches.	No breaches.
sustainability and climate change objectives.	at June 2024, we have approved six Green, Social and Sustainability Loans (GSS) with a combined approved value of \$572.3 million of which \$377.2 million has been advanced.	Maintain Toitū Carbon Zero certification.	Carbon-zero certification maintained.	<ul> <li>Toitū Net Carbon-zero recertification approved in August 2024.</li> </ul>
	Over the year to June 2024, we approved Climate Action Loans (CAL) status to the following four councils: Kapiti Coast District Meet reduction targets Reduction targets of GHG quant Council, Wellington City Council, Tauranga City Council, and Greater outlined in our carbon met. inherent un	<ul> <li>GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used</li> </ul>		
	At June 2024, we have approved CAL loans to seven councils, with combined CAL-qualifying loans totalling \$2.747 billion.			to determine emission factors and the values needed to combine emissions from different gases. GHG emissions
	On 30 September 2023, LGFA published our first <u>'Annual Impact</u> . Report – Green, Social and Sustainability Loans and Climate Action Loans financed with Sustainable Financing Bonds', This report provides information about the allocation of proceeds from LGFA's Sustainable Financing Bond issuance as at June 2023. The second			from different gases. GHG emissions against targets are reported in the 2024 LGFA Climate-Related Disclosures, which are available on the LGFA website.
	Annual Impact Report will be published on 30 September 2024, covering the allocation of proceeds as at June 2024.	hash and Olinesta Astion and antalan	<ul> <li>One new GSS loan undertaken.</li> <li>Four new borrowers approved for</li> </ul>	
Improve sustainability outcomes within LGFA.	In 2021, LGFA directors committed to reducing our carbon emissions over time, with our target of cutting per employee emissions by 30%	Loans.	Three new borrowers approved for CAL.	CAL.
	by 2030, compared with a 2018/19 base year. We continue to monitor our organisational emissions and remain within target, as well as developing processes to comply with the XRB Climate-reporting disclosures, including a methodology for calculating and reporting our financed emissions.	Ensure Annual Report is prepared in compliance with applicable GRI Standards.	100%	<ul> <li>Target superseded. Commencing with the 2024 Annual Report, LGFA is required to meet the requirements of the XRB Climate-Related Disclosure (CRD) standards. Given the significance of the CRD standards, we have replaced reporting under the GRI standards with compliance with the CRD standards.</li> </ul>

Meet all mandatory climate 100% reporting standards.

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## Effective management of loans

LGFA will ensure its loan book remains at a high standard by ensuring it understands each participating borrower's financial position. LGFA manages its assets within an appropriate risk management framework to ensure shareholder value is not compromised.

OBJECTIVES	OUR PERFORMANCE TO JUNE 2024			
Proactively monitor and review each Participating Borrower's financial position, including		reviewed council annual plans, agendas and n an ongoing basis for all members on the list.		
ts financial headroom under .GFA policies. Analyse finances at the Council group level where appropriate and report to shareholders.	We received compliance certificates in respect of the LGFA financial covenants from all of our members with debt outstanding at June 2023. No council has requested that they be measured on a group basis. A small number of certificates were provided based upon unaudited financial statements given a delay in providing final audit signoff. These have subsequently been verified following the eventual publication of the council's annual report.			
Endeavour to meet each participating borrower annually, including meeting with elected officials as required, or if requested	Met. LGFA held meetings with 83 council and CCO members in the 12 months ended June 2024.			
Ensure a smooth transition of water-related loans if the Affordable Water Reforms progresses over forecast period.	The transition of water loans to new water entities has not occurred following the change in government and the repeal of the previous legislation relating to Affordable Water Reforms.			
PERFORMANCE TARGETS	2023-2024 TARGET	OUR PERFORMANCE TO JUNE 2024		
Review each Participating Borrower's financial position.	100%	✓		
Arrange to meet each Participating Borrower over	100%	✓		

## Industry leadership and engagement

LGFA will take a proactive role to enhance the financial strength and depth of the local government debt market and will work with key central government and local government stakeholders on sector lssues.

OBJECTIVES	OUR PERFORMANCE TO JUNE 2024
Take a proactive role to enhance the financial strength and depth of the	Over the year, LGFA held quarterly update webinars, as well as hosting Economic and Financial Market Updates webinars by BNZ, both of which were well attended by members.
local government debt market and work with key central government and local government stakeholders on sector and individual council issues.	LGFA has provided input into the Ratepayer Assistance Scheme (RAS) project managed by a group of councils with advice from Cameron Partners. If successful, the RAS could offer temporary financial relief to ratepayers via rates postponement. LGFA is not contributing financially to this project but providing intellectual capital and assistance.
	We are continuing work on initiatives to reduce compliance and documentation requirements for members when they borrow. These initiatives relate to a universal stock security certificate to cover borrowings and delegation of a CEO certificate for borrowing.
Maintain productive relationships with central government representatives and assist the local government sector with significant matters such as the Local Water Done Well Water Reforms.	Over the 12 months we met with the Minister of Local Government, Treasury, and the Department of Internal Affairs (and their advisers) regarding Water Reforms, working actively on issues relating how water debt can be most effectively financed. In February 2024, the Government introduced and passed legislation to repeal all legislation relating to water services entities. This restored continued council ownership and control of water services. In May 2024 the Government introduced the first part of the legislation for the Local Water Done Well framework.
Support councils and CCOs in the development of reporting disclosures of the impacts of sector activity on climate change.	At present, there are no disclosure requirements on the local government sector for reporting impacts of sector activity on climate change. Climate Action Loans (CAL) provide opportunity for LGFA to work with members on developing appropriate Emission Reduction Plans which set out specific emissions reduction targets for operational greenhouse gas emissions, including regular reporting on progress against targets.

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a 15-month period, including meeting with elected officials as required, or if requested.

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#### **Income statement**

For the year ended 30 June 2024 in \$000s

	Note	2024	2023
Interest income		1,213,259	763,600
Interest expense		1,193,809	753,308
Net interest income	4	19,450	10,293
Other operating income	5	1,494	1,349
Gains / (losses) on financial instruments		859	-
Total operating income		21,803	11,642
Operating expenses	6	11,753	9,138
Net operating profit		10,050	2,505

## Statement of comprehensive income

For the year ended 30 June 2024 in \$000s

	Note	2024	2023
Net operating profit		10,050	2,505
items that may be re-classified subsequently to the Income Statement			
Net change in cash flow hedge reserve	9	5,536	-
Cost of hedging	9	(6,531)	-
Total comprehensive income		9,056	2,505

These statements are to be read in conjunction with the notes to the financial statements. The Board of Directors of the New Zealand Local Government Funding Agency Limited authorised these statements for issue on 29 August 2024.

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**Board Chair** 

**Craig Stobo, Director** 

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Linda Robertson, Director Chair, Audit and Risk Committee

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## Statement of changes in equity

For the year ended 30 June 2024 in \$000s

	Note	Share capital	Cash flow hedge reserve	Cost of hedging reserve	Retained earnings	Total equity
Balance at beginning of year		25,000	-	-	80,847	105,847
Net operating profit					10,050	10,050
Other comprehensive income / (expense)			5,536	(6,531)		(995)
Total comprehensive income for the year			5,536	(6,531)	10,050	9,056
Transactions with owners					-	-
Dividend paid on 1 September 2023					(1,713)	(1,713)
Equity as at 30 June 2024	28	25,000	5,536	(6,531)	89,185	113,190

#### For the year ended 30 June 2023 in \$000s

Balance at beginning of year	25,000	-	-	79,560	104,560
Net operating profit				2,505	2,505
Other comprehensive income/ (expense)		-	-		-
Total comprehensive income for the year		-	-	2,505	2,505
Transactions with owners				-	-
Dividend paid on 2 September 2022				(1,218)	(1,218)
Equity as at 30 June 2023	25,000			80,847	105,847

## Statement of financial position

## As at 30 June 2024 in \$000s

Note	2024	2023
Assets		
Financial assets		
Receivables 11	378	492
Cash and cash equivalents	473,609	226,222
Cash pledged as collateral	251,605	93,175
Marketable securities	1,397,045	1,127,879
Deposits	718,493	348,492
Derivatives in gain 10	116,090	63,845
Loans to members 12	20,549,350	16,313,562
Other financial assets	-	
Non-financial assets		
Other assets 13	1,245	978
Total assets	23,507,816	18,174,645
Equity		
Share capital 27	25,000	25,000
Reserves	(995)	
Retained earnings	89,185	80,847
Total equity	113,190	105,847
Liabilities		
Financial liabilities		
Payables and provisions 14	9,609	6,132
Bond repurchases 17	58,302	130,043
Derivatives in loss 10	1,526,526	1,628,316
Debt securities issued:		
At amortised cost 15	20,490,507	15,943,062
At fair value through income statement 16	815,175	-
Borrower notes 18	492,614	360,348
Non financial liabilities		
Other liabilities 19	1,891	896
Total liabilities	23,394,625	18,068,797
Total equity and liabilities	23,507,816	18,174,645

These statements are to be read in conjunction with the notes to the financial statements.

