



ATTACHMENTS

**Ordinary Council meeting
Separate Attachments 1**

Tuesday, 29 October 2024

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11.7 Adoption of 2023/24 Annual Report

Attachment 1 TCC Annual Report 2023-24 - Unaudited 4



**ANNUAL REPORT/
PŪRONGO O TE TAU**
2023/24





01

Introduction/Kupu arataki

INTRODUCTION

Mihi whakatau

Whanake mai ngā mata o te ariki
Whanake mai te tohu o te tau
Whanake mai Matariki hunga nui
Koia ko koe
Te kaikawe i ngā mate o te tau
Whōatu rā kōtou ki te uma o Ranginui
Hei whetu i te kete a Tāne
Kei āku rau Kahurangi.
Tiaho mai i runga
Ko tō manawa ora ko tōku manawa ora
Koia ko koe
Te kauwaka o te manako nui
Anei ngā wawata o te ngākau
Hei whakatinanatanga māu
Nau mai ngā hua
Nau mai ngā taonga
Nau mai te ata hāpara
Ka ao ka ao ka awatea
Tihei mauri ora.

Arise Pleiades
Arise the mark of the new year
Arise the symbol of the many
'Tis you
The bearer of our dearly departed
We bid to go forth, to the bosom of the heavens
Ascend as illustrious stars
Within the basket of Tāne
Oh my treasured loved ones
Shine above.
'Tis you
The vassal, conveyor of our greatest aspirations
Your hopes and dreams are mine also
Take up the ambitions of the heart
'Tis for you to manifest
Hail the forthcoming abundance
Hail the expected treasures
Hail the imminent dawn
We are anew, with the new day
Life to all.

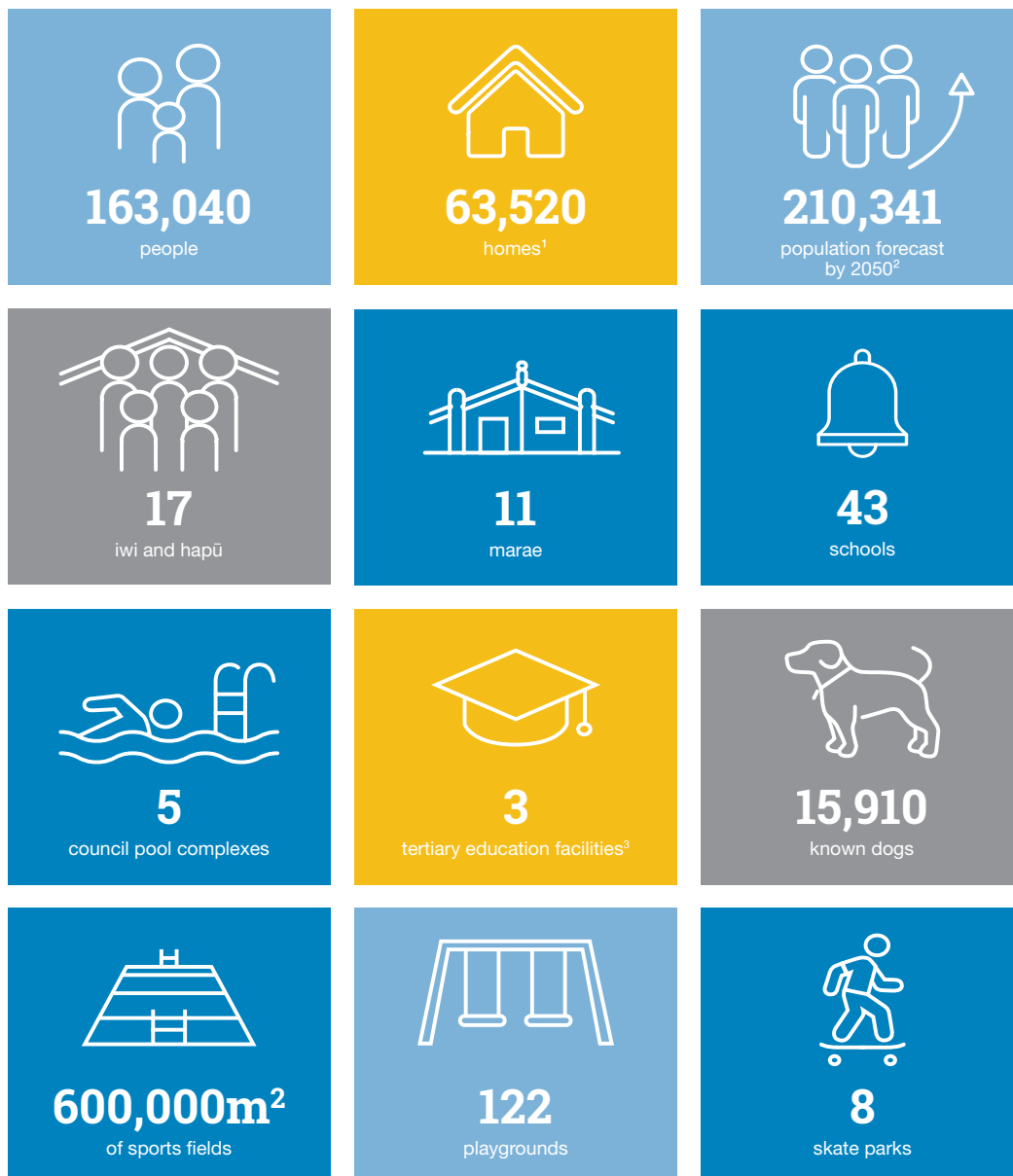


ANNUAL REPORT 2023/24

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INTRODUCTION

Mawhiti mai ki Tauranga Tauranga snapshot



¹ The 2023 housing figure provided in the 2022/23 Annual Report and the Pre-election Report should read 62,620 (rounded).

² These figures will be reviewed early 2025 once final 2023 Census data is available.

³ These include University of Waikato, Toi-Ohomai Institute of Technology and Te Wānanga o Aotearoa.

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INTRODUCTION

Te tikanga o tēnei pūrongo

About this report

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

This annual report covers the period 1 July 2023 to 30 June 2024, which is the third year of our Long-term Plan 2021- 31 (LTP). In between annual reports, we also produced regular reports to our Strategy, Finance and Risk Committee to track our progress against targets and budgets.

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

The annual report provides information on how well we have performed over the year, how our efforts have contributed to achieving our vision, and what we can expect in the year ahead. This was the fourth year of governance by the Commissioners

We recognise that Te Tiriti o Waitangi forms the underlying foundation of our mana whenua relationship, and that council acts in accordance with the principles of Te Tiriti o Waitangi. We also acknowledge the work of the many staff and stakeholders who have contributed to this report.



Te huringa mahi whakamahere Planning cycle

Planning Cycle

Every three years we develop a long-term plan in consultation with our community. This sets out council's vision, direction, budgets, and work plans for the following 10 years.

On 27 June 2022, Audit New Zealand audited our Long-term Plan Amendment (LTPA) 2021- 2031. The amended plan replaces the long-term plan adopted on 26 July 2021. The LTPA is our lead document and provides detail on all our activities. It explains council's financial strategy, details our performance measures, and provides the rationale for delivery of our activities. This Annual Report will be reporting against this.

On 22 April 2024, the LTP 2024-34 was adopted by the Commission. The 2024/25 Annual Report will report against this.

Annual Plan

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



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Te huringa mahi whakamahere

Our Direction – strategic framework

Our Direction presents the framework for Tauranga City Council's strategic direction, guided by our vision and community outcomes. This provides the council and our communities with a clear line of sight between what we do and what we are aiming to achieve, and signals how we will work with mana whenua partners and our communities to create a better Tauranga, now and in the future.

Vision

Our vision – 'Tauranga, together we can', is founded on the concept of hoki whakamuri, haere whakamua (walking backwards into the future). This acknowledges our past through the values of our kaumatua and focuses on the future through the hearts and minds of our rangatahi, as it is their voices that will shape the city they are set to inherit.

The vision for Tauranga:

- acknowledges where we have come from and the challenges of today
- creates a foundation of shared identity for everyone in the city
- brings our communities together and inspires meaningful change.

Our three pillars of the vision are three key themes that have been expressed by our community as being important for a future Tauranga. They are:

- environment - prioritising nature
- community and inclusivity - lifting each other up
- vibrancy - fueling possibility

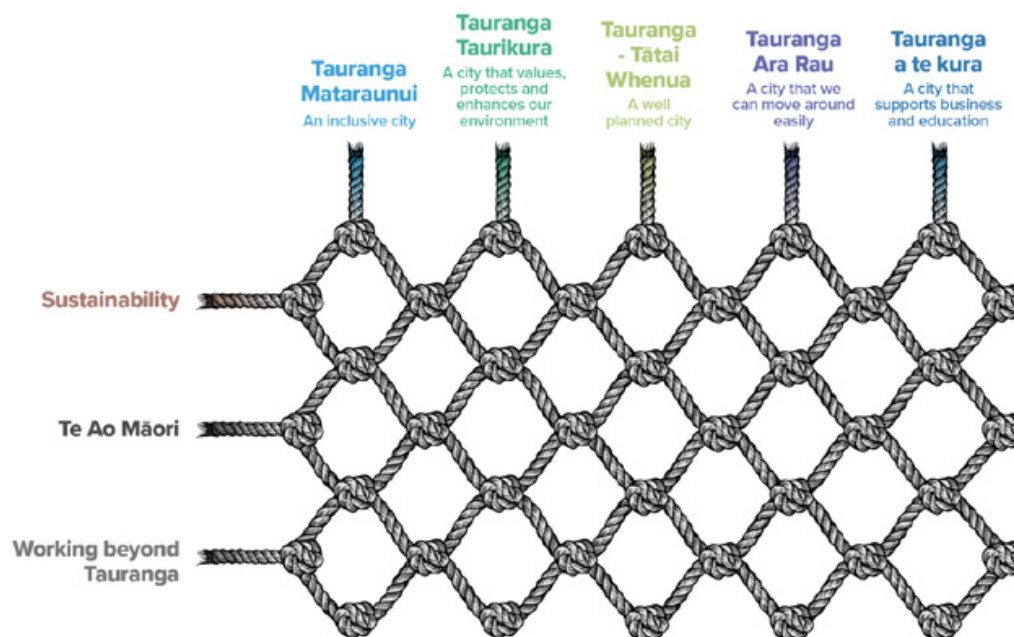


Kei a tatou te pae tawhiti
The future is all of ours

Because, Tauranga,
together we can

Our Direction Framework

Our Direction is visually represented by the kupenga (a type of fishing net), which weaves together the council's five community outcomes (what we are trying to achieve for our communities) and three approaches (how we will do everything):



The council has one primary strategy for each community outcome, spelling out our goals and high-level actions to deliver on that outcome. Our action and investment plans (AIPs) then set out what we will do to deliver on each of our primary strategies once the actions within each AIP are funded through the long-term plan. Many AIPs contribute to more than one primary strategy, and often also contribute to delivery of other AIPs.

For more information, go to: www.tauranga.govt.nz/our-future/our-direction.

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He kupu nā Te Kaiwhakahaere Matua Chief Executive's Message

Tēnā koutou katoa,

Welcome to Tauranga City Council's Annual Report for 2023/24.

This message would normally come to you from the mayor, or in recent years, from the commissioners. However, at the time of writing, we were amid the governance transition from the Commission to the new Council elected in July, and as the Annual Report is essentially a summary of past performance, responsibility for the introductory message falls to me this year.

A major focus for the Commission during the past year has been to continue to deliver public services to the community and progress the many key projects set out in our 2021-31 Long-term Plan and its 2022 amendment.

These have included significant transport network upgrades, such as Cameron Road Stage 1 (designed to future proof this key corridor to cater for urban intensification) and further stages of the Maunganui Road upgrade. We have also advanced improvements to our community amenities and the revitalisation of the city centre, with construction starting on Te Manawataki o Te Papa – the Heartbeat of Te Papa – our civic precinct redevelopment which will include a new library and community hub, a museum and exhibition centre and a civic whare. Significant improvements upgrading the city waterfront reserve are also underway.

We have continued to make significant strides in enhancing our community spaces and active reserves across the city, and key achievements include the transformative delivery of the Marine Parade and Pāpāmoa Coastal Paths, the Destination Skatepark, the Kōpurererua Stream Realignment, and the upgraded public access to Te Rere o Ōmanawa/ Ōmanawa Falls. We also have advanced placemaking on Mauao, developed new pathways and made other improvements across many parks; and completed significant playground renewals citywide, including at Pacific Park in Arataki and Waitaha Reserve in Welcome Bay.

In addition, we devoted significant effort over the past year to developing, consulting on and implementing the city's 2024-34 Long-term Plan (LTP); and consulting on and introducing Plan Change 33, the amendment to our City Plan which gives effect to Government directions aiming to

increase housing supply and choice through managed urban development and intensification across the city.

An important area of ongoing work is to address the city's acute housing shortage and transport congestion. In addition to the plan change referred to above, we are progressing options to make more land available through the partial development of the council-owned Smiths Farm and Poteriwahi sites in Bethlehem. And we've also been working with our key Government agency partners on plans to open further development opportunities in Tauriko and the western corridor, including work to greatly improve the efficiency of SH29 as a link to the city and port. In the east, work has started on the Pāpāmoa East Interchange link to SH2, which will facilitate housing and commercial development in another key growth area, as well as making it easier for people living in the east to get to and from other parts of the city.

The aim of the work programme set out in the current and previous LTPs is simple – to provide the infrastructure and facilities we need to manage our continuing population growth and create a city that existing and future residents can all be proud of and will want to live in. At the same time, we're doing everything we can to make our work plan affordable, with an emphasis on ensuring that everyone contributes fairly through their rates, and through development contributions and user fees – seeking a balance for those who live here and pay rates now and those that will move here and use our facilities in the future. Over the past few years, we have seen substantial rates increases for the commercial and industrial sectors in particular and we acknowledge the support those sectors have provided for successive long-term plan and annual plan initiatives.

As mentioned earlier, we will continue to plan for and deliver the key infrastructure the city needs and enhance our community spaces and places for today and future generations. Our master planning efforts for Gordon Spratt Reserve, Blake Park, Wharepai Domain and Baypark aim to better serve our active reserve and community sport users. These initiatives include the relocation of Tauranga Netball to a national-quality facility at Baypark by June 2026, transformative sports field upgrades and the addition of a new netball shelter at Gordon Spratt Reserve. Additionally,

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we have launched a comprehensive programme to improve the resilience and playability of other sports fields, highlighted by the upcoming installation of an artificial turf at the Links Avenue Reserve. We will continue to advance amenities across the reserves network, including the construction of the new Alice Johnson Oval Pavilion.

We look forward to progressing the Gate Pā and Merivale Community Centres and the many other vital projects planned or underway through 2024/25; and to working with our newly elected mayor and councillors to ensure that the building blocks for the city of the future are put in place and the quality services and facilities residents expect and deserve are maintained.

Finally, now the Commissioner-led period of governance has ended, and within my role and responsibilities as Chief Executive, it is my duty to declare that all statutory obligations of council have been met for 2023/24.

Ngā mihi nui

Marty Grenfell



INTRODUCTION

Te tūtohu a te kaunihera Statement of compliance

The council of Tauranga City Council hereby confirms that all statutory requirements in relation to the Annual Report, as outlined in the Local Government Act 2002 have been complied with.

Mahé Drysdale
Mayor

Marty Grenfell
Chief Executive

The Annual Report and the Audited Financial Statements of Tauranga City Council together with the report of the Audit office were adopted by the Council on 29 October, 2024 in compliance with S.98 of the Local Government Act 2002.

Tauranga Moana - Tauranga Tāngata

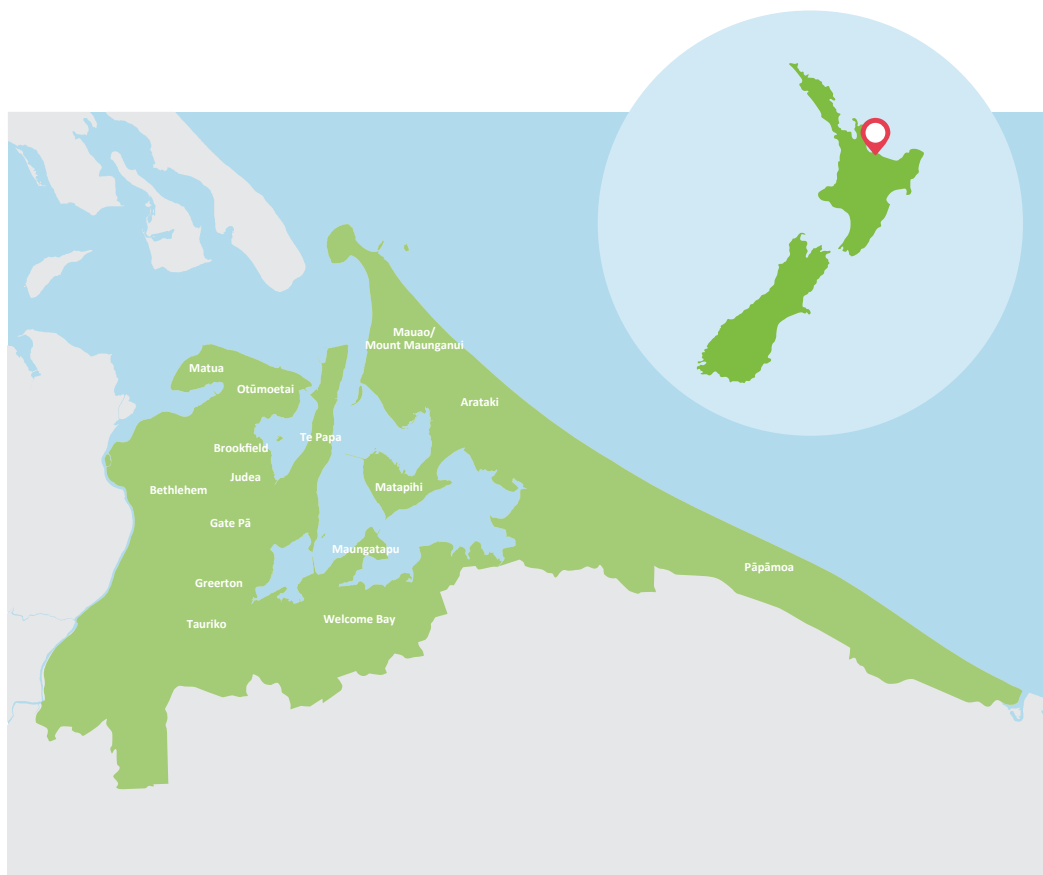
Who we are

Our location

Our city lies in the northwestern corner of the Bay of Plenty, on the southeastern edge of Tauranga Harbour, and is protected by Matakana Island and the extinct volcano of Mauao (Mount Maunganui).

The city extends over 141.91km² and encompasses the communities of Bethlehem, on the southwestern outskirts

of the city; Greerton, on the southern outskirts of the city; Matua, west of the central city overlooking Tauranga Harbour; Maungatapu; Mount Maunganui, located north of the central city across the harbour; Otūmoetai; Pāpāmoa, Tauranga's largest suburb; Tauranga City; Tauranga South; and Welcome Bay.



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Our history

Ko Mauao kei waenganui
 Tū i te ao, tū i te pō
 Kei āna taha ngā tai o te moana
 Mai Te Awaitei, ki Te Awanui
 Ki Te Awaroa, puta atu ki Katikati,
 Ko Matakana, te whakaruruhau o te moana.
 Mai Ngā Kuri ā Whārei ki Te Tumu.
 Ā, Ko Ranginui, ko Pukenga, ko Te Rangihouhiri.
 Te Tauranga o ngā waka, mai te heketanga mai o ngā
 Tūpuna O Te Arawa, o Tākitimu, o Mātaatua waka
 Tae noa mai ki tēnei rā.
 Tauranga Moana
 Tauranga Tāngata
 Ko Rauru kii tahi ē!

Mauao the ancestral mountain a focal point of the region
 Standing forever vigil
 The sea laps upon its shores
 From the ocean front, to the harbour, to the inner gulf
 Extending to Katikati.
 Matakana, a barrier island, protects our anchorage.
 The tribal boundaries of the iwi
 Ngāti Ranginui, Ngāti Pukenga & Ngāi Te Rangi
 Stretches from Ngā Kuri ā Whārei to Te Tumu.
 Tauranga, a safe haven for many from the time of the great
 Migration of Te Arawa, Tākitimu & Mātaatua voyaging canoes
 To the many vessels of the modern day.
 Tauranga, a people with an affinity to the ocean.
 A people of their word.

In Māori tradition, Mauao, at the harbour's edge, was once a nameless peak in the Hautere Forest. Spurned by the beautiful mountain Pūwhenua, he asked the Patupaiarehe (supernatural beings) to drag him to the ocean to dull his pain. Not being able to withstand sunlight, at sunrise they fled, leaving him forever at the shore, revealing the nature of his name, Mauao – 'caught in the light of day'. The earliest settlers to this area were Māori. The ancient people of Ngāmārama were followed by those who arrived in Tauranga upon the Tākitimu and Te Arawa waka in the 12th century, followed by the coastal migration of descendants of the Mātaatua waka. There are strong traditions of conflict, reconciliation, and resolution, held still in a rich culture of spoken stories. The arrival of Europeans from the early 1800s had a major effect on these early communities. The Treaty of Waitangi was signed in 1840 which established British law and described a partnership with tangata whenua in governance, to protect Māori and their rangatiratanga (chieftainship) over their traditional domain. This however was not adhered to, with the continued unsanctioned taking of Māori land throughout the country.



This would eventually lead to the British government, under Governor Grey, declaring war upon the Kīngitanga, the Māori king movement, which many Tauranga Māori supported. Following this, war broke out in Tauranga, being an important hub and transit route for the Kīngitanga movement. Many battles took place in Tauranga – the most significant being the battle of Pukehinahina (Gate Pā) which was followed by the British siege at Te Ranga. A memorial sits next to the Mission Cemetery, where many of the fallen Māori chiefs from the battles are buried. It cited the courage and chivalry displayed by both Māori and Pakeha.

Following the land wars, because of Tauranga iwi support of the Kīngitanga, 50,000 acres of land would be confiscated by the Crown. This included the Te Papa block which includes the central Tauranga city we know today. Tauranga continued to grow and in 1882 was made a borough with its first mayor. During the 1900s water supply and electricity were introduced and the town began to prosper. In 1950 Tauranga was chosen as an export port for the Bay of Plenty, creating many jobs and increasing the population dramatically. In 1978 the Kaimai tunnel improved connections between Tauranga and the Waikato region with growth further boosted by horticulture – particularly kiwifruit growing in the surrounding districts – and from lifestyle appeal. The completion of the harbour bridge in 1988 brought Tauranga and Mt Maunganui closer. The areas were amalgamated in 1989 and growth has occurred in both parts of our enlarged city.



INTRODUCTION

City profile

Our city has experienced increasing population growth. Currently it is home to approximately 163,000 people and is now considered to be a large and growing city. Tauranga means 'place of rest or anchorage' in Māori and while the sparkling harbour and magnificent views make it a great place to relax and recharge, there is also plenty to help keep busy. Our city is virtually surrounded by water – and is popular for fishing, diving, swimming or simply enjoying the stunning views from the top of our famous iconic volcanic cone known as 'the Mount' or Mauao. With a developing arts, culture, and sports focus, along with the climate, environment and vibrant job market, our city is quickly becoming a vibrant and creative city while also offering a wonderful lifestyle. Something we are very proud of.

Our economy

Over the past decade, Tauranga has delivered a strong, growing and increasingly diversified economy, contributing to a record low level of unemployment. Economic growth in Tauranga City averaged 5.0%pa over the 10 years to 2024 compared with an average of 3.0%pa in New Zealand. In the last year, Tauranga's economic growth has been largely driven by the service industries, particularly electricity, gas and water services as well as healthcare and professional services.

The Port of Tauranga, New Zealand's largest port has helped underpin the local economy, providing a critical link in the upper North Island and national supply chain. The Port is served by both rail and road networks; currently handling

32% of all New Zealand cargo, 36% of New Zealand exports and 42% of all shipping containers. Similarly, the Kiwifruit industry provides another backbone to the local economy with 82% of production originating from the Bay of Plenty and significant volume and value growth being forecast.

Our environment

As our city grows, we are gaining a better understanding of the increasing influence climate change will have on us. Climate change needs to be addressed by the whole community, all the way from government through to individuals – with business, science, research, and communities all playing a part. Climate change is influencing our sea levels, weather patterns and rainfall intensity. These changes will in turn increase our natural hazard risks such as flooding from extreme rainfall, inundation (flooding from the harbour/sea), erosion (coastal and inner harbour), tsunami and liquefaction. We're already seeing the impacts of climate change in the Bay of Plenty, including severe weather patterns, increased flooding, and sea level rise. Those impacts are likely to become more severe over time. Our partner, the Bay of Plenty Regional Council commissioned a report looking at how climate change is likely to affect our region in the coming years. [This video](#) outlines the key findings of that report. Our role at the council is to understand the challenges our city faces and work with our communities to reduce emissions while preparing for the effects of climate change. For further details on how we are doing this, please read 'Our response to climate change' on p 28 of this report.







02

Year in Review/Te tau kua hipa



Highlights, opportunities and challenges

During 2023/24 there have been many highlights, along with opportunities and a range of challenges. These are summarised under the below community outcomes and approaches:

- An inclusive city – Tauranga Matarauui
- A city that values, protects, and enhances our environment – Tauranga Taurikura
- A well-planned city – Tauranga - Tātai Whenua
- A city we can move around easily – Tauranga Ara Rau
- A city that supports business and education – Tauranga a te kura
- Sustainability approach - Te Ahunga Toitū
- Te Ao Māori approach - Te Ahunga Ao Māori
- Working beyond Tauranga Approach – Ahunga mahi ki tua o Tauranga.

Our city is one of the most attractive in New Zealand with abundant potential to be the most liveable city. In 2023/24 we delivered our work programme in key areas to meet our community outcomes and move towards becoming New Zealand's most liveable city. We are all proud of our city and while we have several challenges still to contend with, we continue to bring bold and innovative solutions to the table to overcome these challenges with our community.



An inclusive city – Tauranga Matarauui

Tauranga Matarauui is a city that recognises and embraces everyone's differences, where the many diverse faces of Tauranga are respected and acknowledged, providing equal opportunity for Tauranga Tangata to engage actively, contribute and benefit. 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.

Active Reserves & Bay Venues

Mercury Baypark, Blake Park improvements

As a growing city, we are dedicated to improving the capacity and quality of the city-wide network for sports and recreation to benefit community wellbeing. Blake Park could become a world-class facility over time. The proposed future focus is to create a field sports hub for community and high-performance sport, with a secondary focus on events. A high-level blueprint for Blake Park has been developed, this plan is based on conversations with key sporting clubs and organisations (including the netball centre, tennis club, Bay of Plenty Rugby and local cricket, hockey, squash, and netball clubs) to create a more connected, strategic approach to investment decisions, overall utilisation and optimisation of current and future facilities at the park. As part of this plan, we will be relocating the netball centre and netball club to Baypark in late 2026/27 to enable more fields to be installed for other sporting codes such as cricket, rugby, and touch. By late 2024 detailed concept plans and investment strategies will be completed.

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Gordon Spratt Reserve Sports Pavilion

With the ever-expanding population in Pāpāmoa, we're continuing to add and upgrade amenities and environments for everyone to enjoy. Currently, Gordon Spratt Reserve is the only active reserve in Pāpāmoa. Given the population growth in the area, combined with an increased demand for community sports facilities, we're planning some upgrades and improvements to better meet community needs and to ensure more resilient facilities and grounds. This year we have completed Gordon Spratt skatepark improvement works, netball shelter construction and sport field upgrades. Alice Johnson Pavilion has construction now underway.

Merivale and Gate Pā – new community centres

Merivale and Gate Pā Communities, mana whenua and interested individuals and organisations are working with council to deliver new community centres in both locations that will better meet the needs of the community. Work is well underway with the concept plan finalised for both centres; demolition of the current Merivale Community Centre is also underway. Developed design has commenced with consenting due to be completed by late 2024 ahead of construction commencing for both centres. It is expected that the centres will open in late 2025.

Destination Skatepark

An unused piece of land has been transformed to create a world class facility co-designed by professional skateboard designers, a 24-person user group of local skateboarders, roller-skaters, BMX and scooter riders, and council. The result is an inclusive park with features and zones for all ages and abilities. This is a project that has brought the community together including our young people, our skating community, and funders TECT, New Zealand Community Trust, The Lottery Commission, Community Facilities Fund, Grassroots Trust, The Lion Foundation and Project Tauranga, helping to make Tauranga the skate destination of New Zealand. [View here.](#)



Destination Skatepark has features for all ages and abilities.

New Indoor Court Facility

In December 2023 the Commission approved the purchase and retrofit of 'The Warehouse' building at 483 Cameron Road for enhanced indoor court provision. The building purchase and retrofit of a new indoor court facility on Cameron Road will replace the Queen Elizabeth Youth Centre building on Memorial Park. The larger, enhanced and fully accessible indoor courts facility will be complete in late 2024 providing an excellent outcome for recreational users.

Marine Parade and Pāpāmoa walkways

With the 3km Marine Parade walkway completed and now being enjoyed by an increasing number of people, a new shared 3km pathway along the Pāpāmoa Coastal Reserve also making walking and cycling safer is now also ready to be enjoyed by all. The Pāpāmoa Coastal Reserve pathway features signage that shares the stories and history of mana whenua giving people the opportunity to reconnect and engage with this area of cultural significance. Artwork along the Pāpāmoa shared pathway was designed by Te Kapu O Waitaha and Ngā Pōtiki. The patterns have been placed along the pathway to identify beach accesses.

We are now looking forward to stage 2 development getting underway in Pāpāmoa, estimated to be completed by 2025.



Marine Parade walkway

YEAR IN REVIEW

Marine Park/Sulphur Point

The sale of the Marine Precinct this year at Sulphur Point guarantees its future, promising significant economic benefits by encouraging investment in both the city and our marine sector.

The Marine Facilities Strategy (boat ramps, wharves, jetties, and pontoons) that council engaged the community with in 2021 has been progressed into a framework with various actions. We are in the process of planning the work required around these actions. Council has included funding in the recent Long-term Plan for the development of new marine facilities. The Marine Facilities Framework will help guide when these facilities are required and what else may be needed to provide opportunities to access the harbour. One of the priority actions from the Framework is the development of a Sulphur Point Master Plan. Sulphur Point and Marine Park are strategically important for many people in our city and are two of the only places for deep water access. The Master Plan will help to identify future land use, facilities, and activities to respond to concerns raised by recreation and commercial users, and identify actions and investments required.

Ōmanawa Falls

Ōmanawa Falls is a special area in the rohe of local hapū Ngāti Hangarau. This year we completed the Ōmanawa Falls Safe Access Project and reopened the area. Plans to improve public access to Ōmanawa Falls started in 2008 with the development of a reserve management plan, and funding was made available in 2018 to commence work on a public access route. A Governance Group including council, local hapū Ngāti Hangarau, and Tourism Bay of Plenty was formed in 2019 and a final public access route was confirmed in 2021. Construction began in 2022 which included installing over 480 rock bolts and soil nails across cliff faces throughout the site. More than 750 stairs have been added to ensure access throughout the new route. [Click here for more details.](#)

Democracy

The former Minister of Local Government, Hon Nanaia Mahuta, replaced the previous mayor and councillors with four commissioners from 9 February 2021 to July 2024. On 20 July 2024 a successful local election was held bringing democracy back to the city of Tauranga.

We produced 'Vote '24' - a full-service creative campaign encouraging candidates to stand and our community to get out and vote in the 2024 local election. To prepare for the election, we hosted a successful candidate information evening in February, followed by a full election campaign from April to July. We used a variety of tactics in the campaign to encourage candidates and voters, including billboards across the city, as well as digital, print, and social media advertising.

To increase the number and diversity of voters, we translated messaging into Te Reo Māori and eight other languages, focusing on rangatahi, Māori, Pasifika, and ethnic communities. Voters were able to watch a 90-second video interview of candidates on our election webpage. Our goal was to help voters learn about their candidates, as lack of knowledge about candidates is one of the reasons people say they don't vote. We also placed 45 orange voting bins around the city to make it easy for voters to drop off their voting documents, including in every supermarket. Four special voting locations for the three-week voting period and a mobile special voting unit went out alongside the mobile library, providing more opportunities for people to vote.

A total of 85 nominations were received from 75 candidates for 10 elected roles, with 15 candidates standing for the mayoralty. The final voter return was 39% of Tauranga's eligible voting population, or 42,632 votes. While this was consistent with the 2019 election, it was considered to be disappointing.

In July we welcomed our newly elected mayor – Mahé Drysdale and nine councillors and they are now working through a thorough induction process along with on-going training and professional development opportunities. We look forward to the exciting 4-year term ahead.











From left, councillors Rich Curach, Marten Rozeboom, Steve Morris, Kevin (Herb) Schuler, Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, and councillors Glen Crowther, Hautapu Baker, Rod Taylor and absent Mikaere Sydney.

Outcome Measures Results




The following table provides results for the first year's reporting on 'An inclusive city' outcome measures included in Our Direction (council's strategic framework). A report to the Strategy, Finance and Risk Committee in June 2024 provided the baseline data for each of our outcome measures. This baseline is the starting point for measuring progress towards our community outcomes and the implementation of Our Direction. Within that report to the committee, we indicated that we would also provide this information in the 2023/24 Annual Report and then it would also feature in subsequent annual reports from now on to assess how the measures are trending. For more information about each outcome measure, the method of measurement, and the data sources please see the Outcome Measures Baseline Report 2024, found under 'Resources' here: <https://www.tauranga.govt.nz/our-future/our-direction>.

Icon		Description
	Positive trend	The trend is tracking in the right direction (towards the outcome to be achieved)
	No significant change	Over the period measured, there has been little or no change.
	Negative trend	The trend is tracking in the wrong direction (away from the outcome to be achieved)
	Insufficient data to determine a trend	There is not enough data to establish a trend.

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#	Measure	Data (Date)	Trend	Data Source																														
ODM1	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics).	<table><tr><th>Group</th><th>Rarely or never feel lonely</th><th>Feel fit and healthy</th></tr><tr><td>Overall (2023)</td><td>65%</td><td>61%</td></tr><tr><td>Māori (2023)</td><td>59%</td><td>46%</td></tr><tr><td>Pacific communities (2023)</td><td>55%</td><td>42%</td></tr><tr><td>Ethnic communities (2023)</td><td>55%</td><td>63%</td></tr><tr><td>Rainbow community (2023)</td><td>39%</td><td>44%</td></tr><tr><td>Disabled people and carers (2023)</td><td>50%</td><td>35%</td></tr><tr><td>Parents and caregivers (2023)</td><td>65%</td><td>56%</td></tr><tr><td>Youth (2023)</td><td>41%</td><td>54%</td></tr><tr><td>Ageing population (2023)</td><td>78%</td><td>72%</td></tr></table>	Group	Rarely or never feel lonely	Feel fit and healthy	Overall (2023)	65%	61%	Māori (2023)	59%	46%	Pacific communities (2023)	55%	42%	Ethnic communities (2023)	55%	63%	Rainbow community (2023)	39%	44%	Disabled people and carers (2023)	50%	35%	Parents and caregivers (2023)	65%	56%	Youth (2023)	41%	54%	Ageing population (2023)	78%	72%		Vital Update
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ODM2	Housing metrics (dwellings consented, code of compliance certificate issued).	500 new dwellings consented, 628 CCCs for dwelling units were issued (2023/24)		SmartGrowth Development Trends, Building consent data.																														
ODM3	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.	Not measured. 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.		To be developed.																														
ODM4	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.	56% of residents are satisfied with their ability to contact council when and how they want (2024)		Annual Residents' Survey																														
ODM5	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.	Not measured. 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.		To be developed.																														
ODM6	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	64% of respondents believe Tauranga is a very welcoming, fairly welcoming, or welcoming place to live (2023)		Vital Update																														
ODM7	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)	210 people from external organisations attended Te Kete-ā-Rohe: Cultural Connections two-day course (2023/24)		Tauranga City Council																														
ODM8	Residents rate their feelings of personal safety as safe or very safe.	87% feel safe in their neighbourhood during the day 71% feel safe in the city centre during the day 60% feel safe in their neighbourhood after dark 28% feel safe in the city centre after dark (2024)		Annual Residents' Survey																														

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#	Measure	Data (Date)	Trend	Data Source																																																								
ODM9	Drowning education metrics (Measure of people engaged in water safety and 'learn to swim' programmes)	34 enrolments per 1000 people. <ul style="list-style-type: none">• 2,416 (23/24) engaged in Water Skills for Life (Bay Swim)• 3,080 (22/23) engaged in Aquatic Survival Skills (Aquatic Survival Skills Trust)		BaySwim, Aquatic Survival Skills Trust																																																								
ODM10	Strongly agree or agree feeling a sense of community in their local neighbourhood.	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 (2022)		Quality of Life																																																								
ODM11	Residents feel they can access the services they need within their local community.	<table><tr><th>Facilities (2023)</th><th>Use</th><th>Do not use</th><th>Would like to be nearer</th></tr><tr><td>Beaches</td><td>70</td><td>11.3</td><td>17</td></tr><tr><td>Community halls / centres</td><td>30</td><td>60.1</td><td>8</td></tr><tr><td>Cycleways</td><td>47</td><td>46.8</td><td>16</td></tr><tr><td>Harbour / reserves by the water</td><td>64</td><td>20</td><td>10</td></tr><tr><td>Indoor sports facilities</td><td>27</td><td>55.4</td><td>15</td></tr><tr><td>Libraries</td><td>46</td><td>38.6</td><td>16</td></tr><tr><td>Marae</td><td>13</td><td>75.3</td><td>4</td></tr><tr><td>Neighbourhood reserves</td><td>72</td><td>22.1</td><td>10</td></tr><tr><td>Performing arts venues</td><td>24</td><td>54.6</td><td>14</td></tr><tr><td>Playgrounds</td><td>44</td><td>48.8</td><td>13</td></tr><tr><td>Sports fields</td><td>44</td><td>48.1</td><td>9</td></tr><tr><td>Swimming pools</td><td>41</td><td>42.5</td><td>18</td></tr><tr><td>Walkways</td><td>85</td><td>10.7</td><td>18</td></tr></table>	Facilities (2023)	Use	Do not use	Would like to be nearer	Beaches	70	11.3	17	Community halls / centres	30	60.1	8	Cycleways	47	46.8	16	Harbour / reserves by the water	64	20	10	Indoor sports facilities	27	55.4	15	Libraries	46	38.6	16	Marae	13	75.3	4	Neighbourhood reserves	72	22.1	10	Performing arts venues	24	54.6	14	Playgrounds	44	48.8	13	Sports fields	44	48.1	9	Swimming pools	41	42.5	18	Walkways	85	10.7	18		Vital Update
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A city that values, protects, and enhances our environment – Tauranga Taurikura

This outcome reflects active exercising of kaitiakitanga, or stewardship, of our natural environment. Taurikura means to be prosperous or can describe a thriving environment - he whenua taurikura. The use of the name also acknowledges our tupuna kaitiaki or guardian ancestry – Taurikura or thriving. In her story, we see the carving out of our local landscape, highlighting the intrinsic relationship we have with the environment and reflects the seniority of the natural environment in our genealogy or whakapapa. This reiterates our responsibility of care for the taiao, or nature, as our senior, who in turn cares for the people and our future generations.

As a growing coastal city, Tauranga must be ready to face the significant impacts climate change will bring. Climate change is predicted to increase the frequency, intensity, and duration of extreme weather events such as floods, storms, and drought, which in turn lead to coastal erosion and landslides. Our role at council is to understand the challenges our city faces and work with our communities to reduce emissions while preparing for the effects of Tauranga's changing climate.

Resilience to natural hazards

Council has accelerated multiple initiatives to provide robust infrastructure and informed land use planning so we can improve the city's resilience to natural hazards and the impacts from a changing climate.

Building resilience to natural hazards

We use data on natural hazards to quantify their impact on the city's infrastructure assets, combined with climate change projections and the vulnerability of each asset. Multiple mitigation measures have been identified and we are now implementing some of the priority projects, which range from replacing pipes, protecting roads, or moving key infrastructure. Every project completed will make Tauranga and its communities more resilient and add capacity to absorb more severe natural hazard impacts, allowing us to recover more quickly from damage.

Planning for new developments – delivering resilient communities

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

We are doing this through mapping the effects of each hazard in the proposed area, and then undertaking risk assessments based on a range of possible development and hazard susceptibility scenarios. This work considers damage to buildings, damage to assets and lifeline utilities, as well as the potential for loss of life.



Maungatapu landslides – February 2023

YEAR IN REVIEW

Waste Facilities and Collection

Kerbside Waste

Tauranga residents diverted 53% of their household waste from landfill using the kerbside collection service. This means that more food scraps, recycling, glass, and garden waste was either recycled or composted, than rubbish that was sent to landfill. Just under 17,500 Tauranga households have now signed up to the kerbside garden waste collection service. This is 28% of all residential households that have chosen to opt in for this service and have collectively diverted around 6,200 tonnes of garden waste from landfill.