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## Statement of cash flows

For the year ended 30 June 2024 in \$000s

	Note	2024	2023
Cash flows from operating activities			
Cash applied to loans	12	(4,174,912)	(2,222,368)
Interest paid on bonds issued		(596,886)	(496,597)
Interest paid on bills issued		(52,087)	(25,942)
Interest paid on borrower notes		(4,220)	(4,886)
Interest paid on bond repurchases		(10,436)	(5,140)
Interest received from loans		1,031,054	600,415
Interest received from cash & cash equivalents		24,285	7,102
Interest received from marketable securities		43,866	31,190
Interest received from deposits		47,860	23,192
Net interest on derivatives		(474,182)	(134,734)
Cash proceeds from provision of standby facilities		1,496	1,349
Payments to suppliers and employees		(10,877)	(8,965)
Net cash flows from operating activities	32	(4,175,038)	(2,235,383)
Cash flows from investing activities			
(Purchase)/maturity marketable securities		(233,720)	370,217
(Purchase)/maturity of deposits		(525,977)	22,664
Purchase of plant and equipment		-	-
Net cash flows from investing activities		(759,698)	392,881
Cash flows from financing activities			
Cash proceeds from bonds issued	15,16	3,958,755	1,327,354
Cash proceeds (outflows) from bills issued	15,16	623,761	219,827
Cash proceeds (outflows) from bond repurchases		(71,584)	98,180
Cash proceeds from borrower notes		114,288	68,750
Dividends paid		(1,713)	(1,218)
Cash applied to derivatives		558,616	197,795
Net cash flows from financing activities		5,182,124	1,910,690
Net increase / (decrease) in cash		247,388	68,188
Cash, cash equivalents at beginning of year		226,222	158,033
Cash, cash equivalents at end of year		473,609	226,222

### Notes to the financial statements

#### 1. Reporting entity

The New Zealand Local Government Funding Agency Limited (LGFA) is a company registered under the Companies Act 1993 and is subject to the requirements of the Local Government Act 2002.

LGFA is controlled by participating local authorities and is a council-controlled organisation as defined under section 6 of the Local Government Act 2002. LGFA is a limited liability company incorporated and domiciled in New Zealand.

The primary objective of LGFA is to optimise the debt funding terms and conditions for participating borrowers.

The registered address of LGFA is Level 11, City Chambers, 142 Featherston Street, Wellington Central, Wellington 6011.

The financial statements are as at and for the year ended 30 June 2024.

These financial statements were authorised for issue by the Directors on 29 August 2024.

#### 2. Statement of compliance

LGFA is an FMC reporting entity under the Financial Markets Conduct Act 2013 (FMCA). These financial statements have been prepared in accordance with that Act and the Financial Reporting Act 2013. LGFA's bonds are quoted on the NZX Debt Market.

LGFA is a profit orientated entity as defined under the New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and they comply with NZ IFRS and other applicable Financial Reporting Standard, as appropriate for Tier 1 for-profit entities. The financial statements also comply with International Financial Reporting Standards (IFRS).

#### 3. Basis of preparation

#### MEASUREMENT BASE

The financial statements have been prepared on a historical cost basis modified by the revaluation of certain assets and liabilities.

The financial statements are prepared on an accrual basis.

#### FUNCTIONAL AND PRESENTATION CURRENCY

The financial statements are presented in New Zealand dollars rounded to the nearest thousand, unless separately identified. The functional currency of LGFA is New Zealand dollars.

#### FOREIGN CURRENCY CONVERSIONS

Transactions denominated in foreign currency are translated into New Zealand dollars using exchange rates applied on the trade date of the transaction.

#### **CHANGES IN ACCOUNTING POLICIES**

There have no changes to accounting policies.

#### EARLY ADOPTION STANDARDS AND INTERPRETATIONS

LGFA has not early adopted any standards.

These statements are to be read in conjunction with the notes to the financial statements.

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#### STANDARDS NOT YET ADOPTED

LGFA does not consider any standards or interpretations in issue but not yet effective to have a significant impact on its financial statements.

#### **FINANCIAL INSTRUMENTS**

#### **Financial assets**

Financial assets, other than derivatives, are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Cash and cash equivalents include cash on hand, bank accounts and deposits with an original maturity of no more than three months.

Cash provided by LGFA as security for financial arrangements remains a financial asset of LGFA and is recognised as cash pledged as collateral in the Statement of Financial Position, separate from cash and cash equivalents.

Purchases and sales of all financial assets are accounted for at trade date.

At each balance date, an expected credit loss assessment is performed for all financial assets and is calculated as either:

- Credit losses that may arise from default events that are possible within the next 12 months, where
  no significant increase in credit risk has arisen since acquisition of the asset, or
- Credit losses that may arise from default events that are possible over the expected life of the financial asset, where a significant increase in credit risk has arisen since acquisition of the asset.

Impairment losses on financial assets will ordinarily be recognised on initial recognition as a 12-month expected loss allowance and move to a lifetime expected loss allowance if there is a significant deterioration in credit risk since acquisition.

#### **Financial liabilities**

Financial liabilities, other than derivatives, are recognised initially at fair value less transaction costs and subsequently measured at either:

- Amortised cost and subsequently measured at amortised cost using the effective interest rate method; or
- · Fair value through income statement (FVTIS).

Financial liabilities are classified as FVTIS if they are derivative financial liabilities or if LGFA chooses to classify financial liabilities as FVTIS if the use of the classification removes or significantly reduces an accounting mismatch. This classification includes debt issues that are designated at FVTIS where LGFA has economically hedged the foreign exchange and interest rate risk using derivatives, but hedge account is not applied. Any such classification is made on the date of initial recognition and is irrevocable. Purchases and sales of all financial liabilities are accounted for at trade date.

OTHER ASSETS

#### Property, plant and equipment

Items of property, plant and equipment are initially recorded at cost.

Depreciation is charged on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its remaining useful life.

#### Intangible assets

Intangible assets comprise software and project costs incurred for the implementation of the treasury management system. Capitalised computer software costs are amortised on a straight-line basis over the estimated useful life of the software (three to seven years). Costs associated with maintaining computer software are recognised as expenses.

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#### OTHER LIABILITIES

#### Employee entitlements

Employee entitlements to salaries and wages, annual leave and other similar benefits are recognised in the profit and loss when they accrue to employees.

#### Approved issuer levy

Approved Issuer Levy is a function of securities held by offshore holders of certain LGFA bond maturities.

#### REVENUE

#### Interest income

Interest income is accrued using the effective interest rate method.

The effective interest rate exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this rate to the principal outstanding to determine interest income each period.

#### EXPENSES

Expenses are recognised in the period to which they relate.

#### **Interest expense**

Interest expense is accrued using the effective interest rate method.

The effective interest rate exactly discounts estimated future cash payments through the expected life of the financial liability to that liability's net carrying amount. The method applies this rate to the principal outstanding to determine interest expense each period.

#### **Income tax**

LGFA is exempt from income tax under Section 14 of the Local Government Borrowing Act 2011.

#### Goods and services tax

All items in the financial statements are presented exclusive of goods and service tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

#### SEGMENT REPORTING

LGFA operates in one segment being funding of participating borrowers in New Zealand.

#### JUDGEMENTS AND ESTIMATIONS

The preparation of these financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts. For example, the fair value of financial instruments depends critically on judgements regarding future cash flows, including inflation assumptions and the risk-free discount rate.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates and these estimates and underlying assumptions are reviewed on an ongoing basis. Where these judgements significantly affect the amounts recognised in the financial statements they are described in the following notes.

## **Revenue and expenditure**

4.	Net	interest	income
----	-----	----------	--------

For the year ended 30 June 2024 in \$000s	2024	2023
Interest income		
Cash and cash equivalents	24,314	10,280
Cash pledged as collateral	9,189	-
Marketable securities	62,356	41,661
Lease liability	-	13
Deposits	41,124	21,392
Derivatives	-	-
Loans	1,076,276	690,256
Total Interest Income	1,213,259	763,600
Interest expense		
Bills	55,627	25,942
Bond repurchase transactions	10,279	5,331
Lease liability	17	-
Derivatives	445,499	240,445
Bonds	660,065	468,411
Borrower notes	22,323	13,179
Total Interest expense	1,193,809	753,308
Net interest income	19,450	10,293

#### 5. Other operating income

As at 30 June 2024, LGFA had provided standby facilities totalling \$747 million (2023: \$727 million) to selected councils. As at balance date, there were no drawdowns outstanding under the facilities.

For the year ended 30 June 2024 in \$000s	2024	2023
Standby facilities fee income	1,494	1,349
Total other operating income	1,494	1,349

#### 6. Operating expenses

Issuance and on-lending expenses are those costs that are incurred as a necessary expense to
facilitate the ongoing issuance of LGFA debt securities.

For the year ended 30 June 2024 in \$000s	2024	2023
Issuance & onlending expenses		
Approved issuer levy <sup>1</sup>	1,982	561
Rating agency fees	697	672
NZDM facility fee	1,500	1,385
Legal fees - issuance	824	397
NZX	800	782
Trustee fees	116	110
Regulatory, registry, other fees	365	246
	6,284	4,154
Other operating expenses		
Information technology	739	656
Consultants	322	303
Directors fees	496	427
Insurance	103	96
Legal fees	108	287
Other expenses	496	448
Auditors' remuneration		
Statutory audit	131	110
Advisory services	-	-
Personnel	3,074	2,658
	5,469	4,984
Total operating expenses	11,753	9,138

1. The amount of Approved Issuer Levy is a function of securities held by offshore holders of certain LGFA bond maturities.

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## **Financial instruments**

7. Financial instruments accounting policy

Financial instruments recognised in the statement of financial position at amortised cost.

Fair values of financial instruments not recognised in the statement of financial position at fair value are determined for note disclosure as follows:

#### CASH AND BANK, TRADE AND OTHER RECEIVABLES, TRADE AND OTHER PAYABLES

The carrying value of cash and bank, trade and other receivables, trade and other payables approximate their fair value as they are short-term instruments.

#### CASH PLEDGED AS COLLATERAL

LGFA enters into derivative financial instruments for hedging purpose which may require LGFA to post collateral as security with counterparties.

In line with standard industry practice, collateral is provided for derivative transactions in accordance with Credit Support Annexes (CSAs). LGFA's practice is to annex each CSA to the International Swaps and Derivatives Association (ISDA) Master Agreement it has with derivative counterparties.

LGFA is required to pledge cash deposits at call to meet its obligations under the CSAs for derivative positions. The pledged assets will be returned to LGFA when the underlying transaction is terminated, but in the event of default the counterparty is entitled to apply the collateral to settle the outstanding liability.

#### MARKETABLE SECURITIES AND BONDS

The fair value of bonds and marketable securities are determined using the quoted price for the instrument.

#### DEPOSITS

The fair value for deposits is determined using a discounted cash flow analysis. The interest rates used to discount the estimated cash flows are based on current market interest rates.

#### LOANS

The fair value of loans is determined using a discounted cash flow analysis. The interest rates used to discount the estimated cash flows are based on LGFA bond yields at the reporting date plus an appropriate credit spread to reflect the counterparty's credit risk.

#### LEASES

The lease liability is recognised at the present value of the remaining lease payments, discounted using LGFA's incremental borrowing rate, with the corresponding right-of-use asset recognised as an equal amount.

#### **BORROWER NOTES**

The fair value of borrower notes is determined using a discounted cash flow analysis. The interest rates used to discount the estimated cash flows are based on LGFA bond yields at the reporting date.

#### FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The following table shows the fair value of financial assets and financial liabilities, together with the carrying amounts shown in the statement of financial position.

As at 30 June 2024 in \$000s	Financial liabilities at amortised cost	Financial liabilities at fair value through income statement	Financial assets at amortised cost	Financial assets measured at fair value in accordance with NZ IFRS 9	Fair value
Financial assets					
Receivables	-	-	378	-	378
Cash and bank balances	-	-	473,609	-	473,609
Cash pledged as collateral	-	-	251,605	-	251,605
Marketable securities	-	-	1,397,045	-	1,407,237
Deposits	-	-	718,493	-	719,223
Derivatives	-	-	-	116,090	116,090
Loans	-	-	20,549,350	-	20,915,910
	-	-	23,390,480	116,090	23,884,052
Financial liabilities					
Payables and provisions	9,609	-	-	-	9,609
Bills	911,386	-	-	-	911,396
ECP	-	815,175		-	815,175
Bond repurchases	58,302	-	-	-	58,302
Derivatives	-	-	-	1,526,526	1,526,526
Bonds	19,579,121	-	-	-	19,909,342
Borrower notes	492,614	-	-	-	480,434
	21,051,032	815,175	-	1,526,526	23,710,784

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As at 30 June 2023 in \$000s	Financial liabilities at amortised cost	Financial liabilities at fair value through income statement	Financial assets at amortised cost	Financial assets measured at fair value in accordance with NZ IFRS 9	Fair value
Financial assets					
Receivables	-	-	492	-	492
Cash and bank balances	-	-	226,222	-	226,222
Cash pledged as collateral	-	-	93,175	-	93,175
Marketable securities	-	-	1,127,879	-	1,140,099
Deposits	-	-	348,492	-	348,551
Derivatives	-	-	-	63,845	63,845
Loans	-	-	16,313,562	-	16,512,334
	-	-	18,109,822	63,845	18,384,718
Financial liabilities					
Payables and provisions	6,132	-	-	-	6,132
Bills	782,630	-	-	-	782,566
Bond repurchases	130,043	-	-	-	130,044

	16,439,585	-	-	1,628,316	17,917,332
Borrower notes	360,348	-	-	-	347,825
Bonds	15,160,432	-	-	-	15,022,449
Derivatives	-	-	-	1,628,316	1,628,316
Bond repurchases	130,043	-	-	-	130,044

#### 8. Derivative financial instruments

Derivative financial instruments are recognised in the statement of financial position at fair value. Derivatives are categorised as following:

- Derivatives designated into hedge accounting relationships to minimise profit or loss volatility by matching movements in underlying positions relating to hedges of the LGFA's exposures to interest rate risk and currency risk.
- Derivatives designated to manage risks that are not in a designated hedge accounting relationship.

LGFA use three different types of derivatives financial instruments; interest rate swaps, cross currency interest rate swaps and foreign exchange transactions (spot and forward).

Derivative financial instruments are valued under level 2 of the following hierarchy.

- Level 1 Quoted market prices: Fair value based on quoted prices in active markets for identical assets or liabilities
- Level 2 Valuation techniques using observable market inputs: Fair value based on a valuation technique using other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).
- Level 3 Valuation techniques using significant non-observable market inputs: Fair value based on a valuation technique using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value of derivative financial instruments is determined using a discounted cash flow analysis. Interest rates represent the most significant assumption used in valuing derivative financial instruments. The interest rates used to discount estimated cash flows are based on the New Zealand dollar swap curves at the reporting date.

Treatment of any fair value gains or losses depends on whether the derivative is designated as a hedging instrument. If the derivative is not designated as a hedging instrument, the remeasurement gain or loss is recognised immediately in the Consolidated income statement.

Credit risk associated with derivative financial instruments is managed by ensuring that transactions are executed with counterparties with high quality credit ratings along with credit exposure limits for different credit classes. The counterparty credit risk is monitored and reviewed by the Board on a regular basis.

#### 9. Hedge accounting

LGFA uses derivatives to establish economic hedges to manage its interest rate and foreign exchange risk. LGFA's risk management strategy with respect to hedge accounting is to minimise income statement volatility.

Hedge accounting is implemented to manage the following risks:

- Interest rate risk due to a mismatch between fixed and floating interest rates on assets and liabilities; and
- Combined risk on assets or liabilities with interest rate risk that are denominated in currencies other than New Zealand dollars.

LGFA enters into cross-currency interest rate swaps to hedge the foreign currency and foreign interest rate risks on the AUD bonds. Using the cross-currency interest rate swaps, LGFA will pay New Zealand Dollar floating interest rates and receive AUD fixed interest with coupon payments matching the underlying notes.

LGFA designated the AUD bonds and cross-currency interest rate swaps into three-part hedging relationships for each issue:

- · a fair value hedge of AUD benchmark interest rates.
- a cash flow hedge of margin, and
- a cash flow hedge of the principal exchange.

#### **FAIR VALUE HEDGE**

Under a fair value hedge, the hedged item is revalued at fair value in respect of the hedged risk. This revaluation is recognised in the Consolidated income statement to offset the mark-to-market revaluation of the hedging derivative, except for any adjustment on the hedging derivative relating to credit risk.