Te Maunga Transfer Station

Unfortunately, the initial Te Maunga Transfer Station Redevelopment project experienced a significant cost increase, causing the project to be halted. This pause allowed for better planning to ensure that future infrastructure development would be more cost-effective and community focused. In 2024/25 we plan to design and upgrade areas of Te Maunga Transfer Station that are critical to safe and efficient operations. We also plan to develop a Waste Infrastructure Plan for Tauranga City for the next 20 years, which will include a new publicly accessible transfer station for the North-West.

Resource Wise Programme

The Resource Wise Programme has engaged with 53 schools and businesses this year, of these we have audited 23 participants' waste to help us identify the key problem products and make recommendations for improvement. The programme, which is in its 10th year, was awarded Best initiative to reduce waste and redesign products at the WasteMINZ Excellence awards in May 2024 for its efforts in diverting 1118.9 tonnes or 60% of the members' collective total waste from landfill over the past 10 years.

Improving Nature and Biodiversity

Kōpurererua River wetland restoration

This year, we completed the Kōpurererua River wetlands restoration work of the river realignment, which saw more than 180,000 plants established. Combined with the previous year's efforts, we have now planted more than 300,000 plants and native vegetation across more than 8 hectares. The area now creates the largest urban wetland in the southern hemisphere as a breeding habitat for native wetland birds and freshwater fish. [See more here](#)

Free Tree Day

To celebrate Arbor Day and help boost tree canopy coverage, council held its inaugural Free Tree Day. This initiative offered residents the opportunity to receive one free native tree per household to plant on their property. Residents could choose from a variety of native tree species including Pōhutukawa, Tōtara, and Kōwhai. The aim of Free Tree Day was to enhance tree canopy coverage across Tauranga, support local biodiversity, and provide a fun, whānau friendly outdoor activity. Currently, Tauranga has only 22% tree canopy cover, with council aiming to increase this to 30% or more. [See more here](#)















Gordon Carmichael Reserve planting



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Outcome Measures Results

The following table provides results for the first year's reporting on 'a city that values, protects and enhances our environment' outcome measures included in our 2024-34 Long-term Plan.

#	Measure	Data (Date)	Trend	Data Source
ODM12	An increase in the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time.	3% (2017)		State of the Environment Report
ODM13	An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city.	21.7% (2023)		Tauranga City Council
ODM14	Residents rate their satisfaction with opportunities to access and experience nature in Tauranga as high or improving.	75% of respondents stated they were satisfied with their opportunities to access and experience nature in Tauranga (2024)		Annual Residents' Survey
ODM15	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets.	8.8 tCO2e gross per person per year (2021)		Tauranga Community Carbon Footprint
ODM16	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	13,915 total risk factor across 324 different resilience projects (average risk factor of 42.9 per resilience project) (2021)		Tauranga City Council
ODM17	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions	89% of respondents have taken climate actions on an ongoing basis (2022)		Quality of Life
ODM18	Decrease in numbers of dwellings in floodplains and overlaid flow paths over time (creating more greenspace for water and for nature).	A reliable methodology will be established in 2024/25. It is important to have a repeatable process and document it well.		To be developed.
ODM19	The percentage of residents who are aware of ways they can conserve water, and have taken steps to do so, increases over time	88% of respondents were aware of ways to conserve water at home and at work. 83% of respondents have actively taken steps to conserve water over the last 12 months (2024)		Annual Residents' Survey
ODM20	Average daily consumption per capita of drinking water across all uses (residential, commercial, industrial) reduces over time.	261 litres per person, per day (2023/24)		Tauranga City Council
ODM21	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time.	297.29 kg of waste to landfill per capita (total: 47,924,180) 17,758,340 kg from kerbside collection 30,165,840 kg from Te Maunga Resource Recovery Park (2023/24)		Tauranga City Council
ODM22	Organic waste to landfill reduces over time.	19 kg food waste collected at kerbside, per person per year (2023/24) 39 kg garden waste collected at kerbside, per person per year (2023/24) 140 kg food and compostable garden waste going to landfill from kerbside, per person per year (2023)		Tauranga City Council, SWAP
ODM23	Recycling rates of construction and demolition waste improves over time.	10,047 tonnes recovered (2023/24)		Tauranga City Council

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#	Measure	Data (Date)	Trend	Data Source
ODM24	Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes.	Not currently measured. This requires a stocktake of what measures are currently taken to incorporate environmental wellbeing into decision-making processes.		To be developed
ODM25	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles.	Achieved. All 20 panellists have sustainability skills, and 18 panellists have biophilic skills. The relevant skills include landscape architecture, urban design, Kaupapa Māori design, architecture, interiors, transport planning, property development, street, corridor, and intersection design, cycle facility and network design, universal access design, and urban strategy (2023/24)		Tauranga City Council



A well-planned city – Tauranga - Tātai Whenua

Tātai is a term often associated with the mapping of stars in the night sky, also in the mapping of genealogy or whakapapa. These terms identify Tauranga as a city that is developed in a preordained or predestined order/ arrangement, as it is with the stars and whakapapa. Whilst nothing we create holds the permanence of Papatūānuku (Earth Mother) we can develop sustainably upon the earth, to achieve the goals of the people.

Tauranga is a city that is well planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities. Growth rates in Tauranga are consistently higher than the national average placing pressure on the city's infrastructure. We also have a housing shortfall that has contributed to house price escalation and affordability issues. Our growth projections indicate the need for approximately 30,000 more homes in Tauranga over the next 30 years. In the past 12 months, 500 new homes have been consented, consisting of Mount/Pāpāmoa – 216, Ōtūmoetai/Bethlehem – 186, and Te Papa/Welcoming Bay – 98. A total of 484 new lots were also created. This is still less than the projected 1,158 homes needed annually to support our growing population.

The National Policy Statement on Urban Development requires each local authority to provide “sufficient development capacity” in new and existing urban areas to cater for its growth needs. Tauranga currently has very limited amounts of land for new housing and industry.

Ensuring sufficient land is available for development requires an enabling City Plan and infrastructure readiness, and the proposal must be financially feasible. We are not currently meeting these requirements; however, we are working towards them with the following projects:

New greenfield urban growth areas and intensification

Tauriko West

On the edge of Tauranga is one of the large-scale urban developments proposed to support our region's growth, delivering a new community with up to 4000 new homes. Building the new community at Tauriko West requires changes to the Tauranga City Plan, as the land within Tauriko West is zoned rural. We are in the process of working through variation 1 to Plan Change 33 to allow us to rezone Tauriko West Urban Growth Area for urban development. The public notification and submission process has now been completed, with the final decision making scheduled for December 2024.

To prepare for the rezoning of Tauriko West, the change to the urban limits line (Bay of Plenty Regional Council) and local government boundary alteration (Western Bay of Plenty District Council) have been completed.

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Progress on the structure plan for the new community at Tauriko West and technical investigations such as geotechnical, stormwater and environmental assessments are also nearing completion, and we have developed proposals and ideas for the new community. Subject to completing the planning process. We expect that the first houses will start being built from around 2027 onwards.

Keenan Road

In Pyes Pā, part of what is known as the Western Corridor, is another of the large-scale urban developments proposed to support Tauranga's growth. It's an ideal location to set up a new community and provide more residential housing. The plan is for an estimated 2,500-3,000 new homes staged over the next 20-30 years. This area also requires rezoning. Following the first two stages of public consultation in September 2023 and April 2024, we are progressing the proposed structure plan for the new Keenan Road community. The structure plan will show us where the key elements of the new community would be located, with geotechnical, stormwater and environmental assessments underway. This process involves mana whenua, landowner, stakeholder, and community participation (including submissions and hearings). We are aiming to notify the Keenan Road plan change early 2025 (subject to the outcomes of the various technical studies and feedback on consultation).

Te Tumu

Planning to support growth and future development of Te Tumu continues. In December 2023, the Commission confirmed that Te Tumu remains a priority growth area for the city, and that rezoning is critical to addressing the housing shortage facing Tauranga. The Commission directed staff to prioritise all work relating to this project to allow for notification of a plan change for rezoning by early 2026. Rezoning of land to support urban development within Te Tumu is complex and requires careful consideration of a range of matters. Structure planning is a critical component to support a future rezoning process. The completion of technical assessments will help inform this, along with the views of landowners and tāngata whenua on the scale and appropriateness of urban development in Te Tumu.

The 2024-34 Long-term Plan (LTP) contains budget for the construction of infrastructure to service Te Tumu where that infrastructure also provides for growth in the Pāpāmoa and Wairakei areas e.g., the Pāpāmoa East Interchange and the Opal Drive wastewater pump station. It also includes a range of planning budgets for Te Tumu specific infrastructure for initial investigation, consenting, design and land purchase activities. In the LTP, council is spending \$243m on projects that will support the development of Te Tumu.

Pōteriwahi/Parau Farms

We are looking at future options for a large council-owned site in Bethlehem known as Pōteriwahi (also known as Parau Farms). We purchased the land in 2000 for future use as sports fields, however given the extreme housing shortage in Tauranga, we are now looking at broader options for the land, which could include developing it for housing, greenspace, sports fields, and recognition of culturally, historically, and ecologically important areas. Tucked in behind the Bethlehem Town Centre, the land is ideally placed for housing and close to shops, schools, and other amenities, including public transport. In late April 2024, Council endorsed staff to continue further planning for Pōteriwahi based on the mixed-use concept plan developed. In early May 2024, Council submitted the Pōteriwahi project to be considered as part of the Fast-track Approvals Bill. The addition of this project in the bill would assist Tauranga in addressing its significant housing shortages and enable approximately 200-300 homes to be brought to market in a much shorter timeframe.

Enabling Housing Supply through Intensification

Plan change 33 (Enabling Housing Supply) responds to the government directive to make changes to housing rules to allow greater density of housing within certain areas of Tauranga. We are short of homes, and there's little choice in the type and size of dwellings we can live in. To help address these issues, Tauranga needs to grow up, as well as out, and we have been given strict direction from the government to enable this. Plan Change 33 became operative in part on 26 June 2024. The Commission received the decision from the Minister responsible for RMA Reform on Thursday 27 June 2024, who accepted the Commission's alternative recommendation on increased heights in Mount Maunganui North. The Plan change became 'operative in full' on 17 July 2024. [Click here](#) for more information.

City Centre Redevelopment

Te Manawataki o Te Papa

In July 2023, the Commission provided the final approval of the full Te Manawataki o Te Papa (TMoTP) programme to be delivered in a single stage. A comprehensive business case, design and cost update and financial strategy were approved as the framework to delivering this transformational project. The project has been designed to instil a much-needed cultural heart within the city, reinvigorating the City Centre and leading a transformation that will have a legacy for the people of Tauranga. The signing of the Master Development Management Agreement (DMA) in November 2023 formalised Willis Bond's role as development partner of council in delivering the TMoTP project. Site work is now well underway with the tower crane in place to bring the Library and Community Hub building out of the ground.



TMoTP site

Tauranga Art Gallery is being redeveloped as part of TMoTP. Work is underway with the upgrade, which will see the orientation of the art gallery turn to face Masonic Park with a new entrance, café, and expanded retail experience.

In May 2024, the legal process to finalise the transfer of the Site A land to the Te Manawataki o Te Papa Charitable Trust was finalised. The land transfer further cemented our special partnership with the Otamataha Trust in delivering TMoTP on the site and followed the signing of the Deed of Transfer in 2022, witnessed by the then Prime Minister, Jacinda Ardern. This historic moment was the first time there had been an effective change in control of the land since 1886.

Elizabeth Street West and East have also had a major refurbishment and there is also preparatory work underway to upgrade Red Square. The upgrade will be rolling ahead in the second half of this year. Included will be new seating, a large public art sculpture, a digital kiosk, more plants, improved lighting, and a play area for the children.

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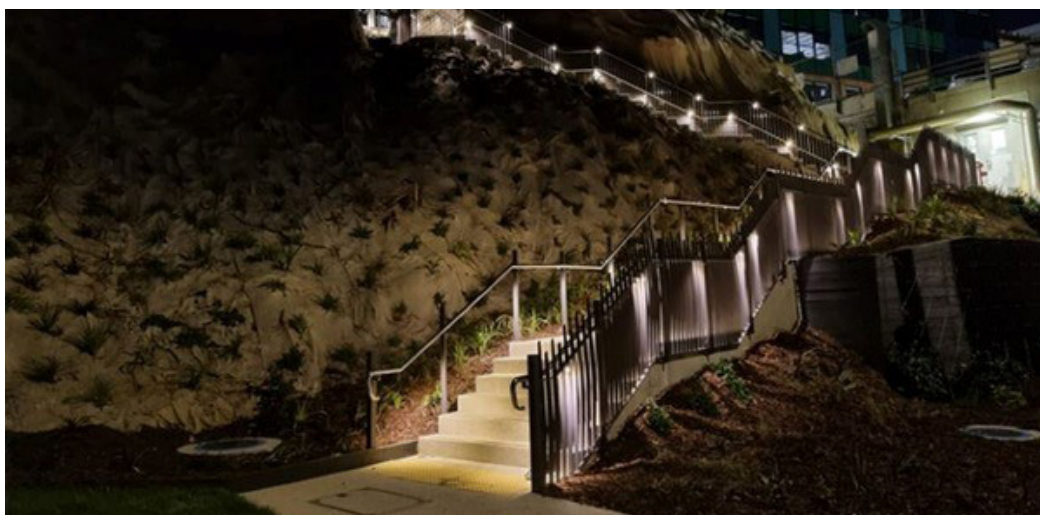
Elizabeth Street upgrades

Memorial Park Aquatic Centre

In December 2023, following the development of a concept, spatial plan and updated business plan, the Commission approved the Memorial Park Aquatic Centre redevelopment. The new centre will address an aquatic need within the community that has been known for some time and provide a state-of-the-art facility that caters for a wide range of aquatic users in an indoor and outdoor setting. The new centre will include a deep-water eight-lane 25m indoor swimming pool, alongside a hydrotherapy pool and spa, a learn to swim pool, and a leisure pool with a toddler pool. Outside, there will be a four-lane 25m lido pool, a splash pad, and a bombing pool, along with three hydro slides, a fitness centre, and a café that services the facility and park. This project is currently in detailed design phase.

City Centre Waterfront Development

Work to complete the Tauranga Waterfront Masterplan has kicked off in earnest this year with The Strand now humming with construction. The striking Tunks Reserve redevelopment was completed in December 2023 and the Beacon Wharf project was completed in June 2024.



Tunks Reserve by night

An impressive amount of work is underway on the harbour margin between these two projects with The Strand North Park and Seawall, Masonic Park, The Strand South Boardwalk, Rail Underpass and Destination Playground set to be completed by Christmas. The design for Destination Playground was developed with the help of local school children and will include four different zones for play: a waka tower structure; an elevated pathway; a water play zone and a nature play zone.

The successful installation of 100 living seawall pods to create a new coastal ecosystem on the Strand North Seawall has been celebrated as a New Zealand first.

Council headquarters in city centre

In January 2023, construction started on the 90 Devonport Road Civic Administration Building by contractor LT McGuinness. Construction of New Zealand's largest mass timber office building has progressed rapidly in the past year. Construction and fit out works are on-track to be completed for council to move into the building at the beginning of 2025, with the organisation finally under one roof again in the City Centre. The building will achieve six-star Green Star and Gold WELL ratings to meet best practice sustainable design and build benchmarks. The project has been a shining example of excellence in partnership, innovation, and efficiency in construction.



Living seawall pod



90 Devonport Road new council headquarters

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Waters

In late 2023, the Government signalled that three waters (water supply, wastewater, stormwater) legislation would be repealed and replaced by a new regime – Local Water Done Well.

Details of the new regime are still being worked on. To date we have been advised that:

- drinking water, stormwater and wastewater will remain in local control,
- there will be stricter rules for water quality and investment in infrastructure (pipes, treatment plants etc),
- councils will need to ringfence money for looking after their own water infrastructure,
- new or replacement water infrastructure will need to be loan funded and paid back from either rates or user charges.

The legislation to support the implementation of the “Local Water Done Well” initiative is being introduced in stages. The first piece of legislation, which aimed to repeal previous water services legislation, was passed in February 2024. The second bill, focusing on establishing a framework for the new water services system, was introduced to Parliament on May 30, 2024, and is expected to be enacted soon. The third and final bill, intended to set enduring settings for the water services system, is expected to be introduced in December 2024 and passed by mid-2025. We will be required to develop a Water Services Plan, which must demonstrate the ability to deliver sustainable water services and consult with our communities on options for future water services.

The option for Councils to establish a Council-Controlled Organisation (CCO) under the “Local Water Done Well” initiative will allow council to manage water services more flexibly and efficiently.

Stormwater

Inclusion of stormwater treatment in high traffic areas, such as Cameron Road Stage One, to improve the city’s stormwater discharges to the harbour and reduce the impact on our environment has been completed. Several treatment devices were installed along Cameron Road to reduce the level of contaminants such as sediment, copper and zinc being discharged through the stormwater network. Updated modelling of stormwater catchments this year, such as Matua, have improved the council’s and community’s knowledge on potential flooding and overland flow paths within the city. Having this information enables both council and property owners to make considered decisions around protecting overland flow paths and reducing the potential for flooding of properties and building resilience to increases in events.

Culverts at Longview Drive, Evans Road, Palm Beach Boulevard and Hartford Avenue have been completed, improving the stormwater management of the Wairakei Stormwater Corridor.

Wastewater

Construction of the Opal Drive Pumpstation and storage is due to begin in mid-2024. The new pump station is a key project in providing for current and future growth in Pāpāmoa.

Te Manga Treatment Plant upgrades including a new bioreactor, clarifier and headworks have been unfortunately delayed due to ground conditions at the new bioreactor site continuing to be an issue. The delay to bring a second bioreactor online has created some challenges for accommodating flows and has meant a delay in enabling maintenance of the existing bioreactor. Despite this, the city’s wastewater has remained treated to a very high standard and within consent requirements. Disposal of biosolids to landfill has now ceased, biosolids from the Te Maunga and Chapel Street Treatment Plants are now being sent to vermicomposting for beneficial re-use. This success has reduced disposal costs per dry tonne and enabled council to meet its waste minimisation targets for biosolids ahead of schedule.

Emergency Management

Our Emergency Management team recently commissioned a successful earthquake and tsunami virtual reality (VR) module to educate our community about the impacts of a large magnitude earthquake and subsequent tsunami. Armed with our Pico Neo 3 VR headsets, we took the experience ‘on the road’, giving people young and old the opportunity to experience what an earthquake and tsunami might look like in real life. We received such positive feedback on this approach that we are creating a similar educational VR experience specifically about the effects of flooding and how people can prepare, respond to, and recover from flooding events.

Council hopes that by being able to experience the realistic effects of flooding in Tauranga via VR it will help educate the community in a fun and engaging way.



Utilising VR for the new Earthquake and Tsunami modules

Outcome Measures Results

The following table provides results for the first year's reporting on our 'well-planned city' outcome measures included in our 2024-34 Long-term Plan.

#	Measure	Data (Date)	Trend	Data Source
ODM26	Housing affordability index	Average house value: 9.1 times the average annual income (2023) Average mortgage payment: 61.6% of average income Average weekly rent: 26.8% of the average weekly income (2023)	i	Infometrics
ODM27	Improving perceptions of affordable housing.	44% of respondents agree or strongly agree that housing costs are affordable (2022)	✗	Quality of Life
ODM28	Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.	Change to 205 new dwellings were consented in existing urban areas (2023/24) 102 new lots were created in existing urban areas (2023/24)	✓	SmartGrowth Development Trends Technical Report
ODM29	Resident satisfaction with the city centre as the commercial and cultural heart of Tauranga.	16% of respondents were satisfied that the city centre is the cultural and commercial heart of Tauranga (2024)	i	Annual Residents' Survey
ODM30	Residents who say they have some or lots of knowledge of Tauranga's history.	36% of respondents knew some or a lot about Tauranga's history (2024)	✗	Annual Residents' Survey
ODM31	Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes.	8 out of 13 private sector applications that went through consent process took on the Urban Design Panel (UDP) recommendations. 7 of 8 Tauranga City Council projects took on UDP recommendations. Percentage of total projects that took on UDP recommendations: 71.42% (2023/24)	✓	Tauranga City Council

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A city we can move around easily – Tauranga Ara Rau

Tauranga of many pathways. This concept is derived from the tuna (eel). The tuna has many pathways to the sea. Tauranga Ara Rau identifies the development of roads, cycleways, pathways, and transport options across our city, that we may move as freely and effectively as the tuna moves.

Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices. Across the city, six kilometres of new walkways and cycleways have been completed or are under construction. Committed to enhancing existing infrastructure, we've resurfaced 25 kilometres of roads and completed 24,348 square metres of pavement rehabilitation.

Cameron Road, Te Papa

Stage 1 - A huge milestone this year was the delivery of Cameron Road stage 1, one of our city's main arteries, connecting people in Tauranga's southern suburbs to the city centre. It is an important through route and a destination for many with schools, businesses and the hospital located along it.

The dawn blessing marking the completion of the upgrade (between Harington Street and 17th Avenue) was a great success, with three sculptures by artist Whare Thompson unveiled. There were many lessons learned through this project that were collated in a recent workshop. Participants in this session felt heard regarding the challenges the project faced and collaborated towards a positive future for all projects.

Stage 2 - This project had the Commission sign-off to progress the design review stage and costings for the Transport and Waters elements of the package. The team are in their final review stages of the pricing, working through to identify a final lump sum figure to deliver the design elements.

However, in July 2024 Council were informed by NZ Transport Agency Waka Kotahi that the business case for Cameron Road Stage 2 had not been approved by the NZTA board. Informal conversations have been held with NZ Transport Agency Waka Kotahi to understand the Board decision more fully and to explore possible pathways forward.

Council is now exploring the opportunity to progress with urban accessibility (including active modes) aspects of the project through retaining future proofed flexibility within the design and reconfiguration of the funding stack and developing a revised Stage 2 business case which more strongly aligns with Government Policy Statement 2024.

Pāpāmoa East Interchange

To unlock development at Pāpāmoa East and allow further growth at Golden Sands Wairākei and the development of the Wairākei Town Centre, we are constructing a new interchange at the eastern end of Te Okuroa Drive, to provide access to the motorway. This interchange will enable faster travel between neighbourhoods in Pāpāmoa East and Tauranga city centre, Mount Maunganui and Te Puke for people choosing to travel by car. It will also provide a connection to the Rangiora Business Park once that is operational. We are now starting Phase 3 - construction, in which the interchange itself will take shape. This is the third and final phase of the project.

Tauriko West Connection

Opening Tauriko West for residential development requires improvements to the transport network. We are working with NZ Transport Agency Waka Kotahi, stakeholders and the community to deliver the changes required along State Highway 29 in the short term to enable the first stages of housing development (the Tauriko enabling works). In parallel, the NZ Transport Agency Waka Kotahi Board has endorsed the preferred option for future improvements in the area, supporting safety, freight movements and improved travel choice including buses, walking and cycling.

Work has also started on significant upgrades to SH29, which will take approximately three years. These upgrades will improve safety at intersections of SH 29 with Redwood Lane, Belk Road, and Cambridge Road. They will enable the development of the first 2400 homes within Tauriko West from 2027, support continued development of Tauriko Business Estate, and improve access to public transport. The upgrades are delivered by NZ Transport Agency Waka Kotahi in partnership with council.

Fifteenth Ave to Welcome Bay Road

Our connecting people – Fifteenth Ave to Welcome Bay Road project has the aim of reducing traffic congestion and improving walking and cycling facilities in the area. This project will proceed based on creating a third lane over the Hairini Bridge and causeway as the preferred short-medium term option. This will incorporate a tidal flow system which means we could have two lanes of traffic going into the city in the morning, changing to two lanes going out of the city in the afternoon. We are also proposing to add a clip-on shared use path for people walking and cycling. Other improvements include providing safer places to cross the road, and new signalised intersections with bus priority to improve bus journey times.

This project is currently in the business case stage for submission to NZ Transport Agency Waka Kotahi mid-2024. A funding decision to continue to a detailed design is anticipated in October 2024. Provided the business case is successful, we will be talking with the community about the detailed design before any physical works begin.

Connecting Mount Maunganui

The Connecting Mount Maunganui project works towards solutions to improve safety and access to, from and through Mount Maunganui and to create better links for more people to go by bus, bike and walk. This project is led by NZ Transport Agency Waka Kotahi with council as a partner. To date the completion of safety improvement works at Hewletts Road railway pedestrian level crossing has been completed and an Indicative Business Case has been completed which confirms the preferred option to investigate further in the Detailed Business Case (DBC). The DBC will begin in the second half of 2024 pending project and funding approval.



Pāpāmoa East Interchange

Transport Team Structure and Governance

Major Projects is a new business unit established in March 2024. The team reports directly to the Chief Executive and is supported by an Oversight Group. The internal transport team is focused on successful delivery, commercial acumen, refining procurement, and strengthening the partnership with NZ Transport Agency Waka Kotahi.

The Independent Oversight Group was established to provide assurance to our delivery partners, NZ Transport Agency Waka Kotahi, and council, of successful project planning and delivery, as well as integration between projects.

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Smart Trip







Our growing city has put pressure on our transport networks and rates are not a sustainable nor affordable way to fund the improvements we need. Even with subsidies from NZ Transport Agency Waka Kotahi, the combined uncertainty about proposed future levels of funding and our different planning cycles, makes it very challenging to plan for and meet escalating transport costs. As part of our consideration of alternative funding streams, we are planning to work with other councils and central government to investigate a national approach to road pricing legislation. Our Smart Trip variable road pricing project has been established to consider (with Government and other councils) the use of road charging to partially fund transport projects and reduce congestion/enhance travel reliability.

Funding

The Government's Policy Statement (GPS) for 2024/25 has signalled a different direction in terms of future funding, which has led to a few challenges in the current year trying to maintain a unified work programme. The biggest impact has been in the low-cost low risk portfolio around improvement of safety around community hubs. There may be some challenges with this funding for next year.

Outcome Measures Results

The following table provides results for the first year's reporting on 'a city we can move around easily' outcome measures included in our 2024-34 Long-term Plan.

#	Measure	Data (Date)	Trend	Data Source
ODM32	Jobs accessible within a 15-30-minute morning commute by public transport	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 (2023)		Transport System Plan
ODM33	Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians).	37 serious injuries, 0 deaths (2023/24)		New Zealand Transport Agency Waka Kotahi
ODM34	Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles.	5% used active transport to go to work: 4% cycled, 1% walked or jogged (2023/24)		Annual Residents' Survey
ODM35	Public transport uptake = Increasing number of trips on and access to public transport	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 (2022)		Quality of Life
ODM36	Decreasing per capita transport-related carbon emissions.	6.47 tCO2e per capita (995,138 tCO2e total) (2021)		Tauranga Community Carbon Footprint
ODM37	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).	Not measured at this time. The data collection procedure for this measure is being developed.		To be developed



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

This term is from an ancient karakia, it reflects the word kura as an inherent treasure, often associated with the learning and sharing of knowledge to be cared for, for generations to come. The term Tauranga here identifies a space where we can empower learning and personal development.

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

Business

Management of Business Land – Plan change 38

Our growing community needs to be supported by well-functioning commercial, retail, and industrial areas, so we need to better manage our business land, to help our city's businesses provide employment, goods, and services in the best locations, and attract investment. There isn't a lot of vacant industrial land in Tauranga and opportunities for development of retail, offices and community facilities need to be well-distributed across the city.

We are in the process of updating the Tauranga City Plan to help better manage the city's business land. This is a large and complex plan change that will take several years to complete and starts with research, information gathering, assessment and options analysis. This part of the early process will take us through to 2025.

Tauriko Business Estate

The existing Tauriko Industry Zone land is close to reaching capacity and the developers of the Business Estate are seeking to extend the Zone. The land in question (along with other land) was transferred from Western Bay of Plenty District to Tauranga City in 2021. Element IMF are the developers of the Tauriko Business Estate and have prepared a private plan change to allow development of Stage 4 of the Business Estate. The plan change will rezone the land from Rural to Tauriko Industrial to expand the industrial estate, plus related zones. To date, a public notification and submission process has been undertaken with the hearing scheduled for late August 2024. If the plan change is endorsed then development of the Zone is proposed to be staged, with triggers relating to State Highway 29 upgrades and wastewater capacity.

Business Partnerships

Tauranga is one of New Zealand's fastest growing cities and needs an economy underpinned by skilled talent to deliver sustainable economic growth. This year, we continued to support the valuable work of Priority One, the Western Bay of Plenty region's economic development organisation, to grow a sustainable economy that improves productivity and delivers prosperity to Tauranga's people and communities.

Tourism

Our CCO Tourism Bay of Plenty's (TBOP) culinary tourism platform, the showcase Flavours of Plenty Festival grew in popularity and strength winning both "Best Local Government Event" and "Best Lifestyle Event" at the 2023 NZ Event Awards. The Flavours platform is a key building block in destination positioning which puts 'Horticultural Provenance', 'Māori Culture', 'Natural Landscapes' and 'Ocean & Beaches' as the four DNA pillars from our region. An eco-system of growers, suppliers, restaurateurs and events, the Flavours platform allows for comprehensive leveraging, both in off-peak marketing campaigns and an annual programme of culinary events and workshops that grow and support supplier capability. The showcase in the Flavours platform is the annual Flavours of Plenty Festival which this year ran from 4-14 April 2024 and included 45 events over 11 days across the Coastal Bay of Plenty region (an increase from 34 events held in 2023). The festival made \$164,000 in ticketing revenue, which went directly to more than 60 local hospitality businesses and event organisers. With over 2,000 attendees, 75% of local hospitality businesses indicated they reached new audiences, with the festival widely promoted across many media outlets, including Cuisine Magazine, Kia Ora Magazine, Stuff, NZ Herald, Dish Magazine and Uno Magazine – resulting in over 60 articles and an equivalent advertising value of \$1.5M. [View more here](#)

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Education**New marine research and education facility**

A state-of-the-art marine research and education facility is coming to Marine Park, Sulphur Point. Council and the University of Waikato have signed an agreement to lease a site at Marine Park to establish the new facility. This is an exciting opportunity for Tauranga to continue to assert its position as a leader in marine research and education. The University of Waikato will provide public education and outreach programmes to involve the wider community in all facets of marine education and research. Marine Park is an ideal location for the new facility, situated on the edge of the Tauranga Harbour and offering access to a diverse range of marine environments. The new facility will replace the University's existing Coastal Marine Field Station and will include research laboratories, classrooms, and public engagement spaces. It will be equipped with the latest technology to enable innovative research and education in marine science, conservation, and sustainability. The site will complement the research and education already being undertaken at the University's Durham Street campus in Tauranga city centre and the Adams Centre at Mount Maunganui.











Marine Park, Sulphur Point, Tauranga (Credit: University of Waikato)

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Outcome Measures Results

The following table provides results for the first year's reporting on 'a city that supports business and education' outcome measures included in our 2024-34 Long-term Plan.

#	Measure	2023/24 update	Trend	Data Source
ODM38	Residents' perceptions of Tauranga as a business and visitor destination.	45% of Tauranga residents are satisfied or very satisfied with the quality of Tauranga as a destination for businesses and visitors (2024)		Annual Residents' Survey
ODM39	Number of tertiary students.	5651 total students (2824 EFTS) enrolled in tertiary education at Toi Ohomai Windemere campus and University of Waikato Tauranga campus (2023)		Toi Ohomai, University of Waikato
ODM40	Unemployment rate.	3.1% unemployment rate (3.3% nationally) (2023) 11.8% not in employment, education or training (12.1% nationally) (2024)		Infometrics
ODM41	Job creation.	83,770 filled jobs 2.6% employment growth (2023)		Infometrics
ODM42	Mean annual earnings rises to the New Zealand average by 2035.	\$71,236 average annual earnings (\$74,754 national average) (2023)		Infometrics
ODM43	Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.	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%) (2023)		Infometrics
ODM44	Visitor spend (Visitor-spend is distributed more evenly across the year.)	Distribution across the year: July \$39,950,746 August \$34,011,775 September \$38,982,067 October \$41,356,564 November \$39,396,693 December \$62,805,252 January \$61,701,935 February \$41,119,540 March \$43,980,520 April \$40,550,148 May \$33,592,219 June \$35,357,112 Overall increase in spend 0.1% (2023/24)		Tourism BOP - Marketview
ODM45	Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities.	Highest education level - Level 1-4 certificate: All population: 45.2% Māori: 53.7% Level 5-6 diploma: All population: 11.1% Māori: 9.1% Bachelor's degree and above: All population: 18.9% Māori: 12.2% (2018)		Stats NZ

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Approaches

Council's three key 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 will commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes. The three approaches are interlinked and complementary, each with their own specific focus area.



Sustainability approach - Te Ahunga Toitū

To 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. Sustainability is about considering the interactions and balance points between social, economic, cultural, and environmental wellbeing.

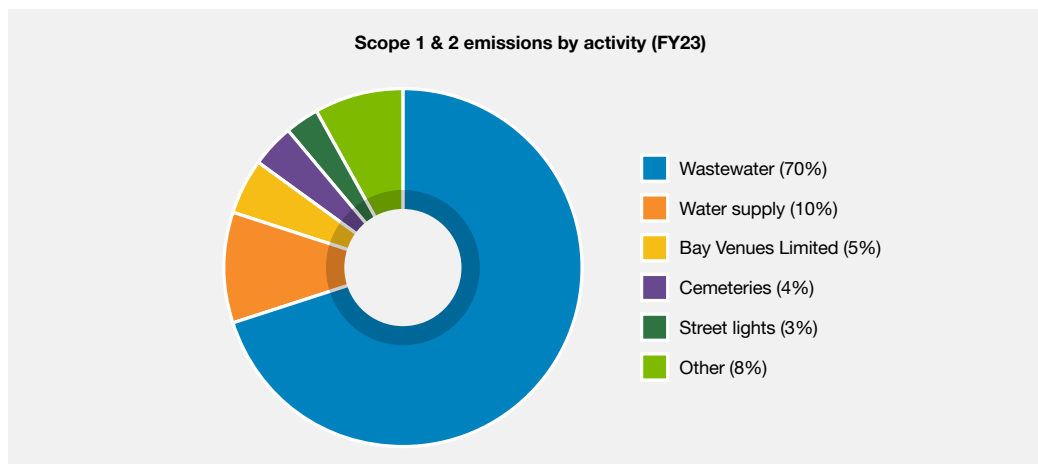
Reducing council emissions

Operational emissions

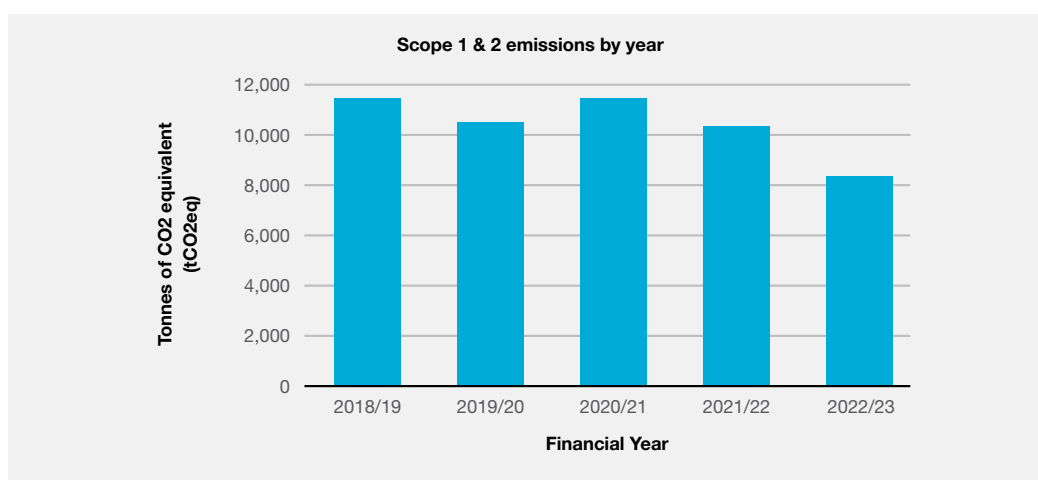
At council, energy and carbon management are important ways in which we can commit to doing our part to reduce our impact on the climate. Work is underway at council to improve our energy performance, reduce our corporate emissions, and save costs in the long term.

Council measures operational greenhouse gas emissions as per ISO 14064 and the Greenhouse Gas Protocol. The emissions are verified by third-party auditors on an annual basis, usually by the end of the calendar year (after which point the emissions are included in council's quarterly reports). Council's total Scope 1 and 2 emissions in FY23 were 8,358 tonnes of CO₂e. The largest emissions source is the wastewater treatment process. Almost a third of council's emissions are from imported electricity, which is why energy efficiency continues to be a focus. Ongoing and planned energy saving initiatives at council are estimated to save the council around \$700k per year in reduced energy costs.





During the year, council developed an emission reduction plan that sets out science-based targets in line with the Paris Agreement. The plan outlines that council will need to reduce emissions by 46% by 2030 and 90% by 2040, and what needs to be done to get there in the short and medium term. Possible initiatives include the continued electrification of council's leased fleet, installation of solar panels, use of hydrogen, and energy efficiency initiatives across facilities. Implementation of necessary projects to reach the short-term targets are now underway. Since council started measuring operational emissions in FY2018/19, Scope 1 & 2 emissions across all business units have decreased by 27%¹.



LGFA Climate Action Loan

During the year, council was approved for New Zealand's Local Government Funding Agency's (LGFA) Climate Action Loan. This loan rewards a borrower through a margin discount if that borrower has adopted an emission reduction plan which sets out science-based targets that are aimed at achieving net zero by 2050 or sooner. Through the Climate Action Loan, council will save around \$200k per annum.

¹ Bay Venues Limited (BVL) started measuring emissions in 2021/22. Emissions for the base year 2018/19 have been estimated to be 640 tCO2e and added to council's total emissions.

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A criterion for council to continue in the programme is to start reporting embodied emissions within two years. Embodied emissions are associated with materials and construction processes throughout the whole lifecycle of goods. Cement, steel and asphalt are common carbon-intensive materials used within civil and construction work and services.

City Waters have made progress in the measurement of embodied carbon in assets procured under its capital works program. Water projects are now required to measure emissions in the design phase and to identify options to reduce carbon.

Climate change considerations in projects and decisions

During the year, several activities and projects continued to help Tauranga reduce emissions and prepare for a changing climate. Below are two examples that helped us accelerate our efforts.

Sustainability Innovation Fund

Our Sustainability Innovation Fund is a fund available for council and CCO staff to deliver new and innovative projects that help us become a more sustainable organisation. Projects are eligible for funding if they deliver on council's sustainability approach, unlock untapped potential, and address a need or problem. In FY24, six projects were approved for funding through the Sustainability Innovation Fund. They include:

- Piloting the Mutu app to reduce construction and demolition waste to landfill
- Embedding sustainability in public realm design considerations at Tauranga City Council
- Implementing smart water metering at Tauranga City Council sites for efficient water use
- Trialling smart bins for sustainable waste outcomes
- Integrating sustainability within the visitor economy with The Green Room
- Supporting a consent application for recycled wastewater use around Tauranga.

Climate Impact Statement

Reports to Council now include a Climate Impact Statement to align considerations for decision-making with council's refreshed strategic framework, Our Direction. Adding a Climate Impact Statement to reports enables council to:



- ensure decisions are aligned with our climate adaptation and mitigation goals
- ensure decisions are aligned with our commitment to enhancing nature and biodiversity
- consider the effects of a changing climate on communities
- meet the Auditor-General's expectation around councils embedding climate-related issues and impacts into decision-making processes
- prepare for requests by the Minister or Climate Change Commission on work related to New Zealand's Zero Carbon Act

Report writers must complete this section when presenting reports to decision-makers and are strongly encouraged to consider climate impacts as a first step when forming recommendations.

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Approach Results

The following table provides results for the first year's reporting on 'Sustainability' approach measures included in our 2024-34 Long-term Plan.

#	Measure	2023/24 update	Trend	Data Source
ODM48	At least 5% of the value of all influenceable spend awarded to Māori and Pasifika businesses.	2.65% of influenceable spend awarded to Māori and Pasifika businesses (2023/24)		Tauranga City Council
ODM49	% of staff that have completed sustainability training	12 sessions were held, with a total of 592 engagements across all sessions. While the total number of engagements is 592, it's important to recognise that some staff members may have participated in multiple sessions. Therefore, the number of unique participants is likely lower, as individuals could be counted more than once across the different sessions (2023/24)		Tauranga City Council



Te Ao Māori approach - Te Ahunga 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. Te Ao Māori is the Māori world, where the world is perceived holistically, acknowledging the interconnectedness and interrelationships of all living and non-living things. When in balance, this supports healthy environments and healthy communities.

Partnership with tangata whenua

Ka timu te tai ki hea

Where does the tide ebb to?

Ka whanake te tai ki te ākau tangata

It ebbs to the lap of the people

Tauranga moana, Tauranga tangata

Tauranga harbour and Tauranga people

Te Tauranga o ngā waka

The safe anchorage of all vessels

Tihei Mauriora!

Behold!

As we reflect on another year full of progress and achievement, we stop for a moment to remember those who have contributed to the journey who are no longer with us. Across Tauranga Moana we acknowledge those who have passed and all they leave behind in our communities, in our households and in our people. It is up to us to carry the baton on the next leg and build Tauranga City into a home for all who land in this space.