#### **CASH FLOW HEDGE**

Under a cash flow hedge, the effective portion of gains or losses from remeasuring the fair value of the hedging instrument is recognised in Other comprehensive income and accumulated in the cash flow hedge reserve. Accumulated gains or losses are subsequently transferred to the Consolidated income statement when the hedged item affects the Income statement, or when the hedged item is a forecast transaction that is no longer expected to occur.

Any future gains or losses will be processed through the hedge equity reserves as long as the existing cash flow hedge relationships remain effective.

A reconciliation of the cash flow reserve is shown in the following table:

	2024	2023
Opening balance at 1 July	-	-
Changes in cash flow hedges	(6,531)	-
Closing balance at 30 June	(6,531)	-

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#### **COST OF HEDGING**

The cost of hedging reserve captures changes in the fair value of the cost to convert foreign currency to NZD of LGFA's cross currency interest rate swaps on the AUD bonds. A reconciliation of movements in the cost of hedging reserve is shown in the table below:

	2024	2023
Opening balance at 1 July	-	-
Change in currency basis spreads	5,536	-
Closing balance at 30 June	5,536	-

#### **HEDGING INSTRUMENTS**

	Life to date values as at 30 June 2024				Year to date	e values recognised duri	ing the year ended 30 J	une 2024
		Carrying amount of the hedging instrument				ess in reserves	Hedge effectiveness	Hedge ineffectiveness
\$000s	Nominal amount of hedging instrument	Asset / (liability)	Change in value for hedge ineffectiveness	Cost of hedging reserve	Cash flow hedge (OCI)	Cash flow hedge reclassified to income statement	Fair value hedge recognised in income statement	Recognised in income statement
Fair value hedges								
Interest rate swaps – domestic bonds hedge	15,228,000	(1,007,019)	(1,007,019)	-	-	-	333,352	-
Interest rate swaps – loans hedge	700,200	25,510	25,510	-	-	-	(12,340)	
Interest rate swaps – marketable securities hedge	611,480	5,917	5,917	-	-	-	(16,956)	
Fair value and cash flow hedges								
Fair value hedges – foreign currency	AUD 2,650,000	(6,381)	(6,381)	-	-	-	6,381	
Cash flow hedges – foreign currency	NZD 2,861,000	35,271	35,271	6,531	(5,536)	(34,497)	-	(859)

	Life to date values as at 30 June 2023				Year to date values recognised during the year ended 30 June 2023				
		Carrying amount of the	hedging instrument		Hedge effectiven	ess in reserves	Hedge effectiveness	Hedge ineffectiveness	
\$000s	Nominal amount of hedging instrument	Asset / (liability)	Change in value for hedge ineffectiveness	Cost of hedging reserve	Cash flow hedge (OCI)	Cash flow hedge reclassified to income statement	Fair value hedge recognised in income statement	Recognised in income statement	
Fair value hedges									
Interest rate swaps – domestic bonds hedge	14,326,000	(1,329,489)	(1,329,489)	-	-	-	(154,598)	-	
Interest rate swaps – loans hedge	457,700	25,510	25,510	-	-	-	1,519	-	
Interest rate swaps – marketable securities hedge	334,600	22,872	22,872	-	-	-	3,521	-	
Fair value and cash flow hedges									
Fair value hedges – foreign currency	-	-	-	-	-	-	-	-	
Cash flow hedges – foreign currency	-	-	-	-	-	-	-	-	

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#### 10.Offsetting

NZ IAS 32: Financial Instruments Presentation allows financial assets and liabilities to be offset only when there is a current legally enforceable right to set off the amounts and there is an intention either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

LGFA does not offset any amounts.

The following table shows the amounts subject to an enforceable master netting arrangement or similar agreement that are not offset in the statement of financial position.

As at 30 June 2024 in \$000s	Derivative assets	Derivative liabilities
Gross amounts	116,090	1,526,526
Amounts offset	-	-
Carrying amounts	116,090	(116,090)
Amounts that don't qualify for offsetting	-	-
Financial assets & liabilities	(116,090)	(116,090)
Collateral	-	(251,605)
Net amount	-	1,158,831

As at 30 June 2023 in \$000s	Derivative assets	Derivative liabilities
Gross amounts	63,845	1,628,316
Amounts offset	-	-
Carrying amounts	63,845	(63,845)
Amounts that don't qualify for offsetting	-	-
Financial assets & liabilities	(63,845)	(63,845)
Collateral	-	(93,175)
Net amount	-	1,471,295

Ashburton District Council	12,062	119,743	12,110	74,243
Auckland Council	-	3,655,028	-	3,225,659
Bay of Plenty Regional Council	50,506	219,044	57,428	161,353
Buller District Council	-	20,037	-	20,030
Canterbury Regional Council	5,085	92,416	10,116	65,272
Carterton District Council	-	24,839	-	17,523
Central Hawkes Bay District Council	5,132	39,401	4,072	38,314
Central Otago District Council	5,019	30,450	20,117	5,072
Christchurch City Council	-	2,511,678	-	2,200,409
Clutha District Council	11,585	108,398	7,554	62,905
Dunedin City Treasury	-	293,104	-	126,119
Far North District Council	32,703	90,518	-	91,984
Gisborne District Council	-	174,991	-	126,028
Gore District Council	8,554	46,998	8,556	41,915
Greater Wellington Regional Council	-	941,217	-	678,358
Grey District Council	3,972	28,807	3,990	26,799
Hamilton City Council	-	950,852	-	803,843
Hastings District Council	-	397,160	-	294,992
Hauraki District Council	-	101,092	-	62,620
Hawkes Bay Regional Council	-	110,708	25,313	55,262
Horizons Regional Council	9,906	62,026	9,936	51,871
Horowhenua District Council	21,199	182,674	15,175	151,192
Hurunui District Council	10,067	57,666	8,092	38,435
Hutt City Council	-	515,520	-	373,239
Infrastructure Holdings Ltd	9,989	104,463	-	
Invercargill City Council	47,502	104,262	55,448	68,788
nvercargill City Holdings Ltd	48,252	48,403	12,323	78,514
Kaikoura District Council	-	7,374	-	5,346
Kalpara District Council	-	54,639	-	44,545
Kapiti Coast District Council	-	323,722	-	277,935
Kawerau District Council	-	4,051	-	2,024

2024

Short-term

12. Loans

As at 30 June 2024 in \$000s

#### 11. Receivables

As at 30 June 2024 in \$000s	2024	2023
Trade debtors	378	492
Total receivables	378	492

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2023

Loans

Short-term

As at 30 June 2024 in \$000s	2024		2023		
	Short-term Ioans	Loans	Short-term Ioans	Loans	
Mackenzie District Council	4,040	16,257	3,001	8,086	
Manawatu District Council	13,014	83,139	15,136	79,502	
Marlborough District Council	14,694	190,067	21,241	131,594	
Masterton District Council	-	63,357	-	52,336	
Matamata-Plako District Council	-	66,201	-	45,520	
Napier City Council	-	20,191	-	10,014	
Nelson City Council	-	262,320	-	186,666	
New Plymouth District Council	10,117	293,577	10,114	221,668	
Northland Regional Council	-	24,741	-	18,565	
Opotiki District Council	-	12,595	-	9,55	
Otago Regional Council	35,739	104,122	46,665	104,17	
Otorohanga District Council	9,110	-	6,052		
Palmerston North City Council	-	273,466	-	214,483	
Porirua City Council	-	269,807	-	198,900	
Queenstown Lakes District Council	76,334	575,080	56,007	454,003	
Rangitikei District Council	-	44,358	-	31,207	
Rotorua District Council	1,889	448,948	1,889	351,358	
Ruapehu District Council	8,050	50,214	8,050	42,130	
Selwyn District Council	20,035	166,778	-	116,198	
South Taranaki District Council	-	140,634	-	117,428	
South Waikato District Council	-	44,469	-	44,45	
Southland District Council	-	36,153	-	21,960	
South Wairarapa District Council	8,190	27,166	-	29,148	
Stratford District Council	-	36,908	2,030	31,858	
Taranaki Regional Council	-	31,780	-	19,652	
Tararua District Council	-	69,986	4,047	53,778	
Tasman District Council	25,379	325,787	25,515	246,75	
Taupo District Council	-	165,543	-	146,271	
Tauranga City Council	-	1,050,800	-	823,933	
Thames-Coromandel District Council	-	84,003	-	67,813	
Timaru District Council	19,340	202,822	19,456	187,561	

As at 30 June 2024 in \$000s	20:	24	202	2023		
	Short-term Ioans	Loans	Short-term Ioans	Loans		
Upper Hutt City Council	-	180,900	-	113,212		
Waikato District Council	-	207,254	9,975	111,225		
Waikato Regional Council	-	32,384	5,120	25,276		
Waimakariri District Council	-	202,169	-	181,960		
Waimate District Council	-	3,541	-	3,540		
Waipa District Council	15,009	313,011	20,010	207,374		
Wairoa District Council	-	11,100	8,015	11,109		
Waitaki District Council	7,483	64,158	8,978	33,280		
Waitomo District Council	6,103	27,246	4,071	24,204		
Wellington City Council	-	1,595,914	-	1,178,503		
West Coast Regional Council	2,986	14,715	3,243	9,991		
Western Bay Of Plenty District Council	10,009	106,249	-	80,992		
Westland District Council	4,713	32,666	-	27,078		
Westland Holdings Ltd	-	-	1,618	5,456		
Whakatane District Council	6,011	149,114	-	114,768		
Whanganui District Council	7,560	176,878	7,557	110,179		
Whangarei District Council	9,922	257,756	9,927	228,151		
Fair value hedge adjustment	-	(25,510)	-	(37,850)		
	597,257	19,952,093	547,944	15,765,618		

As at 30 June 2024, \$3,043 million of loans are due to mature within 12 months. This comprises all short-term loans and \$2,446 million of loans.