In the last year we completed our objective to have the commissioners hosted at every marae within our boundaries, and some beyond. This included an historic visit to Waimapu Marae, which council had not visited in over twenty years. Even more importantly, every one of our seventeen iwi and hapū partners had an opportunity to set out their history, their present reality, and their future aspirations and that gave us an opportunity to ensure their communities' voices were heard and progress of

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some kind was made in each of their respective areas. Equally, it gave council access to share updates and plans, and to receive feedback on how our tangata whenua partners can be considered often enhancing the outcomes that will be achieved. The Marine Parade walkway is one example that will continue to be developed and the cultural enhancements along Cameron Rd Stage 1 have been well received by the local communities that enjoy their storytelling.

Last year we highlighted the partnership approach to reinvigorating the CBD through Te Manawataki o Te Papa and that project went on to win the Taituara Te Waka Hourua Award for council and Tangata Whenua Partnership at the national awards for local government organisations. This year we continued that approach taking on a huge challenge to improve health and safety at Te Rere o Ōmanawa – Ōmanawa Falls. The unique aspect to addressing the risks and dangers was taking a cultural partnership approach which added kaitiaki to share the history and characteristics of the area with visitors, a kaihautū cultural ranger to the team and establishing a governance group in partnership with Ngāti Hangarau and Tourism BOP. Once again, we were humbled and grateful to be awarded the Taituara Te Waka Hourua Award for the second year in a row.



Te Rangapū Mana Whenua o Tauranga Moana (iwi/hapū collective) is a source of strong guidance and considers many complexities across the city, guiding council on how best to incorporate mātauranga Māori in ways that create stronger communities and outcomes. Their commitment to sharing their perspective is demonstrated in more than 20 workshops for the benefit of our communities and they have invested in their own capability and capacity having completed Institute of Directors Governance Essentials and Kotahitanga courses this year. Their ability to take a principled approach to significant pieces of work such as Three Waters, RMA Reforms, Plan Changes and Spatial Planning has seen Tauranga stand in strong positions in all these spaces.

At an operational level, the Takawaenga unit has grown from strength to strength ensuring council processes run smoothly by sharing early information that is accurate and delivered in a manner well considered by tangata whenua. This, in turn, enables strong accurate feedback that leads to better planning and delivery. Working in partnership creates a respectful dynamic whereby council and tangata whenua can work more closely together whilst still reserving the right to agree to disagree when appropriate.



There have been many more examples demonstrating how tangata whenua and council are learning and growing better together every day however those specific outcomes are best left to those communities to enjoy. We have come a long way and we have a long way yet to go. What we can be proud of is that through sharing we make each other better.

Kia whakawhanake ai i te tai, kia whakawhanake ai i te hāpori, kia whakawhanake ai i a tātou katoa. Aheihia!

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Approach Results

The following table provides results for the first year's reporting on 'Te Ao Māori' approach measures included in our 2024-34 Long-term Plan.

#	Measure	2023/24 update	Trend	Data Source
ODM46	Increased cultural capability to partner with iwi and hapū.	972 engagements in Ngā Kete Mātauranga sessions - note staff can participate in more than one session (2023/24)		Tauranga City Council
ODM47	Staff apply a Te Ao Māori lens across their work and decision making.	10 special meetings or workshops were held to consider TCC projects. This is less than the baseline as 2022/23 included the development of council's Action and Investment Plans, which resulted in a higher volume of matters for Te Rangapū o Mana Whenua consideration. Matters considered during 2023/24 include: Plan Change 38, City Waters, Arataki Community Centre, Urban Design Wayfindings & Signage Strategies, Kaumatua Forum, Cultural Monitoring, Policy, LTP & Elections, Sulphur Point & Marine Park (2023/24)		Tauranga City Council



Working beyond Tauranga Approach – Ahunga mahi ki tua o Tauranga

Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region 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. Tauranga is the fifth largest city in New Zealand and is located strategically close to two of New Zealand's other largest cities, Auckland, and Hamilton, forming what is known as the 'golden triangle'.

Our city's success is integrally connected to the success of the wider Bay of Plenty region, upper North Island and New Zealand. To respond effectively to our communities' needs and to deliver on our community outcome areas, we need to work effectively with our partners, regionally and nationally. We need to consider how the services we deliver connect with the wider region, and how our mana whenua work with neighbouring iwi and hapū. This requires building strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs. We also need to consider how we contribute to the success of our neighbours and wider New Zealand, by ensuring the decisions we make (or do not make) result in sustainable outcomes both within and beyond our borders.

Partnerships

Strategies and plans – now and for the future

In recent years we have developed strategies and plans that provide a balance between being future focused, as well as providing pathways for improvements to our existing infrastructure and facilities – to make Tauranga a better place to live, work, play and learn. These are not just our strategies and plans but have been developed in partnerships with tangata whenua, neighbouring councils, central government, and other organisations to find ways to meet these challenges.

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SmartGrowth

Launched in 2004, SmartGrowth provides a unified vision, direction and voice for the future of the western Bay of Plenty as we help develop a great place to live, learn, work and play.

The SmartGrowth Strategy forms an implementation plan focused on six key outcomes:

1. visionary leadership and collaboration
2. sustaining and improving the environment
3. building community
4. growing a sustainable economy
5. recognising cultural identity and change
6. integrated planning.

The underlying success of SmartGrowth has been the strength of collaboration and shared vision between the strategy partners: Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council, tangata whenua, partner community/business organisations and key Governmental agencies - like NZTA. In October 2020, two Government ministers (Urban Development and Local Government) were formally added to the partnership with voting rights.

Urban Form and Transport Initiative (UFTI)

The Urban Form and Transport Initiative (UFTI) is a collaborative project led by SmartGrowth and NZTA and involves Western Bay of Plenty District Council, Tauranga City Council, the Bay of Plenty Regional Council, iwi, and community leaders. Together, we have committed to developing a refreshed, coordinated and aligned approach to key issues across the sub-region – such as housing, transport and urban development. UFTI is focused on supporting liveable community outcomes – finding answers for housing capacity, intensification, multi-modal transport (such as public transport and cycleways) and network capacity.

Western Bay of Plenty Transport System Plan (TSP)

This document focuses on our region's future transport needs. Tauranga City Council, Western Bay of Plenty District Council, NZTA, Bay of Plenty Regional Council, tangata whenua, Port of Tauranga, Priority One and KiwiRail have all helped to develop the Western Bay of Plenty Transport System Plan (TSP). The TSP takes UFTI's Connected Centres vision and focuses on the first 30 years of transport planning required to make it happen. It prioritises and decides what projects need to begin in 0-3 years, 3-10 years, and 10-30 years. The TSP looks at the Western Bay's entire transport system including roads, rail, public transport, walking, cycling, parking and travel demand management, and the impact they all have on one another. It's vital our transport planning keeps everyone in mind.

Bay of Plenty Regional Council (BoPRC)

Council also works closely with BoPRC on the Regional Parks Strategy and the Kaituna River and Maketu Estuary Management Strategy.

Western Bay of Plenty District Council (WBoPDC)

As a partner in the SmartGrowth Strategy 2074, council has agreed along with the other partners not to adopt policies or take actions which are inconsistent with the outcome sought by SmartGrowth - without full negotiation and acceptance by the other partners.

Central Government Organisations

Council works with several central government organisations and recognises that these relationships have great importance especially as we continue to implement SmartGrowth and jointly achieve the outcomes identified through UFTI and the TSP.

In addition to this, some of the work together with central government includes:

- **Futureproofing Cameron Road**

\$45 million grant to promote urban transformation and intensification, road safety, alternate transport choices and create attractive public spaces for the community.









YEAR IN REVIEW

- **Kāinga Tupu**

Growing Homes - Local government, central government agencies, local philanthropic funders and community organisations in the western Bay of Plenty have joined forces with the aim of eliminating homelessness throughout the western Bay of Plenty. Organisations involved in the taskforce include the Ministry of Housing and Urban Development, Te Pūni Kōkiri, Ministry of Social Development, Kāinga Ora: Homes and Communities, NZ Police, Ministry of Education, Department of Corrections, BOP District Health Board, Wise Group, Te Rūnanga o Ngāi te Rangi Iwi Trust, Ngāti Ranginui Iwi Society Trust, BayTrust, EmpowermentNZ, Under the Stars, Accessible Properties, Huria Marae, and Tauranga City Council Action Group membership will also draw upon a range of other social agencies. Tauranga City Council is committed to working closely with its neighbouring councils and central government organisations.

Approach Results

The following table provides results for the first year's reporting on 'Working beyond Tauranga' approach measures included in our 2024-34 Long-term Plan.

#	Measure	2023/24 update	Trend	Data Source
ODM50	Increased Central Government recognition of issues faced by growth councils (including recognition of and response to investment / funding challenges).	<ul style="list-style-type: none"> GPS recognises SH29 and Takitimu North Link as Roads of National Significance (RONS) Input to potential RMA reforms Ongoing engagement with Ministers for Housing, Transport, Infrastructure Engagement with Health NZ re the future of hospital services in the city (2023/24) 		Tauranga City Council
	In the city centre, increases in:			
	Footfall	14,281 ² average daily pedestrian movements (2023/24)		Tauranga City Council
	Residential offering	722 separately used inhabitable parts from a total of 566 rating units (2023/24)		Tauranga City Council
ODM51	Commercial activity	2943 business units, a 0.5% increase on the previous year (2023)		Infometrics
	Recognition as a 'centre for the Bay of Plenty region'	50% of residents agree or strongly agree that Tauranga City is the commercial and cultural heart of the Western Bay of Plenty (2024)		Annual Residents' Survey
	Scale of 'regional offering'	18,974 filled jobs in Tauranga City, which is 11.11% of the BOP Region filled jobs (170,833) (2023)		Infometrics
ODM52	Increase in economic impact for the city and sub-region.	GDP in Tauranga City is \$2,799.7 million, which is 13.59% of the BOP Region GDP (\$20,596.7 million) (2023)		Infometrics
ODM53	Our communities feel well informed about and supported through any changes resulting from reform processes that impact local government.	Through its annual residents' survey, council currently measures satisfaction with decisions being in the best interest of the city, public involvement in decision-making, consultation and engagement, and the influence the public has on council decisions. While council collaborates with central government and neighbouring councils on reform processes, the responsibility for communicating these reforms and their impacts lies primarily with central government.		Tauranga City Council

YEAR IN REVIEW

City events and calendar

The Classic

The Classic, delivered by HoopNation, has proven to be a successful basketball event, not just for elite players and enthusiastic fans from around Australia and Aotearoa, but also for the Tauranga economy.

The four-day tournament was played across the city in October 2023, in a number of venues, including Mercury Baypark, Queen Elizabeth Youth Centre, Mount Sports Centre and Aquinas College.

The event drew 5,600 basketball fans, attracted 4,354 visitors and resulted in almost 15,000 visitor nights, resulting in a substantial \$1,859,901 in visitor expenditure over the event period—an economic impact extending far beyond the basketball courts.



Young basketballers competing in The Classic at Mercury Baypark

Children's Day

After the resounding success of the inaugural Children's Day event in 2023, this year's Children's Day was even bigger and more ambitious.

Delivered by council in March 2024, Children's Day involved a variety of council teams, city stakeholders and partner organisations. The theme was 'Kids take over the city centre' and, despite some poor weather on the day, the event earned incredibly positive feedback from participating organisations and attendees—94% of the public surveyed on the day were either satisfied or very satisfied with the event. We were once again proud to successfully deliver another a free, inclusive, fun and safe event for our community.

Tauranga Western Bay Community Event Fund

This unique fund enables community groups to deliver a diverse and vibrant portfolio of community events for residents and visitors to enjoy throughout the year, while simplifying the application process for applicants. It has garnered a positive reputation and this year supported 79 events in Tauranga. Council launched the Tauranga Western Bay Community Event Fund (TWBCEF) in 2022 in partnership with key funding bodies Western Bay of Plenty District Council, TECT, Bay Trust, and the Acorn Foundation.



YEAR IN REVIEW

Calendar of events 2023/2024



JUL

Pāpāmoa 'Light up the Waterway' Matariki
Splash n Dash Dragon Boat Regatta
Mitch James concert
NZ Youth Choir



AUG

Bunnings Warehouse NPC Rugby Games
Mount Maunganui Half Marathon
Dirty Work by Indian Ink production



SEP

Zespri AIMS Games
Cherry Blossom Festival and Street Car Show
Fluro Fest
Xtreme Disc Golf Tournament
Matilda The Musical



OCT

Hot Pink Walk for Breast Cancer
Hauora Day
Volleyball BOP Secondary Schools Senior Beach Champs
NZRC Battery Town Rally Bay of Plenty
Pāpāmoa Volunteer Fire Brigade 50 years of service
Tauranga Arts Festival
Vegan Vibes
Te Putake o te Riri – National War Commemorations
NZ Gypsy Fair
The Ultimate Drag Show



NOV

Gindulgence Festival
Punjabi Khed Mela Kabaddi Indian Sports
Pedal & Spokes Family Cycle Ride
Tauranga Windsports Harbour Jam
BOP Vintage Car Club Swap Meet & Family Day
Tauranga City to Surf Fun Run/Walk
Armistice Day Commemorations
Tauranga 10up! Dragon Boat Regatta
Volleyball BOP Junior Secondary Schools Championships
In Bloom Concert
GENX/Marra Tinman Triathlon
Schools' Road Safe Orange Walk
Disenchanted (the musical)



DEC

Night Owl Cinema Series
The Hits Tauranga Christmas Movie in the Park
NZ Beach 5s Rugby
International Day of Disabled Persons Celebration
Weetbix Kids TRYathlon
Te Manu Toroa Whānau Day
Christmas in the Park
Pak'N Save Pāpāmoa 'Fairy Tale' Christmas Parade
NZ Festival of Squash
Mount Monster
Tauranga Moana Bomb Comp
EVES Surfbreaker Triathlon
L.A.B Concert
A Summer's Day Live Concert
NZ Cricket

YEAR IN REVIEW



JAN

Bay Dreams North
Surf Life Saving BOP Local Area Carnival
Sikh Sangat Tauranga Parade
Volleyball NZ Beach Tour Series
Blackclash
Mount Festival of Multisport
Pāpāmoa Junior Surf Carnival
Surf Life Saving Eastern Regional Championships
Billabong Grom Series
One Love Festival



FEB

Volleyball NZ Secondary Schools Beach Championships
Waitangi Day Dawn Service
Kia Kaha te Panui – Summer Reads Finale Party
Beast of a Feast
NZ Longboard Festival
NZ Home Loans XRACE
Calley Homes Women's Triathlon
Placemakers Kids Fishing Comp
Oceans Under 14 Surf Life Saving Championships
Gate Pā Community Fun Day
Bark in the Park



MAR

Vert Champs
Holi Colour Splash
Central North Island Pipe Band Contest
Tauranga Moana Pride Picnic
Ultimate Beach Run
Children's Day
All Ford Car Day
Surf Life Saving NZ National Championships
Waipuna Hospice Superhero Challenge
NZ Schools Triathlon Championships
Marra Sprint Triathlon
The Great Tauranga Duck Race
National Jazz Festival
The Mount Swim
Tutus on Tour – Royal New Zealand Ballet
Kaylee Bell Concert
Daybreak Festival of Innovation



APR

Jazz at the Mount
Ultimate Athlete
Tauranga Sikh Society Parade
Welcome Bay Family Fun Day
NZ Sevens Open Day
The Great K Valley Cycle Adventure
King & Queen of the Mount
Anzac Day Dawn & Civic Services
Aramex Kiwi Walk & Run Series
Whenua – New Zealand Dance Company
Testimony – New Zealand Symphony Orchestra
Madagascar the Musical



MAY

We Run the Night Half Marathon
Bethlehem Tertiary Institute Graduation Parade
Project Youth Hip Hop Dance Competition
Matthias Balzat: Cello Mastery
Smokefree Rockquest
Divas Show
Heath Franklins Chopper Show
BOP Wedding Show
Guy Montgomery Show



JUN

Graffiti Battle Event
Mount Busking Festival
Matariki Bike Ride
'Light up the Waterway' Matariki
CATS the Musical
Ngā Tohu Toi 2024

 YEAR IN REVIEW

Awards and recognition

We received the following finalist placings and awards during 2023/24. Congratulations to all of our amazing staff!

Awards and Finalists

Association	Award	Name	Outcome
HRNZ Awards	Learning & Development Award (Large Organisation)	HR Business Partners	Winner
Tree City of the World	2023 Tree City of the World recognition (one of only two cities in NZ with this award)	Spaces & Places Urban Forestry team	Awarded
Qualmark	4 Star plus rating and Gold Sustainable Tourism Business Award	Mt Beachside Holiday Park	Awarded
Recreation Aotearoa	Parks Person of the Year	Josh Clark	Winner
	Healthy Park Award (Recloaking Mauao)	Spaces and Places	Winner
LGFA Taituara Excellence Awards	Te Tohu Waka Hourua (the Double Canoe) – Buddle Findlay Award for Excellence in Māori-Council Partnerships	Spaces & Places, TBOP, Hapu	Winner
LGFA Taituara Excellence Awards	The Beca Award for Excellence in Placemaking	Spaces and Places	Finalist
LGFA Taituara Excellence Awards	Excellence in Organisation & People Management	Tauranga City Council	Finalist
LGFA Taituara Excellence Awards	The Department of Internal Affairs Award for Excellence in Community Engagement - Earthquake	Emergency Management	Finalist
LGFA Taituara Excellence Awards	The 2024 Sheffield Emerging Leader of the Year Award	Anna Rengstedt	Finalist
LGFA Taituara Excellence Awards	The NZ leg of the Australasian Management Challenge	Challenge Team	Runner Up
Wasteminz	Best Initiative to Reduce Waste or Redesign Products – Resource Wise Programme	Sustainability and Waste Team	Joint Winner See video
Tree of the Year	Most Interesting Tree Award-Pohutukawa on Pitau Road	Spaces & Places Urban Forestry team	Finalist

YEAR IN REVIEW

Association	Award	Name	Outcome
Building Officials Institute of New Zealand (BOINZ) Awards	Emerging Leader	Andie Fletcher	Winner
	Innovator of the Year	Todd Saunders	Winner
New Zealand Recreation Awards	Outstanding Project - Mauao	Spaces & Places	Highly recommended
In-house Lawyers Association of New Zealand (ILANZ)	Community Contribution Award	Sam Fellows	Winner
Local Government Information Managers (ALGIM)	ICT Professional of the Year	Cheryl Pome'e	Winner
Local Government Information Managers (ALGIM)	Most Improved Cybersecurity	Digital Services	Winner
Local Government Information Managers (ALGIM)	ICT Project of the Year Award - City Beautification	Digital Services	Winner
Local Government Information Managers (ALGIM)	Top 10 for Best Customer Experience Award	Contact Centre	Winner

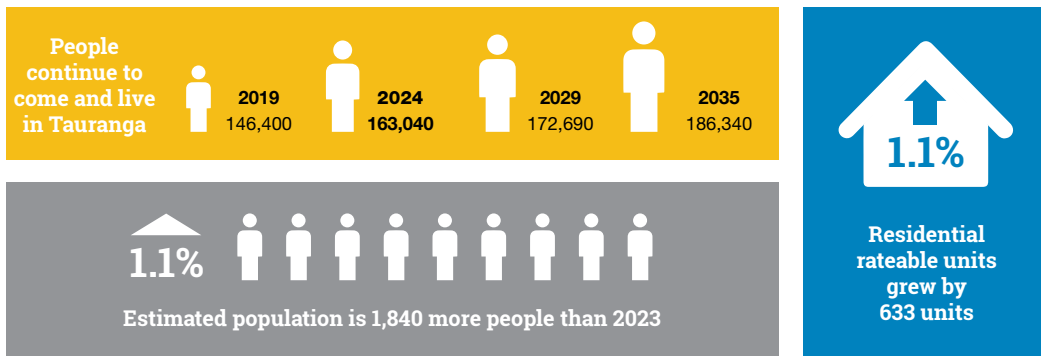


YEAR IN REVIEW

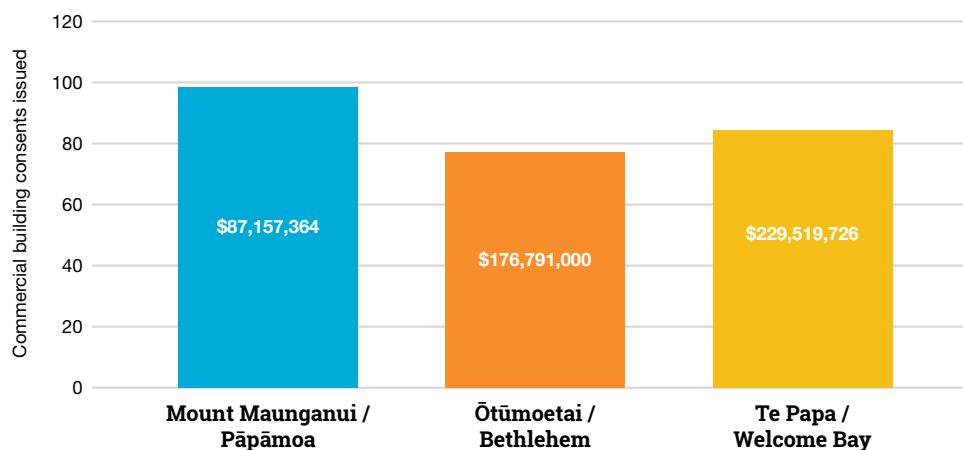


Our performance

Our city continues to grow



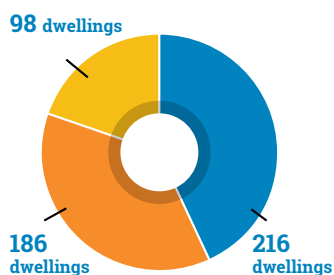
We continue to see commercial investment





YEAR IN REVIEW

But the rate of growth is putting pressure on our city



New dwelling consents by growth area

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



additional
residential
allotments created



average monthly median sale price

\$889k*

1.5% decrease
(July 2022 - June 2023 \$903K)

* REINZ July 2023 - June 2024 data

Behaviour change is happening in our community,
industry and Tauranga City Council

Diverted

52.4%

of our waste from landfill – that's

**19,553
tonnes!**

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



4,090t
glass



6,228t
recyclables



3,065t
food waste



6,121t
of garden waste



33%

of Tauranga City Council's scope 1 & 2 emissions
reduced compared to 2019 base year levels.

(Includes emissions from Bay Venues Ltd and excludes emissions
from wastewater, stormwater, and water supply operations*).

*Waters were excluded because we had insufficient data to understand the emissions sources. We will be able to include waters in the 2025 year.

YEAR IN REVIEW



We continued our 'Water Watchers Plan'

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

As part of the Water Watchers Plan we approved

126 Smart Water Plans

which have been mainly for pool filling, building washing and vehicle washing.

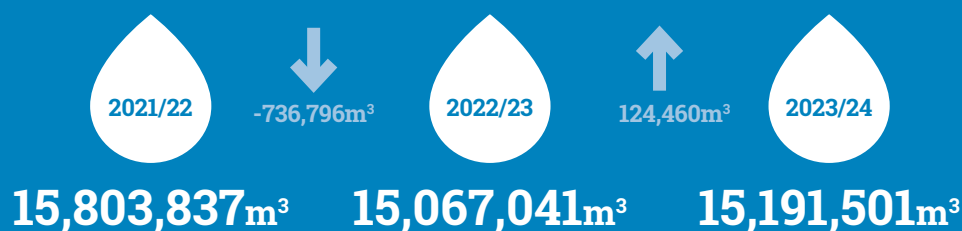
382

residents engaged with as part of the Waterline Education and Advisory service

8,347

people took part in the Waterline/ Tauranga Water Conservation Project programmes

Water Consumption



Strategic Traffic Safety Monitoring



281

Drivers using a mobile phone



1,062

Occupants not wearing a seatbelt



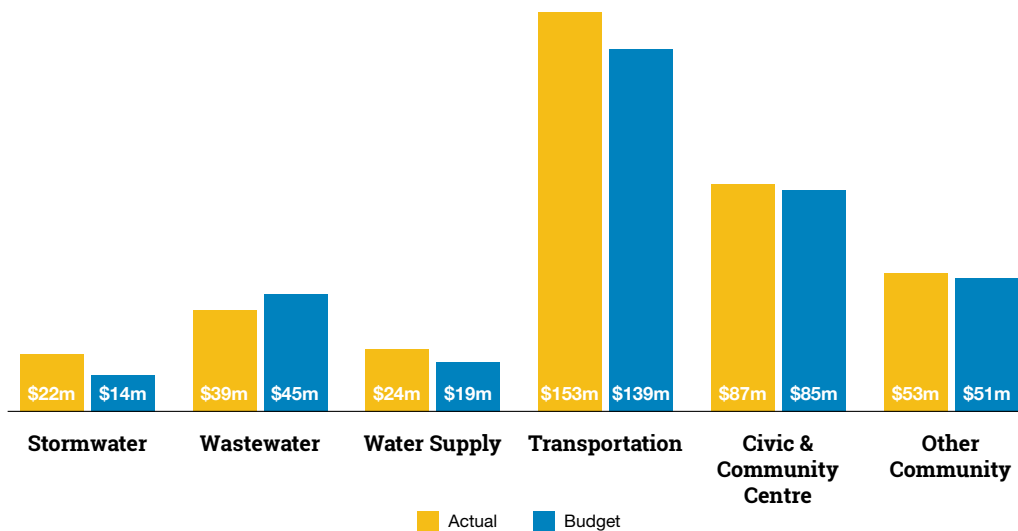
71

Red-light runners



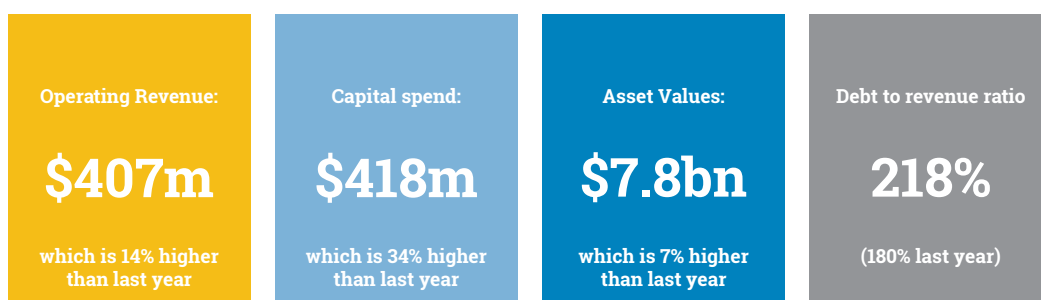
YEAR IN REVIEW

We continue to focus on building infrastructure to support growth and resolve historic under investment



Excludes land sales and vested assets; includes operational projects of a capital nature

Our key financial metrics reflect the ongoing investment in infrastructure amidst challenging economic environment



YEAR IN REVIEW



Non-financial performance snapshot

66%

of measures achieved
66 measures

31%

of measures not
achieved
31 measures

3%

of measures unable
to be assessed
3 measures

All targets achieved for



Wastewater



Stormwater

We exceeded a number of our targets

13,559

Number of participants in
school children's walking
and cycling programmes

Target was 6,000

319 litres

Annual peak demand in litres per
capita per day

Target was ≤450 litres

741

The number of items loaned to
schools through the Hands On
Tauranga service

Target was 300

74

Number of proposals received for
the Creative Communities Scheme

Target was 65

701,455

Visits to council libraries
(all four combined)

Target was 600,000

82%

Residents that are satisfied
with council run rubbish
collection service

Target was 75%

28min

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

Target was <90 min

96%

Public attendees are satisfied or
very satisfied (via survey) with
the council-delivered event they
attended

Target was 85%

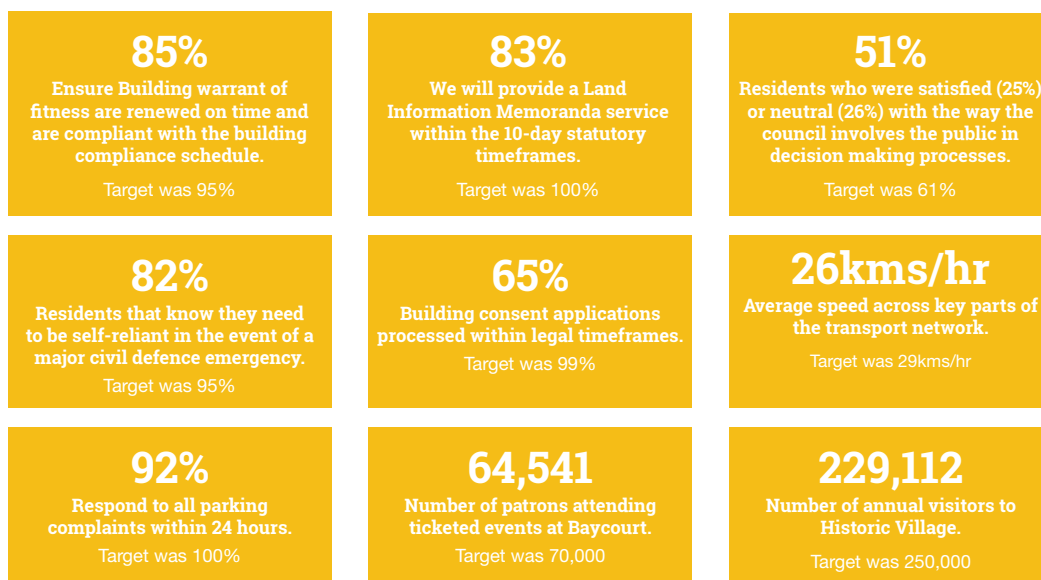
1.07

The number of dry weather sewerage
overflows from the territorial authority's
sewerage system, expressed per 1000
sewerage connections to that sewerage
system

Target was ≤2



We didn't meet 31% (31 measures) of our targets



We couldn't assess 3% (3 measures) of our targets

Community Services	Airport	Marine Precinct
Following a review of the Project Tauranga city partners' programme, the decision was made to wind up Project Tauranga in November 2021	No surveys were carried out due to possible disruption to the carpark area currently being extended and remodeled, it was decided not to conduct a survey.	Was not measured due to the wharf being replaced

YEAR IN REVIEW

Non-financial performance summary

We provide a wide range of activities and services for our community, and we strive to deliver the high level of service that our community expects from us. In our Long-term Plan, the level of service that the council will deliver is agreed upon by the Council in consultation with the public.

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

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

We have measured and reported on 97 of the 100 non-financial performance measures, 66 (66%) were achieved and 31 (31%) were not achieved; 3 (3%) were not measured. Of those 66 measures that met their target, 37 had improved performance from 2022/23, with 8 of those measures moving from not achieved to achieved. Of the 31 measures that did not meet their target, 11 had improved results compared with 2022/23. Also 8 measures of the 31 were within 5% of achieving their target. Staffing challenges in recruitment, extreme weather events, supply chain pressures, and inflationary costs have affected delivery and performance of some activity areas.

With the development of the Long-term Plan 2024-34, we have streamlined the number of measures for better focus and comprehension. The new streamlined performance measures will be reported on in the 2024/25 Annual Report.

We will also group the performance measures together under 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 Mātaraunui

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

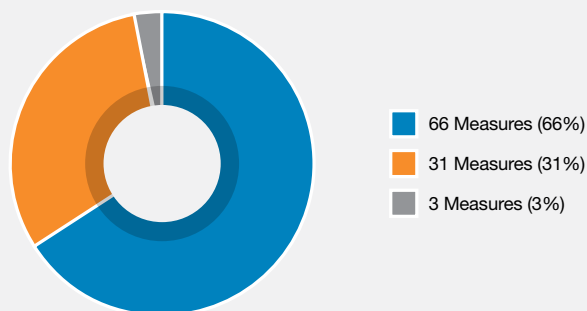
Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.



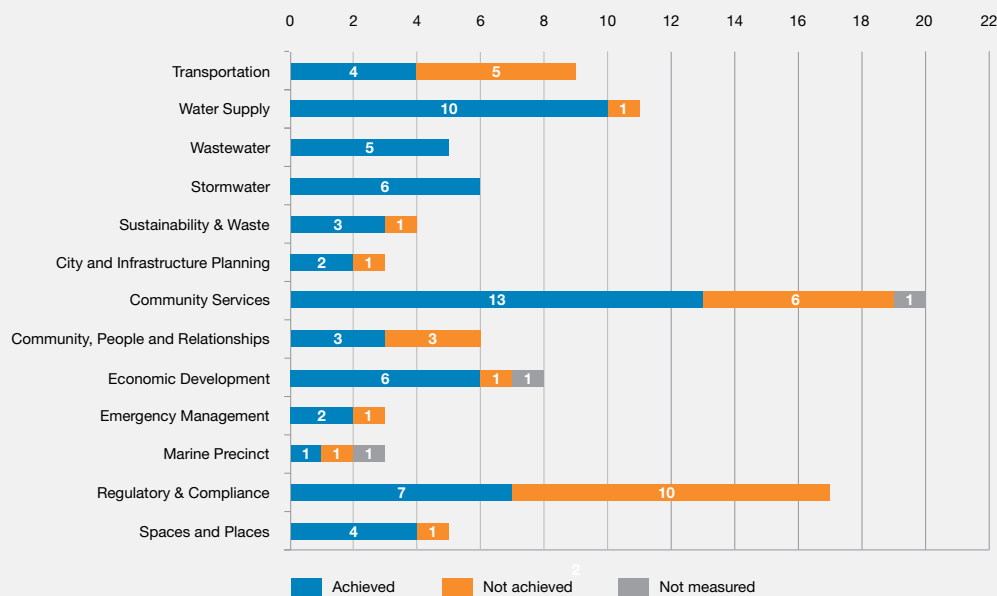
Organisational capability - our Approaches to Te Ao Māori, Sustainability and Working Beyond Tauranga

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 summary



Non-financial performance by groups of activities



YEAR IN REVIEW

Financial performance summary

The 2023/24 financial year represents the final year of the 2021-2031 Long-term Plan (LTP), before the LTP was updated and became the 2024-2034 LTP. While the budgets have been revised via an Annual Plan process, the strategy and vision of the 2021-2031 Long-term Plan remained a core focus for delivery.

Operational Results

The 2023/24 financial year was marked by continued economic challenges similar to those of the previous year. High interest rates and persistent inflation in the construction and services sectors continued to present challenges, impacting performance against the budget.

Our operating surplus reflects total revenue against total expenditure. This includes asset revenue and other gains. Our operating surplus before gains and losses is \$42m (2023: \$117m).

Total operational revenue was \$407m which is 3% over budget. This was due to higher-than-budgeted finance revenue from sustained high interest rates on deposits and rates revenue exceeding budget expectations, largely due to higher-than-anticipated metered water consumption and increased uptake of kerbside waste collection services.

Total operational expenditure was \$492m which is 10% over budget. The above budget results are due to a reclassification of digital software development, which is now deemed to be an operational expense. The majority of this will be loan funded reflecting benefits received over time. The timing and effects of asset revaluations relative to planning cycles have resulted in depreciation exceeding budgeted levels, specifically, the revaluation of water assets last year and the roading revaluation in 2022, which have significantly impacted this year's depreciation expense.

Asset Development revenue is \$13m below budget, primarily due to a slowdown in development activity nationwide as a result of the current economic climate. This reduction affects both Vested Assets (assets provided to the council by developers) and Development Contributions. Additionally, capital subsidies are below budget due to delays in capital projects within Spaces & Places and Waters activities, which rely on external funding. This shortfall is somewhat mitigated by varying amounts received from NZTA and Infrastructure Funding and Financing (IFF) revenue.

In most cases, the council aims to achieve a balanced operational budget where operational costs are funded through sources of operational revenue such as rates, user fees, and subsidies.

Balanced Budget

Council's Revenue and Financing policy requires operational expenses to be covered by operational revenue unless council agrees it is prudent not to do so. Council may resolve to use loans to fund operational expenditure where the expenditure provides benefits for longer than the current year, for example, one off grants to community organisations to fund community assets.

In the Statement of Comprehensive Revenue and Expenditure (SOCRE) council separates total revenue into revenue from operations and asset development revenue. The 2023/24 reported operating surplus of \$42m is the difference between total revenue and total expenditure. If only revenue from operations is considered there is an operating deficit of \$85m as shown in the table below.

The main reasons for the deficit are not fully funding depreciation as large revaluation impacts are phased in over several years, loan funding of digital projects associated with implementing software as a service, and other long-term council expenditure as agreed by previous Councils and Commissioners. Another contributing factor is the interest expense that relates to growth debt being capitalised and paid for over time by Development Contributions. The Tauriko West Enabling Works Programme which supports transportation investment associated with SH29 also contributes to the deficit this year as recorded expenditure is not fully aligned with revenue received.

YEAR IN REVIEW

Operational Deficit (excluding asset financing revenue)	2024 (\$m)
Revenue from operations	407
Total operating expenditure	(492)
Operating deficit per SOCRE	(85)
Deficit breakdown	
Tauriko West Enabling Works Programme (net)	8
Digital Software as a Service (SaaS) net loan funded	22
City Development net loan funded	8
Other planning net loan funded	12
Cash activities net (surplus)/deficit	5
Unfunded depreciation	22
Capitalised Development Contribution interest	15
Other net reserve movements	(6)
Operating deficit per SOCRE	85

Capital Delivery

During the 2023/24 financial year, we continued to implement our ambitious 2021-31 Long-term Plan.

The 2023/24 financial year was a significant year for capital delivery. The 2024 Annual Plan budget (including operational projects of a capital nature) was set at \$397m. Ongoing efforts to address infrastructure shortfalls in our transportation network proved challenging, with some projects experiencing delays due to the change in government and release of the new Government Policy Statement on land transport. Despite these challenges, capital expenditure reached \$418m or 106% of the \$397m Annual Plan budget.

The following word cloud shows the main programmes of work for 2023/24, which account for most of capital programme spend. The size of the spend is shown in the relative size of the lettering of that programme.



 YEAR IN REVIEW

The following is a description of the 2023/24 capital expenditure across the major business areas.

Transportation

Of the \$418m of capital expenditure, \$153m related to transportation projects.

\$38m was spent on the Cameron Road (Stage 1) upgrade, which is now complete. This project included construction of a new two-way cycleway, more pedestrian crossings, and upgrades to stormwater and wastewater. This project has made the area more walkable, attractive and community friendly.

\$17m was spent on Pāpāmoa East Interchange, due for completion in March 2027. This is a long-term programme of works to increase capacity and efficiency as our city grows.

Other significant spend included \$24m to complete design, purchase properties and commence construction at Tauriko West, \$21m on delivery of our renewals programme, and \$6m on Maunganui Road safety improvements.

Spend on transportation projects made up 37% of the total capital programme and will continue to dominate council's capital expenditure and borrowing requirements.

Three Waters

\$19m was spent on Te Maunga wastewater treatment plant for upgrades required to cope with significant growth. The spend was related to progressing the installation of a second bioreactor and a third clarifier that will ensure clear wastewater after treatment. Challenges with the ground preparation for the bioreactor have resulted in the commissioning date being delayed from 2027 to 2028. The clarifier works are proceeding to plan with commissioning expected in 2027.

\$7m was spent on Pyes Pā West stormwater initiatives, including the dam and wetland, which were progressed to mitigate flood risk to downstream properties and allow development for dwellings on several properties surrounding the wetlands.

Civic and City Centre

Work continued on Te Manawataki o Te Papa, with a total of \$27m spent on design across all projects, site preparation and early procurement of materials. Construction commenced on the new library and community hub, and the Masonic Park upgrade, with sheet piling for the new museum and exhibition centre also commencing. The Masonic Park upgrade will be the first project in this programme to complete.

Progress continued to be made implementing the Strand Waterfront Masterplan with a total of \$22m spent on this programme during the year. Several projects commenced construction in the year, including the new playground, north reserve and seawall upgrade, all of which are scheduled for completion by December 2024. Several projects also completed in the year, including the Tunks Reserve upgrade, Dive Crescent Carpark and Beacon Wharf upgrade. Work continued on the Memorial Park to City Centre Pathway (Stage 1) with the creation of a new boardwalk linking to the new underpass.

Construction of the new council administration building at 90 Devonport Road continued at pace in the year, with the internal fit out also commencing. Total design and fitout cost in the year totalled \$8m. Commissioners also approved the progression of the new Memorial Park Aquatics Facility, which will replace the Queen Elizabeth Youth Centre on the site. Preliminary design work totalled \$2m over the financial year. A new indoor courts facility is also to be constructed at 483 Cameron Road and \$19m was spent on land purchase and design work during the year.

Community

\$4m was spent completing the development of a new destination skatepark at Mount Maunganui, which opened to the public in May 2024. This project has brought the community together, including our young people and our skating community.

\$4m was spent completing the Marine Parade coastal pathway, which opened to the public in December 2023. The project has enhanced access to the beach while also protecting the adjoining sand dunes and natural vegetation.

Other projects of significance completed in the year included the construction of safe access to Ōmanawa Falls (\$2m) and Mauao placemaking (\$1m).

\$3m was spent on upgrades to major sports fields around the city including Gordon Spratt Reserve, Links Avenue Reserve and Waipuna park. A further \$2.4m was spent on Gordon Spratt reserve improvements and upgrades to better meet community needs. This project aims to increase the quality of community sports facilities, increase member satisfaction and ensure easier operation of these clubs.

YEAR IN REVIEW

\$4m was spent completing the Elizabeth Street upgrade, including changes to the streets surrounding the Thirty Eight Elizabeth development (Elizabeth Lane, Devonport Road and First Ave). This project included upgraded intersections and new pedestrian crossings, street lighting and landscaping, water and wastewater infrastructure upgrades, and installation of state of the art stormwater treatment units to protect our harbour.

Investment in infrastructure

Our organisation has improved its capacity to manage an increasing capital programme to deliver key infrastructure and amenity for our community. New governance structures have been established for Te Manawataki o Te Papa and Major Transport programmes to provide greater oversight and assurance in these areas of significant capital delivery.

There are still challenges with delivering the capital programme, and ensuring value for money from the supply chain remains an ongoing focus for delivery teams. Impacts on funding resulting from the change in government will be a focus over the next 12 months.

The information on the following pages shows the whole of life spend on projects that have been completed in the 2023/24 financial year. The budget and funding information is based on the budget adopted at the most recent Long-term Plan or Annual Plan.

YEAR IN REVIEW

Funding Key ■ Loan ■ Renewal ■ DC ■ Infrastructure Funding & Financing (IFF) ■ NZTA ■ Crown Infrastructure Partners (CIP) ■ Other External									
Capital Projects Completed in FY24 (\$'000s)	Total Capital Project Cost	Expected Final Cost in Future Years incl Close Out Budget	Actual/Expected Funding Stack	Approved Budget per Latest Adopted Plan	Budgeted Funding Stack per Latest Adopted Plan	Approved Budget per 2021-2031 LTPA	Overspend/ (Underspend) against Latest Adopted Plan	Variance Commentary	
Growth in Existing Zoned Areas	109.2	112.4		94.1		67.0	18.3		
Cameron Road Stage 1	109.2	112.4		94.1		67.0	18.3	Overspend a result of numerous contract variations due to unforeseen conditions, such as unknown location of underground infrastructure.	
Transport Network Upgrades	73.6	74.3		81.6		110.0	(7.3)		
Cambridge Road Retaining Wall	1.2	1.2		0.0	NA	0.0	1.2	Project was required due to damage caused by a weather event. Budget was reallocated from other retaining wall bulk funds.	
City Centre Bus Depot Relocation	1.5	1.5		0.0	NA	0.0	1.5	Unplanned construction of a temporary bus stop due to city centre construction works.	
Hastings Road Upgrade	4.5	4.5		3.5		3.5	1.0	Additional costs associated with underground power cables and retaining walls.	
Hull Road Level Crossing	0.8	0.8		0.0	NA	0.0	0.8	New safety project required to align with the opening of the destination skatepark facility.	
Kennedy Road Embankment Dam	6.7	6.7		3.7		4.2	3.0	Scope and budget adjustment approved via Council to enable growth and development.	
Maleme Street Cameron Road Signalised Intersection	0.8	0.8		0.6		0.6	0.2		
Pāpāmoa Eastern Interchange Phase 1	36.4	36.4		48.3		91.1	(11.9)	Partial reallocation of LTPA budget to PEI Phase 3 (currently under construction).	














YEAR IN REVIEW

Capital Projects Completed in FY24 (\$'000s)	Total Capital Project Cost	Expected Final Cost in Future Years incl Close Out Budget	Actual/Expected Funding Stack	Approved Budget per Latest Adopted Plan	Budgeted Funding Stack per Latest Adopted Plan	Approved Budget per 2021-2031 LTPA	Overspend/ (Underspend) against Latest Adopted Plan	Variance Commentary
Pāpāmoa Eastern Interchange Phase 2	8.4	9.1		11.6		0.0	(2.5)	Under budget as risk and contingency allowances were not required.
Polke Road Retaining Wall	1.5	1.5		2.0		0.0	(0.5)	
Totara Street Safety Improvements	11.9	11.9		11.9		10.6	0.0	
3 Waters	201.0	202.1		210.8		206.2	(8.7)	
Eastern Reservoir No 1	6.3	6.3		6.7		7.0	(0.4)	
Esmeralda St Stormwater Upgrade	1.9	1.9		1.9		1.5	(0.0)	
Tautau Rising Main Duplication	3.0	3.4		2.1		2.1	1.3	LTPA budget did not allow for compensation for easement. Close out commissioning may require automation of valve works if the line cannot be operated simultaneously with the existing line.
Te Maunga Wastewater Treatment Plant Upgrade Landward Outfall	23.3	23.3		34.8		34.8	(11.5)	Budgeted risks related to groundwater and proximity to private properties did not eventuate.
Waiairi Intake, Water Treatment Plant & Trunk Main	161.5	162.2		159.4		154.8	2.9	Construction through COVID-19 situation and changes to design extended the timeframe of the project and costs. Materials sources from overseas were impacted by global supply chain limits and inflated costs.
Wairakei Pond G Construction & Land	5.0	5.0		5.9		5.9	(0.9)	
Revitalising the City Centre	35.3	35.6		29.9		25.3	5.7	
Beacon Wharf Upgrade	3.1	3.2		2.6		0.0	0.6	This project was conceptualised through the Annual Plan process. The additional \$600K spend was reallocated from other waterfront/seawall budgets.

YEAR IN REVIEW

Capital Projects Completed in FY24 (\$'000s)	Total Capital Project Cost	Expected Final Cost in Future Years incl Close Out Budget	Actual/Expected Funding Stack	Approved Budget per Latest Adopted Plan	Budgeted Funding Stack per Latest Adopted Plan	Approved Budget per 2021-2031 LTPA	Overspend/ (Underspend) against Latest Adopted Plan	Variance Commentary
Cargo Shed Facilities Upgrade	1.4	1.4		0.8		0.4	0.6	Complexities in earthquake strengthening and scope changes (e.g. an extra picture window on the Eastern wall) resulted in an increase in overall costs.
Dive Crescent Car Park Upgrade	4.9	5.0		1.6		0.2	3.4	Project re-design and scope changes, including developing the southern end of the carpark early, resulted in significantly increased costs. Some of this additional cost was offset by Transport budgets for curb and channeling and streetlighting, etc.
Elizabeth Street Streetscape	13.0	13.1		12.6		12.2	0.5	Approved scope changes, including wastewater and water upgrades and First Avenue safety improvements, resulted in an increased budget. Significant delays to the 38 Elizabeth construction project also led to increased costs over the life of the project.
Seismic Works - Spring Street Car Park Building	6.8	6.8		5.8		5.9	1.0	A complex but necessary re-design and re-engineer of a number of structural steel elements, and the resulting five-month delay, increased costs substantially.
Tunks Reserve Development	6.0	6.0		6.5		6.6	(0.4)	
Community Facilities and Amenity	44.2	45.1		39.5		29.5	5.6	
Additional Public Facilities	0.5	0.5		0.6		0.3	(0.0)	Budget increased from LTPA to reflect cost of \$225k per unit.
Depot Construction Tauriko	2.5	2.5		1.3		0.0	1.2	New depot required to accommodate City Operations. Project progressed quicker than anticipated due to mobilisation requirements.
Destination Skatepark	5.4	5.5		3.6		0.7	1.9	Council approval on 12 February 2024 to build zones 3 and 4 as a result of additional community funding.
Develop McLaren Falls	2.3	2.3		2.3		1.5	(0.0)	Additional costs incurred as a result of Cyclone Gabrielle and slip remediation required for roading infrastructure.
Golf Road Reserve Community Share Building	0.6	0.6		0.5		0.2	0.0	Scope was increased to address easement issues and create a building platform for the playcentre building.

YEAR IN REVIEW

Capital Projects Completed in FY24 (\$'000s)	Total Capital Project Cost	Expected Final Cost in Future Years incl Close Out Budget	Actual/Expected Funding Stack	Approved Budget per Latest Adopted Plan	Budgeted Funding Stack per Latest Adopted Plan	Approved Budget per 2021-2031 LTPA	Overspend/ (Underspend) against Latest Adopted Plan	Variance Commentary
Gordon Carmichael Walkway & Cycleway	2.0	2.0		1.7		1.1	0.3	Additional costs incurred as a result of a site conditions and remedial stormwater works required.
Ila Park Playground Upgrade	0.8	0.8		0.0	NA	0.0	0.8	Historic development contributions funded this project, resulting in no net impact to the ratepayer.
Kopurerua Valley Development	10.7	10.7		11.5		11.8	(0.9)	Underspend realised as budgeted contingencies were not required.
Kulim Park Development	2.4	2.4		2.3		2.3	0.1	
Marine Parade Boardwalk	6.1	6.5		5.7		4.1	0.8	Tourism Infrastructure Fund (TIF) funding of \$962k enabled the full scope of work to be delivered (boardwalk from Mt Drury to Oceanbeach Road), resulting in no net impact to the ratepayer.
Mauao Placemaking & Interpretation	2.0	2.0		1.9		1.9	0.2	Additional funding from Port of Tauranga allowed for delivery of the viewing platform.
Omanawa Falls Formal Track	8.9	9.4		8.2		5.6	1.2	Additional cost as a result of geotech costs. Project scope reduced from that originally desired.
Total	463.2	469.5		455.8		438.0	13.6	

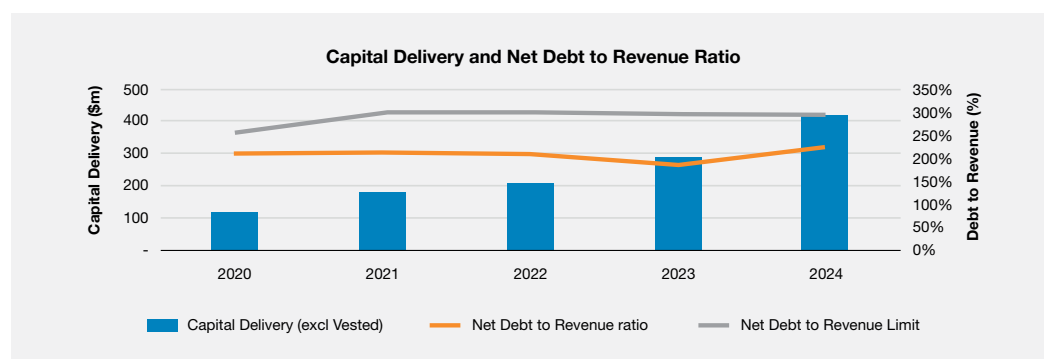
YEAR IN REVIEW

Council Assets and Debt

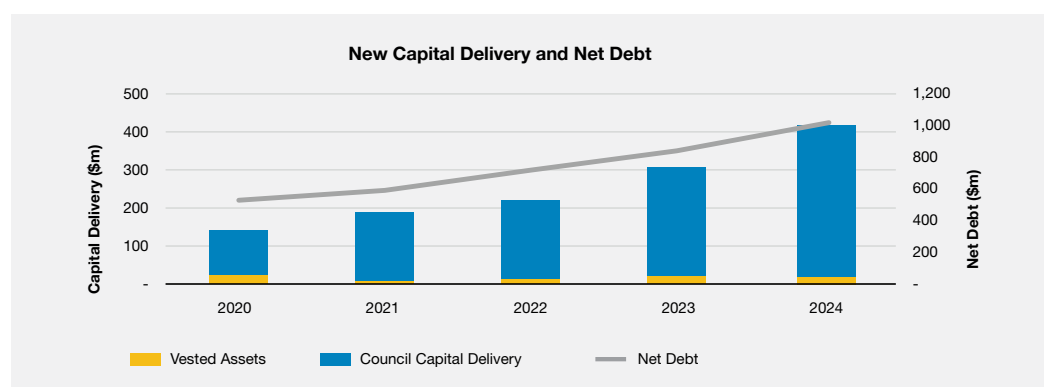
Council assets total \$7.8bn (2022: \$7.3bn). This year our roading network, land and buildings were revalued. Our roading network assets have increased in value by \$349m (book value for 2023/24 is now \$1.4bn) and our land and buildings assets have increased by \$72m (book value for 2023/24 is now \$1.6bn). These increases include the impact of revaluations and the addition of projects completed.

Overall, net debt increased to \$1,067bn, marking a \$234m rise from the previous year and surpassing the budgeted amount of \$1,050bn. This increase was driven by additional expenditure approved subsequent to the adoption of the 2023/24 Annual Plan.

Our net debt to revenue ratio at year-end stands at 218% (2023: 180%), inclusive of Bay Venues Revenue. The growth in this metric aligns with the 2023/24 Annual Plan forecast and is reflective of the ongoing focus on resolving the infrastructure deficit that exists in Tauranga. The ratio remains below borrowing covenant limits, which are currently 290% for the 2023/24 financial year.

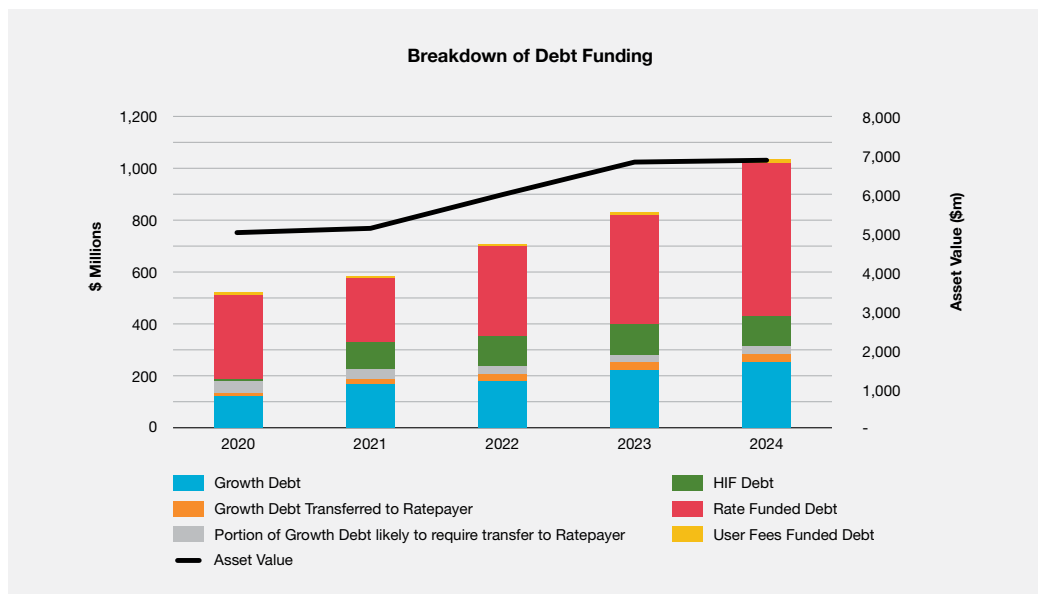


Debt is rising in line with the substantial capital investments made in 2024. However, the potential Waters reform is likely to markedly decrease council debt levels if water assets and operations are transferred over to a new entity.



The graph on the next page illustrates the breakdown of debt funding over time. Rates debt arises from capital investments aimed at enhancing community service levels or upgrading facilities and infrastructure that cannot be fully recovered from development contributions. Growth-related debt in the council borrowing for 2023/24 constitutes 34%, financed by development contributions and Housing Infrastructure Loans (HIF). The remaining 66% represents non-growth-related debt, with interest funded through rates and certain user fees.

YEAR IN REVIEW



Financial Trends

The below table shows a summary of key financial metrics for the past five years.

Key Financials (\$m)	2020	2021	2022	2023	2024
Capital programme*	147	179	210	312	418
Net debt	525	586	701	833	1,067
Debt to revenue ratio** (funding adjusted)	206%	209%	204%	180%	218%
Financial limit on borrowing (debt to revenue ratio)	250%	300%	300%	295%	290%
Total rates ***	180	190	234	267	295
Total rates increase	7.3%	5.7%	23.4%	13.9%	10.6%
Total assets	4,636	5,366	6,449	7,259	7,819

*Excludes vested assets and land sales. Includes operational projects of a capital nature.

**Excluding revenue from grants relating to Tauriko West IFF grants, including BVL user fee revenue

***Including water by meter revenue which is collected as a targeted rate

The table above illustrates a steady rise in rates revenue, capital expenditure, and debt levels, reflecting the significant expansion of the council's asset base. Our Revenue and Financing Policy, accessible on the council's website, provides comprehensive guidelines on how we fund both operating and capital expenditures.

Operating revenue and expenditure have seen consistent growth over the past five years, driven by increasing population and the corresponding demand for new infrastructure. The council's significant investments in new infrastructure have been outlined in the capital delivery section above and specific project details can be found in the Groups of Activities section of this report.

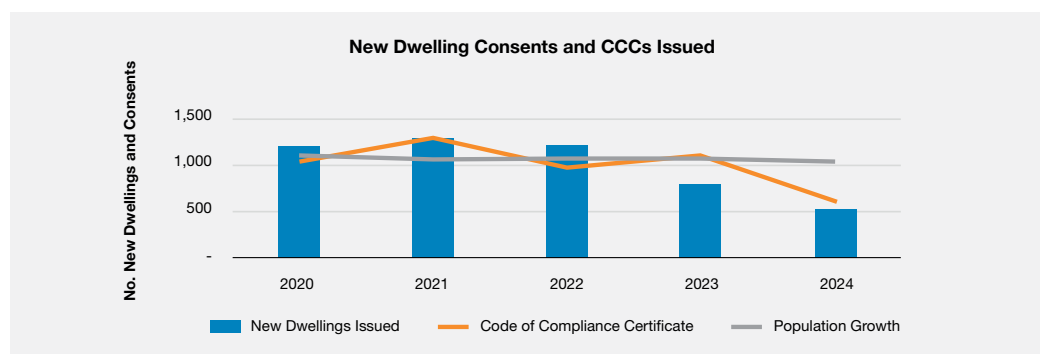
YEAR IN REVIEW

The table below presents data on personnel, consulting costs, and Full-Time Equivalents (FTEs) relative to budgets for the past three years. Over this period, both FTEs and associated costs have risen due to the in housing of maintenance contracts for reserves and walkways. Additionally, staff numbers and consulting expenses have increased to support the development and governance of the extensive capital program. While personnel costs have grown, this increase is somewhat offset by contract expenses, and certain costs related to the capital program have been capitalized into the projects.

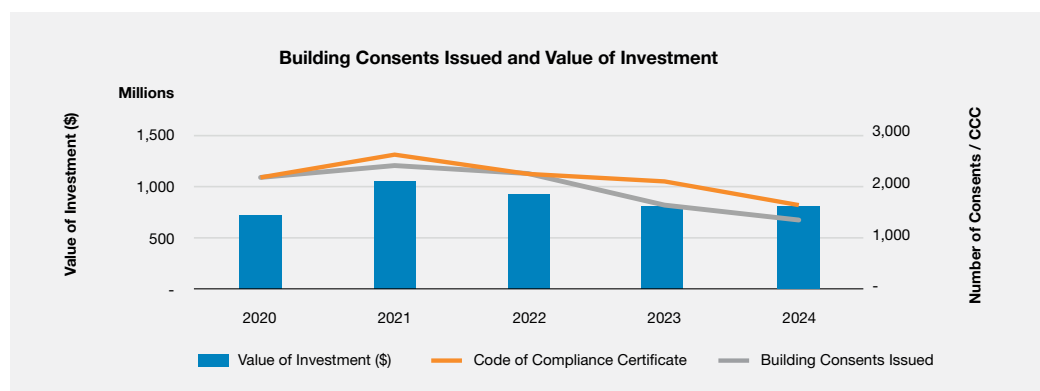
Personnel and Staff Numbers	2022		2023		2024	
	Actual	Budget	Actual	Budget	Actual	Budget
Full time equivalent staff numbers	857	918	1,047	990	1,148	1,194
Number of employees	983	976	1,144	1,037	1,255	1,421
Personnel costs (\$000)	75,773	78,588	89,511	91,828	106,883	103,506
Consultants (\$000)	25,696	24,317	40,712	33,775	51,278	39,302

Growth and Consents

Tauranga's population continues to grow, now reaching 163,040 residents, marking an increase of 1,840 since June 2023. Despite this population growth, the issuance of new dwelling consents and code of compliance certificates has declined for the third consecutive year.



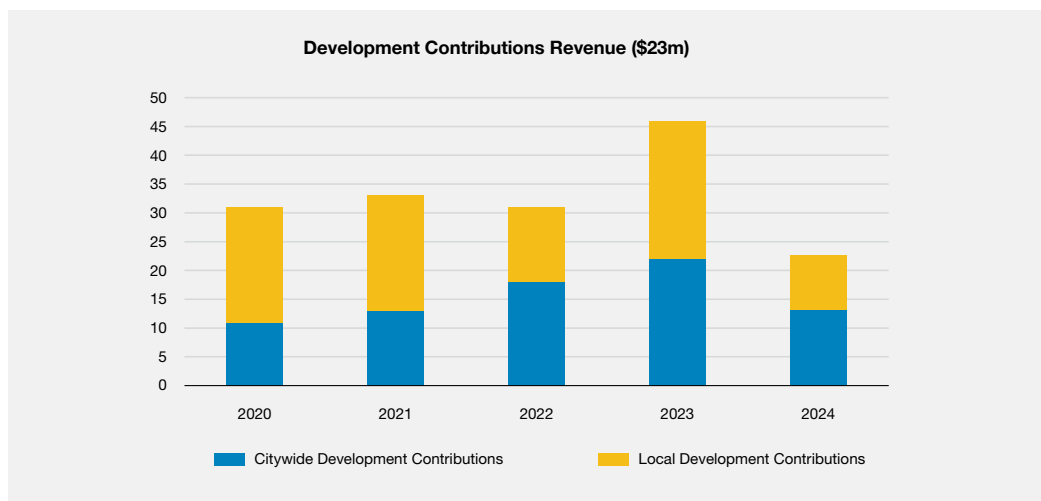
Consent application volumes have decreased since a high in 2021 and the past year was roughly 20% down compared with previous year. The drop in volumes is a result of a deflated market, and the consequential reduction in building projects. The reduction is most evident in the new dwelling applications. As a result, while in previous years we have delivered houses meeting the forecast demand, we haven't managed to keep up with demand in 2024.



YEAR IN REVIEW

While volumes have decreased, complexity has, however, increased. This is evident by the increase in the average value of consented building work in the past year compared with the previous. The volume of commercial projects remains largely static compared with previous years, and as a result is currently a bigger proportion of the total work. There has also been a shift in consents granted for new houses; in previous years, townhouse or terraced house typologies were relatively rare, whereas they were a significant portion of the new dwelling volumes in the past year.

The reductions in building consents is also evident in our development contribution revenue, which is lower than previous years at \$23m (2023: \$45m). Development contributions are primarily from city wide, Pyes Pā West and Tauriko Business Estate.



Council's capacity to borrow is limited to a limit set by Local Government Funding Agency (LGFA) which represents the net debt to revenue ratio. The limit for the 2023/24 financial year is 290% and will reduce by 5% over the next two years down to 280%. Maintaining a ratio below these limits allows council to access lower cost lending through the LGFA. Council's 2023/24 debt to revenue ratio is 218%.

Risk Management, weathertight and general contingency reserves

The Risk Management Fund and Weathertight Reserve are reserves created by council to help manage and account for financial risk and to fund unforeseen events and weathertight claims. Previously, this was one reserve, but the two elements were separated in 2021. During annual plans and Long-term Plans, some rates have been agreed to be collected for these reserves, and past rates surpluses have been directed to address deficits. Since July 2013, these reserves have been used to fund:

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

Due to the large value of payments recorded through the reserves and the relatively low level of reserve funding, the Weathertight Reserve deficit at the end of June 2024 is \$52m (2023: \$53m). The Risk Management Fund has an available balance of \$4m (2023: \$4m) and the General Contingency Reserve has a balance of \$84k (2023: \$1.5m).

Community Grants and Contracts

Council works with other central government agencies, as well as iwi and community organisations, to help support and improve our city. In the last year we have provided approximately \$2m of rates rebates to community organisation. In addition, the council has also provided the below financial support for various community-led initiatives.

YEAR IN REVIEW

Supporting Community Groups and Initiatives	Actual 2023 (\$'000)	Actual 2024 (\$'000)
Support to Council Controlled organisations		
Bay Venues Limited	13,248	13,120
Tourism Bay of Plenty	2,478	2,228
Tauranga Art Gallery Trust (TGAT)	1,515	1,255
Bay of Plenty Local Authority Shared Services (BOPLASS)	60	63
Te Manawataki o Te Papa Limited	-	779
Rates collected to fund mainstreet organisations		
Tauranga Mainstreet	436	375
Mount Mainstreet	189	189
Greerton Mainstreet	141	148
Pāpāmoa Mainstreet	50	60
Grants and investments to organisations		
Bay of Plenty Housing Equity Fund	-	300
Priority One	1,942	1,765
Surf Lifesaving New Zealand	314	335
Sport Bay of Plenty	443	484
Creative Bay of Plenty	160	221
The Elms Foundation	241	248
The Incubator Growing Art & Culture Charitable Trust	431	470
Citizens Advice Bureau	65	65
Chamber of Commerce	85	67
Bay Oval Trust	414	1,427
Font Public Art Trust	135	-
Screen Media	-	100
Otaiti GP Limited	-	38
Tauranga Māori Business Association	20	
Other community initiatives receiving council funding		
Recycling/waste minimisations initiatives	85	97
Community development partnership agreements	457	350
Community Development Match Fund	146	183
Community Development Grants *	1,132	1,008
Community Housing Fund	137	369
Papakāinga Grant	124	99

Footnote: This table has been reconfigured so comparatives won't match least year's annual report.

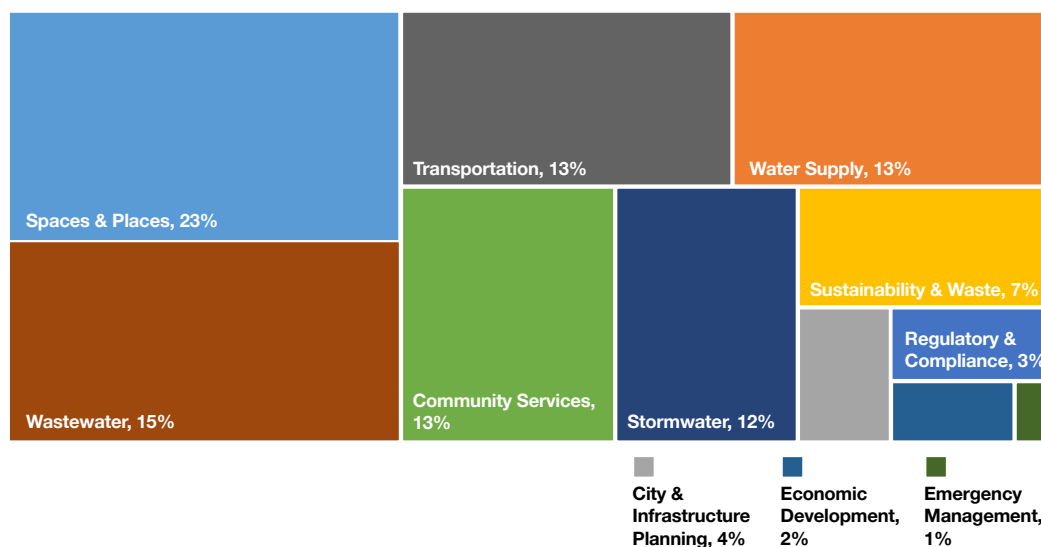
*Reflects community grants less than \$50k per organisation. Details of successful grants are available on Tauranga City Council's website.

<https://www.tauranga.govt.nz/community/grants-and-funding/community-grant-fund>

YEAR IN REVIEW

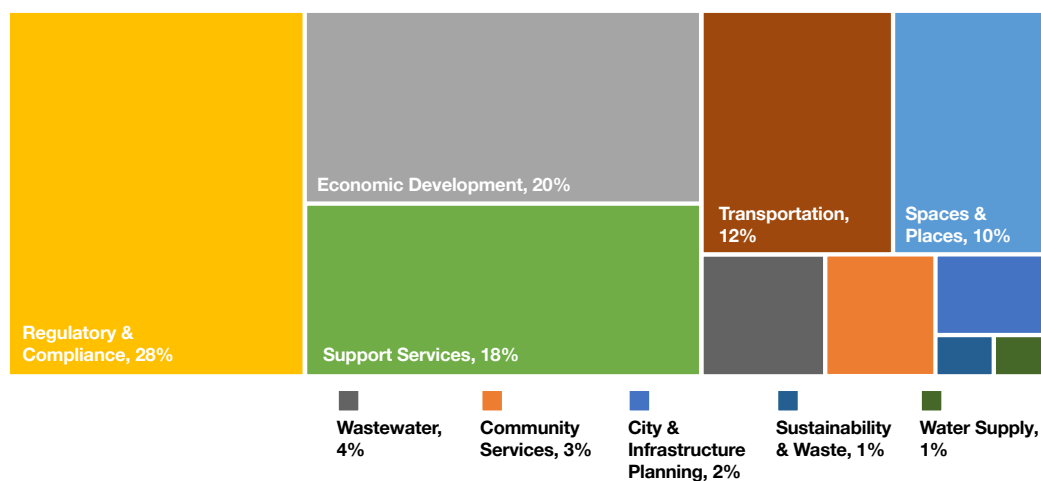
What did our rates pay for over the last year?

Rates and user fees are used to cover the day-to-day operational costs of managing our city, including essential services and infrastructure upkeep. This year, approximately 60% of our operational expenses were financed through rates, while the rest was covered by user fees, charges, and subsidies from other organizations such as NZTA. The graph below illustrates how these rates are allocated. Over 50% of the rates are directed towards three waters and transportation, while the other half supports libraries, parks, recreation, and other community amenities.



User fees collected

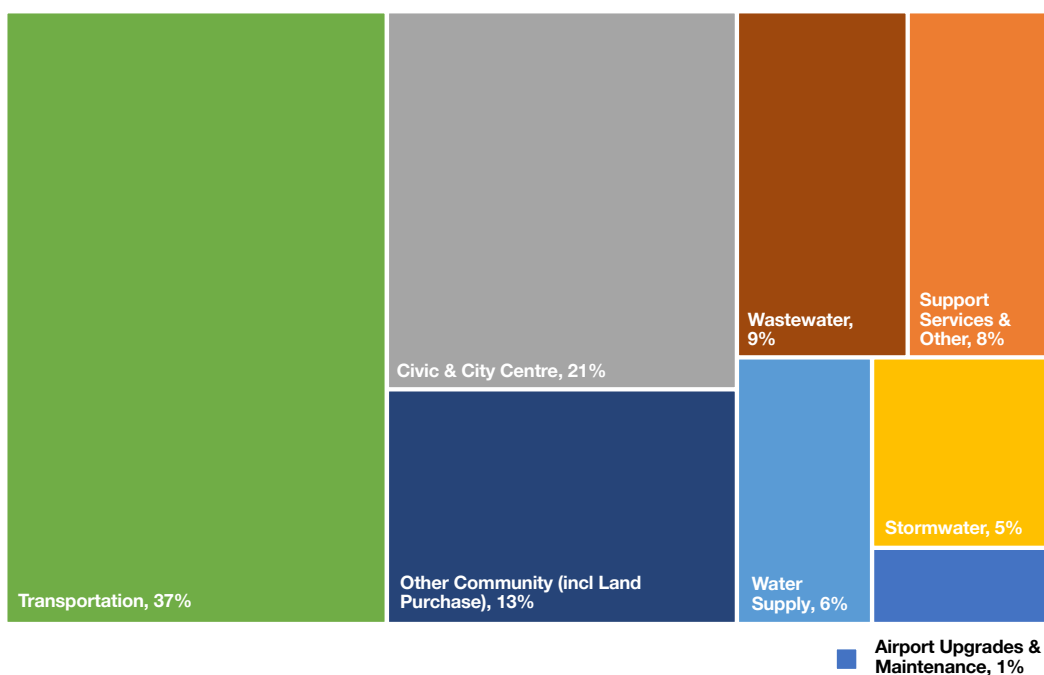
User fees are collected in areas that a direct benefit can be derived from the activity, such as dog registration fees and parking fees. In some cases the user fee is balanced with other funding sources to recognise the public benefit. This year \$64m of user fees were collected which covers approximately 13% of operational expenditure. The graph below shows which areas in the business collected user fees.



YEAR IN REVIEW

What did our debt pay for over the last year?

Capital expenditure is typically financed through debt, especially for projects that either create new assets or enhance existing ones to improve service delivery. 57% of the capital works programme was allocated to core infrastructure, including transportation and water services. Key projects completed this year are outlined earlier in this section, and a detailed breakdown by business area can be found in Section Five. The graph below provides a summary of total capital expenditure by business area.



A substantial portion of our major infrastructure projects are financed through development contribution (DC) charges, which are adjusted annually to reflect project changes and cost updates. This process aims to ensure that the full capital costs of growth projects are recovered over time, although full recovery may not always be feasible depending on development timing and location impacts.

As a guiding principle, the council primarily uses debt to finance capital expenditure, acknowledging the long-term benefits these investments bring to the community. In exceptional cases, debt may be used for operating expenditure, typically when there is a long-term community benefit and funding the expense in a single year would be inequitable. In such instances, appropriate debt retirement measures are implemented to ensure repayment over time.



03

Civic Leadership/Te whiri mātārae



The Commission

The former Minister of Local Government, Hon Nanaia Mahuta, replaced the mayor and councillors with four commissioners from 9 February 2021 and reappointed those same commissioners from 26 April 2022 to July 2024. The Commission was appointed to make good decisions on behalf of our city and its residents, primarily through the development of long-term plans that address the longstanding underinvestment in much-needed infrastructure, and consulting on those plans with our community. The Commission had the powers and duties to perform all the governance functions of Tauranga City Council. Collectively, the commissioners brought skills in the fields of governance, infrastructure, and strategic and financial planning to their roles.

The commissioners were also asked to ensure a process was in place to restore effective local democracy at the next Tauranga City Council elections in July 2024.

Their focus from July 2023 to June 2024 was to:

- continue to oversee the implementation of the work programme set out in the 2021-31 Long-term Plan (LTP), and the LTP amendment adopted in June 2022, to address Tauranga's current infrastructure and funding challenges, and set a platform to create a liveable city of the future.
- create a spirit of partnership between the council, tangata whenua and our community, and work to restore trust and confidence.
- engage with our community openly and honestly.
- collaborate with our regional partners to implement solutions that address the Western Bay of Plenty's high growth issues.
- deliver a 2024-34 Long-term Plan that consolidates the progress made through the 2021-31 LTP and prioritises the needs of our community, city, and region.
- ensure programmes of work identified in the Commission's Exit Plan are sufficiently resourced and delivered.
- continue to identify issues faced by the council and ensure actions are taken to address those issues.
- work with the council's chief executive to build capability, capacity, and resilience within the organisation.
- support the council in developing a comprehensive induction programme to help incoming elected councillors to practice good governance.
- work with the council to encourage quality candidates to stand for election.
- progress citywide and local area plans for the provision of recreational and community facilities and services to help influence and guide development decisions, and enable related transport network, infrastructure and housing planning and development to proceed.
- undertake any other tasks necessary to maintain our community's trust and confidence in the council.

TE MAREA HAUTŪ CIVIC LEADERSHIP



Commission Chair
Anne Tolley



Commissioner
Bill Wasley



Commissioner
Stephen Selwood



Commissioner
Shadrach Rolleston

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

How we govern

Council's role

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

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

The council's Chief Executive is accountable for the delivery of the strategic objectives of the council, of managing risk and of empowering staff to deliver for the people of Tauranga.

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

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

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

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

Council decisions

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

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

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

Delegating decision-making

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

The Council cannot legally delegate the following powers:

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

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

TE MAREA HAUTŪ CIVIC LEADERSHIP

Council meetings

Council and committee meetings are held at the Bay of Plenty Regional Council Chambers, 1 Elizabeth Street, Tauranga, or on the ground floor of Tauranga City Council's office, 306 Cameron Road, Tauranga. Meetings are also held at external locations such as marae. Council and committee meetings are live streamed through YouTube and our website. The meetings are open to the public, though Council may exclude the public if there is a need for confidentiality. All Council and committee meetings are carried out in accordance with standing orders.

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

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

Code of Conduct

The Code of Conduct (the code) provides guidance on the standards of behaviour expected from the mayor and councillors. The code did not apply to the commissioners as they were not elected members. The commissioners had chosen to complete declarations of interests and a summary of their pecuniary (financial) and non-pecuniary (non-financial) interests in the Tauranga City boundaries and the wider Western Bay of Plenty sub-region. A summary of these interests is available on the council's website.

How you can have your say

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

- arrange to speak in the public forum section of a Council or committee meeting,
- connect with us on our social media channels including Facebook, Neighbourly, LinkedIn, and YouTube,
- participate in consultation and engagement by making a submission on plans, projects or notified consents. Opportunities for sharing your ideas and feedback include surveys, workshops, drop-in sessions, or via our formal consultation process at <https://letstalk.tauranga.govt.nz/projects>.

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

Commissioners' remuneration and expenses

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

Commission chair remuneration was set at \$1,800 per day and commissioners at \$1,500 per day.

The council was responsible for paying this remuneration.

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

Commissioners Anne Tolley and Stephen Selwood both received \$800 per week, towards the cost of permanent accommodation in Tauranga. However, Commissioner Selwood's allowance covered both the cost of his accommodation and travel. Having the commissioners living in the Tauranga community was a more efficient use of their time and resulted in a neutral financial outcome for the council, with potential savings in commuting costs, hotel accommodation and meals. It also allowed the commissioners to be more accessible to the council and community when fulfilling their responsibilities.

For details of the commissioners' remuneration and declarations of interest please refer [here](#).

TE MAREA HAUTŪ CIVIC LEADERSHIP

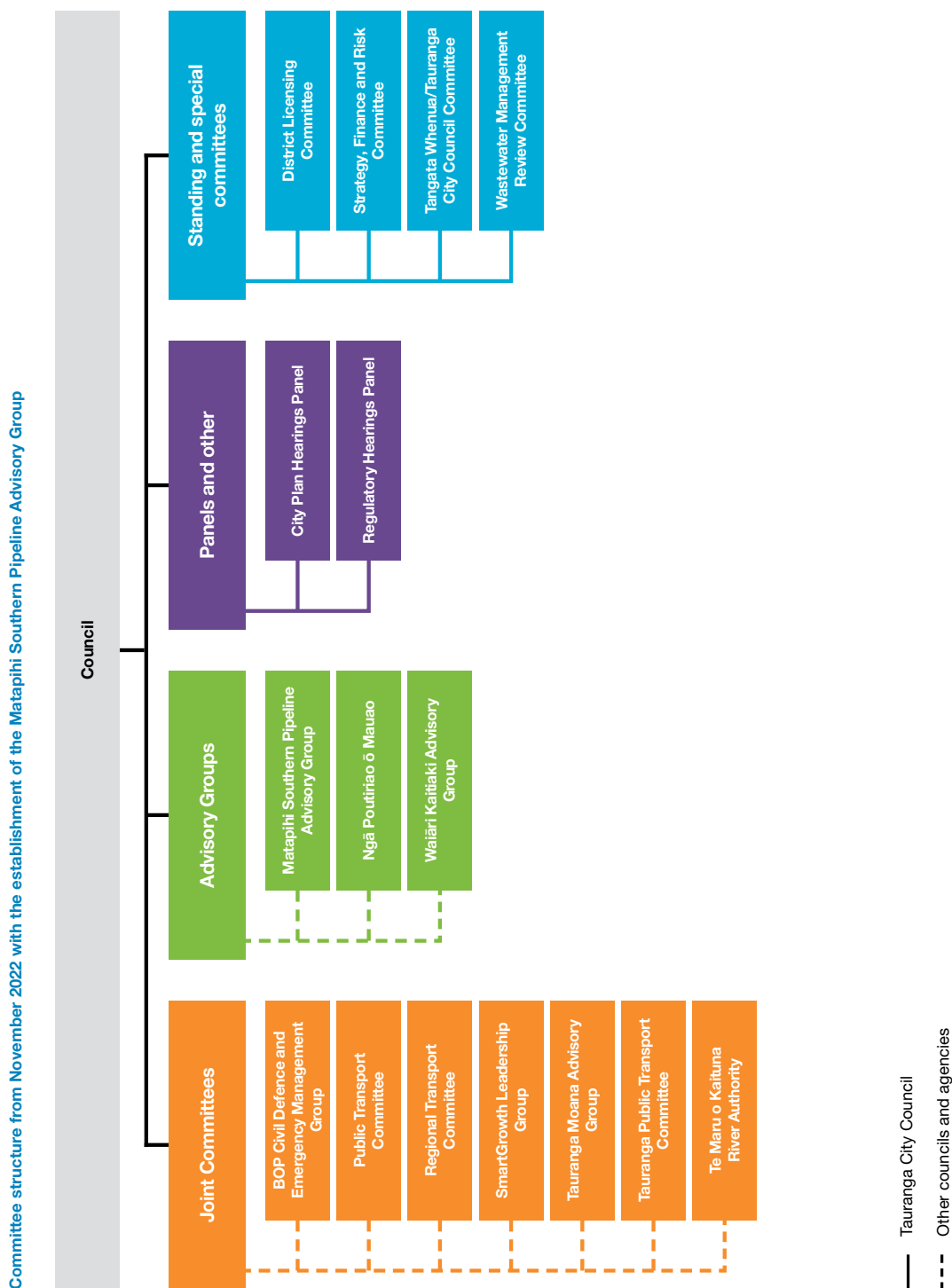
The committee structure

Commissioners' attendance at Council and committee meetings for the period 1 July 2023 to 30 June 2024

TOTAL - July 2023 - June 2024 (includes continuation days)					
Committees	No.	Tolley	Rolleston	Selwood	Wasley
Council	28	27	28	28	28
Strategy, Finance & Risk	9	8	9	9	7
Tauranga Public Transport Joint	5	5	0	5	0
Tangata Whenua / TCC	4	3	3	3	4
Wastewater Management Review	4	0	1	4	3
Meetings	50	43	41	49	42

Meeting Attendance	Tolley	Rolleston	Selwood	Wasley
Meetings Attended - Member	43	41	49	42
Apology	3	1	1	3
Apology - Other Cnl Business	0	0	0	0
Leave of Absence	0	0	0	0
Absent	0	0	0	0
Total Meetings	46	42	50	45
Present at additional meeting of which not a member	0	3	0	0

TE MAREA HAUTŪ CIVIC LEADERSHIP





04

Our Organisation/Te āhua o te kaunihera



Organisational leadership

Our executive team is led by our Chief Executive and as of 30 June 2024, was comprised of eight groups.