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#### 13. Other assets

As at 30 June 2024 in \$000s	2024	2023
Prepayments	987	919
Right-of-use lease asset	258	58
Total other assets	1,245	977

#### 14. Payables and provisions

As at 30 June 2024 in \$000s	2024	2023
Loans/purchases to be advanced	8,190	5,000
Trade creditors	1,038	804
Credit provision	249	123
Other provisions	132	205
Total payables	9,609	6,132

As at 30 June 2024 in \$000s	Face Value	Unamortised premium	Accrued interest	Fair value hedge adjustment	Total
NZD Fixed interest bonds					
15 April 2025	2,719,000	(23,467)	15,731		2,711,264
15 April 2026	2,755,000	(73,596)	8,694		2,690,098
15 April 2027	2,261,000	46,176	21,405		2,328,581
15 May 2028	1,653,000	(72,604)	4,750		1,585,146
20 April 2029	1,932,000	(103,640)	5,701		1,834,061
15 May 2030	1,660,000	(45,881)	9,321		1,623,439
15 May 2031	2,095,000	(222,442)	6,020		1,878,578
14 April 2033	1,605,000	(6,347)	11,972		1,610,625
15 May 2035	550,000	(27,458)	2,107		524,649
15 April 2037	960,000	(84,540)	4,039		879,499
Fair value hedge adjustment				(1,007,019)	(1,007,019
	18,190,000	(613,800)	89,741	(1,007,019)	16,658,921
AUD Fixed interest bonds					
8 September 2027	546,456	(1,140)	7,514		552,830
1 August 2028	1,092,912	(3,193)	21,309		1,111,028
28 November 2030	710,393	(1,560)	3,347		712,180
8 March 2034	546,456	(4,451)	8,538		550,543
Fair value hedge adjustment				(6,381)	(6,381
	2,896,217	(10,344)	40,708	(6,381)	2,920,200
Total Fixed Interest bonds	21,086,217	(624,144)	130,449	(1,013,400)	19,579,121
NZD Bills					
5 July 2024	25,000	(15)	-		24,985
12 July 2024	130,000	(171)	-		129,829
19 July 2024	190,000	(489)	-		189,511
1 August 2024	55,000	(252)	-		54,748
7 August 2024	40,000	(225)	-		39,775
16 August 2024	50,000	(338)	-		49,662
29 August 2024	20,000	(181)	-		19,819
6 September 2024	75,000	(749)	-		74,251
18 September 2024	55,000	(659)	-		54,341
26 September 2024	50,000	(666)	-		49,334
2 October 2024	25,000	(348)	-		24,652
7 October 2024	40,000	(587)	-		39,413
6 November 2024	25,000	(481)	-		24,519
4 December 2024	55,000	(1,292)	-		53,708
19 December 2024	85,000	(2,158)	-		82,842
Total NZD Bills	920,000	(8,614)	-		911,386
Total debt securities issued at amortised cost	22,006,217	(632,758)	130,449	(1,013,400)	20,490,508

15. Debt securities issued at amortised cost

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As at 30 June 2023 in \$000s	Face Value	Unamortised premium	Accrued interest	Fair value hedge adjustment	Total
NZD Fixed interest bonds					
15 April 2024	2,218,000	(2,151)	10,499		2,226,348
15 April 2025	2,409,000	(36,176)	13,937		2,386,761
15 April 2026	2,155,000	(54,361)	6,801		2,107,440
15 April 2027	2,011,000	68,977	19,039		2,099,016
15 May 2028	1,423,000	(60,216)	4,089		1,366,873
20 April 2029	1,722,000	(83,580)	5,081		1,643,501
15 May 2030	1,000,000	(17,002)	5,747		988,745
15 May 2031	1,120,000	(60,338)	3,218		1,062,880
14 April 2033	1,350,000	33,003	10,070		1,393,073
15 May 2035	450,000	(7,728)	1,724		443,997
15 April 2037	820,000	(41,281)	3,450		782,170
Fair value hedge adjustment				(1,340,372)	(1,340,372)
Total Fixed interest bonds	16,678,000	(260,853)	83,656	(1,340,372)	15,160,432
NZD Bills					
7 July 2023	45,000	(32)	-		44,968
12 July 2023	100,000	(142)	-		99,858
19 July 2023	35,000	(87)	-		34,913
2 August 2023	25,000	(112)	-		24,888
11 August 2023	75,000	(442)	-		74,558
17 August 2023	20,000	(144)	-		19,856
8 September 2023	70,000	(713)	-		69,287
15 September 2023	55,000	(630)	-		54,370
22 September 2023	102,000	(1,277)	-		100,723
28 September 2023	40,000	(549)	-		39,451
11 October 2023	25,000	(381)	-		24,619
17 October 2023	5,000	(81)	-		4,919
8 November 2023	20,000	(397)	-		19,603
28 November 2023	50,000	(1,166)	-		48,834
6 December 2023	25,000	(609)	-		24,391
14 December 2023	50,000	(1,282)	-		48,718
20 December 2023	50,000	(1,325)	-		48,675
Total NZD Bills	792,000	(9,370)	-	-	782,630
Total debt securities issued at amortised cost	17,470,000	(270,223)	83,656	(1,340,372)	15,943,062

#### 16. Debt securities issued at fair value through income statement

		-			
As at 30 June 2024 in \$000s	Face Value	Unamortised premium	Accrued interest	Fair value adjustment	Total
USD Euro Commercial Paper	835,052	-	(14,303)	(5,574)	815,175
As at 30 June 2023 in \$000s	Face Value	Unamortised premium	Accrued interest	Fair value adjustment	Total
USD Euro Commercial Paper	-	-	-	-	-

#### 17. Treasury stock and bond repurchases

Periodically, LGFA subscribes for LGFA bonds as part of its tender process and holds these bonds as treasury stock. LGFA bonds held by LGFA as treasury stock are derecognised at the time of issue and no liability is recognised in the statement of financial position. As at 30 June 2024, \$1,000 million of LFGA bonds had been subscribed as treasury stock (2023; \$1,100 million).

LGFA makes these treasury stock bonds available to banks authorised as its tender counterparties to borrow under short-term repurchase transactions. The objective of the bond lending facility is to assist with improving secondary market liquidity in LGFA bonds. Bonds lent to counterparties are disclosed as a separate stock lending liability on the face of the statement of financial position.

As at 30 June 2024 in \$000s	2024	2023
15 April 2024	-	16,619
15 April 2025	-	1,920
15 April 2027	-	52,513
20 April 2029	-	19,437
15 May 2030	58,302	-
15 May 2031	-	3,287
14 April 2033	-	1,750
15 May 2035	-	34,518
	58,302	130,043

#### 18. Borrower notes

Borrower notes are subordinated debt instruments which are required to be held by each local authority that borrows from LGFA in an amount equal to a fixed percentage of the aggregate borrowings by that local authority. The fixed percentage is 2.5% for loans issued from 1 July 2020. Prior to this date, the fixed percentage was 1.6%.

LGFA may convert borrower notes into redeemable shares if it has made calls for all unpaid capital to be paid in full and the LGFA Board determines it is still at risk of imminent default.

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#### **19. Other liabilities**

As at 30 June 2024 in \$000s	2024	2023
Lease liability	258	58
Accruals	1,633	838
Total other liabilities	1,891	896

#### 20. Operating leases

As at 30 June 2024 in \$000s	2024	2023
Less than one year	127	58
Between one and five years	131	-
Total non-cancellable operating leases	258	58

## **Risk management**

#### 21. Financial risk management

The Board of Directors has overall responsibility for carrying out the business of LGFA in accordance with risk management policies, including those relating to investing, lending, borrowing and treasury activities. The use of financial instruments exposes LGFA to financial risks, the most significant being market risk, credit risk, and liquidity risk. The exposure and management of these risks is outlined below.