- Chief Financial Office
- City Development & Partnerships
- Community Services
- Corporate Services
- Infrastructure
- Major Transport Projects
- Regulatory & Compliance
- Strategy, Growth & Governance

We employ skilled people who are passionate about our city and its future. Within the eight groups there are 38 teams, with 1148 full-time equivalent (FTE) employees working to deliver quality services and projects.

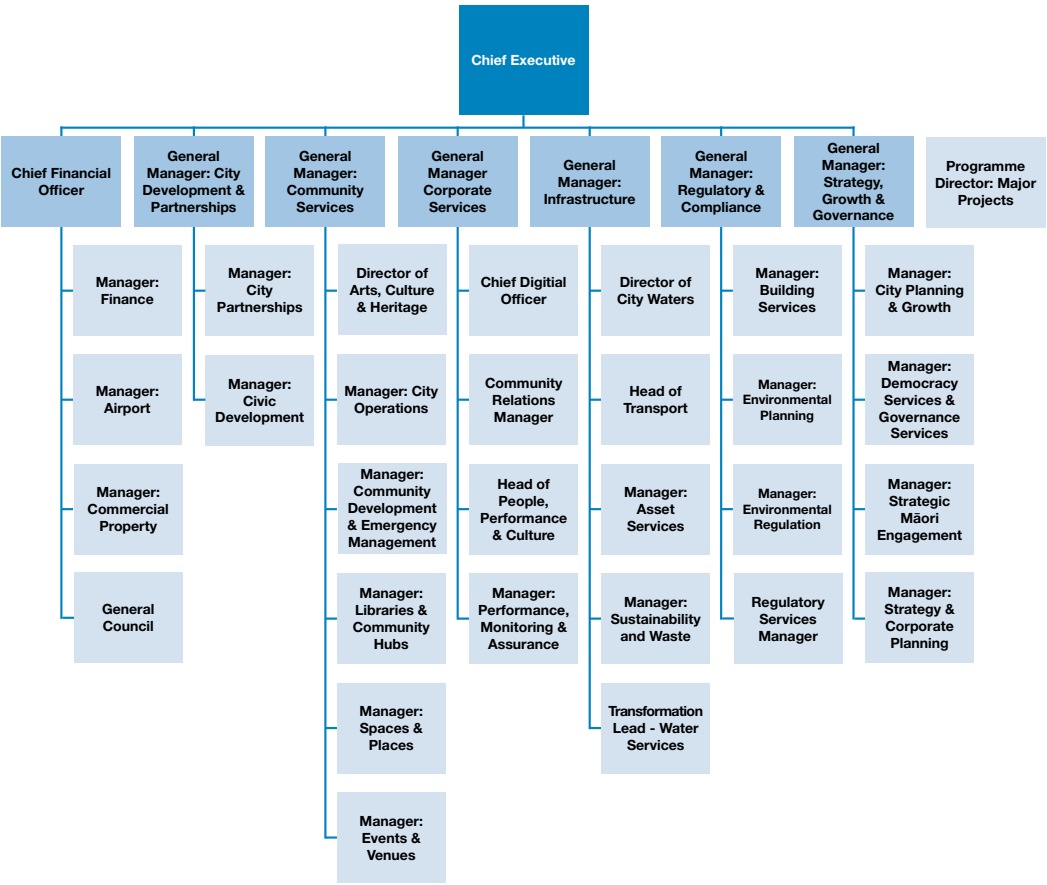
Executive team

Our executive team has a chief executive, a chief financial officer and six general managers.

OUR ORGANISATION

Organisational structure

As of 30 June 2024





Developing our people

As we focus on developing our people, we aim to promote wellbeing, build resilience, and create a high-performance culture.

- Our suite of in-house learning opportunities continues to be popular – with many courses booking out months in advance. This suite is designed to enhance both personal and professional growth and cover a range of topics including leadership, communication, presentation skills, productivity, and resilience.
 - Piki Ake, our partnership with the Ministry of Social Development, is now in its second year. The 12-month cadetship programme sees unemployed young people be supported into the workplace, gaining valuable skills and experience that will help shape positive life and career choices for their future.
 - Our inaugural Summer Internship programme brought 20 tertiary students into council for 10 weeks over the summer period working in their field of tertiary study. This programme supports the education pathways for Tauranga young people, grows future talent and showcases Tauranga City Council as a future employer of choice.
- We are proud to be recognised for our work by winning the Learning and Development (Large Organisation) Award at the 2024 HRNZ awards. This acknowledged the successful implementation of the leadership change programme, including the MyTeamPulse survey and Wired-Up tools, empowering teams to drive engagement and create the right culture.

The total spent on training and development against the total spent on staff salaries (%)

2019/20	2.5%
2020/21	1.0%
2021/22	2.1%
2022/23	2.3%
2023/24	1.4%



Community engagement

Effective engagement with our community is a key priority for the council. This typically involves a wide range of activities ranging from formal consultation processes to direct social media contacts with thousands of residents.

Currently, council engages with our community in the following ways:

- Conducting our own general and targeted engagement activities relating to a strategy, project, or issue
- Participating directly in multiple stakeholder relationships and forums
- Responding to all requests for information about our activities, policies, and services. As a matter of course, we engage with a broad range of stakeholders, including individual ratepayers, customers, visitors to our city, businesses, and media representatives.

Over the last year, council has sought the community's involvement in, and feedback on, many projects, including our 2024-34 Long-term Plan, changes to the City Plan to allow for a wider range of housing choices and intensification within our current footprint, and transport initiatives. The thousands of pieces of feedback received not only provided an awareness of the community's priorities but helped to inform our decisions.

We deeply value our relationships with tangata whenua, which have strengthened under the guidance of the Commission because of regular communication, consultation and collaboration with iwi, hapū and other relevant organisations. We also partner with regional and national organisations and work closely with central government on a wide range of strategies, policies and initiatives affecting the future of our city.

The 2023/24 year marked the end of the Commission's tenure as our governance team. During the year, the Commissioners held regular clinics, allowing groups and individuals to talk to them directly, and attended hundreds of community meetings and activities. Following the transition to elected governance in July, the new elected members have taken over that responsibility and mapped out how they will engage with their constituencies and the wider community over the next four years.

OUR ORGANISATION

Managing risk

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

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

Risk management

We continued to identify, analyse, evaluate, treat, monitor, and review risks under a framework consistent with standard AS/NZS ISO 31000. These activities were managed in corporate risk registers that were reviewed by our commissioners and executive team. These registers highlight our strategic risks and our overall risk level – information that can be shared with teams and managers. We believe that creating awareness of risk and our commitment to addressing it, helps to foster a proactive risk management culture. Information about council's corporate risk was provided quarterly to the executive team and the Strategy, Finance and Risk Committee.

Business continuity

Council's Business Continuity Management System continued to provide advanced planning and preparation to ensure our organisation operated time-critical business activities during disruptive or emergency events. This meant that we could continue to provide the most important services to our community. The system is based on ISO 22301 Business Continuity Standard and the Business Continuity Institute Best Practice Guidelines.

Internal audit

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

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

Strategy, Finance and Risk Committee

The Strategy, Finance and Risk Committee ensured that we managed risk appropriately. The committee comprised of all commissioners, the chair of Te Rangapū Mana Whenua o Tauranga Moana, tangata whenua representatives along with independent representation. It was chaired by Commission Chair Tolley.

External audit

Our external auditor was Audit New Zealand. In November 2023 we adopted our 2022/23 Annual Report. This received an unmodified audit statement. The 2023/24 interim audit focused on our internal control environment and systems for financial and non-financial information. The final audit of our year-end results provides transparency into our non-financial information, operations and decision-making processes, whilst providing assurance that our financial statements accurately reflect our financial position.

Health, safety and wellbeing

Building on our progress from 2022/23, we have made strides in aligning our Health, Safety and Wellbeing Management system with the ISO 45001 standard, particularly in contract and risk management.

A new Contract Management Standard has been developed with a supporting Contract Management Workshop delivering the standard in a learning format – staff who manage contracts have attended this course to learn how to use the templates and guideline. This is seeing an improvement in our monitoring of contractors and communication of hazards and risk management.

A Risk Management Standard has also been developed along with a Risk Management 101 workshop, which has been attended by many of our operational workers. These workshops are highly beneficial for those in manual labour and public environments, enhancing their risk management awareness.




Ongoing improvements are currently focusing on enhancing our emergency preparedness and response capabilities.

Our commitment to continuous improvement and ISO 45001 alignment goes beyond meeting standards; it fosters a culture of safety and wellbeing across the organisation. This year's progress reinforces our dedication to maintaining a safe and healthy work environment for all.

We have seen an increase in recorded events this year because of several factors:

- The incident management process has been further refined to better support managers in incident investigation and return-to-work processes.
- The release of an e-learning module to educate staff on recording events (incidents, injuries and near misses) in our event management system.
- The large intake of City Operations staff with roles that may put them at more risk of events.

Incident Numbers

	Year	Incident	Minor Injury	Major Injury	Total
 Staff	2023/24	526	83	13	622
	2022/23	52	83	109	244
 Contractors	2023/24	43	8	8	59
	2022/23	20	21	22	63
 Member of public	2023/24	57	18	9	84
	2022/23	30	30	33	93

OUR ORGANISATION



SIX EVENTS were notified to WorkSafe, New Zealand's primary workplace health and safety regulator



Staff: 0



Contractor: 5



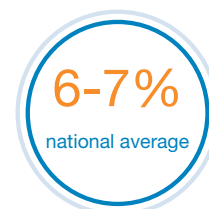
Public: 1

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

Event	Result
During trenching, a digger cut through a shallow power cable close to an 11kVA underground powerline. The incident occurred due to inadequate marking and communication of the area that had not been hydro vacuumed.	The contractor reviewed and updated their site-specific safety plan, implemented new controls, and conducted toolbox meetings to communicate updates and expectations to workers.
A pile piler fell from height while operating a sheet pile rig, but no injuries occurred.	Interim controls were added to remove the shackle from the lifting gear.
A volunteer unloading stage scenery from a truck released a strap, causing MDF boards to fall and break their lower leg.	The investigation highlighted the need for increased supervision of volunteers and raised awareness about product placement shifting during transport.
A mower radiator failure caused burns to a contractor's lower back.	Processes were changed to clean debris from the radiator every 5 hours, education sessions on cooling system maintenance were held, and better warning indicators were installed on the mower.
A truck turning at the end of a cul-de-sac contacted a power pole, dislodging the support and power cables.	The investigation found a training program had been in place, and measures such as ongoing support, refresher training, and competency assessments were included.
A barge crane lifting a pile casing caused the choke chain to slip, leading to the pile falling onto a newly installed pontoon and gangway.	Due to exclusion zones, no one was hurt. The operation's failure led to damage and site disruption. Rigging methodology will now be discussed during pre-start briefings to ensure reliable plans for lifting works are in place.

Employee Assistance Programme

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





05

Groups of Activities/Ngā Mahi Katoa



Groups of activities

Our performance management is a core activity for the council and is focused on delivering results for you and the city of Tauranga.

This section of the report outlines how well our activity groups performed during 2023/24 against the performance measures and targets set out in the 2021-31 Long-term Plan. It provides more detail for each activity group, including an overview of the year that has been, challenges faced, and a look forward, and includes comments about what sits behind the results and capital projects.

These include:

Transportation	101
Water Supply	112
Wastewater	122
Stormwater	128
Sustainability and Waste	134
City and Infrastructure Planning	140
Community Services	146
Community, People and Relationships	158
Economic Development	165
Emergency Management	173
Marine Precinct	179
Regulatory and Compliance	183
Spaces and Places	193
Support Services	201

GROUPS OF ACTIVITIES

Community well-being

In May 2019, the purpose of local government in the Local Government Act 2002 was amended to reintroduce the 'four community wellbeings', requiring councils play a broad role in promoting the social, economic, environmental, and cultural wellbeing of their communities. For each activity group, we present the identified effects of our activities on the four dimensions of wellbeing.



Economic



Environmental



Social



Cultural

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

Department of Internal Affairs Performance Measures

These measures are mandatory and were developed by the Department of Internal Affairs- Te Tari Taiwhenua (DIA). They reflect a range of information about our asset condition and responsiveness to service requests and enable us to benchmark against other councils. Where one of these measures is presented it is indicated by (DIA Measure) at the end of the measure text.

Our community outcomes

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

**We have a well-planned city**

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

**We value and protect our environment**

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

**We support business and education**

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

**We can move around our city easily**

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

**We are inclusive**

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

**We are an integral part of the Bay of Plenty region and upper North Island**

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

GROUPS OF ACTIVITIES

Transportation



What we do

The Transportation activity manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport. The activity operates and maintains local roads (including streetlights, bridges, footpaths, traffic signals, sumps, berms, bus shelters, parking buildings and parking machines), and monitors crash statistics to identify problem areas and determine solutions. Resilience of the transport network is supported by identifying the impacts of land use, growth and development on the network and parking resource, and identification of where future upgrades or control is required. The activity invests in walking and cycling projects, Public Transport projects and education to encourage greater use of more sustainable transport modes.

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Cameron Road stage one completed

A huge milestone was the delivery of Cameron Road stage one, one of our city's main arteries, connecting people in Tauranga's southern suburbs to the city centre. It is an important through route and a destination for many with schools, businesses and the hospital located along it.

The completion of the upgrade (between Harington Street and 17th Avenue) was marked by a dawn blessing, with three sculptures by artist Whare Thompson unveiled. There were many lessons learned through this project that were collated in a recent workshop. Participants in this session felt heard regarding the challenges the project faced and collaborated towards a positive future for all projects.

Go ahead for design and review of Cameron Road stage two

Commissioners gave the go ahead to review designs and costs for the transport and waters elements of the Cameron Road Stage two project. The team are now in their final stages of reviewing pricing to deliver the design elements. There is some uncertainty on whether the National Land Transport Fund (NLTF) will come through in September 2024 to fund the project, but we are still on track with the programmed procurement and have made sure contractual arrangements include clauses for funding changes.

GROUPS OF ACTIVITIES

Completion of Links Ave rehabilitation

The Links Ave pavement rehabilitation marks the end of a multi-year project which was politically sensitive and complicated by factors such as bus traffic, schools and failing pavement. In addition to the concrete pavement, we used asphalt to provide a quiet, smooth surface on this busy residential street. Being able to use concrete meant we could get in and out in a much shorter time.

Overall, the project provided many challenges between the school, residents, working hours, traffic management and storage of equipment. Coordinating two primary contractors and the concrete works to complete the project within time and budget constraints was a major achievement.

Started construction of growth infrastructure in Tauriko West

Construction of new infrastructure connections is now underway in Tauriko, marking the start of the Tauriko West growth area development. The new infrastructure will enable the development of up to 2,400 new homes, continued development of the Tauriko Business Estate, and safety improvements at intersections with State Highway 29 through the Tauriko area. The team lead by NZTA has completed project design, finalised land acquisition agreements, completed procurement of construction contractors and begun construction of the new SH29 intersections.

Started construction of Pāpāmoa East interchange

Construction began on the new interchange connecting Pāpāmoa East directly with the Tauranga Eastern Link State Highway 2. This interchange is key not only for supporting better connections for residents in Pāpāmoa East, but also enables continued development of the area. Over the past year, the project team completed design works for the new interchange, completed enabling works construction, including earthworks and a new intersection connection to Te Okuroa Drive, and commenced construction of the new bridge interchange.

Continued investment in traffic management and safety

The Tauranga Transport Operations Centre, which is responsible for managing the road network, invested in several new traffic management and safety features in the past year. These included installing a new Video Management System with advanced analytics to assist with traffic control, commissioning 12 new sets of traffic signals, and installing over 150 new CCTV cameras. The team also processed over 3800 bus lane offences, managed over 400 vehicle accidents and assisted Police in the resolution of more than 1000 public safety incidents.

Held largest Orange Day event to celebrate our school road safety leaders

We had the largest turn out to an Orange Day event in November 2023, giving us the chance to thank our school road safety leaders, as well as highlight their school road safety and active travel concerns. The event was held at Mount Maunganui after a hiatus following Covid and bad weather the year earlier.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Budget \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
15th Avenue, Turret Road and Welcome Bay corridor	1,901	2,871	971	Design work for the project has been progressed sooner than initially budgeted to allow construction to be started earlier.
Accessible Streets	11,684	8,168	(3,516)	A number of Walking and Cycling projects were stopped due to concerns about funding availability as a result of changes to the Government Policy Statement on Land Transport (GPS).
City Centre Carpark Seismic Strengthening	0	2,762	2,762	This project had originally been expected to be finished in June 2023. Project was completed in September 2023, resulting in costs in the 2023/24 Financial Year.
Eastern corridor growth projects	19,233	17,887	(1,346)	Programme is progressing well and currently on track to be achieved within multi-year budget. Developer delivered projects, to allow development near the new Pāpāmoa Eastern Interchange, are progressing slower than anticipated.
Minor Renewal Works (Reseals, Streetlights, Kerb & Channel, Signs & Footpaths)	16,905	20,269	3,365	Links Avenue renewal that had been expected to be completed in the 2022/23 financial year was carried over to 2023/24.
Parking Infrastructure	2,393	5,581	3,188	Devonport Road carpark was not budgeted for and arose as part of a strategic property purchase. Dive Crescent carpark upgrade was carried over from the previous financial year, and had further funds allocated to it by Commissioners. The project was completed in early 2024.
Pedestrian Improvements	2,975	8,487	5,512	Links Avenue project that had been expected to be completed in the 2022/23 financial year was carried over to 2023/24. Some smaller projects were delivered under maintenance contract allowing faster delivery than budgeted.
Public transport infrastructure	2,852	7,494	4,642	Project was underspent in the 2022/23 financial year with budget carried over in the 2023/24 financial year. 115 new bus shelters were delivered as part of this project.
Roading upgrades and Improvements	13,749	20,283	6,534	Maunganui Road safety improvements progressed faster than initially budgeted, resulting in a higher spend this financial year. Unbudgeted project completed to build a retaining wall on Cambridge Road after a slip during a weather event.
Streetlight upgrading to LED	1,636	1,172	(464)	Further investigation of Maunganui Road street light poles identified that there had not been as much corrosion as initial assessments indicated. Additional maintenance work was completed instead of replacement as budgeted.
Te Papa Intensification	31,779	35,999	4,220	Cameron Road stage 1 spend was higher than budgeted due to changes in the scope of works and design changes due to the location of services within the roading corridor. This was partially offset by a lower spend on Cameron Road stage 2 design which is progressing slower than initially budgeted.
Western corridor growth projects	1,925	2,682	757	Delays in developer delivered projects which are now expected to be completed in the 2024/25 financial year.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - TRANSPORTATION

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges, Rates Penalties	28,834	24,489	32,779	8,290
Targeted Rates	3,548	5,558	6,466	908
Subsidies and Grants for Operating Purposes	6,715	6,906	28,813	21,907
Fees and Charges	4,738	5,272	5,334	62
Internal Charges and Overheads Recovered	0	0	89	89
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	1,737	1,788	3,551	1,763
Total Sources of Operating Funding (A)	45,572	44,013	77,032	33,019
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff and Suppliers	21,764	22,188	56,290	34,102
Finance Costs	5,760	5,986	8,851	2,865
Internal Charges and Overheads Applied	11,430	12,481	15,939	3,458
Other Operating Funding Applications	0	0	1	1
Total Applications of Operating Funding (B)	38,954	40,655	81,081	40,426
Surplus/(Deficit) of Operating Funding (A-B)	6,618	3,358	(4,049)	(7,407)

**Key Variance
Explanations for 2024**

Additional rates required to fund depreciation due to a major increase in roading valuation. This also lead to an increase in road repair and maintenance costs

Transport projects funded from a targeted rate reserve were rephased during annual plans and resulted in variance against LTP budgets.

Majority of variance relates to capital projects in Tauriko West which are being delivered by a third party have been reclassified as operational spend so associated grant funding has also been reclassified as operational resulting in a favourable variance to the LTP budget.

Minor Variance

Minor Variance

Increased enforcement of bylaws in parking & bus lanes.

Majority of variance relates to the capital projects in Tauriko West which are being delivered by a third party and have been reclassified as operational spend.

Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.

The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - TRANSPORTATION

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and Grants for Capital Expenditure	49,652	100,797	72,009	(28,788)
Development and Financial Contributions	5,070	5,575	3,487	(2,088)
Increase/(Decrease) in Debt	(32,735)	(6,747)	56,550	63,297
Gross Proceeds from the Sale of Assets	21	21	8	(13)
Lump Sum Contributions	0	0	184	184
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	22,008	99,646	132,238	32,592
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	(43,539)	66,964	53,636	(13,328)
- to improve level of service	75,251	51,239	58,454	7,215
- to replace existing assets	19,705	17,062	22,595	5,533
Increase/(Decrease) in reserves	(22,791)	(32,261)	(6,496)	25,765
Increase/ (Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	28,626	103,004	128,189	25,185
Surplus/(Deficit) of Capital Funding (C-D)	(6,618)	(3,358)	4,049	7,407
Funding Balance ((A-B)+(C-D))	0	0	0	0

**Key Variance
Explanations for 2024**

Lower TSP Infrastructure Financing & Funding (IFF) & NZTA grant funding due to rephasing of capital programme. In addition to this a decision was made to not proceed with the Tauriko West IFF which had significant grant funding in the LTP.

Lower than budget due to fewer building consents being issued as a result of the downturn in the housing market.

Budget was negative due to capital delivery assumptions which are rephased at each annual plan. In addition to this there was additional debt funding for Cameron Road Stage One.

Minor Variance

Minor Variance

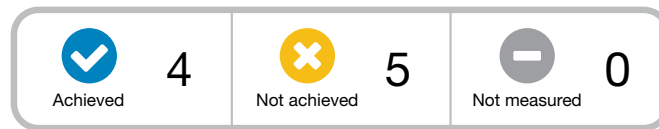
Delays in delivery of projects with budget carried over to next financial year.



Additional spend due to carry forward of budget from previous financial year and additional spend on Cameron Road Stage One.

Increased spend due to catchup on historical underspends with additional NZTA funding secured



Delays in growth funded projects means not as much has been funded out of the reserves than was budgeted.

GROUPS OF ACTIVITIES





PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide an efficient transport network, minimising all-day congestion.	Average speed across key parts of the transport network* (free flow speed = 59km/hr).	 26km/hr	29km/hr	 26km/h	<p>The average speed across key parts of the transport network* (freeflow speed = 59k/hr) was 26 km/hr in 2023/24.</p> <p>While continuing pressure on the city's transport network is resulting in long periods of moderate congestion throughout the day, we have major projects soon to commence that are designed to improve the network capacity.</p> <p>Average speed was calculated across 11.9km of eight key routes over a specified seven-day period that did not include school holidays or public holidays. The speeds are calculated from the bluetooth tracking of the vehicles on the network between nodes that are located at the start and end of the routes. The quarterly samples were then averaged across the four quarters to determine the annual average speed across the network routes.</p>

GROUPS OF ACTIVITIES





PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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 59km/hr).	 461min	300min	 457min	<p>The duration of peak across the transport network* (where traffic is travelling at 50% of freeflow speed of 59k/hr) was 457 min for 2023/24. While continuing pressure on the city's transport network is resulting in long periods of moderate congestion throughout the day, we have major projects soon to commence that are designed to improve the network capacity.</p> <p>We measure this by calculating traffic speeds through the same routes as the measure above, (we also use the same seven day period as the measure above). Through the week-long period we identify the time periods that the routes are congested ie moving half as fast as they would under free-flow conditions. Free-flow conditions are defined as traffic moving uninterrupted while obeying the traffic regulations eg speed limits, intersection rules etc</p>

* Hewletts Road (between Aerodrome Road and Totara Street); Turret Road/15th Avenue (between Hairini Bridge and Fraser Street); Cameron Road (between 15th Avenue and Elizabeth Street); Totara Street (between Hull Road and Hewletts Road)









GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes.	<p>Proportion of people journey to work via:</p> <p>1) a vehicle as the driver</p> <p>2) a vehicle as a passenger</p> <p>3) walking/jogging</p> <p>4) cycling</p> <p>5) bus</p> <p>6) didn't go to work or not stated</p> <p>7) Worked from home.</p>	<p></p> <p>1) 52%</p> <p>2) 0%</p> <p>3) 3%</p> <p>4) 2%</p> <p>5) 3%</p> <p>6) 26%</p> <p>7) 13%</p>	<p>1) 52%</p> <p>2) 3-5%</p> <p>3) 4%</p> <p>4) 8%</p> <p>5) 10%</p> <p>6) 23-25%</p> <p>7) 5-6%</p>	<p></p> <p>1) 61%</p> <p>2) 0%</p> <p>3) 1%</p> <p>4) 3%</p> <p>5) 2%</p> <p>6) 16%</p> <p>7) 14%</p>	<p>We measure this through our Annual Resident Survey, which is qualitative, measuring 1 day per quarter of respondents going to and coming home from work.</p> <p>In 2023/24 the proportion of people journeying to and from work via:</p> <p>1) A vehicle as the driver –not achieved – with 9% more than the targeted proportion travelling to work as the driver.</p> <p>2) A vehicle as a passenger – not achieved – with 0% of those travelling to work as a vehicle passenger.</p> <p>3) Walking/jogging – not achieved – with 1% of those getting to work, doing so on foot.</p> <p>4) Cycling – not achieved with 3% cycling to work.</p> <p>5) Bus – not achieved with 2% of individuals travelling to work by bus.</p> <p>6) Didn't go to work or not stated – 16% of individuals did not travel to work or did not state their mode of transport.</p> <p>7) Worked from home – achieved – 14% of individuals worked from home.</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes.	Number of participants in school children's walking and cycling programmes.	 10,441	6,000	 13,559	Number of participants in programmes promoting children's walking and cycling, including road safety, was 13,559 for 2023/24. There were 215 Travel Safe primary students, 14 Travel Safe intermediate students, 2957 participants in Kids Can Ride (cycle education), 1100 early childhood/new entrant students learnt to cross the road with Ruben the Bear, approximately 6096 students were involved in either Feet First or The Wednesday Challenge promoted by Travel Safe, 102 intermediate students participated in the Bike Safety programme, 217 students were involved in Park n Stride, 641 students attended Orange Day celebrations, 106 students attended primary or intermediate workshops, 1036 Tauranga entries into the Helmet Competition - used to promote helmet use on bikes and scooters. 1075 attended Road Safety assemblies - focused on how to use the local infrastructure safely, gate activations to encourage active travel and how to wear your helmet.
We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking.	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g., percentage of smooth travel exposure (DIA measure).	 92%	91-92%	 90%	Data for this measure was obtained via the High-Speed Road Condition Survey completed 2 yearly. The target was not met due to the network growing but the Smooth Travel Exposure calculation was still based on High Speed Data collected last March 2023, the new roads were not yet rated. The next round of condition survey's will be September 2024, numbers will be updated and verified at that point.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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). (DIA measure).	 97%	98-100%	 98%	
	The percentage of the sealed local road network that is resurfaced (DIA measure).	 3%	4%	 4%	
	The percentage of customer service requests relating to roads and footpaths responded to within seven calendar days (DIA measure).	 92%	90%	 93%	
We will identify and respond to safety issues, through education and engineering solutions.	The change from the previous year in the number of deaths and serious injury crashes on the local road network expressed as a number (DIA measure).	 Reducing	Reducing (27)	 +10 (37)	The number of death and serious injury (DSI) crashes in 2022/23 was 27. The number of DSI crashes in 2023/24 is 37, an increase of 10 crashes. While the overall number of DSI crashes has increased compared to the previous year, there were no fatal crashes recorded in FY 2023/24.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

To get our city moving, and keep it moving, we are investing in a fit-for-purpose transport network to meet the needs of our growing city. Correct long-term underinvestment in our transport system is no easy job and the 2023/24 financial year was challenging with the rolling out of a new transport structure to meet the significant capital programme of works over the next 10 years. But we have now finalised all management positions within this new structure and the new transport leadership team can hit the ground running from July 2024.

The delivery teams also had some challenges this year as they worked to deliver an increased number of projects, while at the same time managing several resignations in the team. Another challenging space was around traffic management, which is not only becoming increasingly expensive to deliver, but is also drawing frustration with the community, who are looking for alternative approaches to lines of orange cones and large trucks at sites along the transport system.

A further challenge for this year, and one that will be ongoing, is changes in funding direction signalled in the Government Policy Statement on Land Transport (GPS) for 2024/25. The funding changes made it challenging to maintain a unified work programme in 2023/24, with the biggest impact in safety improvement projects for community hubs. It's likely the funding may not be in place for next year.

Looking ahead

In 2024/25 we will:

- roll out the 2024/25 road maintenance and renewal programmes. Continue management of our primary road maintenance contract. Continue to develop road maintenance innovations such as the concrete roads and alternative surfacing options we have been trialling through 2023/24. Build a succession plan for our mature team demographic.
- assist with the Network Integration Project, to provide predictable journey times for road users during and after the key 5 transport construction projects*. Grow Tauranga Transport Operations Centre (TTOC) capability and resilience to enhance the delivery of service to our community. Plan and execute TTOC's move to 90 Devonport Rd with minimal disruption to the services we provide.
- manage and co-ordinate corridor access requests and traffic management plan applications. Participate in the Temporary Traffic Management (TTM) Advisory Panel established to reduce the cost of TTM. And as part of the advisory panel work, actively assess and pursue opportunities to reduce traffic management costs across our range of transportation projects.
- develop the Major Projects Strategic Plan which will be consistent across the next 10 years.
- develop an HR competency framework allowing us to build focussed development plans for staff.

* projects include - Cameron Road Stage 2, Pāpāmoa East Interchange, Tauriko West Enabling Works, 15th Ave and Turret Road and Connecting Mount Maunganui

GROUPS OF ACTIVITIES

Water supply



What we do

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

Through this activity customers are supplied with a constant, adequate, sustainable and high-quality water supply.

The activity will:

- Manage the water supply catchments, which protect source water, abstract and treat raw water from source streams and produce drinking water of suitable quality and quantities. The supply of water is managed in accordance with the Water Safety and Asset Management Plans.
- Distribute drinking water to the point of supply where it meets specific flow, pressure and quality standards.
- Efficiently operate, maintain and renew Tauranga City Council water assets with a replacement cost in excess of \$600 million.
- Plan and timeously deliver infrastructure assets to meet future water supply requirements for the growing city.
- The activity aims to educate the community about water, wastewater and stormwater conservation, and to source water in an environmentally acceptable way that acknowledges and respects Te Mana o te Wai the values Tangata Whenua place in water resources.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

How this affects you

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

To manage the effects of population growth on the water supply network and water volumes and provide sustainable long-term solutions.

Highlights in 2023/24

Future-proofing our water supply

In 2023/24, we continued to manage the city's water resources effectively amidst urban growth, maintaining consumption below peak levels seen in 2019/20. This achievement underscores our commitment to sustainable water management and our ongoing efforts to ensure the resilience of Tauranga's water supply. Our anticipated water consumption for the current financial year is approximately 15.2 million cubic metres, compared with around 16 million cubic metres in 2019/20).

Central to achieving this includes the Water Watchers Plan launched in November 2021, which offers advice on ways we can all better manage water all year round, not just in the hottest months. We also made significant strides in detecting water leaks over the past two years, measuring a reduction of our leakage index from 18.3% to 16.6% over the last year.

GROUPS OF ACTIVITIES

Ticking all the boxes for water quality

We continue to work with partners to enhance standards and promote safe drinking water practices across our region. This year, we worked with the Western Bay of Plenty District Council to review and upgrade our joint Hygiene Code of Practice to make sure we are aligned in the latest Drinking Water Quality Assurance Rules. As part of our ongoing commitment to the delivery of safe drinking water, we submitted our performance measures to Taumata Arowai in September 2023 and completed the annual quality compliance reporting against the Drinking Water Quality Assurance Rules in February 2024.

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Eastern corridor growth projects	435	499	(64)	Minor variance.
Waiari new water supply system	2,901	700	2,201	Budget brought forward to complete works on Waiari water treatment plant and coast water trunk mains.
Water Network Upgrades & Renewals	9,931	7,097	2,834	Budget brought forward to complete additional works around Oceanbeach Road and Hamilton Street.
Water Supply Plant Upgrades & Renewals	4,297	1,661	2,636	Water fluoridation project was not budgeted for this year. This is a compliance project funded by the Ministry of Health.
Western Corridor growth projects	806	4,455	(3,649)	Continued delays with Waka Kotahi works has slowed developer progress at Tauriko West.
Reservoir Upgrades & Renewals	3,204	4,073	(870)	Delays with reservoir upgrades while Waiari water treatment plant was being fully commissioned.
Te Papa Intensification	1,198	992	206	Water supply costs and associated budgets related to Cameron Road Stage 1 were transferred from the Transportation activity.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - WATER SUPPLY

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0
Targeted Rates	40,734	44,963	38,017	(6,946)
Subsidies and Grants for Operating Purposes	0	0	2,386	2,386
Fees and Charges	206	964	391	(573)
Internal Charges and Overheads Recovered	9	9	498	489
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	40,949	45,936	41,292	(4,644)
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff and Suppliers	16,857	18,553	21,957	3,404
Finance Costs	8,260	8,921	11,215	2,294
Internal Charges and Overheads Applied	6,547	7,186	5,010	(2,176)
Other Operating Funding Applications	0	0	8	8
Total Applications of Operating Funding (B)	31,664	34,660	38,190	3,530
Surplus/(Deficit) of Operating Funding (A-B)	9,285	11,276	3,102	(8,174)
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	809	1,187	0	(1,187)
Development and financial contributions	13,919	13,256	7,411	(5,845)
Increase/(Decrease) in debt	9,875	24,295	8,096	(16,199)
Gross Proceeds from the Sale of Assets	0	0	0	0
Lump sum contributions	0	0	16	16
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	24,603	38,738	15,523	(23,215)

**Key Variance
Explanations for 2024**

LTP Water consumption volumes revised down during Annual Plan processes mainly because of wet weather and concentrated water conservation programmes

Unbudgeted grant from Ministry of Health for installation of fluoridation systems.

Budgeted income from forestry not received as tree felling was delayed to 2024/25

Internal interest on reserves was more than budgeted.

Repairs and maintenance exceeded budget as a result of additional reticulation and mechanical reactive works.

Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.

The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.

Minor variance.

Grants from Central Government relating to 'shovel ready' projects were received earlier than budgeted in the LTP.

Lower than budget due to fewer building consents being issued as a result of the downturn in the housing market.

Rephasing of capital expenditure since the LTP resulted in than loan funding budgeted.

Minor variance.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - WATER SUPPLY

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	32,370	25,866	5,076	(20,790)
- to improve level of service	4,442	10,849	3,709	(7,140)
- to replace existing assets	7,320	8,979	14,949	5,970
Increase/(Decrease) in reserves	(10,244)	4,320	(5,109)	(9,429)
Increase/(Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	33,888	50,014	18,625	(31,389)
Surplus/(Deficit) of Capital Funding (C-D)	(9,285)	(11,276)	(3,102)	8,174
Funding Balance ((A-B)+(C-D))	0	0	0	0

**Key Variance
Explanations for 2024**

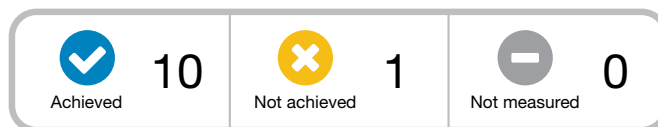
Water connection from Matakokiri to Redwood did not progress. There are delays with Oropi trunk main upgrade and the development around the western corridor are also experiencing delays due to Waka Kotahi works.



Upgrades to Oropi and Joyce Rd networks are delayed.

Reservoir renewal works was revised and escalated. The reticulation network renewals also revised to work in tandem with transportation projects.







LTP Water consumptions volumes revised down during Annual Plan processes mainly because of wet weather and concentrated water conservation programmes means less cash reserve in the activity than was budgeted. And also less development contributions revenue being received into the reserves.

GROUPS OF ACTIVITIES











PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply.	<p>The extent to which council's drinking water supply complies with:</p> <p>Part 4 of the drinking-water standards (bacteria compliance criteria).</p>	 100%	100%	 100%	<p>Council's drinking water supply is complying with Part D3.29 of the Drinking Water Quality Assurance Rules (bacteria compliance criteria). To determine this result, approximately twenty one E.coli tests are taken monthly from each of the three water treatment plant supply networks from a number of sites in each reticulation network.</p> <p>The compliance requirements for bacteria have changed from the Ministry of Health requirements Part 4 of DWSNZ (2005 updated 2018) as of 14 November 2022 to the requirements under the Drinking Water Quality Assurance Rule for implementation from 1 January 2023.</p> <p>The rules also require compliance against RuleT3 Bacterial Rules for water disinfected with Chlorine.</p> <p>An independent audit of both the bacterial and protozoa compliance was undertaken by Wai Comply Ltd and confirmed compliance was met for 2023/24 against the Drinking Water Quality Assurance Rules 2022 (DWQAR) and Water Services (Drinking Water Standards for New Zealand) Regulations 2022 (DWS).</p>





GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a water supply network across the city, delivering safe drinking water that meets drinking water standards (bacteria and protozoal) and customer expectations around clarity, taste, odour, water pressure and continuity of supply.	<p>The extent to which council's drinking water supply complies with:</p> <p>Part 5 of the drinking-water standards (protozoal compliance criteria) (DIA measure).</p>	 100%	100%	 100%	<p>The compliance requirements for protozoa have changed from the Ministry of Health requirements Part 5 of DWSNZ (2005 updated 2018) as of 14 November 2022 to the requirements under the Drinking Water Quality Assurance Rule for implementation from 1 January 2023, which for TCC, requires Rule T3 for membrane filtration (up to 4 log) to be met.</p> <p>The requirements to meet the Protozoa compliance are being monitored and reported in Infrastructure Data which monitors and validates results and the requirements for protozoal compliance have been met.</p> <p>It is noted that Taumata Arowai will not issue an annual report indicating individual council compliance to the Drinking Water Quality Assurance Rules.</p> <p>An independent audit of both the bacterial and protozoa compliance was undertaken by Wai Comply Ltd and confirmed compliance was met for 2023/24 against the Drinking Water Quality Assurance Rules 2022 (DWQAR) and Water Services (Drinking Water Standards for New Zealand) Regulations 2022 (DWS).</p>
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.	 83%	≥ 80%	 83%	
	The percentage of real water loss from council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft) (DIA measure).	 16.6%	≤ 18%	 14.1%	<p>The water loss reported for 2023/24 was 14.1% which is a good improvement from last year's 16.6%. Water loss detection surveys have contributed to the improvement and will continue during 2024/25 to maintain or improve the water loss in the network.</p>



GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will manage the average consumption of drinkable water.	Annual peak demand in litres per capita per day.	 336	≤ 450	 319	Peak day demand was 50,863 m ³ (1 m ³ = 1000 litres) based on a water serviced population of 159,260 in June 2024. The peak day assessment is only assessed in Q3 following the summer peak period. This year the peak day demand occurred in December 2023.
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.	 268	≤ 330	 261	The water supplied to the city (population 159,260 in June 2024) was 15,191,501 m ³ for the year.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site. (DIA measure).	 58 min	≤ 60 min	 45 min	The median response time to attend urgent callouts was 45 minutes. 481 out of 776 (62%) callouts were attended to in under one hour.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: b) resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption. (DIA measure).	 4hrs 35 min	≤ 5hr	 2hrs 46 min	71% (553 out of 776) callouts were resolved within 5 hours. The median response time to resolve urgent callouts was 2 hours and 46 minutes.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will manage the average consumption of drinkable water.	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: c) attendance for non-urgent callouts: from the time that the local authority receives notification to the time that service personnel reach the site (DIA measure).	 18 hrs 11 min	≤ 24hr	 12 hrs 36 min	80% (1348 out of 1690) callouts were resolved within 24 hours. The median response time to attend non-urgent callouts was 12 hours and 36 minutes.
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (DIA measure).	 22hrs 18 min	≤ 28hr	 18hrs 52 min	74% (1253 out of 1690) callouts were resolved within 28 hours. The median response time to resolve non-urgent callouts was 18 hours and 52 minutes.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will manage the average consumption of drinkable water.	<p>The total number of complaints received by the local authority for any of the following:</p> <p>(a) drinking water clarity;</p> <p>(a) drinking water taste;</p> <p>(b) drinking water odour;</p> <p>(c) drinking water pressure or flow;</p> <p>(d) continuity of supply; and</p> <p>(e) the local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system. (DIA measure).</p>	 12.9	≤ 10	 13.48	<p>This is calculated on 61,418 water service line connections with a total of 828 incidents:</p> <p>(a) drinking water clarity - 155 complaints</p> <p>(b) drinking water taste - 171 complaints</p> <p>(c) drinking water odour - 4 complaints</p> <p>(d) drinking water pressure or flow - 101 complaints</p> <p>(e) continuity of supply - 354 complaints.</p> <p>Council's response to any of these issues / other complaints that are not covered by (a) – (e) numbered 43.</p> <p>* Majority of 'Continuity of supply' complaints relates to false call outs and meter that needed to be turned on.</p> <p>* Pāpāmoa East - taste/ odour resulted in a significant number of complaints, arising from an unexpected source water aesthetic issue.</p> <p>* Another large number of water quality CCMS was logged due to an aesthetic discoloured water issue experienced in Central Tauranga mid-June 2024.</p>

GROUPS OF ACTIVITIES

Challenges in 2023/24:

This year brought us an unexpected challenge with our water quality during the busy summer holiday period. Between December 2023 and mid-February 2024, we encountered an unexpected taste and odour issue in our water supply, leading to a significant number of complaints from customers. This issue affected individuals particularly sensitive to certain taste-causing compounds, present in minute quantities (equivalent to one teaspoon of the compound in 200 Olympic-sized swimming pools). To address this, we added powdered activated carbon into the water, effectively removing the offending compounds. However, this process was not an immediate fix. It involved first identifying the problem and then establishing a reliable carbon dosing system.