#### 22. Market risk

Market risk is the risk that changes in market prices will affect LGFA's income or value of financial instruments. The most significant market risk which LGFA is exposed to is interest rate risk. LGFA has no significant unhedged exposure to foreign exchange risk and a 10% increase or decrease in the exchange rate, with all other variables held constant, would have minimal impact on profit and equity reserves of LGFA.

#### 23. Interest rate risk

Interest rate risk is the risk that future cash flows or the fair value of financial instruments will decrease because of a change in market interest rates. LGFA is exposed to interest rate risk through its interest-bearing financial assets and liabilities.

Interest rate risk is managed using Value at Risk (VaR) and Partial Differential Hedge (PDH) limits to mitigate the potential change in value of the balance sheet due to changes in interest rates. PDH risk measures the sensitivity of a portfolio to a one basis point change in underlying interest rates, whereas VaR measures the expected loss for a given period with a given confidence.

The following table indicates the earliest period in which the interest-bearing financial instruments reprice.

As at 30 June 2024 in \$000s	Face value	Less than 6 months	6 months- 1 year	1-2 years	2-5 years	Over 5 years
Financial assets						
Cash and bank Balances	473,609	473,609	-	-	-	-
Marketable securities	1,426,042	708,426	38,930	195,742	422,944	60,000
Deposits	718,493	618,493	100,000	-	-	-
Loans	20,380,577	16,130,830	395,029	512,967	2,318,894	1,022,858
Financial liabilities						
Bills	(920,000)	(920,000)	-	-	-	-
ECP	(835,052)	(835,052)	-	-	-	-
Bond repurchases	(58,249)	(58,249)	-	-	-	-
Derivatives	-	(16,842,390)	2,361,000	2,103,500	5,454,770	6,923,120
Bonds	(20,840,000)	-	(2,719,000)	(2,755,000)	(7,346,000)	(8,020,000)
Borrower notes	(453,103)	(353,829)	(7,716)	(11,938)	(55,175)	(24,446)
Total	(107,863)	(1,078,162)	168,243	45,271	795,433	(38,468)

As at 30 June 2023 in \$000s	Face value	Less than 6 months	6 months- 1 year	1-2 years	2-5 years	Over 5 years
Financial assets						
Cash and bank Balances	226,222	226,222	-	-	-	-
Marketable securities	1,150,805	540,532	154,418	104,273	351,582	-
Deposits	348,492	348,492	-	-	-	-
Loans	16,201,725	13,382,721	363,171	370,400	1,418,820	666,614
Financial liabilities						
Bills	(792,000)	(792,000)	-	-	-	-
Bond repurchases	(129,833)	(129,833)	-	-	-	-
Derivatives	-	(13,758,700)	1,843,500	2,031,200	4,145,000	5,739,000
Bonds	(16,678,000)	-	(2,218,000)	(2,409,000)	(5,589,000)	(6,462,000)
Borrower notes	(338,809)	(277,881)	(6,110)	(7,492)	(32,191)	(15,135)
Total	(11,398)	(460,447)	136,979	89,381	294,211	(71,521)

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#### **INTEREST RATE SENSITIVITY**

Changes in interest rates impact the fair value of fixed rate assets and liabilities, cash flows on floating rate assets and liabilities, and the fair value and cash flows of interest rate swaps. A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) profit or loss and equity by the amounts shown in the following table. This analysis assumes that all other variables remain constant.

For the year ended 30 June 2024 in \$000s	2024		2023		
	P&L	Equity	P&L	Equity	
Fair value sensitivity analysis					
100bps increase	376	(1,351)	(132)	(132)	
100bps decrease	(372)	1,355	140	140	
Cash flow sensitivity analysis					
100bps increase	(14,291)	(14,291)	(8,219)	(8,219)	
100bps decrease	14,291	14,291	8,219	8,219	

#### 24. Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. LGFA is exposed to credit risk through its lending and investing activities.

Credit risk associated with lending activities is managed by requiring local authorities that borrow from LGFA to meet specific credit lending criteria and to provide security against the borrowing. The LGFA's credit risk framework restricts credit exposures to specific counterparties.

Credit risk associated with investing activities, excluding on-lending, is managed by only investing with New Zealand Government Agencies or counterparties that meet a minimum credit rating of A (Standard & Poor's equivalent). The LGFA's credit risk framework limits concentrations of credit risk for any single counterparty.

#### **EXPOSURE TO CREDIT RISK**

LGFA monitors the concentration of credit risk by the type of counterparty. The following table shows the carrying value and maximum exposure to credit risk at the reporting date, before taking account of collateral or other credit enhancements, for significant counterparty types.

As at 30 June 2024 in \$000s	NZ government agencies	NZ local authorities	NZ registered banks	Other counter- parties	FV hedge adjustment	Total carrying value
Financial assets						
Receivables	-	-	-	378	-	378
Cash and bank balances	470,054	-	3,556	-	-	473,609
Cash pledged as collateral	-	-	251,605	-	-	251,605
Marketable securities	90,557	4,973	310,218	997,212	(5,917)	1,397,043
Deposits	-	-	701,894	16,599	-	718,493
Derivatives	(1,151,829)	-	(258,607)	-	-	(1,410,436)
Loans	-	20,574,861	-	-	(25,510)	20,549,350
	(591,218)	20,579,834	1,008,666	1,014,189	(31,427)	21,980,043

As at 30 June 2023 in \$000s	NZ government agencies	NZ local authorities	NZ registered banks	Other counter- parties	FV hedge adjustment	Total carrying value
Financial assets						
Receivables	-	-	-	492	-	492
Cash and bank balances	223,783	-	2,439	-	-	226,222
Cash pledged as collateral	-	-	93,175	-	-	93,175
Marketable securities	79,082	16,950	347,933	706,787	(22,873)	1,127,879
Deposits	-	-	343,564	4,929	-	348,492
Derivatives	(1,468,363)	-	(96,108)	-	-	(1,564,470)
Loans	-	16,351,411	-	-	(37,850)	16,313,562
	(1,165,498)	16,368,361	691,002	712,208	(60,722)	16,545,351

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#### **COLLATERAL AND CREDIT ENHANCEMENTS**

LGFA holds collateral against borrowings from local authorities in the form of debenture securities and guarantees.

#### **CREDIT QUALITY OF FINANCIAL ASSETS**

All financial assets are neither past due nor impaired. The carrying value of the financial assets is expected to be recoverable.

#### 25. Liquidity risk

Liquidity risk is the risk that LGFA will encounter difficulty in meeting the obligations of its financial liabilities. LGFA manages liquidity risk by holding cash and a portfolio of liquid assets to meet obligations when they fall due. LGFA is required by policy to maintain sufficient liquidity (comprising a committed liquidity facility and holdings of cash and liquid investments) to meet all operating and funding commitments over a rolling 12-month period.

The Treasury (New Zealand Debt Management) provides a committed liquidity facility that LGFA can draw upon to meet any exceptional and temporary liquidity shortfall. As at 30 June 2024, the undrawn committed liquidity facility was \$1,500 million (2023: \$1,500 million). The facility is due to expire in December 2031.

#### 26. Contractual cash flows of financial instruments.

The following table shows the contractual cash flows associated with financial assets and liabilities.

As at 30 June 2024 in \$000s	On demand	Up to 3 months	3 months to 1 year	1 year to 5 years	More than 5 years	Total contractual cash flows	Total carrying value
Financial assets							
Receivables	378	-	-	-	-	378	378
Cash and bank balances	473,609	-	-	-	-	473,609	473,609
Cash pledged as collateral	251,605	-	-	-	-	251,605	251,605
Marketable securities	-	240,165	291,490	955,751	61,800	1,549,207	1,397,045
Deposits	-	208,790	526,414	-	-	735,204	718,493
Loans	-	900,617	3,289,336	14,976,059	5,956,294	25,122,306	20,549,350
Financial liabilities							
Payables and provisions	(9,609)	-	-	-	-	(9,609)	(9,609)
Bills	-	(690,000)	(230,000)	-	-	(920,000)	(911,386)
ECP	-	(331,870)	(483,306)	-	-	(815,175)	(815,175)
Bond repurchases	-	(58,362)	-	-	-	(58,362)	(58,302)
Bonds	-	(36,694)	(3,361,528)	(11,966,381)	(8,848,775)	(24,213,377)	(19,579,121)
Borrower notes	-	(4,741)	(52,232)	(350,211)	(188,464)	(595,648)	(492,614)
Derivatives	-	(214,117)	(290,108)	(1,317,951)	(745,798)	(2,567,974)	(1,410,436)
	715,983	13,788	(309,933)	2,297,267	(3,764,943)	(1,047,838)	113,836

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As at 30 June 2023 in \$000s	On demand	Up to 3 months	3 months to 1 year	1 year to 5 years	More than 5 years	Total contractual cash flows	Total carrying value
Financial assets							
Receivables	492	-	-	-	-	492	492
Cash and bank balances	226,222	-	-	-	-	226,222	226,222
Cash pledged as collateral	93,175	-	-	-	-	93,175	93,175
Marketable securities	-	168,607	350,627	709,893	-	1,229,127	1,127,879
Deposits	-	209,258	145,558	-	-	354,816	348,492
Loans	-	676,189	2,722,811	10,726,760	6,001,820	20,127,580	16,313,562
Financial liabilities							
Payables and provisions	(6,132)	-	-	-	-	(6,132)	(6,132)
Bills	-	(567,000)	(225,000)	-	-	(792,000)	(782,630)
Bond repurchases	-	(130,215)	-	-	-	(130,215)	(130,043)
Bonds	-	-	(2,662,170)	(9,221,173)	(7,131,780)	(19,015,123)	(15,160,432)
Borrower notes	-	(1,549)	(40,931)	(220,864)	(178,502)	(441,846)	(360,348)
Derivatives	-	(210,678)	(254,986)	(1,243,521)	(807,012)	(2,516,197)	(1,564,470)
	313,757	144,611	35,909	751,096	(2,115,474)	(870,101)	105,766

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## **Capital and dividends**

#### 27. Share capital

As at 30 June 2024, LGFA had 45 million ordinary shares on issue, 20 million of which remain uncalled. All ordinary shares rank equally with one vote attached to each ordinary share. Ordinary shares have a face value of \$1 per share.

#### 28. Shareholder information

Registered holders of equity securities	As at 30 June	e 2024	As at 30 June 2023		
Minister of Finance and Minister for Local	5,000,000	11.1%	5,000,000	11.1%	
Government					
Auckland Council	3,731,960	8.3%	3,731,960	8.3%	
Christchurch City Council	3,731,960	8.3%	3,731,960	8.3%	
Hamilton City Council	3,731,960	8.3%	3,731,960	8.3%	
Bay of Plenty Regional Council	3,731,958	8.3%	3,731,958	8.3%	
Greater Wellington Regional Council	3,731,958	8.3%	3,731,958	8.3%	
Tasman District Council	3,731,958	8.3%	3,731,958	8.3%	
Tauranga City Council	3,731,958	8.3%	3,731,958	8.3%	
Wellington City Council	3,731,958	8.3%	3,731,958	8.3%	
Western Bay of Plenty District Council	3,731,958	8.3%	3,731,958	8.3%	
Whangarei District Council	1,492,784	3.3%	1,492,784	3.3%	
Hastings District Council	746,392	1.7%	746,392	1.7%	
Marlborough District Council	400,000	0.9%	400,000	0.9%	
Selwyn District Council	373,196	0.8%	373,196	0.8%	
Gisborne District Council	200,000	0.4%	200,000	0.4%	
Hauraki District Council	200,000	0.4%	200,000	0.4%	
Horowhenua District Council	200,000	0.4%	200,000	0.4%	
Hutt City Council	200,000	0.4%	200,000	0.4%	
Kapiti Coast District Council	200,000	0.4%	200,000	0.4%	
Manawatu District Council	200,000	0.4%	200,000	0.4%	
Masterton District Council	200,000	0.4%	200,000	0.4%	
New Plymouth District Council	200,000	0.4%	200,000	0.4%	
Otorohanga District Council	200,000	0.4%	200,000	0.4%	
Palmerston North District Council	200,000	0.4%	200,000	0.4%	
South Taranaki District Council	200,000	0.4%	200,000	0.4%	
Taupo District Council	200,000	0.4%	200,000	0.4%	
Thames - Coromandel District Council	200,000	0.4%	200,000	0.4%	
Waimakariri District Council	200,000	0.4%	200,000	0.4%	
Waipa District Council	200,000	0.4%	200,000	0.4%	
Whakatane District Council	200,000	0.4%	200,000	0.4%	
Whanganui District Council	200,000	0.4%	200,000	0.4%	
	45,000,000	100%	45,000,000	100%	

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#### 29. Capital management

LGFA's capital is equity, which comprises share capital and retained earnings. The objective of managing LGFA's equity is to ensure LGFA achieves its goals and objectives for which it has been established, whilst remaining a going concern.

#### 30.Dividend

LGFA paid a dividend of \$1,712,500 on 1 September 2023, being \$0.0685 per paid up share (2023: \$1,217,500 on 2 September 2022, being \$0.0487 per paid up share).

#### 31. Capital commitments

As at 30 June 2024, there are no capital commitments.

### **Other Notes**

#### 32. Reconciliation of net profit to net cash flow from operating activities

For the year ended 30 June 2024 in \$000s	2024	2023
Net profit/(loss) for the period	10,050	2,505
Cash applied to loans	(4,174,912	) (2,222,368)
Non-cash adjustments		
Financial instrument amortisation and depreciation	(11,053	) (15,692)
Working capital movements	876	172
Net Cash from operating activities	(4,175,038	) (2,235,383)

#### 33. Contingencies

There are no contingent liabilities at balance date.

#### 34. Related parties

#### **IDENTITY OF RELATED PARTIES**

LGFA is related to the local authorities set out in the Shareholder Information in note 28.

LGFA operates under an annual Statement of Intent that sets out the intentions and expectations for LGFA's operations and lending to participating borrowers.

Shareholding local authorities, and non-shareholder local authorities who borrow more than \$20 million, are required to enter into a guarantee when they join or participate in LGFA. The guarantee is in respect of the payment obligations of other guaranteeing local authorities to the LGFA (cross guarantee) and of the LGFA tiself.

#### RELATED PARTY TRANSACTIONS

LGFA was established for the purpose of raising funds from the market to lend to participating borrowers. The lending to individual councils is disclosed in note 12, and interest income recognised on this lending is shown in the statement of comprehensive income.

The purchase of LGFA borrower notes by participating borrowers. Refer note 18. The Treasury (New Zealand Debt Management) provides LGFA with a committed credit facility and is a derivatives counterparty.

#### TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL:

Salaries \$1,151,293 (2023: \$1,016,801)

Fees paid to directors are disclosed in operating expenses in Note 6.

#### 35. Subsequent events

On 28 August 2024, the Directors of LGFA declared a dividend of \$1,842,500 (\$0.0737 per paid up share). Subsequent to balance date, LGFA has issued bonds of NZD 350 million and AUD 800 million.

КРМС

## **Independent Auditors Report**

To the readers of New Zealand Local Government Funding Agency Limited's financial statements and performance information for the year ended 30 June 2024

The Auditor-General is the auditor of New Zealand Local Government Funding Agency Limited (the company). The Auditor-General has appointed me, David Gates, using the staff and resources of KPMG, to carry out the audit of the financial statements and performance information of the company on his behalf.

#### Opinion

We have audited:

- the financial statements of the company on pages 36 to 53, that comprise the statement of
  financial position as at 30 June 2024, the income statement, statement of comprehensive income,
  statement of changes in equity and statement of cash flows for the year ended on that date and
  the notes to the financial statements that include accounting policies and other explanatory
  information; and
- · the performance information of the company on pages 32 to 35.

#### In our opinion:

- · the financial statements of the company on pages 36 to 53:
- · present fairly, in all material respects:
- its financial position as at 30 June 2024 and
- its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS) and International Financial Reporting Standards (IFRS); and
- the performance information of the company on pages 32 to 35 presents fairly, in all material respects, the company's actual performance compared against the performance targets and other measures by which performance was judged in relation to the company's objectives for the year ended 30 June 2024.

Our audit was completed on 29 August 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below, and we draw attention to the inherent uncertainties in the measurement of greenhouse gas emissions. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

#### **Basis for our opinion**

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter – Inherent uncertainties in the measurement of greenhouse gas emissions

The company has chosen to include a measure of its greenhouse gas (GHG) emissions in its performance information. Without modifying our opinion and considering the public interest in climate change related information, we draw attention to page 34 of the annual report, which outlines the uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards.