We were able to successfully manage the issue and restore the water quality and we appreciated the patience and understanding of affected residents as we worked through this situation and remain committed to maintaining the highest standards in our water supply.

Looking ahead

In 2024/25 we will:

- advance the consenting process for the Waiorohi and Tautau source water by 2026. This ongoing effort includes planning, engagement, and field studies to meet regulatory requirements associated with the consenting. Integral to this process is the drafting of the Water Demand Management Plan, expected to be finalized early in the 2024/25 year. This plan details Tauranga's progress towards becoming a water-efficient city. It encompasses initiatives such as the Water Conservation Project, the formulation of a Water Loss Strategy, and collaboration with major water users to promote efficient water usage practices. These efforts aim to ensure sustainable water management practices for the future.
- implement the fluoride directive for water supply from the Director General of Health across all council's water treatment plants.
- commence the renewal of the Joyce Road technology upgrade. In addition, a mini hydroelectrical unit will be installed and commissioned, which will cover the power requirements for the Joyce Road plant

GROUPS OF ACTIVITIES

Wastewater



What we do

The Wastewater activity provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

The activity collects wastewater from all connected properties in the city and transports it to two treatment plants. The wastewater receives tertiary treatment to a high-quality effluent standard via wetlands and ultraviolet disinfection prior to ocean discharge.

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

How this affects you

The safe removal of all wastewater from every connected property in the city. High quality effluent returned to the environment that meets community expectations and environmental standards.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

We are getting smart about waste

Our wastewater teams have been busy this year helping to look after our environment and protect public health through several initiatives. This year marked the end of the disposal of biosolids (what's left over once sewerage has been treated) from the Te Maunga and Chapel Street Treatment Plants to landfill. Instead, the biosolids are now being composted by worms for beneficial re use, which not only benefits the environment, but it also reduced disposal costs and enabled council to meet its Waste Minimisation targets for Biosolids ahead of schedule.

We have continued work that started in 2022/23 to de sludge pond 1 at Te Maunga Treatment Plant, successfully removing over 11,000 dry tonnes of stabilised sludge across the two years.

The Wastewater Programme Business Case (WPBC) is a future focussed project looking at the future of wastewater management within the city over the next 30 to 50 years and beyond. The project team which includes tangata whenua representation has progressed to looking at long list options and what investigations might be necessary to inform the selection of a short list of preferred options.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Eastern Corridor - Pāpāmoa East	1,122	441	682	Budget was brought forward to complete works on the Opal Drive rising main and Pāpāmoa East pump stations.
Eastern Corridor Trunk Wastewater	3,918	7,312	(3,394)	Compliance issues around uplifting the consent for the Opal Drive pump station have delayed works.
Tauriko Business Estate Capacity Improvements	1,093	50	1,043	Developer reimbursement for council owned wastewater assets not budgeted for in 2024.
Te Maunga Wastewater Treatment Plant upgrade and outfall pipeline	19,234	21,755	(2,521)	Delay with the ground work preparation for the installation of the second bioreactor. Budget has been carried forward to future years.
Te Papa Intensification	611	617	(6)	Minor variance.
Wastewater Reticulation Renewals	10,296	7,104	3,192	Budget brought forward to complete reactive work required as a result of weather events and early renewals around transport works.
Wastewater Reticulation Upgrades	810	2,500	(1,691)	Consenting delays for the Mansels Road renewal and deferred works on Matua Beach Road/Kulim Avenue/Vale Street mains and Churchill Road sewer.
Wastewater Treatment Plant Renewals	1,281	838	443	Budget brought forward to complete unscheduled renewals on Chapel Street roof and Te Maunga outfall building.
Western Corridor - Tauriko West	18	3,663	(3,646)	Scheduled works on Tauriko West temporary pump station rising main was not completed by the developer.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - WASTEWATER

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0
Targeted Rates	40,216	44,615	44,788	173
Subsidies and Grants for Operating Purposes	0	0	0	0
Fees and Charges	2,033	2,097	2,641	544
Internal Charges and Overheads Recovered	2	(1)	907	908
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	42,251	46,711	48,336	1,625
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff and Suppliers	17,263	17,204	28,113	10,909
Finance Costs	6,621	7,518	8,545	1,027
Internal Charges and Overheads Applied	6,959	7,651	6,487	(1,164)
Other Operating Funding Applications	1,500	1,500	47	(1,453)
Total Applications of Operating Funding (B)	32,343	33,873	43,192	9,319
Surplus/(Deficit) of Operating Funding (A-B)	9,908	12,838	5,144	(7,694)

**Key Variance
Explanations for 2024**

Minor variance.

Additional revenue not budgeted from Western Bay of Plenty District Council for treatment of Omokoroa wastewater due to higher quantity processed

Internal interest on reserves was more than budgeted.

Desludging at Te Maunga wastewater treatment plant was accelerated from every ten years to every three years so all costs were brought forward from future years and debt funded. There was also a delay with installing a bioreactor which has increased operational costs as the plant tries to cope with demand.

Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.

The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.

Lower than budgeted spend from Biosolid Reserve due to timing differences in pond desludging.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - WASTEWATER

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	2,152	400	0	(400)
Development and financial contributions	11,114	11,520	6,733	(4,787)
Increase/(Decrease) in debt	12,241	1,869	4,607	2,738
Gross Proceeds from the Sale of Assets	0	0	0	0
Lump sum contributions	0	0	0	0
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	25,507	13,789	11,340	(2,449)
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	45,619	42,123	25,632	(16,491)
- to improve level of service	2,889	802	711	(91)
- to replace existing assets	10,929	9,995	12,380	2,385
Increase/(Decrease) in reserves	(24,022)	(26,293)	(22,239)	4,054
Increase/ (Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	35,415	26,627	16,484	(10,143)
Surplus/(Deficit) of Capital Funding (C-D)	(9,908)	(12,838)	(5,144)	7,694
Funding Balance ((A-B)+(C-D))	0	0	0	0

**Key Variance
Explanations for 2024**

Grants from Central Government relating to 'shovel ready' projects were received earlier than budgeted in the LTP.

Lower than budget due to fewer building consents being issued as a result of the downturn in the housing market.

After LTP in AP some additional operational loan funding was budgeted for desludging.

Opal Drive pump station work was delayed due to resource consent requirements. Ground preparation works delayed works on the bioreactor 2 at Te Maunga wastewater treatment plant.







Works on the Pāpāmoa wastewater trunk main replacements did not progress.

The programme for renewal works on reticulation and pump stations was escalated.





Delays in growth funded projects means not as much has been funded out of the reserves than was budgeted.

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a reliable, well-maintained wastewater system that is available to all serviced zones.	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system (DIA measure) .	 0.9	≤2	 1.07	There were 64 instances of sewer overflows reported taking place in dry weather per 59,760 connected properties for 2023/24.
	Compliance with council's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions, received by council in relation those resource consents (DIA measure) .	 Nil	Nil	 Nil	There were 0 abatement notice, 0 infringement notices, 0 enforcement orders, and 0 convictions received for 2023/24.
We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property.	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured: a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site (DIA measure) .	 33 min	≤60 min	 23 min	There were 71 instances of overflow resulting from a blockage or other fault in the territorial authority's sewerage system 2023/24.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide emergency response to sewage overflows, to minimise risk of safety to persons or damage to property.	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured: b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (DIA measure) .	 2hrs, 46min	≤5 hr	 2hrs, 37min	There were 71 instances of overflow resulting from a blockage or other fault in the territorial authority's sewerage system 2023/24.
We will provide satisfaction to our customers.	The total number of complaints received by council for any of the following: a) Sewage odour b) Sewerage system faults c) Sewerage system blockages d) the council's response to issues with its sewerage system. These are expressed per 1,000 connections to the council's sewerage system (DIA measure) .	 5	≤10	 3.10	There were 237 instances of complaints reported per 76,353 connected properties

Challenges in 2023/24:

A key project in 2023/24 to provide for Tauranga's current and future growth included the construction of a new bioreactor at the Te Maunga Wastewater Treatment Plant. The project faced some challenges due to ground conditions at the new site, delaying the beginning of construction. This delay also had implications for maintenance of the existing bioreactor. Despite this the team were still able to ensure that the city's wastewater remained treated to very high standard and within consent requirements.

This year also highlighted the ongoing need to continue raising awareness in the community about the danger of blocked pipes and what should and shouldn't be flushed down the toilet and sinks. The end of the year and in the lead up to winter saw a spike in wastewater overflows across the city due mainly to a build-up of fats, oils, and grease within areas of the network. When these are washed into the network they solidify and block pipes leading to overflows that pose a serious risk to public health and our

environment and need to be fixed immediately. Council will continue to raise community awareness about the causes of overflows and what we can do to reduce this impact on our environment.

Looking ahead

In 2024/25:

- construction of Opal Drive Pump Station and storage is due to begin in mid-2024. The new pump station is a key project in providing for current and future growth in Pāpāmoa.
- Te Manga Treatment Plant Upgrades Project including a new bioreactor, clarifier and headworks will continue to provide capacity for current and future growth across the City.
- the Wastewater Programme Business Case will develop a long list of potential options for the future of the City's wastewater system and initiate the investigations and assessments required to inform selection of a short list of preferred options.

GROUPS OF ACTIVITIES

Stormwater



What we do

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

How this affects you

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

It provides sustainable long-term solutions acknowledging Te Mana o te Wai and respecting the values tangata whenua place in water resources.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Managing stormwater to protect communities

The importance of stormwater management was brought into sharp focus in 2023, following the historic rainfall and extreme weather events in the first half of the year. In the 2023/24 financial year, council stormwater teams carried out essential activities that continue to help manage the impacts of such events on our communities and reduce the impact on the environment.

Improving stormwater in high traffic areas

New and improved stormwater quality treatment in high traffic areas, such as Cameron Road Stage One, reduces the level of contaminants discharging into the harbour and the impact on our environment. Council installed a number of treatment devices along Cameron Road to reduce the level of contaminants such as sediment, copper and zinc being discharged through the stormwater network.

Using data to future-proof the city against flooding

This year we updated our stormwater modelling of catchments, such as Matua, to improve council's and the community's knowledge on potential flooding and overland flow paths within the city. Having this information enables both council and property owners to make considered decisions around protecting overland flow paths and reducing the potential for flooding of properties and building resilience to increases in events.

Upgrading our flood defences

Teams completed Wairakei culvert upgrades at Longview Drive, Evans Road, Palm Beach Boulevard and Hartford Avenue, improving the stormwater management of the Wairakei Stormwater Corridor.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Eastern Corridor - Pāpāmoa East Interchange	560	627	(68)	Minor variance.
Pyes Pā West growth projects	7,175	2,435	4,740	Pyes West dam and wetland 5 were progressed with additional funding from developer contributions to mitigate flood risk to downstream properties and allow development for dwellings on several properties surrounding the wetlands.
Stormwater Level of Service projects	1,649	1,745	(96)	Services related to establishment of the freshwater management tool came in below budget.
Stormwater recovery programme bulk fund	773	325	448	Works carried out and funded by the Stormwater Reactive Reserve were not budgeted.
Stormwater renewals projects	2,202	2,304	(101)	Scheduled reticulation and treatment renewals to assets were completed under budget.
Tauriko Business Estate growth projects	1,293	303	990	Developer works delayed in 2022/23 were carried out under a revised 2023/24 budget.
Te Papa Intensification	4,217	2,724	1,493	Stormwater costs and associated budgets related to Cameron Road Stage 1 were budgeted in Transportation in the Annual Plan but moved to Stormwater during the 2023/24 year. Budget for Cameron Road Stage 2 has been deferred.
Wairakei stream stormwater capital projects	3,654	4,616	(962)	Developer work related to the Emerald Shores culvert upgrade was completed in ahead of schedule in 2022/23.
Western Corridor - Bethlehem	23	1,430	(1,407)	Stormwater projects related to Bethlehem are on hold while a feasibility study is completed, prompted by a change in scope.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - STORMWATER

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General rates, Uniform Annual General Charges, Rates Penalties	27,181	28,497	30,066	1,569
Targeted Rates	2,370	2,439	1,603	(836)
Subsidies and grants for operating purposes	0	0	61	61
Fees and charges	10	10	48	38
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	1	1	0	(1)
Total Sources of Operating Funding (A)	29,562	30,947	31,778	831
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	10,552	10,336	10,811	475
Finance Costs	5,226	5,912	7,788	1,876
Internal Charges and Overheads applied	4,157	4,591	3,002	(1,589)
Other Operating Funding applications	0	0	1	1
Total Applications of Operating Funding (B)	19,935	20,839	21,602	763
Surplus/(Deficit) of Operating Funding (A-B)	9,627	10,108	10,176	68











Key Variance Explanations for 2024
Additional rates required to fund upgrade of flood plans required by Environment Court.
Application of targeted rates was less than budgeted, mainly because of less use of reactive reserve
Minor variance.
Minor variance.
Minor variance.
Upgraded flood plans not budgeted for.
Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.
The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Minor variance.

GROUPS OF ACTIVITIES



TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - STORMWATER					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	3,341	3,675	2,719	(956)	Lower than budget due to fewer building consents being issued as a result of the downturn in the housing market.
Increase/(Decrease) in debt	14,967	21,896	9,252	(12,644)	Overall capital expenditure requiring loan funding was less than budgeted.
Gross Proceeds from the Sale of Assets	0	0	106	106	Prior year correction.
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	18,308	25,571	12,077	(13,494)	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	17,876	11,049	13,616	2,567	Budget was brought forward to complete works on Pyes Pā West dam 5 and wetlands.
- to improve level of service	10,888	21,319	5,723	(15,596)	Planned upgrades on Awaiti Place have been delayed.
- to replace existing assets	1,637	1,522	2,269	747	Reactive work on reticulation was not budgeted for.
Increase/(Decrease) in reserves	(2,466)	1,789	645	(1,144)	Due to growth funded projects being brought forward it meant more funding came out of the reserve than was budgeted.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	27,935	35,679	22,253	(13,426)	
Surplus/(Deficit) of Capital Funding (C-D)	(9,627)	(10,108)	(10,176)	(68)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a conveyance and treatment network to effectively manage stormwater and to deliver safety to persons.	The number of flooding events that occur in a territorial authority district (DIA measure). A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages).	 4	No more than one flooding event	 0	0 flooding events for habitable floors were reported from our 61570 connections in 2023/24.
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) (DIA measure).	 0.06	<1	 0	There were 0 flooding events, therefore the number of habitable floors affected by flooding was 0 per 1000 properties connected to our stormwater system in 2023/24.
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).	 37 min	<90 min	 28 min	There were 82 notifications regarding some form of flooding event. The median response time was 0 hours and 28 minutes in 2023/24.
	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel resolve the problem (DIA measure).	 2hr 13 min	<8 hr	 1hr 39 min	There were 82 notifications regarding some form of flooding event, and these were resolved with a median response time of 1 hour and 39 minutes for 2023/24.
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).	 3.6	<2	 1.49	Total of 92 requests for service were received per 61570 stormwater connections for 2023/24.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a stormwater system that avoids impact on the environment.	<p>Council's stormwater compliance with resource consents for discharge from its stormwater system measured by the number of:</p> <p>a. abatement notices;</p> <p>b. infringement notices;</p> <p>c. enforcement orders;</p> <p>d. convictions received in relation to those resource consents (DIA measure).</p>	 Nil	Nil	 Nil	There were 0 abatement notices, 0 infringement notices, 0 enforcement orders or 0 convictions received with respect to council's compliance with resource consents for discharge from its stormwater system for 2023/24.

Challenges in 2023/24:

Our city's growth and development, together with the increase in extreme weather events, have kept our stormwater management teams busy this year. A key focus has been protecting overland flow paths (the areas where rainfall flows when stormwater drains are too full) and areas prone to flooding from development. And where development is occurring, making sure aging stormwater infrastructure is being upgraded and renewed to meet growing demand and modern quality standards.

The extreme weather events placed additional pressure on council teams, with an increase in requests from landowners with private ponds and streams requesting maintenance support from council, despite council not carrying responsibility, nor accounting for such work in its budget.

Looking ahead

In 2024/25, we will:

- lodge a comprehensive stormwater consent application for the future growth area of Tauriko West, along with a review of several Catchment Management Plans for the City's existing comprehensive stormwater consents, including the Mount Industrial and Pāpāmoa catchments.
- continue progress on updating stormwater modelling across the city.
- undertake further inclusion of stormwater quality treatment in high priority areas of the roading network being redeveloped, to reduce the level of contaminants discharging to the environment.

GROUPS OF ACTIVITIES

Sustainability and waste



What we do

The Sustainability and Waste activity enables the council and community to take action to improve their sustainability performance and contributes to the protection of public health and the environment through managing the collection and disposal of the community's waste. It focusses on:

- Reducing and recovering waste within the city
- Reducing energy consumption and carbon emissions within council operations
- Applying the latest proven, and cost effective waste and sustainability approaches
- Collection of information and data to enable effective decision-making
- Ensuring waste is transported to approved waste facilities for treatment, recovery and/or disposal
- Providing comprehensive sustainability and waste programs
- Supporting council activities to deliver improved sustainability outcomes for both corporate operations and individuals in the community.

How this affects you

The Sustainability and Waste activity supports both the council and community to improve its sustainability performance and ensure the protection of public health and the environment via managing the collection and disposal of the community's waste. This activity aims to achieve the outcomes within the 2016 Waste Management and Minimisation Plan (WMMP); implement council's corporate Energy Management Action Plan, develop a refreshed corporate sustainability framework and achieve and maintain council's Certified Emissions Measurement and Reduction

Scheme (CEMARS) certification. The activity will contribute to the development and implementation of a City-wide Environmental Strategy.

While the activity is primarily focused on the environmental aspect of community well-being through its education programmes and community activities also has a social focus. The implementation of kerbside recycling and effective management of waste facilities aims to ensure the economic wellbeing of the community. The activity is also actively working with Hapu and Iwi about the way the activity is managed and how the activity can be even better in the future.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

We are now recycling more than we're throwing away

Tauranga residents diverted an impressive 53% of their household waste from landfill using the kerbside collection service this year. This means that more food scraps, recycling, glass, and garden waste was either recycled or composted, than rubbish that was sent to landfill.

Just under 17,500 Tauranga households have now signed up to the kerbside garden waste collection service. This is 28% of all residential households that have chosen to opt in for this service and have collectively diverted 5,772 tonnes of garden waste from landfill.

GROUPS OF ACTIVITIES

Managing the rubbish generated by our summer visitors

We upgraded litter management services to deal with the increase in visitors over the summer period, through increased litter collection and an upgrade and refreshment of the additional litter bins that are installed over this period to keep Tauranga looking beautiful

Our hard work is getting noticed

In recognition of council's targets and actions to reduce emissions and reach net-zero by 2050, we were granted the Local Government Funding Agency's Climate Action Loan rate, which will save the city around \$200k annually in reduced borrowing costs.

In May 2024, our Resource Wise Programme, which is in its 10th year, was awarded best initiative to reduce waste and redesign products at the Waste MINZ Excellence awards for its efforts in diverting 1118.9 tonnes or 60% of the members' collective total waste from landfill over the past 10 years. In 2023/24, the programme engaged with 53 schools and businesses, of these we have audited 23 participants' waste to help us identify the key problem products and make recommendations for improvement.

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Kerbside Waste Collection Capital Works	0	895	(895)	Lower bin volumes required in 2023/24 due to surplus bins available in stock.
Miscellaneous renewals	227	101	127	Renewals budget from previous years was carried forward to 2023/24 which shows as an overspend against Annual Plan.
Waste Facilities Redevelopment	781	9,902	(9,121)	Upgrade of Te Maunga Resource Recovery Park was delayed due to change in scope.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SUSTAINABILITY AND WASTE

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General rates, Uniform Annual General Charges, Rates Penalties	4,767	5,623	7,434	1,811
Targeted Rates	11,915	12,731	13,603	872
Subsidies and grants for operating purposes	535	551	2,317	1,766
Fees and charges	58	60	403	343
Internal charges and overheads recovered	0	0	0	0
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0
Total Sources of Operating Funding (A)	17,275	18,965	23,757	4,792
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	11,762	12,966	14,447	1,481
Finance Costs	357	461	358	(103)
Internal Charges and Overheads applied	3,208	3,503	3,109	(394)
Other Operating Funding applications	0	0	0	0
Total Applications of Operating Funding (B)	15,327	16,930	17,914	984
Surplus/(Deficit) of Operating Funding (A-B)	1,948	2,035	5,843	3,808
SOURCES OF CAPITAL FUNDING				

**Key Variance
Explanations for 2024**

Additional rates required to fund operational spend relating to sustainability initiatives not budgeted in the LTP.

Rating units higher than originally anticipated in LTP and higher uptake in optional bin services generated a favourable variance to budget

Waste Levy Revenue was higher than budgeted in the LTP. The annual allocation provided by Central Government is difficult to forecast.

Sale of glass collected at kerbside was higher than budgeted.

Additional costs relating to resource consents and operational projects not budgeted in the LTP

Decrease in anticipated borrowing relating to capital projects not delivered

The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SUSTAINABILITY AND WASTE

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
Subsidies and grants for capital expenditure	9,811	0	3,889	3,889
Development and financial contributions	0	0	0	0
Increase/(Decrease) in debt	6,201	1,602	(3,947)	(5,549)
Gross proceeds from the sale of assets	0	0	0	0
Lump sum contributions	0	0	0	0
Other dedicated capital funding	0	0	0	0
Total Sources of Capital Funding (C)	16,012	1,602	(58)	(1,660)
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	0	0	0	0
- to improve level of service	16,893	2,543	1,433	(1,110)
- to replace existing assets	294	104	227	123
Increase/(Decrease) in reserves	773	990	4,125	3,135
Increase/ (Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	17,960	3,637	5,785	2,148
Surplus/(Deficit) of Capital Funding (C-D)	(1,948)	(2,035)	(5,843)	(3,808)
Funding Balance ((A-B)+(C-D))	0	0	0	0

**Key Variance
Explanations for 2024**

Grant from Central Government relating to prior years was received in 2023/24.

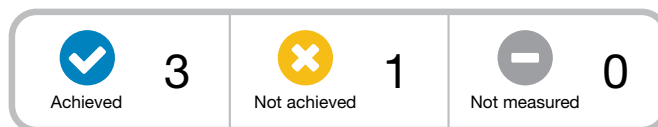
Lower than budgeted capital expenditure has decreased borrowing requirements.









Upgrade of Te Maunga Resource Recovery Park was delayed, due to change in the scope to ensure the project is future proofed.

Higher than anticipated costs incurred on minor renewals programme.

Grant from Central Government relating to prior years was received in 2023/24 which went into a reserve.

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a rubbish collection service to all residential properties in urban and rural-residential areas.	Percentage of residents that are satisfied with council run rubbish collection service.	 71%	75%	 82%	
We will provide transfer stations and maintain closed landfill sites.	Transfer stations provide customers with a seven day service for refuse and green waste facilities and free access to a recycling centre (except on Good Friday, Christmas Day and New Years' Day).	 Achieved	Achieved	 Achieved	In total, Te Maunga Transfer Station remained open to all customers seven days a week and Maleme St Transfer Station remained open to commercial account holders six days a week in 2023/24. Both Transfer Stations remained open except for Christmas Day, New Year's Day, and Good Friday in 2023/24.
	Number of abatement notices/infringements issued in relation to closed landfill resource consents.	 Nil	Nil	 Nil	
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.	 466 kg	450 kg	 488.7 kg	During 2023/24, the total average amount of waste sent to landfill per capita/ per annum based on current operating environment was 488.7 kg. Construction and demolition waste diversion presents an opportunity to further drive a reduction in total waste to landfill per capita. Facility upgrades/ new facilities and behaviour change programmes are planned to enable this diversion.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

Climate change is a complex, long-term challenge that requires immediate and persistent action. We expect to continue to face challenges in obtaining sufficient funds to build the long-term resilience of our communities and city.

A number of other challenges at the operations level this year included: the increase in illegal dumping in the community, resulting in increased costs to council to clean up; our lack of processing facilities in Tauranga for construction and demolition waste meant we were unable to offer those in the sector viable solutions for diversion of that waste from landfill. The initial Te Maunga Transfer Station Redevelopment experienced a significant cost increase, causing the project to be halted. However, this pause allowed for better planning to ensure that future infrastructure development would be more cost-effective and community focused; and lastly we had some challenges through the reconsenting process for the Te Maunga Closed Landfill and allowing enough time to understand the full impacts of the existing discharges and other activity impacting Rangataua Bay.

Looking ahead

In 2024/25, we will:

- deliver a wide range of actions as identified in the city's Climate Action & Investment Plan, including opening a fund for community groups to help them respond to climate change.
- continue to deliver waste collection and processing services for Tauranga households.
- plan, design, and upgrade areas of Te Maunga Transfer Station that are critical to safe and efficient operations.
- install new designs on trucks that collect litter and illegal dumping, and service public litter bins across the city.
- deliver a significant litter bin renewal programme to refresh old litter bins in the community.
- develop a waste infrastructure plan for Tauranga city for the next 20 years, which will include a new publicly accessible transfer station for the North-West.
- work together with local iwi to identify ways to reduce the impacts of discharges associated with the closed Te Maunga Landfill and lodge reconsenting applications for the three consents (air, stormwater, and leachate).

GROUPS OF ACTIVITIES

City and infrastructure planning



What we do

The City & Infrastructure Planning activity is responsible for the preparation of City Plan, plan changes, and implementation issues within the statutory requirements of the Resource Management Act 1991 plus technical input into the SmartGrowth partnership. This includes responsibility for leading greenfields structure planning and intensification spatial planning.

It provides professional policy and technical advice to council on national, regional, sub-regional and local planning and growth management issues and practice.

The activity monitors national, sub-regional and local population and land-use trends so that good information is available for council policy development and decision making.

The activity is responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner. The team is responsible for progressing transport, water supply, wastewater, stormwater and resilience planning for the city in conjunction with the Infrastructure Group.

This includes input into Waka Kotahi NZ Transport Agency (NZTA) projects. The team is also responsible for growth funding through development contributions, developer agreements and new funding sources such as IFF levies.

How this affects you

The activity has an active role in promoting sustainable management of Tauranga City's natural and physical resources for existing and future people and communities with a focus on taking an integrated land use and infrastructure approach to managing the city's current and future population and urban growth.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Enabling Housing Supply through Intensification

Plan change 33 (Enabling Housing Supply) responds to the government directive to make changes to housing rules to allow greater density of housing within certain areas of Tauranga. We are short of homes, and there's little choice in the type and size of dwellings we can live in. To help address these issues, Tauranga needs to grow up as well as out, and we have been given strict direction from the government to enable this. Plan Change 33 became operative in part on 26 June 2024, the Commission received the decision from the Minister responsible for RMA Reform on Thursday 27 June 2024, who accepted the Commission's alternative recommendation on increased heights in Mount Maunganui North. The Plan change became 'operative in full' on 17 July 2024.

Mount Maunganui

The Mount to Arataki area is a unique place, reflected in the amount of people who have decided to call it home. The Mount to Arataki Spatial Plan (MSP) sets a 30-year vision for the area, addressing the opportunities and challenges that growth will bring, to enhance the wellbeing of this neighbourhood now and in the future. The plan along with the Mount Industrial Planning Study have now been completed and adopted by the Commission.

Greenfield Plan Changes

In order to increase the amount of land available for both residential housing and business use, zoning changes have been notified for a number of areas around the city including Tauriko West, Tauriko Business Estate and Upper Ohauti.

GROUPS OF ACTIVITIES

Smartgrowth

The SmartGrowth Strategy, developed by council, Western Bay of Plenty District Council, Bay of Plenty Regional Council, and tangata whenua, is our plan to manage growth. It considers how housing, land, infrastructure, transport, community development, tāngata whenua aspirations, and the natural environment need to be looked at together to achieve effective long-term growth.

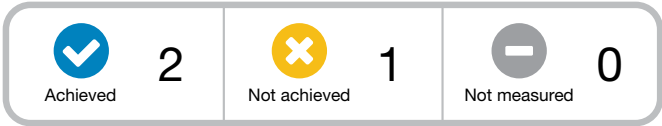
The SmartGrowth Strategy (including the Future Development Strategy) will make sure that as our sub-region continues to grow, we're ready to manage it in a proactive way. We have now completed the update of this strategy and it has been adopted.



TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - CITY AND INFRASTRUCTURE PLANNING					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	13,674	14,047	8,293	(5,754)	Rates less than budgeted as a result of expenditure being under budget.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	1,214	641	23	(618)	Grants from NZTA have been moved to transport due to an organisational restructure
Fees and charges	1,422	1,463	1,586	123	Minor variance
Internal charges and overheads recovered	0	0	0	0	
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	16,310	16,151	9,902	(6,249)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	14,304	12,527	9,758	(2,769)	Consultancy and legal costs are lower than budgeted due to delayed hearings for plan changes.
Finance Costs	263	287	320	33	Minor Variance
Internal Charges and Overheads applied	3,180	3,458	1,708	(1,750)	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Other Operating Funding applications	0	0	1	1	
Total Applications of Operating Funding (B)	17,747	16,272	11,787	(4,485)	
Surplus/(Deficit) of Operating Funding (A-B)	(1,437)	(121)	(1,885)	(1,764)	

GROUPS OF ACTIVITIES



TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - CITY AND INFRASTRUCTURE PLANNING					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	2,940	1,890	2,244	354	Loan funded operational projects carried over from previous year.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	2,940	1,890	2,244	354	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	0	0	
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	1,503	1,769	359	(1,410)	Rate funded debt retirement assumptions changed in the AP from what was in the LTP.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	1,503	1,769	359	(1,410)	
Surplus/(Deficit) of Capital Funding (C-D)	1,437	121	1,885	1,764	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES





PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will develop and review the City Plan, including public consultation, to guide the growth of the City and the provision of land able to be developed for the next 10 years	Percentage of building consents approved for new dwellings that will be located in the zone(s) where permitted (refer City Plan zones)	<div><div>100%</div></div>	100%	<div><div>100%</div></div>	<p>% of building consents approved for new dwellings that will be in the zone(s) where permitted (refer City Plan zones) was 100% for 2023/24.</p> <p>From 1 July 2023 to 30 June 2024, 312 distinct building consents have been issued for new dwellings. A total of 500 new dwellings have been consented (43 building consents have more than 1 dwelling unit proposed) and will be in the zones where new dwellings are permitted in the City Plan</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth	Compliance with the National Policy Statement for Urban Development Capacity which require 3, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers	 Not achieved	Short-term compliance achieved	 Not achieved	<p>The 2022 Housing and Business Assessment (HBA) identified a short-term (next three years) housing shortfall for Tauranga City as of 30 June 2022 of 724 dwellings, rising to a 1,412 dwelling shortfall when the required NPS-UD competitiveness margin of 20% was applied.</p> <p>- From 1 July 2022 to 30 June 2024, 978 less dwelling consents for additional dwellings were issued than projected demand for this period (i.e., 1,338 dwelling consents issued vs 2,316 dwellings projected).</p> <p>- 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. The lower than projected delivery of additional dwellings means that the existing housing supply shortfall increases.</p> <p>Plan Change 33: Enabling Housing Supply, and upcoming Tauriko West and Ohauti 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.</p> <p>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.</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a Development Contributions Policy which enables collection of development contributions to fund growth-related capital expenditure	Ensure DC policy is current and updated annually with the Annual or Long-term Plan	 100%	100%	 100%	Council adopted the Development Contributions Policy 2023/24 in June 2023. Council adopted the new Development Contributions Policy 2024/25 in April 2024 to apply from 1 July 2024.

Challenges in 2023/24:

It is no secret that Tauranga face issues around land shortage and housing affordability, and while several plans and policy changes to help relieve those issues are in place or underway, we are working in a challenging environment to meet our growth demands.

While progress is being made to address housing and business land shortfalls, in the 2023/24 year the short-term shortfalls continued to increase. Other projects took longer to complete than anticipated, for example, Te Tumu structure planning and Plan Change 27 (Flooding from Intense Rainfall), due to a range of complex issues.

We expect infrastructure cost increases, funding constraints, and development feasibility challenges to continue to be substantive challenges affecting project deliverability and the ability to achieve desired outcomes, such as affordable housing.

Looking ahead

In 2024/25 we will:

- complete the Tauriko West, Tauriko Business Estate and Upper Ohauti plan changes.
- progress the Te Tumu, Keenan Rd and Business Land plan changes toward notification.
- focus on addressing infrastructure cost, funding, and development feasibility funding.

GROUPS OF ACTIVITIES

Community services



Activities Include

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

What we do

We educate and support community organisations and internal teams.

We also:

- manage the Tauranga Heritage Collection, Baycourt and the Historic Village
- help fund Tauranga Art Gallery and The Elms
- manage relationship agreements with Creative Bay of Plenty and The Incubator
- add economic value to the city centre through the upgrade of the Civic Precinct and the Waterfront
- encourage greater visitation to the city centre by providing spaces and activities that encourage people to visit the city centre
- increase collaboration with the private sector to support opportunities for the growth and development of the city centre
- work to help build a city centre that is a great place to live, work, learn and play
- encourage a sense of pride and ownership people feel in their city
- approve events on council's public open spaces (parks, roads etc.)
- provide financial support to events
- provide civic events such as ANZAC Day commemorations
- provide 246 elder housing units within nine villages

How this affects you

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

The city centre is the commercial heart of Tauranga, providing employment and other economic activity. It produces environmental, economic, and social benefits by enabling the interaction of people for business, cultural and social activities.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

GROUPS OF ACTIVITIES

Highlights in 2023/24

This year, we delivered a wide range of activities to build and celebrate the richness of Tauranga's communities, from our ethnic women's swimming programme to providing precooked meals for people aged over 65, from hosting world class Jazz to welcoming the Netherlands football team for the FIFA Women's World Cup, and everything in between:

- 1 Our history scavenger hunt and stand for Children's Day was very popular and was an effective way to get information about the Tauranga Museum project out to the community.
- 2 Established and continuing to build on existing relationships with arts & culture organisations. A particular highlight was spending time with Creative New Zealand and the Arts Foundation when they visited as part of their roadshow.
- 3 Delivery of Super Support; a community-led pilot programme supported by Council to provide precooked meals and basic pantry supplies for people aged over 65.
- 4 Selected as a finalist in the annual Diversity Works awards in the 'Respectful Culture' category. Diversity Works is the national body for workplace diversity, equity, and inclusion. Winners will be announced in August 2024.
- 5 Supporting the health and wellbeing of our ethnic communities through the ethnic women's swimming programme, establishment of a work programme in collaboration with other local stakeholders around ethnic community health, and council support through the Community Grant Fund to Diversity Counselling NZ to support free counselling for culturally diverse communities.
- 6 Library Collections for lending adapted to changing needs of the community by adding World languages, dementia friendly, book-club kits and borrowable technology. Use of the digital library resources was 200% of the target.
- 7 Early Childhood Centres have embraced library outreach service with 900 preschoolers visiting in two months, with 100% positive feedback from the childcare centres stating we're successfully supporting early literacy and encouraging a love for stories.
- 8 The Cargo Shed was successfully relaunched as an events space in May 2023 after extensive earthquake strengthening and building restoration works. It hosted 64 events (averaging more than one per week in its first year of operation, an encouraging result) including a number of high-profile events such as DayBreak - Festival of Innovation, Tauranga Arts Festival and The Bay of Plenty Wedding Show. The day-to-day operation of the century-old facility is managed by Baycourt Community & Arts Centre.
- 9 Hosted the Netherlands football team for the FIFA Women's World Cup in July 2023, a major event for Aotearoa. The team were welcomed to the city with a formal pōhiri which was followed by an open training session with the community and an array of local, national and international media outlets. The Venues and Events team worked with Bay Oval, the Dutch Embassy and city partners to support the Netherlands team during their time here.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Civic Rebuild Capital Programme - Library	11,389	27,850	(16,461)	Delivery of the project will be later than initially planned in the LTP 2021-31. Upon completion of the design work the project was re-phased to match delivery anticipated per the external project manager's cashflow. Construction commenced near the end of the 2023/24 financial year and is scheduled to complete in 2026/27.
Civic Rebuild Capital Programme – Museum, Exhibition Gallery and Civic Whare	6,290	7,457	(1,167)	Design work was completed in June 2024. These costs were lower than initially anticipated in the Annual Plan, which were based on initial estimates. These estimates have been subsequently refined and re-phased by the external project manager as the project has progressed, along with the remaining costs of the overall build to assist with the efficiency of the over-arching Te Manawataki o Te Papa programme of work. Site work has now commenced and construction is anticipated to begin in late 2024.
Elder Housing Disposal	(23,417)	0	(23,406)	Sale of Pitau village was originally budgeted for in 2022/23 year.
Historic Village Infrastructure Upgrade	3,157	1,662	1,495	Complex 2 upgrade project had further budget approved during the year via council to cover the cost of unforeseen structural and seismic building issues.
Historic Village Renewals	779	692	87	Building renewals overspent due to a significant amount of work needed on Building 52 to bring it up to a suitable state for tenancy. Given the age and condition of the building, a number of unforeseen issues needed to be dealt with onsite to complete the project and achieve compliance with building codes.
Library buildings renewals	247	86	162	Carry forward from previous year. Favourable variance against the revised budget (\$380k)
Library stock	1,073	1,052	21	Minor overspend for library stock renewals.

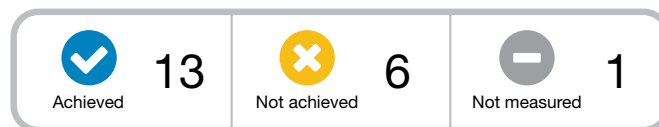
GROUPS OF ACTIVITIES







TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - COMMUNITY SERVICES					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	28,247	29,304	32,985	3,681	Increased rates requirement due to increased operational spend across Historic Village, Libraries, Arts & Culture and City Events.
Targeted Rates	5,505	5,873	3,500	(2,373)	Timing of targeted rate differed due to civic centre projects under Libraries. This was rebudgeted in the 2023/24 Annual Plan.
Subsidies and grants for operating purposes	168	172	622	450	Additional subsidy received from central government to contribute to unbudgeted expenditure on street murals.
Fees and charges	2,180	2,287	2,218	(69)	Minor Variance
Internal charges and overheads recovered	0	0	(10)	(10)	Minor Variance
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	37	37	Minor Variance
Total Sources of Operating Funding (A)	36,100	37,636	39,352	1,716	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	22,299	22,309	34,151	11,842	Following completion of 2021-31 LTP, a restructure of city centre activities re-aligned CBD development costs into a single activity. Capital budgets on several projects were also converted into operational budgets to cover costs on initial planning phases. Libraries, Events and Arts and Culture had additional salary costs. Historic Village had a larger spend on repairs & maintenance than expected.
Finance Costs	705	1,199	1,703	504	Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.
Internal Charges and Overheads applied	8,046	8,725	8,143	(582)	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Other Operating Funding applications	22	22	(2)	(24)	Minor Variance
Total Applications of Operating Funding (B)	31,072	32,255	43,995	11,740	
Surplus/(Deficit) of Operating Funding (A-B)	5,028	5,381	(4,643)	(10,024)	

GROUPS OF ACTIVITIES















TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - COMMUNITY SERVICES					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	6,510	6,510	Better Off Funding grants received in relation to new museum, exhibition gallery and civic whare.
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	8,196	35,533	22,744	(12,789)	During the progressions of the Te Manawataki o Te Papa design phase, funding assumptions and timelines for delivery have been refined.
Gross Proceeds from the Sale of Assets	0	0	16,730	16,730	Proceeds from sale of Pitau Elder Housing Village which settled a year later than budgeted in the LTP.
Lump sum contributions	0	0	2	2	Minor Variance
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	8,196	35,533	45,986	10,453	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	8,677	39,488	21,460	(18,028)	Re-phasing of majority of 2023/24 budgets particularly in the city centre and library.
- to replace existing assets	2,880	2,656	(4,134)	(6,790)	Reclassification of funding relating to prior year Elder Housing purchase.
Increase/(Decrease) in reserves	1,667	(1,230)	24,017	25,247	Proceeds from sale of Pitau elder housing village went into a reserve.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	13,224	40,914	41,343	429	
Surplus/(Deficit) of Capital Funding (C-D)	(5,028)	(5,381)	4,643	10,024	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES









PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
Arts & 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	 112	30	 86	There have been a total of 86 facilitations undertaken with arts and culture organisations and community members. Highlights were having some one-on-one time with Creative New Zealand and The Arts Foundation when they visited on their roadshow and the Community Arts Advisor also hosted a catch-up with the leaders of Tauranga's arts sector organisations to build partnerships and collaboration.
	Number of proposals received for the Creative Communities Scheme	 62	65	 74	We were impressed by the number of high-quality applications that we received for Creative Communities Scheme. Because of this, we had allocated all of the funds by March 2024. The next funding round will be held in Q1 2024/25.
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	 546	300	 741	The total number of items loaned to schools through the Hands on Tauranga service is 741. The total number of: <ul style="list-style-type: none"> • Objects used for Outreach in schools was 448. • Students that experienced an Outreach session was 5244. • Teachers, libraries and art gallery staff, and Elms volunteer educators who received a professional development session from the museum educator was 221.







GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
<p>Community Partnerships</p> <p>We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building</p>	Number of proposals received for the Match Fund	 65	30	 62	
	Number of proposals received for the Community Grant Fund	 76	5	 90	
	Community projects contributed to by Project Tauranga partners each year	 Not Measured	8	 Not Measured	Project Tauranga has been discontinued.
<p>Libraries</p> <p>Resources for information, reading and recreation are provided digitally</p>	Virtual visits total	 1,668,389	500,000	 1,192,040	The number of virtual visits was 1,192,040. The high result compared to target shows the continued popularity of access to the libraries website, catalogue and Pae Koroki Tauranga Archives Online.
<p>Library spaces are community hubs for place making in the city centre and neighbourhood centres</p>	Visits to council libraries (all four combined)	 617,513	600,000	 701,455	There were 701,455 total visits to our libraries. This was a good result showing a 14% increase since previous year. The programme of events and activations at all locations contributed to increased visitor numbers.
	Residents' satisfaction with library services	 87%	75%	 90%	
<p>Programmes, events and learning opportunities build skills and connect our community</p>	Number of participants in all programmes	 29,519	28,600	 36,118	The total number of participants in all programmes was 36,118. The high numbers of participation in programmes and events contributed to the overall increase in visitors to all library locations.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
Venues & 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	 59,038	70,000	 64,541	The total number of patrons that attended ticketed events at Baycourt was 64,541. Despite not achieving this measure, we have seen a 9% increase in attendance this year. The target of 70,000 tickets has only been achieved once in the past seven years demonstrating the ambitious nature of this target. Despite this measure not being achieved, the result demonstrates a reassuring stabilisation in annual results not experienced since the peak in 2017/18.
	Level of satisfaction based on monthly survey of hirers to Baycourt	 87%	80%	 94%	The total level of satisfaction based on monthly survey of hirers to Baycourt was 94%. A total of 24 survey responses were collected across the year.
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.	 250	280	 239	Of the 282 days available to be booked this year, (a higher number of unavailable days than last year due to planned/ necessary maintenance, Christmas/New Year closure etc), a total of 239 days (85%) were utilised for events at Baycourt. While the target has not been met, the 85% occupancy is an improvement on last year.







GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
Venues & 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	 225,239	250,000	 229,112	The total number of visitors to the Historic Village 229,112, 20,888 behind target. However, this year's gate entries were up on last year by 3,873 entries. While we had more community events this year, attendees to the events were down on previous throughput. The target has increased from last year so despite gate entries being up, we haven't quite met the new target.
	Occupancy rate of Historic Village leasable village space	 86%	95%	 93%	The total occupancy rate of Historic Village leasable village space was 93%. Missed target by 2%. This is a good result overall when taking disruption caused by capex works into consideration.
	Occupancy rate of Historic Village hireable venue space	 8%	35%	 5.5%	The total occupancy rate of Historic Village hireable venue space was 5.5%. To put this into context during Q4 we hosted 100 events at the Historic Village and venues were occupied for a total of 956.5 hours.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
<p>Venues & Events</p> <p>We will invest in and/or attract events to Tauranga that meet the objectives of the Legacy and Major Event Funds</p>	<p>Number of visitor nights as a direct result of Legacy and Major Event Fund investments</p>	<p>149,733</p>	<p>85,000</p>	<p>133,608</p>	<p>Total number of visitor nights as a direct result of delivered events in 2023/24 for:</p> <ul style="list-style-type: none"> Legacy Event Fund investments was 97,054 Major Event Fund investments was 36,554 <p>List of Legacy events delivered:</p> <ul style="list-style-type: none"> Zespri AIMS Games Tauranga Arts Festival Tauranga City to Surf Tinman Triathlon A Night Before Christmas EVES Surfbreaker triathlon 23/34 Beach Volleyball Series Tauranga Half (Mount Festival of Multisport) Eastern Regional Championships (Surf Lifesaving) Oceans 2023 Surf Lifesaving Marra Sprint Triathlon Tauranga Multicultural Festival National Jazz Festival Generation Homes Mount Swim <p>List of Major events delivered:</p> <ul style="list-style-type: none"> The Classic NZ Festival of Squash T20 Blackclash Blackcaps vs Bangladesh Blackcaps vs South Africa Ultimate Athlete

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
Venues & 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	 \$8,869,954	\$5.5M	 \$7,329,391	The investment from the Legacy and Major Events Funds that contributed to events was: - Legacy Event Fund investment - \$426,500, - Major Event Fund investment - \$300,000. The total of \$726,500 resulted in the events delivering a net benefit to the city of \$7,329,391. It is down from the previous year due to 2022/23 being boosted by the England vs Black Caps test (which added a significant \$1.9m benefit to the previous years total. The National Hockey Masters event was also hosted in 2022/23 which attracted significant spend/visitation.
	Percentage of all Event Funding Framework supported events held in off-peak months (i.e. April to November)	 59%	50%	 47.67%	The total was 47.67% This target was not met because the Jazz Festival which happens over Easter, fell in March not April so could not be counted in this 'off peak' months measure.
We will deliver successful council-led events.	Public attendees are satisfied or very satisfied (via survey) with the council-delivered event they attended	 90%	85%	 96%	The total % of public attendees who are satisfied or very satisfied (via survey) with the council-delivered event they attended is 96%. The total list of council-delivered event(s) from 01 July 2023 to 30 June 2024 are: • Tauranga Moana Bomb Comp (Dec 2023, surveyed) • New Year's Eve Community events (Dec 2023, community events cancelled due to weather, fireworks still delivered) • Children's Day (Mar 2024, surveyed) • Anzac Day (Apr 2024)

Challenges in 2023/24:

Balancing community expectations with funding constraints poses challenges in any year, but particularly this year in anticipation of the Long-term Plan 2024-34 and the establishment of the new community funding policy. Our new Community Arts Advisor was central to helping build trust between council and different organisations.

Alongside funding constraints, a lack of fit-for-purpose venues, spaces, and accommodation in Tauranga to meet the increasing demand and growth in scale of events has resulted in the city missing out on major events. The need to retrofit venues to meet industry expectations is ongoing and places additional pressure and challenges not only on staff but also on the event industry.

And sometimes it is just the things we can't control - extreme weather on the night of New Year's Eve 2023 resulted in the cancellation of all five council community celebrations, however, we successfully delivered several fireworks displays across the city for the community to enjoy.

Homelessness in the Western Bay of Plenty region is an ever-increasing issue. Our work programme reflects initiatives that proactively increase collaboration in both prevention of homelessness and support for those experiencing homelessness and housing stress.

This year, problematic customer behaviour caused threats to safety. Collaboration with agencies and other council teams has been important and some of the mitigation measures included physical changes to spaces and furniture inside and around buildings, security protocols and policies.

Looking ahead

In 2024/25, we will:

- implement the Safer Communities Action and Investment Plan to strengthen relationships and improve safety and perceptions of safety in our city.
- launch the youth special interest group, expanding a portfolio of youth voluntary interns, and convening a youth sector steering group to support the Mahi Tuturu 2.0 youth sector review.
- supporting more grass roots Kaupapa Māori initiatives by empowering and supporting ropū (groups) to achieve great things in their hāpori (community).
- improve accessibility for our disabled community with Skillet's Access Maps, a guide to exploring our city with ease, with essential information including detailed accessibility reports for locations across the city, accompanied by photos highlighting features such as mobility parking, onsite accessible toilets, and accessible picnic tables.
- start building the new Library Community Hub. The fit out of the spaces is being planned in consultation with community groups.
- launch a Tauranga events website and associated social media platforms. This is in response to community feedback which has indicated that the greatest barrier to people attending events in our city is a lack of awareness about what's on. It will be supported by marketing promotion to share the information with our community and drive traffic to these digital platforms.
- open a new venue at The Historic Village, which is expected to host weddings, conferences, meetings, and celebrations. The first half of the financial year will be focused on procuring equipment and fitout, securing tenants where applicable and marketing and booking events for the new space.

GROUPS OF ACTIVITIES

Community, people and relationships



Activities Include

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

What we do

This activity involves both our mayor and councillors (and commissioners until the end of the triennial local authority elections in October 2022), and the staff who support them to foster closer relationships between tangata whenua and communities and be effective, responsible and accountable decision makers.

We:

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

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Returning the city to democracy

July 2024 saw the return of democracy to Tauranga. We produced 'Vote '24' - a full-service creative campaign encouraging candidates to stand in the 2024 local election and our community to get out and vote.

To encourage people to stand for Council our tongue-in-cheek campaign "Have you got what it takes to run this city?" asked the community to hire the best candidates for Council, and featured across multiple media channels including digital billboards, social media, radio, digital, web, and print.

To encourage people to get out and vote and to attract a wide range of diverse voters, including our harder to reach communities, we used a variety of tactics in our campaign "Who will you hire to run this city?" to attract a wide range of diverse voters. We used social media, targeted advertising, translations of key messages into Te Reo and eight other languages, focusing on rangatahi, Māori, Pasifika and ethnic communities.

Voters were able to watch 90-second video interviews from candidates on our election webpage, our goal being to help voters learn about their candidates, as lack of knowledge about candidates is one of the reasons people say they don't vote. We placed 45 orange voting bins around the city to make it easy for voters to drop off their voting documents, including in every supermarket. Four special voting locations for the three-week voting period, and a mobile special voting unit went out alongside the mobile library to provide more opportunities for people to vote.

GROUPS OF ACTIVITIES

Making it easier to find out what's happening in your neighbourhood

We've enhanced Let's talk Tauranga, our digital engagement portal, by adding neighbourhoods to the site so the community can find out what projects are happening where they work, live and hangout. In time for the local election, our neighbourhoods aligned with the new ward boundaries.

Media coverage is generally more positive, in part due to proactive storytelling about capital projects and the city centre, and through providing clear, balanced responses to media enquiries on complex Council decisions. We're consistently hitting an average Media Impact Score of 2.4 over the past 12 months - much higher than the local government average of 1.8.

Improving how we connect with our community

Self-service kiosks were introduced for council payments. All council payments can be made at the kiosks. The project team engaged with accessibility representatives to ensure the kiosks meet as many users' needs as possible. Lifters have been added to enable it to change height at the press of a button and the text colour on-screen can be changed to assist with vision or sensory needs.

The Contact Centre was recognised by The Association of Local Government Information Management (ALGIM) in December 2023, placing us within the top 10 for Best Customer Experience nationally. External contracts for after-hours call management were renewed for Western Bay, Taupo, and Bay of Plenty Regional Council.

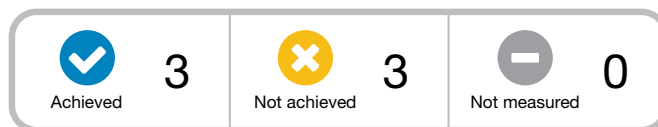
GROUPS OF ACTIVITIES









TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - COMMUNITY, PEOPLE & RELATIONSHIPS					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	3	3	9	6	
Fees and charges	1,796	1,689	1,527	(162)	LIMs revenue lower than budgeted which is a direct result of the downturn in the housing market. This is offset by receipt of unbudgeted revenue for citizenship and expense recoveries in Democracy and Strategic Māori Engagement.
Internal charges and overheads recovered	9,458	9,514	9,508	(6)	Minor variance
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	11,257	11,206	11,044	(162)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	11,118	11,067	11,171	104	Personnel costs above budget due to higher staff numbers than in LTP budget, as well as Papakainga grant payments which were not included in the LTP budget.
Finance Costs	104	104	139	35	Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.
Internal Charges and Overheads applied	0	0	0	0	
Other Operating Funding applications	0	0	1	1	Minor variance
Total Applications of Operating Funding (B)	11,222	11,171	11,311	140	
Surplus/(Deficit) of Operating Funding (A-B)	35	35	(267)	(302)	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	0	5	5	Minor variance
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	0	0	5	5	

GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - COMMUNITY, PEOPLE & RELATIONSHIPS					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	0	0	5	5	Unbudgeted equipment purchase for Communications.
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	35	35	(267)	(302)	Change in overall balance of activities due to operating deficit.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	35	35	(262)	(297)	
Surplus/(Deficit) of Capital Funding (C-D)	(35)	(35)	267	302	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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	 30%	Improvement on 2022/23 baseline (30%)	 26%	The 2023/24 result from the annual residents' survey was 26% down from 30% in 2022/23. This result is disappointing. There are many things that lead to trust and confidence in the organisation, but in terms of communication and engagement we will continue to adapt our methods and channels to try and better connect with our communities. Next financial year we will launch a news site to provide the media and the community more engaging and accessible updates on council work. This is a response to the changing media landscape. We will also look to undertake different kinds of engagement activity to get a better understanding of community support for council initiatives.
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	 99%	97%	 99%	21,209 (99%) of 21,507 enquiries in the service centre were resolved at first point of contact for the year 2023/24.
	Percentage of calls at contact centre that are resolved at first point of contact	 88%	80%	 87%	The contact centre for the 2023/24 year answered 124,626 calls, of which 108,424 (87%) of these were resolved at first point of contact.
	Customer Satisfaction for service centre and contact centre - Net Promoter Score rating will be above 40	 58	45	 58	Customer Satisfaction for the contact centre has been positive, with a rating of 58. Due to a restructure the NPS results recorded for Q4 do not include results due to LIM report and Property File enquiries.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide a Land Information Memoranda service	10 Day Statutory timeframes are met	 93%	100%	 83%	2,796 (83%) of 3,388 LIMs were issued within the 10-day statutory timeframe for 2023/24. The final quarter has been exceptional with 799 of 806 LIMs (99%) being issued on-time or early. This lifted overall performance to 83% for the year. The team had been through a restructure and were short staffed during the first 3x quarters, which flowed through to the first part of the last quarter, however, now have the ability to deliver to target again.
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.	 55%	61%	 51%	The 2023/24 result from the annual residents' survey was 51%, down from 55% in 2022/23. We are constantly looking for new ways to engage with our communities to make it easier and more exciting, to help motivate people to participate in council decision making. One area we will focus on next year is our online community, we are doing a big push to increase our resident database and to offer more simple ways to give quick feedback on proposed council work.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

As we navigate ongoing cost of living pressures in New Zealand and global uncertainty, finding ways to 'cut through' the noise to reach our audiences has been challenging this year. It's important we can talk to the community, particularly with the number of large capital projects needing strategic communications and engagement support, with several years of disruption still to come before the benefits of these projects are fully realised. To help show the progress of transformative projects in our city centre and to highlight investment in infrastructure, amenities, and parks and reserves for future generations, we're going to be increasing our visual storytelling.

The change of central government has brought some uncertainty about future levels of funding for some council projects. Things are changing quickly, and we continue to pivot and adjust messaging for several projects particularly in the transport and infrastructure space.

An additional challenge this year was the changes to legislation for Land Information Memoranda (LIM), with participation in the drafting of the regulations particularly time consuming. A restructure to better position the LIM drafting team within the Regulatory Group resulted in mostly inexperienced team members in the Service Centre, which has been overcome with support and training.

Looking ahead

In 2024/25 we will:

- introduce a dedicated digital platform for all 'council news' where we can communicate directly with our residents and ratepayers without relying on local media to publish our media releases.
- move Contact Centre systems to a new platform that will support smart technology and reliable and agile telecommunications, replacing old systems that will be unsupported by October 2025.
- implement a restructure that will create improved training and advisor support systems to improve the accuracy of responses to the wide range of customer enquiries.
- roll out a thorough induction process as well as training and professional development programmes for the newly elected mayor and councillors after 3 ½ years of Commissioners to equip them with all the knowledge and skills required to effectively govern.
- relocate our council and committee meetings into the new council administration building at 90 Devonport Road.

GROUPS OF ACTIVITIES

Economic development



Activities Include

- Airport
- Economic Development

What we do

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

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

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Fostering innovation and creating opportunities for our city to prosper

In March and April 2024, we collaborated with 30 organisations from across the city to host the Daybreak Festival of Innovation, showcasing the region's innovation community, share knowledge and build connections. Daybreak delivered a range of world-class opportunities in the city centre for knowledge workers, entrepreneurs, educators and the next generation to engage with innovation and creativity in our community.

Supporting the economic development of our region

Tauranga is one of New Zealand's fastest growing cities and needs an economy underpinned by skilled talent to deliver sustainable economic growth. This year, we continued to support the valuable work of Priority One, the Western Bay of Plenty region's economic development organisation, to grow a sustainable economy that improves productivity and delivers prosperity to Tauranga's people and communities:

Priority One Instep programme

This year Instep engaged with over 1400 local secondary school students and 60 businesses to connect and excite students about the many career pathways open to them. In addition, more than 600 students across eight schools entered the Young Initiative Awards, and benefited from learning work-ready and design thinking skills from the 30 businesses that were directly involved. The Instep Young Leaders Programme helped 33 students develop their leadership and work-ready skills, and the Canvas Careers Expo, in partnership with Tauranga Rotary, saw over 3,000 students engage with 70 exhibitors, exploring future training and career opportunities.

GROUPS OF ACTIVITIES

Mode Shift Hub

Priority One identified an opportunity to shift the minds and transport modes of Tauranga commuters. By partnering with ten businesses and local councils, the agency ran a month-long experience enabling local commuters to map their journey to work and experience different ways to commute. The project engaged over 600 individuals and 85 businesses with 58% of visitors indicating they were likely to trial different commuter modes.

We continue to invest in Tauranga's main gateway

Tauranga Airport is the third busiest airport for general aviation, which has the most diverse range of air operations in the country. In 2023/24, the airport experienced strong growth in all revenue streams resulting in a strong surplus for the year. Our Terminal Precinct development resulted in an additional 340 public car parks and three more regular passenger transport aircraft stands. We completed the acquisition of all airfield lighting, visual navigation aids and power supply assets from Airways NZ, our national air traffic control service provider, and commenced the installation of the new airfield lighting and visual navigation aids to reduce missed approaches and the resulting disruptions by up to 90%.

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Airport Carpark Design and Consent	2,813	3,197	(384)	This project is expected to be completed early 2024/25
Airport New Hangar Lease Sites	526	0	526	Unspent budget from the 2022/23 year was carried forward to 2023/24. The project is almost complete.
Airport New Power Centre	3,035	2,000	1,035	Unspent budget from the 2022/23 year was carried forward to 2023/24. The project is expected to be completed early 2024/25
Airport New Apron Gate	0	1,500	(1,500)	This project will commence in August 2024 with completion Q2 2025
Airport New Fire Station	2,007	2,000	7	Minor variance

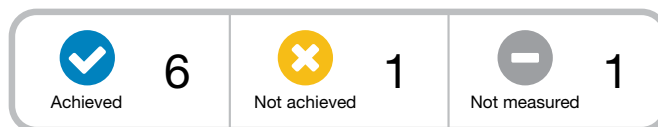
GROUPS OF ACTIVITIES









TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - ECONOMIC DEVELOPMENT					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	5,008	5,165	5,318	153	Several additional grants paid to community organisations during the year that had not been included in the LTP budget.
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	9,387	9,964	12,758	2,794	Higher than budgeted airport lease and parking revenue.
Internal charges and overheads recovered	11	16	374	358	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	14,406	15,145	18,450	3,305	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	8,791	9,043	10,191	1,148	Higher costs than budgeted in the LTP due to an increase in repairs and maintenance completed at the same time as the airport terminal and parking development. As well as several additional grants paid to community organisations from Economic Development activity which were not budgeted in the LTP budget
Finance Costs	183	170	358	188	Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.
Internal Charges and Overheads applied	1,054	1,168	1,016	(152)	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Other Operating Funding applications	0	0	5	5	Minor variance
Total Applications of Operating Funding (B)	10,028	10,381	11,570	1,189	
Surplus/(Deficit) of Operating Funding (A-B)	4,378	4,764	6,880	2,116	

GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - ECONOMIC DEVELOPMENT					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	0	212	6,829	6,617	Increase in debt as a result of Airport development approved in 2023/2024
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	0	212	6,829	6,617	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	212	2,867	2,655	Increased carparking area - project included in Airport development budget approved in 2023/24.
- to improve level of service	0	0	3,561	3,561	Improved runway lighting as part of the Airport development budget approved 2023/24
- to replace existing assets	678	175	2,301	2,126	Replacement of fire station and power centre, part of the airport development budget approved in 2023/24.
Increase/(Decrease) in reserves	3,700	4,589	4,980	391	Cash reserve is higher than expected due to higher operating surplus which has offset the increase in additional renewal funding.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	4,378	4,976	13,709	8,733	
Surplus/(Deficit) of Capital Funding (C-D)	(4,378)	(4,764)	(6,880)	(2,116)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES







PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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	 531,014	450,000	 552,989	In 2023/24, the total number of passengers through the airport was 552,989.
We will provide airport customers with fit-for-purpose airport facilities	Customer satisfaction with airport facilities as measured by point of user survey	 Not Measured	90-100%	 Not Measured	No survey completed this year
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	 \$115,839	\$97,000	 \$120,731	Infometrics Regional Economic Profiles, and Sector Profiles, have been updated with data to 31 March 2023.
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	 29%	28.9%	 29.6%	Infometrics Regional Economic Profiles, and Sector Profiles, have been updated with data to 31 March 2023. Figure is measured annually with the latest data to 31 March 2023. 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 New Zealand (32.9%). Knowledge intensive employment grew by 4.5% in 2023 in Tauranga City, which was higher than in New Zealand (3.0%).

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide improved alignment of residents' skills with business needs, leading to meaningful work outcomes for our community	Unemployment Rate	 3%	<6%	 3.1%	<p>Infometrics Regional Economic Profiles, and Sector Profiles, have been updated with data to 31 March 2024. The annual average unemployment rate in Tauranga City was 3.1% in the year to March 2023, down from 3.2% in the previous 12 months.</p> <p>In the year to March 2023, the annual average unemployment rate in Tauranga City was lower than in New Zealand (3.3%).</p> <p>The unemployment rate in Tauranga City reached a peak of 7.3% in the year to March 2002 and a low of 3.1% in the year to March 2023.</p>
	Mean annual earnings	 \$66,036	\$60,000	 \$71,236	<p>Infometrics Regional Economic Profiles, and Sector Profiles, have been updated with data to 31 March 2023. Mean annual earnings in Tauranga City were \$71,236 in the year to March 2023, which was lower than in New Zealand (\$74,754).</p> <p>Mean earnings in Tauranga City increased by 7.9% over the year to March 2023, compared with an increase of 7.4% in New Zealand.</p> <p>Since 2001, earnings growth in Tauranga City reached a maximum of 7.9% in 2023 and a minimum of 2.0% in 2010.</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
<p>Economic Development</p> <p>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</p>	Increased visitor spend - international and domestic	 9%	No set target	 0.1% increase	<p>Visitor spend within the TCC boundaries is as follows:</p> <p>Post covid - 0.1% increase compared to YE June 2023 and 12.8% increase compared to YE June 2019.</p> <p>Please note the following:</p> <p>1. The spend figures in this table represent visitor spend via electronic card transactions only and within the TCC boundaries, and does not include pre-bookings, online purchases or cash purchases. As such, these figures represent only a portion of the market and are not a true representation of the economic value of tourism in the region.</p> <p>2. Research to be expanded for YE June 2025 to include more qualitative insights to inform priorities and areas of influence.</p>
Resident likelihood to recommend Tauranga as visitor destination	Net promoter score	 33%	Maintain (33%)	 32%	The 2023/24 result from the annual residents' survey was 32%, down from 33% in 2022/23.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

The state of the country's economy in 2023/24 created some challenges for the city's economic development. As the economy weakened businesses grew more pessimistic and demand became more of an issue than supply. As a result, we've seen unemployment figures rise relatively quickly from a low base, with unskilled roles and the construction sector most at risk, and attrition of talent to Australia is a concern. Other economic challenges such as housing supply and affordability continue to further impact on our ability to retain and attract talent.

Road congestion also continues to impact business and freight productivity, particularly on State Highway 29. Our investment in roading remains the top priority for businesses as it addresses freight access to and from the port, but also helps unlock much needed housing, as well as industrial land.

At the day-to-day delivery level, we faced some logistical challenges during the construction of the new airport car parking spaces, due to much of the work being in or adjacent to existing car parking, which had to remain operational through the project.

Looking ahead

In 2024/25, we will:

- progress a City Deal with the Government to help address Tauranga's significant infrastructure deficit. Whilst investment in several key assets is required, SH29 has been identified as the top priority for infrastructure investment as it will help unlock housing and business land, as well as protect a key freight route to the Port of Tauranga.
- work with industry to develop a sub-regional energy strategy to ensure Tauranga has a cohesive plan to respond and address its stationary and transport energy needs. Priority One has been involved with a range of central government led initiatives, which have illustrated a disconnection between stationary energy and transport energy, as well as engagement and coordination within the wider industry and relevant stakeholders. Without a cohesive regional plan, the result could be ongoing and create significant constraints to both growth and the economy and an inability to effectively transition to low carbon fuels.
- continue to create a city where talent wants to live.
- complete construction of three new aircraft hangers allowing space for further overnight regular passenger transport and corporate aircraft.
- construct up to a further 16 aircraft hangars to cater for private and commercial aircraft operator demand.

Emergency management



What we do

The activity works with communities, businesses and partners/stakeholders (e.g. NZ Police, Fire & Emergency NZ, Non-Government Organisations and community groups) to ensure effective resilience to, response to, and recovery from hazard events in Tauranga.

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

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

How this affects you

To increase community awareness, understanding, readiness, resilience and participation in emergency management.

Tauranga City Council is part of the Bay of Plenty Civil Defence Emergency Management Group, along with the region's Regional and District Councils. The functions of the Civil Defence Emergency Management (CDEM) Group include the coordination of civil defence emergency management planning, delivering CDEM programmes and CDEM activities across the region, and carrying out risk management.

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

We're working with our communities to be prepared for the next emergency

Our communities, and those in our neighbouring regions, experienced first-hand the importance of emergency preparedness following the severe weather events in 2023. This year, we continued to increase the overall capability and capacity of council staff to support the city in the event of an emergency. This included the roll-out and delivery of an annual training program, including monthly training opportunities to all Emergency Operations Centre staff, which saw a marked increase in the levels of engagement and confidence among staff.

We also proudly led a piece of work aimed at aligning the way local emergency services and supporting agencies respond to an event. The Multi-Agency Response Engagement Framework aims to support response agencies to understand 'who is responsible for what' during an incident of any size - a common challenge in multi-agency events. Months of work, collaboration and testing has resulted in a live document that will ensure a better response system for agencies.

Bringing emergency response to life through Virtual Reality

We created and delivered an award-winning Earthquake & Tsunami Virtual Reality Module for community education this year. The VR experience has received very positive feedback from the community and has been utilised across our summer education campaign, visits to local schools and retirement villages as well as numerous community engagement events. Our VR experience has been nominated for several awards, received international media attention and has been adopted by neighbouring local and regional councils. The team are already creating the next educational module based on flooding. Watch this space.

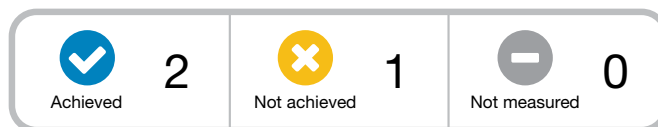
GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - EMERGENCY MANAGEMENT					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	1,729	1,876	1,482	(394)	Rates requirement was lower than budgeted due to lower consultancy, education and operating costs.
Targeted Rates	211	422	201	(221)	Budget was updated in the 2023/24 Annual Plan and funding is aligned to this.
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	0	0	0	0	
Internal charges and overheads recovered	0	0	0	0	
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	0	0	
Total Sources of Operating Funding (A)	1,940	2,298	1,683	(615)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	1,221	1,357	1,061	(296)	Lower consultancy, education and operating costs due to project delays resulting in a reduction of projects initiated and work undertaken.
Finance Costs	132	179	86	(93)	Lower interest costs as a result of lower debt levels.
Internal Charges and Overheads applied	531	577	273	(304)	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Other Operating Funding applications	0	0	0	0	
Total Applications of Operating Funding (B)	1,884	2,113	1,420	(693)	
Surplus/(Deficit) of Operating Funding (A-B)	56	185	263	78	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	3,547	9	0	(9)	Minor variance.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	0	0	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	3,547	9	0	(9)	



GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - EMERGENCY MANAGEMENT					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	3,538	0	0	0	
- to replace existing assets	36	37	0	(37)	Minor variance
Increase/(Decrease) in reserves	29	157	263	106	Some operational costs were carried forward but were funded from prior year rates.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	3,603	194	263	69	
Surplus/(Deficit) of Capital Funding (C-D)	(56)	(185)	(263)	(78)	
Funding Balance ((A-B)+(C-D))	0	0	0	0	





GROUPS OF ACTIVITIES



excluding additional measures

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	<p>The city is prepared for and can effectively respond to an emergency.</p> <p>Measured by annual audit by EMBOP, the CDEM Group office.</p> <p>Measures include aggregate score across:</p> <ul style="list-style-type: none"> • EOC Control appointments and function leads trained to Joint Committee specified levels, • EOC practised within last 12 months. • EOC response procedures reviewed within last 3 years. 	 80%	Advancing	 95%	<p>The result for the last period (2022/23) was 80%, the results for 2023/24 was 95% therefore performance measure is advancing.</p> <ul style="list-style-type: none"> • Of the 41 controller appointments and functions leads, 41 have been trained on the Integrated Training Framework (ITF) Intermediate Course (the training standard set by the Joint Committee for function leads). • 1 EOC exercise for untrained staff have taken place in the past year to provide experience and knowledge. • 1 EOC exercise for trained staff have taken place in the past year. • All response procedures have been reviewed in the last three years. <p>In addition to the exercises there has been 8 x EOC Monthly Standups conducted. These are one-hour sessions and content include EOC processes and procedures, standard operating procedures and activities to practice what has been revised. Each year response procedures are reviewed and ad hoc updates to standard operating procedures are made when required.</p> <p>TCC has also recently completed our annual audit conducted by Emergency Management Bay of Plenty. A successful result with draft report highlighting 3 x minor corrective actions.</p>

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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	 80%	95%	 82%	The 2023/24 result from the annual residents' survey was 82%, up from 80% in 2022/23. Community education activities across the city have been very successful this year. We continue to see success from our virtual reality headsets as part of tsunami and earthquake education. The team have also recently appointed a new contract to design and build our next VR module based on flooding education. Council will be working alongside Emergency Management Bay of Plenty to roll-out a Community Emergency Hub Framework across the city. This will be based on the highly successful Wellington model and will begin with the existing Otūmoetai Community Response Team.
	Percentage of residents who are prepared for an emergency	 53%	50%	 52%	The 2023/24 result from the annual residents' survey was 52%, down from 53% in 2022/23. Community education engagements opportunities have been well-received. There have been a number of community engagement activities undertaken throughout the year, including visits to high schools, the annual Home Show, and demonstrations to neighbouring local councils. Meetings with community groups are progressing well. Otūmoetai will be first pilot group in the coming months.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

Tsunami evacuation preparedness and planning remains a constant focus for the Emergency Management Team and other key parts of council. With new modelling technologies, we were able to update our existing evacuation maps in late 2023, but now we need to focus on updating our mass evacuation plans with other emergency services and agencies, as well as continuing to work with community representatives to achieve the best outcomes for a safe and well-prepared community.

As our city continues to grow and diversify, the capacity of our emergency management team to educate and engage with communities will continue to be a challenge. The extreme weather events of 2023 reinforced the importance of community during response, and this is something that our team will look to leverage in coming months. The emergency management team will continue to work with other council departments and community groups to maintain existing relationships and develop new ones to ensure that our messages are reaching as wide as possible. Connections with iwi/hapu and marae across the city will also play a significant role in making sure that community is ready to respond when the time comes.

Looking ahead

In 2024/25, we will:

- roll-out Community Emergency Hubs across the city to help address some of the challenges being faced. Based on the Wellington Regional Emergency Management Office model, the framework has had great success in encouraging and empowering communities to 'stand up' and provide help 'for the community, by the community'.
- undertake ongoing assessment and planning towards improving tsunami evacuation routes and tsunami awareness in the city. It is hoped that by continuing to work alongside reputable consultancy firms, internal council departments and the community, council will be able to improve on the challenges identified from previous studies and plans.
- construct a new dedicated emergency operations centre that will benefit not only council staff but its residents. The purpose-built facility will significantly improve our capability to respond to emergencies. By providing a modern centre that will allow our trained and dedicated staff and emergency services partners to come together and help those in need, the centre is a huge step forward in having our city and communities well-prepared in the event of emergencies.

GROUPS OF ACTIVITIES

Marine precinct



What we do

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

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

Delivering one of New Zealand's top Marine Precinct facilities

The sale of the Marine Precinct at Sulphur Point in May 2024 guaranteed its future in promising significant economic benefits to Tauranga's marine industry, while bringing new business and opportunities to the city. It will also provide essential facilities for local marine businesses to expand and thrive.

A standout has been ongoing positive feedback from our customers. They consistently express satisfaction with our facilities and service, reflecting our dedication to delivering outstanding service and value.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Marine Precinct Development	0	422	(422)	Project no longer required. The unspent budget for this project has not been carried forward to future years.
Marine Precinct Offloading Wharf	7	1,764	(1,757)	Project delayed due to pending sale of Vessel Works business (Marine Precinct).
Marine Precinct renewals	76	111	(35)	Renewals work delayed due to securing materials and contractor availability. The unspent budget for this project has not been carried forward to 2024/25.

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - MARINE PRECINCT

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	0	0	
Fees and charges	1,032	1,115	1,250	135	Commercial rent on a property that was not owned at the time the LTP was prepared.
Internal charges and overheads recovered	0	0	4	4	Minor variance
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	0	0	10	10	Minor variance
Total Sources of Operating Funding (A)	1,032	1,115	1,264	149	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	1,273	1,312	1,321	9	Minor variance
Finance Costs	635	774	1,282	508	Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.
Internal Charges and Overheads applied	308	340	380	40	Minor variance
Other Operating Funding applications	0	0	(21)	(21)	Minor variance
Total Applications of Operating Funding (B)	2,216	2,426	2,962	536	
Surplus/(Deficit) of Operating Funding (A-B)	(1,184)	(1,311)	(1,698)	(387)	

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - MARINE PRECINCT

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF CAPITAL FUNDING				
Subsidies and grants for capital expenditure	0	0	0	0
Development and financial contributions	0	0	0	0
Increase/(Decrease) in debt	1,195	4,530	6	(4,524)
Gross Proceeds from the Sale of Assets	0	0	0	0
Lump sum contributions	257	0	0	0
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	1,452	4,530	6	(4,524)
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	0	0	0	0
- to improve level of service	1,452	4,530	6	(4,524)
- to replace existing assets	530	114	76	(38)
Increase/(Decrease) in reserves	(1,714)	(1,425)	(1,774)	(349)
Increase/ (Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	268	3,219	(1,692)	(4,911)
Surplus/(Deficit) of Capital Funding (C-D)	1,184	1,311	1,698	387
Funding balance ((A-B)+(C-D))	0	0	0	0

**Key Variance
Explanations for 2024**

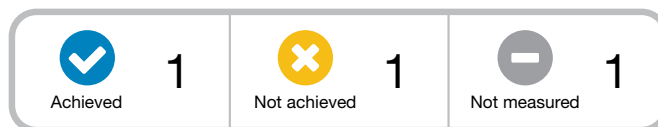
Development of a new offloading wharf has been delayed.







Development of a new offloading wharf has been delayed.

Fewer asset renewals required.

Cash reserve is lower than expected due to higher operating costs.

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
We will provide the marine industry with access to efficient and reliable large/heavy vessel lifting and hardstand facilities.	Average annual hardstand occupancy.	 43%	60%	 36%	The total annual average hardstand occupancy for 2023/24 was 36%. Intensified competition within the commercial marine refit sector remains a significant factor influencing our operations. The marine precinct divestment will pave the way for substantial advancements, furthering Tauranga's position as a hub for high-value marine activities such as super yacht maintenance and refits.
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.	 62%	>65%	 66%	The total average annual berth occupancy for 2023/24 was 66%. Our Bridge Wharf berthing facilities and floating pontoon offer active fishing vessels and those requiring on-water refit with reliable power, water, and waste removal services. Planned additional investments in wharf facilities will enhance operations for all fleets, providing modern, efficient, and safe amenities.
We will provide the fishing industry with facilities (wharfs) that are readily accessible, fit for purpose and commercially viable. These facilities are to enable fish to be unloaded and access to existing private sector ice loading facilities.	Percentage of customers satisfied with fish unloading facilities and access to existing ice loading facilities.	 Not measured	80%	 Not measured	Note: This KPI was not measured due to a new proposed wharf

Challenges in 2023/24:

The current economic environment and escalating construction costs hinders our ability to address the shortage of berthage for recreational 'white boats' at the Marine Precinct. Addressing the berthage issue is crucial to enhancing our capacity to accommodate larger vessels for on-water refit operations.

Looking ahead

In 2024/25:

The Marine Precinct divestment will pave the way for substantial advancements, furthering Tauranga's position as a hub for high-value marine activities, such as superyacht maintenance and refits. Additional investments in city wharf facilities will enhance operations for the fishing fleet, providing modern, efficient, and safe amenities.

GROUPS OF ACTIVITIES

Regulatory and compliance



Activities Include

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

What we do

We administer Acts, Regulations, Bylaws and Policies relating to:

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

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

We're doing up the dog pound to improve safety and animal welfare

Work began this year on an upgrade to the Tauranga dog pound, primarily to make it safer for visitors and staff, and to provide a better environment for the dogs. Once complete, the upgrade will include: a reception area where people waiting to collect their dog can be separated from those leaving with a dog, enhancing everyone's safety; three exercise areas allowing for more dogs out in the open at one time each day, sometimes, these dogs can be held for up to 18 months or longer depending on court processes, and this will allow these dogs to have regular outdoor time; and lastly, a veterinary room where vets can easily examine impounded dogs with a dog wash area for neglected animals.

Body cameras for animal services staff to improve their safety

This year saw the introduction of body cameras for all field officers within animal services. The cameras are forward facing so anyone they are dealing with can see their own behavior on the camera screen, which has been proven to help reduce aggression. It also captures all the actions of the officer and the person they are dealing with which not only can be used evidentially but also helps when a member of the public makes a complaint about the actions of a staff member.

GROUPS OF ACTIVITIES

Working with a full team

After some challenging months with staff shortages, the teams within building, animal and health and licensing services returned to full capacity this year. This was a great moral boost for the whole team and enables the delivery of a full range of duties and services. Some further highlights from across our regulatory and compliance work include:

- Holding Licensee forums for ON/OFF/CLUB licensed premises with more anticipated in the year to come. Feedback from those who have attended the forums has been positive.
- Implementing the new fee structure and required amendments to our Freedom Camping Bylaw, following legislative changes to the Freedom Camping Act. These changes have enabled us to drive for compliance with our bylaw, given the increased penalties and better restrictions on self-containment rules.
- The continued use of Licence Plate Recognition (LPR) technology allowing us to effectively enforce both paid and time-restricted parking rules across the city. The efficiency of these systems helps encourage driver compliance, create vehicle turnover, and support vibrancy in the city centre and other commercial areas.
- The tireless work from our Bylaw teams to connect the people in our city experiencing homelessness with the proper support services. We had some great results in helping these individuals in getting off the streets.

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Animal Pound Extension & Refurbishment	448	130	318	Due to market changes, pricing escalation and a recent increase in demand from main contractors seeking work, project costs increased. An option was chosen to carry out the construction of the reception area, dangerous dog area and vet nurse & storage facility consecutively in order to keep all areas fully operational.