#### Materiality

The scope of our audit was influenced by our application of materiality. Materiality helped us to determine the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and on the financial statements as a whole. The materiality for the financial statements as a whole was set at \$160 million determined with reference to a benchmark of company Total Assets. We chose the benchmark because, in our view, this is a key measure of the company's performance. In addition, we also assess whether other matters that come to our attention during the audit would in our judgement change or influence the decisions of a reasonably knowledgeable person ('qualitative' materiality).

#### **Key Audit Matters**

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements in the current period. We summarise below those matters and our key audit procedures to address those matters in order that the readers as a body may better understand the process by which we arrived at our audit opinion. Our procedures were undertaken in the context of and solely for the purpose of our statutory audit opinion on the financial statements as a whole and we do not express discrete opinions on separate elements of the financial statements.

The key audit matter	How the matter was addressed in our audit		
Existence and impairment of loans			
Refer to Note 12 to the Financial Statements.	Our audit procedures included:		
The loans LGFA has provided to local government make up over 87% of total assets. The loans are recognised at amortised cost and the nature of the counterparties is such that we do not consider these loans to be at high risk of significant misstatement. However, based on their materiality, and the judgement	<ul> <li>performing a walkthrough to understand the processes and controls LGFA has in place to assess borrowers and to record loan transactions.</li> </ul>		
	<ul> <li>agreeing the 30 June 2024 loan balances to external confirmations received from NZ Clear.</li> </ul>		
involved in assessing the credit worthiness of counterparties they are considered to be the area which had the greatest effect on our overall	<ul> <li>assessing the borrowers' compliance with financial covenants.</li> </ul>		
audit strategy and allocation of resources in planning and completing our audit.	We did not identify material differences in relation to the existence or impairment of loans		



#### Application of hedge accounting

Refer to Notes 8 and 9 of the Financial Statements.

LGFA enters into derivatives (interest rate swaps and, beginning in FY24, cross currency interest rate swaps) to manage interest rate risk and foreign exchange risk related to issuing fixed rate borrowings (NZD and AUD), fixed rate loans and investing in fixed rate securities.

Hedge accounting is applied where specific requirements are met around documentation of the hedge relationship and the relationship is demonstrated as being an effective hedge. Hedge accounting is complex, particularly in the area of whether the requirements (both initial and ongoing) for its application are met. Should the requirements for hedge accounting not be met, LGFA could experience significant volatility in the Statement of Comprehensive Income from changes in the fair value of the derivatives.

Due to the size of the derivative positions and the

complexity of hedge accounting we consider this

to be a key audit matter.

Our audit procedures included:

- reviewing LGFA's accounting policies related to financial instruments.
- agreeing the terms of the derivatives to the confirmation provided by the derivative counterparty.
- ensuring the hedge documentation supporting the application of hedge accounting was in accordance with NZ IFRS 9.
- · using our treasury valuation specialists we:
- independently recalculated the fair value of all of the derivatives recorded by LGFA; and
- evaluated the hedge effectiveness of the derivatives including independently modelling the future changes in value of these instruments to assess whether the underlying derivatives were effective.
- ensuring the disclosures made in the financial statements were appropriate.

We did not identify material differences in relation to the application of hedge accounting.

## Responsibilities of the Board of Directors for the financial statements and the performance information

The Board of Directors is responsible on behalf of the company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand in accordance with NZ IFRS and IFRS. The Board of Directors is also responsible for preparing the performance information for the company.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the company for assessing the company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002 and the Financial Markets Conduct Act 2013.

## Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the
  performance information, whether due to fraud or error, design and perform audit procedures
  responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide
  a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud
  is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional
  omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

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We evaluate the overall presentation, structure and content of the financial statements and the
performance information, including the disclosures, and whether the financial statements and
the performance information represent the underlying transactions and events in a manner that
achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

#### **Other Information**

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 1 to 31 and page 57 but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Independence

We are independent of the company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

For the year ended 30 June 2024 and subsequently, the Chair of the company's Audit and Risk Committee is a member of the Office of the Auditor-General's Audit and Risk Committee. The Office of the Auditor-General's Audit and Risk Committee is regulated by a Charter that specifies that it should not assume any management functions. There are appropriate safeguards to reduce any threat to auditor independence, as the member of the Office of the Auditor-General's Audit and Risk Committee does not assume any management functions as part of their oversight role of the audit of the company.

Other than the audit, and the relationship with the Office of the Auditor-General's Audit and Risk Committee, we have no relationship with, or interests in, the company.

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David Gates KPMG On behalf of the Auditor-General Wellington, New Zealand

# Other disclosures He whākitanga anō

#### Donations

A donation of \$4,000 was made to Kauri 2000 for the year ended 30 June 2024.

#### **Net Tangible Assets**

Net tangible assets per \$1,000 of listed bonds as at 30 June 2024 is \$5.12 (2023: \$6.35).

#### Spread of Quoted Security holders

HOLDING RANGE	HOLDER COUNT	HOLDER COUNT %	HOLDING QUANTITY	HOLDING QUANTITY %
10,000 to 49,999	481	45	\$11,500,000	0.06
50,000 to 99,999	201	19	\$13,639,000	0.07
100,000 to 499,999	250	23	\$47,061,000	0.25
500,000 to 999,999	30	3	\$20,626,000	0.11
1,000,000 and above	113	10	\$19,097,174,000	99.52
Total	1,075	100	\$19,190,000,000	100.00

Earnings per security

Not applicable

Earnings per \$1,000 of bonds on issue as at

Amount per security of final dividends

30 June 2024 is \$0.46 (2023: \$0.15).

Directory Rārangi tauwaea

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Auckland Level 7 The Shortland Centre 55 Shortland Street

Auckland 1010

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Shortland Street

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29 August 2024

Dear Shareholder,

## LGFA 2024 Annual Report

The LGFA Annual Report for the 12-month period to 30 June 2024 is now available from the LGFA website: LGFA 2024 Annual Report

We are pleased to highlight another positive year for LGFA that included several achievements.

### 1. Financial and operational performance.

Financial performance was strong with Net Operating Profit of \$10.05 million compared to \$2.5 million for the prior year. The prior year profit was abnormally low (due to the sharp rise in interest rates) and it is pleasing that we are back to where we have been on a historical basis.

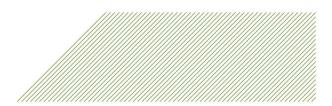
Both our total operating income and operating expenses were higher than the Statement of Intent (SOI) forecast due to the larger than expected council and Council Controlled Organisation (CCO) borrowing and LGFA bond issuance activity. Both lending and bond issuance were record amounts.

We met 15 out of 18 performance objectives and our achievements were recognised through numerous awards from KangaNews, INFINZ, Treasury Managment International, and Environmental Finance.

## 2. We made longer dated borrowing options available to an increased number of council and CCO borrowers.

As at 30 June 2024, LGFA had loans outstanding of \$20.55 billion, an increase of \$4.24 billion over the financial year, with the longest dated loans available out to 13 years (2037). Over the financial year, we approved two new CCO members, lifting total members to 77 councils and 5 CCOs. Over the financial year, LGFA lent a record \$6.1 billion to the sector (up 56% on the prior year) and provided 90% of the sector borrowing. We are appreciative of the ongoing support from our borrowing members.

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## 3. New products and increasing focus on sustainability.

We issued a record NZ\$6.5 billion equivalent of bonds over the financial year. A highlight was our inaugural foreign currency issuance under our AUD Medium Term Note (MTN) and Euro Commercial Paper (ECP) Programmes. Issuing foreign currency securities assists our issuance strategy by diversifying our funding sources beyond the NZD market. All foreign currency borrowing is hedged back into NZD to remove any foreign exchange rate risk.

An increased number of councils and CCOs utilised our sustainable lending products. We grew our sustainable loans to councils and CCOs by \$2.3 billion and were 15.3% of total outstanding loans as at 30 June 2024.

We have also published our inaugural Climate Related Disclosures (CRD) Report that sets out our progress to date with incorporating climate related risks and opportunities across our governance, strategy, and risk management functions. The report is available on our website: LGFA Climate Related Disclosures 2024

## 4. A dividend payment of 6.85% for shareholders.

The financial strength of LGFA has been affirmed with total assets of \$23.5 billion and shareholder equity of \$113.2 million as at 30 June 2024. A \$1,842,500 dividend has been declared by the LGFA Board for the year ended 30 June 2024 and a dividend notice will be sent to you shortly. The dividend rate is \$0.0737 per paid up share and will be paid to you on Monday  $2^{nd}$  September 2024.

Our Annual General Meeting (AGM) will be held on Tuesday 19 November 2024 in Wellington (with a virtual attendance option). We will send out a Notice of AGM by Friday 20 September 2024.

Please do not hesitate to contact me if you have any comments or questions.

Kind regards

Mark Butcher Chief Executive

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