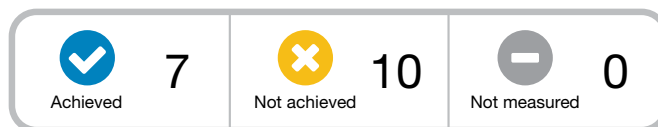
GROUPS OF ACTIVITIES





TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - REGULATORY & COMPLIANCE					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	6,939	7,323	8,092	769	Lower user fees in Environmental Planning resulted in unbudgeted rates funding.
Targeted Rates	0	0	0	0	
Subsidies and grants for operating purposes	0	0	41	41	Minor variance
Fees and charges	19,703	20,813	17,949	(2,864)	Lower volumes in Building Services and Environmental Planning relating to the housing market downturn resulted in an unfavourable variance against budget.
Internal charges and overheads recovered	0	0	97	97	Minor variance
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	155	160	132	(28)	Minor variance
Total Sources of Operating Funding (A)	26,797	28,296	26,311	(1,985)	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	17,228	17,780	21,524	3,744	Consultants costs in Building Services and Environmental Planning were higher due to higher vacancies.
Finance Costs	260	339	403	64	Interest on cash deficit due to higher deficits in Animal Services and Building Services.
Internal Charges and Overheads applied	11,266	12,141	7,577	(4,564)	The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.
Other Operating Funding applications	0	0	11	11	Minor variance
Total Applications of Operating Funding (B)	28,754	30,260	29,515	(745)	
Surplus/(Deficit) of Operating Funding (A-B)	(1,957)	(1,964)	(3,204)	(1,240)	

GROUPS OF ACTIVITIES









TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - REGULATORY & COMPLIANCE					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	350	11	443	432	Delays in project for Pound renovations.
Gross Proceeds from the Sale of Assets	0	0	0	0	
Lump sum contributions	0	0	4	4	
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	350	11	447	436	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	0	0	0	0	
- to improve level of service	350	11	447	436	Delays in project for Pound renovations.
- to replace existing assets	0	0	0	0	
Increase/(Decrease) in reserves	(1,957)	(1,964)	(3,204)	(1,240)	Lower than budgeted user fees and higher employee costs have impacted cash balances.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	(1,607)	(1,953)	(2,757)	(804)	
Surplus/(Deficit) of Capital Funding (C-D)	1,957	1,964	3,204	1,240	
Funding Balance ((A-B)+(C-D))	0	0	0	0	

GROUPS OF ACTIVITIES









PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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.	 98%	100%	 99%	There were 15240 dogs registered from a database of 15910 known dogs. Of the 670 unregistered dogs, 497 infringements were issued, leaving 173 dogs for which there were no enforcement action in 2023/24. As previously reported this target is not achievable because the number of known dogs change daily.
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.	 86%	100%	 85%	In 2023/24 85% of all urgent requests were responded to within 60 minutes. Of 52 complaints that had potential ongoing risk(s), 8 (15%) were not responded to within the required timeframe. The ability to respond within the 60-minute window is influenced by two key factors. 1. Whether the correct information is provided to staff by the contact centre and 2. Whether Animal Services staff respond appropriately when they are advised. For this year half (4) of the situations were a result of the call centre not correctly processing the complaint and (4) were a result of animal service staff not responding in a timely manner. This failure arose where new staff hadn't responded appropriately, exacerbated with a 60% staff turnover this year. In response to 1. the system has been improved to ensure no processing errors, and 2. further training to staff has been provided.

GROUPS OF ACTIVITIES







PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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.	 13 events	15 events	 5 events	For the year 2023/24, 5 events were provided by the team on educational presentations regarding dog handling, management and bite prevention to schools and other relevant businesses. The provision of educational events suffered because of staff changes and shortages throughout the year. However approximately 1765 people were engaged with over four public events and one school visit.
Building Services We will provide technical advice and consent decisions within statutory timeframes.	Percentage of building consent applications processed within legal timeframes. [^]	 64%	99%	 65%	In 2023/24, 65% of building consent applications were processed within legal timeframes. The YTD figure particularly reflects poor results in Jul-Oct, and again in Feb and March. There has been significant work completed to understand why consents are going over time and to address those reasons. The results since November show a significant improvement (up to over 80% in June). Unfortunately, a computer system issue saw a number of consents go over statutory timeframes in February and March. This has been resolved and hasn't affected any other consents since. The reported figure is only for Building Consent applications. If amendment applications are included, the average increases to 75%.
	Carrying out of building inspections (on average).	 2.6 days	4 Days	 1.1 days	Building inspections (on average) were able to be carried out within 1.1 days of the booking date for 2023/24. This is driven in part by reduced volumes of inspections, but also by improved booking practices by the industry.
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.	 100%	100%	 100%	Of the total 1050 pools inspected, 77 (7.3%) were found to be non-compliant with issues and 9 Notices to Fix were issued in 2023/24. All pool non compliances were remediated within timeframe.

[^] The statutory clock begins on day zero with the submission of a complete application, with any incomplete applications rejected. The Building Consent Authority (BCA) endeavours to determine whether applications are complete or incomplete within 48 hours. The BCA has a statutory time frame to meet as specified in section 48 of the Building Act 2004, e.g. within 10 working days after receipt by the BCA of the application for national multiple-use approval and in all other cases, within 20 working days after receipt by the BCA of the application.

GROUPS OF ACTIVITIES











PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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.	92% 	95%	85% 	1502 of the 1762 (85%) building warrant of fitness were renewed on time and were compliant in 2023/24. 160 documents have been received from the Independent Qualified Person undertaking inspections (IQP) to explain the reasons why a Building Warrant of Fitness cannot be issued under MBIE's BRaD system (BWof Report and Declaration). A total of 654 Notices to Fix were issued for overdue warrants.
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.	62% 	100%	98% 	In 2023/24, 697 of 710 food premises verifications were conducted. In addition, food safety officers conducted 46 food safety investigations resulting in a total of 26 enforcement interventions. Failure to achieve the target was due to staff resourcing issues throughout the year, however with the help of contractors in the final quarter the team came closer to achieving the target which is a significant improvement over the last few years (62% in 2022/23)
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.	80% 	100%	93% 	Between 1 July 2023 and 30 June 2024 out of the 122 renewals that required inspection 113 were completed (93%). The balance of the licensed premise renewals still to be inspected (9) will be inspected during Q1 of the 2024-2025 year. The total number of new licensed premises inspected between 1 July 2023 and 30 June 2024 were 36. While the KPI has not been met, results are an improvement on last year's results (80%) largely because we were fully staffed for most of the year. The necessity to inspect and report on 36 new premises increased the overall inspection tally and workload.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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. ^	 69%	95%	 85%	In 2023/24, 328 of 388 resource consent applications were processed within statutory timeframes. Significant effort was put into improving decision timeframe compliance, and although the target of 95% was ultimately not achieved for the full reporting period, the result marks a 16% improvement on results from the previous financial year (69%). Staff will continue to focus on improving performance against regulatory timeframes, with the goal of achieving the target of 95% in 2024/25.
	Percentage overall satisfaction with level of advice given response times and clarity of communication.	 80%	80%	 79%	For the year 2023/24, feedback was received from 14 applicants (14 responses). Of this feedback, 11 (79%) was satisfied, and 3 had a poor experience. The most common reasons for negative responses were related to costs, or challenges finding information, while positive responses focussed on helpfulness of staff. The low number of responses, despite proactive attempts to engage, makes it difficult to consider this result to be representative. Further work will go into this process next year to ensure council has a better understanding of customer needs and experience.
	Percentage of compliance and enforcement actions undertaken following the principles set out in the R&C Compliance Charter and Strategy.	 99%	100%	 100%	For 2023/24, in total, 367 incidents were received, of which 207 were confirmed breaches. 133 incidents were unconfirmed (the remainder remain open). Of the 207 confirmed breaches, 195 were resolved through Alternative Dispute Resolution (voluntary compliance, education and advice, referral, etc), and 12 by enforcement comprising of: - 5 Abatement Notices, - 2 Infringement, - 5 Formal Warning

^ The statutory clock begins on day zero with the submission of a resource consent application, and applicable timeframes are set out in the Resource Management Act 1991 (RMA) and the associated regulations. Although the baseline requirement is that resource consent applications are to be processed within twenty working days, the RMA provides a number of process steps which may influence timeframes, including the suspension of processing, extension of timeframes, and decisions around notification. Council's reporting incorporates these steps and decisions when determining whether or not an application is processed on time.

GROUPS OF ACTIVITIES

PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
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.	 100%	100%	 100%	The total for DC's assessed on BC's is 1441 building consents with DC assessment of \$18.9m. In addition to this there has been 383 resource consents assessed with \$6.8m of DCs assessed.
Regulation Monitoring 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.	 100%	100%	 100%	5507 total noise complaints were responded to and resolved. Of these: • 468 Excessive Noise Directions were served, • there were 21 seizures of equipment / devices, • there were 44 complaints where contractors were unable to affect a seizure, • 7 Abatement Notices issued, • 3 Abatement Notices were cancelled due to noise issues being mitigated, • 8 Infringement Notices issued, • 0 Formal Warning issued.
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.	 92%	100%	 92%	For 2023/24 2282 complaints received, of which 185 were attended to more than 24 hours after receipt. This is largely due to continuing issues with computer systems which have resulted in some complaints not being received by our officers within the KPI timeframe.
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 two times per week.	 100%	100%	 100%	For the period 01 July 2023 to 30 June 2024, the team attended on average one or more hotspot areas at least 4 times per week and took enforcement action where appropriate.
We will monitor the Freedom Camping Bylaw.	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. And appropriate action is taken regarding breaches of the bylaw – education and/or enforcement.	 100%	100%	 100%	For 2023/24 1503 infringements have been issued and 1066 complaints received. 276 infringements issued during Q4 are linked to overstayers at Cambridge Park following failed attempts to remove them.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

We faced several challenges in our animal services space this year. In March, we were hit with staff shortages during what was the busiest month for attacks on people and their pets for some time.

The work environment has become more volatile with owners of offending dogs often reverting to aggression and obstruction to stop officers completing their duties. This has resulted in officers withdrawing from the scene and either returning with a search warrant with Police assistance or formal complaints being laid with and investigated by the Police.

The high volume of unvaccinated dogs in our dog pound resulted in several canine parvovirus outbreaks, even though the pound has been designed to minimise cross contamination. We completed a review of our processes to minimise these outbreaks and undertook a deep clean of the whole area, changed cleaning products, and introduced a curfew for all incoming dogs to reduce the risk of cross contamination.

Economic woes affected the volumes of building consent applications, which remained lower than typical, particularly when compared to the record application numbers in 2021. This is felt most acutely in the new dwelling segment of the market, which is nearly 50% down compared with the previous year.

This year, we continued to see an increase in the number of people experiencing homelessness in our city. Homelessness is difficult to effectively address at a local government level without proper support from central government services. However, the team managed increased levels of complaints and had to work with both the homeless and complainants to manage everyone's expectations.

Additionally, we have dealt with significant increases in complaints and investigations into encroachments into public places. These are often historical and require considerable time to investigate and work to a solution with the customer.

Looking ahead

In 2024/25, we will:

- complete the pound redevelopment, expanding the exercise and rehabilitation areas for impounded dogs, together with a new dog wash area to better prepare dogs for adoption.
- reduce external contractors now that our staffing is nearing full capacity.
- finalise and improve processes and procedures for our Quality Management System and training and calibration of our Environmental Health Officers/Food verifiers. Our aim is to deliver a high performing, professional and consistent registration and verification service that ensures we continue to streamline our service for businesses while maintaining our approval as a "Recognised Verification Agency".
- fully implement the Alcohol Licensing Quality Management System to assist the team in providing a better service to the community.
- enforce and manage the Cameron Road bus lane once operational, with several kilometres of new bus lane needing proactive enforcement outside of our current hours of service. We are proposing to use a combination of CCTV/ANPR camera enforcement and physical officers on site to remove vehicles when required ensuring this piece of infrastructure functions efficiently. We are also working with Auckland Transport regarding transit lane enforcement systems.
- work closely with the Transportation and Spaces & Places team as they implement paid parking at three boat ramps. We will assist with data gathering and enforcement strategies using best practices from our knowledge of the industry.

GROUPS OF ACTIVITIES

Spaces and places



Activities Include

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

What we do

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

How this affects you

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

KEY IMPACT ON COMMUNITY WELL-BEING



Economic



Environmental



Social



Cultural

Highlights in 2023/24

This year we delivered some exciting new facilities and community spaces for our communities to enjoy, increasing vibrancy and wellbeing in our city.

We've created the largest urban wetland in the southern hemisphere

This year, we completed the Kopurererua River wetlands restoration work and river realignment, which saw more than 180,000 plants established. Combined with the previous year's efforts, we have now planted more than 300,000 plants and native vegetation across more than 8 hectares. The area now creates the largest urban wetland in the southern hemisphere as a breeding habitat for native wetland birds and freshwater fish.

Te Rere o Ōmanawa/Ōmanawa Falls reopened to the public

We opened Te Rere o Ōmanawa/Ōmanawa Falls to the public after it had been closed for safety reasons for several years. Partnering with hapū, Ngāti Hangarau and Tourism Bay of Plenty, this project provides the public with culturally and physically safe access to the waterfall. The design ensures that there is recognition of the hapū and their connection to the falls while providing an opportunity for visitors to learn about the area.

We transformed underutilised land into a world class skatepark

We opened the Destination Skate Park on Maunganui Road, providing 3000sqm of skating for all roller codes and modes. Designed in collaboration with the local roller community, features of the wider skatepark include a large flow bowl, a surf/skate ditch, competition style stairs, and a street skate area. Key features of the beginner to intermediate skate area include a learner's skinny ledge, a learner's rail, a small quarter pipe, a large flat concrete pad, and many other street-skate obstacles.

GROUPS OF ACTIVITIES

A new coastal pathway for all to enjoy

We opened the Marine Parade coastal path in time for the summer visitors in December 2023. The 3 kilometre path has proven to be popular with both residents and visitors enjoying the opportunity to walk, cycle, or scoot along the path while enjoying the views over the moana and dune environment.

Delivery of gold standard tourism services

Mount Beachside Holiday Park were delighted this year to receive the Gold Sustainable Tourism Business Award, which recognises the best sustainable tourism businesses in New Zealand, with the delivery of exceptional customer experiences an integral part of everything they do. This award identifies those businesses leading the way in making New Zealand a world-class sustainable visitor destination.

Adding to the accolades, we also achieved the Qualmark Gold Sustainable Tourism Business Award for the Mount Beachside Holiday Park, which retained its 4-Star plus rating.

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Beachside various capital renewals	60	61	(0)	Minor variance
Blake Park Reserve Development	482	820	(338)	Budget was deferred during 2023/24 and revised down to \$499k, project to be completed in 2026/27.
Cemeteries various capital renewals and level of service	801	1,696	(896)	Contractor availability meant that the works were delayed on crematorium, chapel and cemetery loop road.
Cemeteries Land Sale	0	(2,000)	2,000	Land sale to transportation has been delayed.
City Centre - Streetscape projects	7,748	4,498	3,250	Elizabeth Street streetscape is now complete. There were delays with the Elizabeth Towers project resulting in cost escalations and a contractual claims. The Tunks Reserve upgrade was also completed in December 2023 (earlier than anticipated in the Annual Plan).
Civic Rebuild Capital Programme	9,269	16,730	(7,461)	A number of projects in the Te Manawataki o Te Papa programme have been re-phased as the design process progresses leading to an overall underspend against Annual Plan budget. The Masonic Park Upgrade project is due for completion and re-opening in early September 2024.
Gordon Spratt upgrades	2,400	5,509	(3,109)	Project delayed due to the commencement of construction work on the Alice Johnson Pavilion.
City Operations Vehicles & Equipment	3,770	2,997	773	Vehicles & Equipment for the City Operations team required to in-house additional contracts. This was not budgeted in the 2023/24 Annual Plan.
Kopurererua Valley Development	2,513	2,979	(467)	The Kopurererua stream realignment project is now complete. Underspend reflects unspent contingency budget.
Marine asset renewals	855	1,027	(172)	Delays with Dive Crescent sea wall renewals due to contractor availability issues.
Marine Facilities Upgrades	2,797	0	2,797	The Beacon Wharf Upgrade was intended to be complete in 2022/23, however it commenced in May 2023 so budget was carried forward to 2023/24. The project is now complete.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS

	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Marine Parade Boardwalk	3,738	0	3,738	Budget was brought forward from future years to complete a new path along the coastal reserve between Hopukiole (Mount Drury Reserve) and Oceanbeach Road. This was completed in December 2023.
Mauao Placemaking & Interpretation	532	0	532	Budget was carried forward from 2022/23 to complete the Mauao Placemaking project.
Memorial Park to City centre Pathway development	5,162	1,700	3,462	Stage 1 of this project from the underpass to the Strand continued in 2023/24, with a further \$2.4m allocated to it by council in the year. Completion is due in September 2024. Early concept work continues on the Stage 2 element of the project between Memorial Park and the Underpass.
Miscellaneous Parks projects	15,721	16,322	(643)	Various minor project delays and deferrals.
Ōmanawa Falls formal track establishment	2,496	100	2,396	Budget was carried forward from 2022/23 to finish the track construction and cliff stabilisation work due to consenting delays. Additional budget was approved during the year via the Commission.
Open Space level of service land purchase - Growth	3,878	1,411	2,467	Budget was approved during the year via the Commission for a land purchase at Kennedy Road and Hastings Road. This is offset by a budgeted land purchase in Pāpāmoa that did not eventuate.
Parks & Property Renewals	5,217	4,207	1,009	Consenting issues in 2022/23 resulted in a large carry forward across the programme which was subsequently spent in 2023/24.
Sports Fields Upgrades	3,291	3,833	(542)	This work is part of the Active Reserves Masterplan which is a multi year project that is seasonally dependent. Work is ongoing and scheduled to be completed in the summer months. Unspent budget will be carried forward to 2024/25.
The Strand Sea Wall	2,406	1,188	1,218	Budget split out from Marine Asset Renewals and brought forward as this project is being completed in conjunction with the North Reserve project. Completion expected in November 2024.
Waterfront Playground/North Reserve	2,858	4,800	(1,942)	Playground project commenced later than anticipated leading to an underspend in 2023/24. Designs completed in late 2023/24 and construction commenced in July 2024. The North Reserve project is scheduled to complete in November 2024.
Western corridor growth projects	0	240	(240)	Ohauiti reserve development deferred to 2030/31 due to ongoing planning with Ministry of Education.
Indoor Courts - 483 Cameron Road	19,130	50	19,080	This project has been re-scoped following the Commission's decision not to build new indoor courts as part of the Memorial Park Recreation Hub project, and instead purchase 483 Cameron Road and fit that property out to hold the new courts. The spend in 2023/24 represents the acquisition of the property and design costs.
City Operations Mount Maunganui Depot	201	80	121	Additional requirements around provision of services to the site than originally budgeted.
Mount Maunganui Skatepark	3,723	2,029	1,694	The skatepark project had further budget approved during the year via the Commission to construct stages 3 and 4, as well as additional external funding provided to TCC part way through the project. The Commission originally approved zones 1 and 2 of the park and zones 3 and 4 were dependant on external funding being sought.
City Operations Tauriko Depot	1,885	300	1,585	Budget was brought forward from 2024/25 to finish building the depot. The overspend is due to additional requirements around the provision of services to site.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SPACES & PLACES

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
SOURCES OF OPERATING FUNDING				
General rates, Uniform Annual General Charges, Rates Penalties	50,663	52,928	63,151	10,223
Targeted Rates	5,142	5,992	5,193	(799)
Subsidies and grants for operating purposes	70	72	278	206
Fees and charges	5,578	5,868	6,489	621
Internal charges and overheads recovered	(1)	0	(42)	(42)
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	515	515	1,292	777
Total Sources of Operating Funding (A)	61,967	65,375	76,361	10,986
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff & Suppliers	35,909	38,031	47,309	9,278

Key Variance
Explanations for 2024

Increased rates requirement due to increased operational spend across City Operations, Bay Venues Limited, Spaces and Places and Cemeteries. City Operations was formed in 2023/24 and was not factored into the LTP. It consists of two large maintenance contracts relating to Mount/ Pāpāmoa reserves and natural vegetation that were brought in-house.

Underspend in Community Facilities meant less being funded from Targeted rate.

Unbudgeted grants received in Spaces and Places relating too Tourism Infrastructure Funding from the Port of Tauranga which was allocated to projects such as the Marine Parade Boardwalk and Mauao viewing platform. This is partially offset by other grants that didn't eventuate.

Higher than budgeted revenue in Cemeteries, Spaces and Places, Beachside and Bay Venue Limited.

Minor variance

Increased intercompany revenue due to higher intra-group loan balance between TCC and Bay Venues Limited.

Grant funding for Bay Oval Stage 2 Pavilion was carried forward from 2022/23 due to construction delays. Bay Venues renewals grant was higher than budget due to early delivery of renewals at Mount Hot Pools and Baypark Stadium while carrying out other projects. City Operations was formed this year, and two large maintenance contracts were brought in-house relating to Mount/ Pāpāmoa reserves and natural vegetation, as well as a number of smaller contracts. There has been some unbudgeted set up costs incurred and additional employee costs to bring on staff 4-6 weeks early for another two contracts being brought in house from 1 July 2024. These contracts were brought in house to improve the overall level of service across our community.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SPACES & PLACES

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
Finance Costs	6,609	6,775	12,452	5,677
Internal Charges and Overheads applied	8,269	9,084	10,075	991
Other Operating Funding applications	0	0	3	3
Total Applications of Operating Funding (B)	50,787	53,890	69,839	15,949
Surplus/(Deficit) of Operating Funding (A-B)	11,180	11,485	6,522	(4,963)

SOURCES OF CAPITAL FUNDING

Subsidies and grants for capital expenditure	9,051	36,000	0	(36,000)
Development and financial contributions	1,549	1,121	2,305	1,184
Increase/(Decrease) in debt	23,084	(4,402)	60,301	64,703
Gross Proceeds from the Sale of Assets	0	0	(34)	(34)
Lump sum contributions	1,674	4,483	3,041	(1,442)
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	35,358	37,202	65,613	28,411

APPLICATION OF CAPITAL FUNDING

Capital Expenditure				
- to meet additional demand	4,424	11,706	9,275	(2,431)

Key Variance
Explanations for 2024

Changes in LTP capital programme timing and funding through various Annual Plans and an increase to Internal cost of borrowing to reflect council's external cost of borrowing.

The methodology for overhead charges used in the LTP has been amended to reflect structure changes which is resulting in significant variances against budget.

Minor variance

Subsidies relating to better off funding for waters reform were not received after the reform reset was announced. This is partially offset by grants received from external parties to contribute to the Mount Maunganui destination skatepark.

Higher financial contributions than expected as we have started charging Development Contributions on new community infrastructure after the LTP was adopted, including Memorial Park and the central library.

Higher capital expenditure resulted in more borrowing required.

Minor Variance

Memorial Park external grant funding aquatics to be received later than budgeted in the LTP due to delays in project delivery.

Behind budget due to timing of programme rephasing associated with land purchases and development in the western corridor and rephasing of Ohauiti reserve development.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SPACES & PLACES

	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's
- to improve level of service	33,077	28,479	83,894	55,415
- to replace existing assets	6,328	11,455	5,908	(5,547)
Increase/(Decrease) in reserves	2,709	(2,953)	(26,942)	(23,989)
Increase/ (Decrease) of investments	0	0	0	0
Total Applications of Capital Funding (D)	46,538	48,687	72,135	23,448
Surplus/(Deficit) of Capital Funding (C-D)	(11,180)	(11,485)	(6,522)	4,963
Funding Balance ((A-B)+(C-D))	0	0	0	0

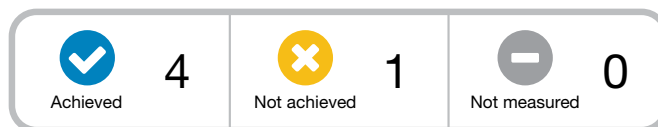
Key Variance
Explanations for 2024











Ahead of budget mainly due to the Cameron Road indoor courts project and a number of other smaller projects which include Memorial park to CBD walkway development, Marine Parade Boardwalk, Ōmanawa falls formal track, Masonic park upgrade, Elizabeth Street Streetscape and Strand Extension Streetscape.

Behind budget due to programme rephasing associated with community buildings, parks roading, Bay Venues property, coastal structures and marine asset renewals - mainly due to consenting delays and contractor availability.

Renewal funding higher than budgeted due to the indoor courts project at Cameron Road being delivered earlier than budgeted in the LTP which assumed no relocation. Inter-entity loan with Bay Venues Ltd is higher than budgeted due to office fit out.

GROUPS OF ACTIVITIES



PERFORMANCE MEASURES					
Level of service	Performance measures	2022/23 result	2023/24 target	2023/24 result	Comments
Spaces & 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.	 92%	90%	 93%	For 2023/24 93% of residential households are within 500m of an open space. This measure has been incorporated into the measure of accessibility to neighbourhood area open space for the next long-term plan.
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.	 67%	65-70%	 67%	67% of residential households are within 500m of a playground for 2023/24. This measure has been incorporated into the measure of accessibility to neighbourhood area open space for the next long-term plan.
We will provide high quality coastal and reserve land and structures.	Removal of 20 coastal encroachments from public land each year.	 3	20	 12	In 2023/24, a total of 12 coastal encroachments were removed from public land. Adoption of the Use of Council Land Policy means there is no longer a target to remove 20 encroachments per year. Council will continue to have a planned programme of removals which can be reported as an operational matter when required.
	The amount of parks land protected in the City Plan as a Special Ecological Area that is restored.	 +2%	Additional 2%	 +2%	The management of Special Ecological Areas has seen an additional 2% restored across the city. Seven hectares of freshwater wetland and fish habitat restoration in the Kopurererua Valley. This project was complete by end of June 2024.
Mount Beachside Holiday Park We will provide a range of accommodation options for visitors to the region.	Number of guest nights.	 83, 903	80,000	 83,319	In 2023/24, the Mount Beachside Holiday Park had 83,319 Guest Nights.

GROUPS OF ACTIVITIES

Challenges in 2023/24:

After a long period of underinvestment, combined with ongoing population growth, Tauranga doesn't have enough spaces and places to meet the needs of all our communities. An ongoing challenge is finding ways to fund the upgrades, replacements and new places and spaces we need – this includes working with partners to redevelop what we already have.

We continue to work with sports and community organisations to address increasing demand for use of our facilities and sports fields. We are committed to ensuring that the fees and charges for council-owned facilities continue to be affordable to the organisations who use them while not imposing additional burden on the general ratepayer.

People love their local reserves. However, we are challenged to ensure that all residents have access to open space that provides a quality play experience and opportunities to enjoy being in nature.

Additionally, on the more day-to-day management of our community facilities, we continued to have a problem with noise from loud exhausts and music throughout the night disturbing guests at our Mount Beachside Holiday Park, and we continue to struggle with a rabbit population explosion on Mauao reserve, digging up sites and newly grassed areas.

Looking ahead

In 2024/25, we will:

- open two new community centres in Merivale and Gate Pā. This significant investment in community facilities has long been a desire of the Merivale and Gate Pā communities, particularly as the area grows and changes over time.
- commence a programme of reserve enhancement and playground renewal at four reserves to ensure they better meet community expectations of reserves as spaces for play and community gathering and to ensure residents have access to nature. Through this programme, we also aim to enable our reserves to be spaces where we can see our Tauranga stories creating a sense of belonging.
- complete construction of a new sports pavilion at Gordon Spratt Reserve. This will provide a home for two sports organisations and allow the existing facilities to be more available to other community organisations.
- commence the design and consenting process for the Beachfront & Playground Project.

Support services

What we do

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

How this affects you

We support activities and services that affect our community directly.

Asset Services

This activity ensures assets vested to council and used by the public are fit-for-purpose and that council's assets are managed in accordance with best practice providing best value for investment in infrastructure for the community.

Highlights in 2023/24

- Completed renewal forecasting and draft Asset Management Plans that informed the Long-term Plan and Infrastructure Strategy.
- Released updated information on slope hazard zones and held four public drop-in sessions.

Challenges in 2023/24

- Releasing slope hazard zone information in a year following large-scale landslides across New Zealand, increased community inquiries and concerns.

Looking ahead

In 2024/25 we will:

- jointly release coastal flooding mapping with Bay of Plenty Regional Council.
- complete a combined Strategic Asset Management Plan for all asset activities and review our Asset Management Steering Group Terms of Reference and Commitment.
- update design rainfall standards in the Infrastructure Development Code.

Capital Programme Assurance Division (CPAD)

Providing assurance that the organisations capital programme is planned and executed effectively and consistently and delivers on the agreed community outcomes.

Highlights in 2023/24

- The CPAD Team has adopted a more assurance-oriented approach this year. We have enhanced project management discipline by conducting internal project audits and offering internal training opportunities for formal project management certification. 15 staff are currently attending this course.
- The GIS Team has focused on transitioning services to a new infrastructure platform, Amazon Web Services (AWS). The team has delivered an updated and enhanced community-focused GIS Viewer, MAPI, which has been well-received by the community.
- The Business Intelligence Team continues to provide easily accessible insights for the organisation. These include the transport insights portal to consolidate transport-related information into a single platform, financial performance dashboards offering straightforward access to financial data, and the Forward Works Viewer, which combines all work happening across the city in one viewer, helping with prioritisation, sequencing and cross team communications.
- The team has also established an organisation-wide community of practice, bringing together data-related personnel to connect, share knowledge, and promote consistency. This initiative aims to move us toward a self-service model.

Challenges in 2023/24

- The increasing demand for insight and advice across teams has led to a level of prioritisation, based on what activities have the biggest impact to our community.
- Council's work programme is larger than ever. The team's function has therefore had to scale up its controls, processes, and staff to keep pace with the large capital programme.

GROUPS OF ACTIVITIES

- Reports have been lengthy and difficult for council to interpret, but we have developed a new dashboard, which presents project, financial, AIP and KPI data information in an easier to consume format.

Looking ahead

In 2024/25 we will:

- continue to implement a new dashboard, aggregating project, financial, action and investment plan and KPI data, to improve Council's understanding of how the city is changing.

Strategic Investment & Commercial Facilitation

The activity supports the strategic planning of works and projects involving council's property needs and existing property assets, to enable the city's growth and success as a city that is well-connected, has good infrastructure and other civic facilities, attracts and supports a range of business and education opportunities, and is well-connected with a range of sustainable transport choices. The activity seeks to deliver strategic property that is appropriately planned, managed, and utilised for the benefit of the community.

Highlights in 2023/24

- There were a number of highlights for our Strategic Property team, including the transfer/vesting of 91-95 Willow in Te Manawataki o Te Papa Charitable Trust, the establishment of an Asset Realisation Reserve, the unconditional sale of the Marine Precinct and Vessel Works, the purchase 483 Cameron Road for a new indoor court facility, the transfer of Te Pahou Reserve to mana whenua, and the sale of 57 Pitau Road.

Challenges in 2023/24

- Navigating the Property Divestment Policy.
- Stakeholder management in a time sensitive environment, including maintaining appropriate communication lines to overcome siloed information and ensure seamless communication between activities.
- Streamlining decision-making processes to avoid delays and misunderstandings.
- Ensuring the team has the skills and capacity to meet strategic objectives and build the community's resilience to climate change and natural hazards.

Looking ahead

In 2024/25 we will:

- continue to implement the divestment programme.
- continue to support Spaces & Places developments.
- complete the settlement of the Marine Precinct sale and undertake related wharf developments.
- complete acquisition of properties impacted by landslips.

Digital Services

Digital Services assists Tauranga City Council to meet its long-term plan goals and the community through the provision of digital products and engagement platforms.

Highlights in 2023/24

- Roll-out of our programme to modernise our Enterprise Resource Planning technology, the software platform that supports core council processes.
- Support programme for our incoming elected councillors to use digital technology to work efficiently and to govern and manage council meetings. This is designed to streamline governance services with increased protection and retention of council records.
- Provided digital direction across our city redevelopment programme, ensuring our community is informed, connected, and engaged digitally across our redeveloped city centre.
- Implemented environmental sensors in several key city locations to track air quality, vehicle emissions, and construction noise levels overtime as our city centre is being transformed.
- Launched a 12-month smart bin trial at Pilot Bay. The solar-powered compactor bins can hold three times more rubbish than a normal bin and notify us when they need emptying.
- Developing a free, city Wi-Fi model and partnership approach that will deliver a high quality, managed, free wi-fi service to our core city centre locations for community and visitors.

Challenges in 2023/24

- Organisation capacity to support the larger digital initiatives remains a challenge. With the organisation's increased cadence of delivery, getting the necessary support from already busy teams has proved challenging. Teams who have taken up the challenge, however, have made significant gains in terms of leveraging technology to streamline their processes and gain efficiencies.

GROUPS OF ACTIVITIES

Looking ahead

In 2024/25 we will:

- continue to focus on cybersecurity programmes and the cybersecurity skills of our people.
- build our understanding of some of the challenges our community faces, and developing a programme of activity that leverages smart technologies to improve community experience and outcomes.

Finance

The finance function ensures that council can continue to deliver services to the community to meet the four wellbeings and delivers on agreed priority outcomes into the future in a way that is affordable and financially sustainable.

Highlights in 2023/24

- Completed the 2024-34 Long-term Plan financial strategy that identified how we will deliver the infrastructure investment and services required for our growing city, and how this can be sustainably financed.
- Introduced a new industrial rating category in the Long-term Plan to better categorise the ratepayers within the city that benefit from, or contribute to, the costs of activities, and ensure people pay their fair share for the infrastructure and services provided by council.
- Negotiated an Infrastructure Funding and Financing (IFF) agreement with central government to finance the ratepayer share of Te Manawataki o Te Papa in line with our community consultation.
- Developed targeted rates to one, recover growth costs in West Bethlehem and Pyes Pā, and two, meet current and future growth needs in Pāpāmoa and Wairākei.
- Through modelling, we developed more detailed understanding of the debt and revenue requirements for three waters activities, determining whether they are provided internally or externally to council over the next ten years.

Challenges in 2023/24

- Debt levels now exceed \$1billion and are projected to increase to \$2.6 billion by the end of the Long-term Plan, requiring strong financial planning, information for prioritisation and treasury management.
- Completion of rating property revaluation to meet legislative and audit requirements and the introduction of the IFF levy both had challenging technical requirements, along with limited availability of skilled valuers for revaluations.

- Negotiating with central government on acceptable arrangements for the IFF levy agreed for transportation and the proposed IFF levy for Te Manawataki o Te Papa.

Looking ahead

In 2024/25 we will:

- continue financial and business planning to ensure a sustainable financial strategy for council in response to changing central government funding, particularly for transportation.
- implement the new rating, revenue and banking software using SAP, and complete the update of the financial system to SAP, which is better able to support revenue collection and provide integrated financial transactions, controls and information.
- continue analysis of revenue and expenditure to support the required level of infrastructure delivery, while keeping it affordable and fairly distributed across our community.
- assess impacts of potential changes to enable Local Water Done Well, the Government's new waters initiative.

Legal, Risk and Procurement

A major organisational priority is the improvement of the project delivery functions. The Legal and Commercial teams have been identified as a critical component to achieving that outcome (working alongside the Capital Projects Assurance Division, and directors of Transport, Waters and Spaces and Places).

Improved procurement and risk management capability have been identified as key workstreams in the project delivery change management project.

The Procurement team support the organisation to deliver the right outcomes for council and enable the business to function effectively. Decisions are made in a commercially astute manner that are both fair and transparent, achieving the best possible outcomes for our customers and the community.

Highlights in 2023/24

- Introduction of a new risk reporting tool called CAMMS, which provides better insight into risk for risk owners and more accurate reports for governance. It is another improvement in the risk maturity of council.
- The start of supplier drop in sessions from the procurement team gave an opportunity for local and mainly smaller suppliers to understand how to work with council. This coupled with changes to the procurement policy is leading to a greater diversity of suppliers.

GROUPS OF ACTIVITIES

- Given it was the biggest year for delivery in the history of the organisation the legal and procurement teams produced a record number of contract documents and also saw the number of litigation matter reduce to the lowest in 7 years.

Challenges in 2023/24

- A restructure of the function brought disruption to staff across the organisation and difficulty in relationships with suppliers. This has led to a reduction of staff despite an increase in work.
- The continued increase in delivery has led to a great volume of work.
- Legislative changes from the government have led to a lot more involvement in giving advice and changing templates.

Looking ahead

In 2024/25 we will:

- Likely continue to see an increase in litigation matters, as is usually the case when the economy is struggling.
- look to embed the structure changes.
- continue to see legislative change particularly in the RMA space as well as rolling out the introduction of the new NZS3910 construction contract.
- continue to implement the changes to the procurement policy, particularly in relation to the broader outcomes.
- continue to roll out CAMMS to the organisation and work with the Audit and Risk committee to ensure fit for purpose reporting.

Health and Safety

We are committed to ensuring that all of our people are healthy and safe every day at work. By actively promoting health and safety we will provide a better work environment that contributes to our success, and ultimately deliver better outcomes for our community.

Highlights in 2023/24

- The development and implementation of the Contract Management Standard. Outlining the requirements for a systematic approach to the selection and management of contractors, sub-contractors, and suppliers to minimise the risk of harm to Tauranga City Council workers, customers, visitors, and members of public.

Challenges in 2023/24

- Increasing levels of antisocial behaviour, including verbal or physical assault to our frontline staff.

Looking ahead

In 2024/25 we will:

- review and enhancement of our emergency preparedness and response capabilities, ensuring staff are aware of and trained in our processes.
- continue alignment with ISO 45001, by developing standards, guidelines and templates to simplify health and safety, enabling integration into day-to-day activities.

Human Resources

We provide people-related activities and services that focus on ensuring our employees are informed, engaged and motivated so they can deliver for our community, now and in the future.

Highlights in 2023/24

- Recognised for our work by winning the Learning and Development (Large Organisation) Award at the 2024 HRNZ awards. This acknowledged the successful implementation of the leadership change programme, including the MyTeamPulse survey and Wired-Up tools, empowering teams to drive engagement and create the right culture.
- Piki Ake, our 12-month cadetship in partnership with the Ministry of Social Development, now in its second year. And successful introduction of Summer Internships. Both programmes supporting Tauranga youth through education and employment experiences.
- The implementation of the SAP SuccessFactors as our new Human Resources Information System (HRIS) is well in train.
- The development of a new Drug and Alcohol Policy, aimed to provide a drug and alcohol risk-free work environment. Achieved by proactively identifying and working with individuals who may pose a safety risk, to keep both themselves and others safe at work.

Challenges in 2023/24

- Maintaining a sustainable and cost-efficient workforce, while ensuring council have the capabilities and capacity as an organisation to deliver the scale and complexity of the projects covered in the LTP work programme.
- Maintaining a highly engaged workforce.

GROUPS OF ACTIVITIES

Looking ahead

In 2024/25 we will:

- continue to deliver enhancements to our HRIS digital environment, promoting efficiencies particularly in our recruitment and onboarding experiences and learning management system.
- continue to attract, develop, engage and retain our people to deliver for the people of Tauranga.

Property Management

Council holds land and buildings for a strategic future purpose or immediate benefit to the wider community. Property Management works with the community and other Asset Managers to make sure that we best utilise our assets to either generate revenue or provide a community benefit.

Highlights in 2023/24

- The Lease & Property Management team has increased revenue from our commercial property portfolio and has integrated the SAP financial software into its business practises, leading to more efficient transactions.

Challenges in 2023/24

- Two new initiatives – the proposed introduction of Licence to Occupy arrangements for hospitality businesses in Mount Maunganui, and the introduction of changes to council's user fees and charges for groups leasing reserve land has required careful balancing of outcomes and amendments to administrative processes.

Looking ahead

In 2024/25 we will:

- focus on further streamlining of financial and customer service processes and embedding expected changes to the leasing and licensing portfolio.

Strategy and Corporate Planning

A successful city balances social, cultural, economic and environmental wellbeing, alongside effective urban form and transport. The Strategy and Corporate Planning team supports the mayor and councillors and the organisation to make good decisions and ensures that council is future focussed and keeping up with the pace of change.

Highlights in 2023/24

- Adoption of the Our Direction strategic framework, including two new strategies (Tauranga Matauranui – Inclusive City Strategy, and Tauranga Taurikura – Environment Strategy) and nine new action and investment plans (including Tauranga's first Climate Plan).
- Adoption of the 2024-34 Long-term Plan, which continues to build upon the foundation laid in the previous plan, emphasising delivery and the completion of projects, as well as ensuring everyone is paying their fair share for the resources they use.

Challenges in 2023/24

- Accelerated timeframes for the development of the Long-term Plan due to the Commission's term ending in July 2024.

Looking ahead

In 2024/25 we will:

- assist with the transition back to democracy and the induction of the new elected members.
- develop the 2024/25 Annual Plan.
- execute a full programme of policy and bylaw reviews and upgrades.

GROUPS OF ACTIVITIES

SIGNIFICANT CAPITAL PROJECTS				
	2023/2024 Actual \$000's	2023/2024 Budget \$000's	2023/2024 Variance \$000's	Key Variance Explanations for 2024
Civic Rebuild programme	9,468	16,629	(7,161)	Construction of 90 Devonport Road continued throughout the year, with fitout starting in late 2023. The fitout will be spread across 2023/24 and 2024/25, with move in date end of April 2025. This has led to an underspend in 2023/24.
Digital Services Capital Programme	5,359	19,739	(14,380)	\$14.4m of capital spend was reclassified as operational cost due to evolving accounting standards for Software as a Service (SaaS) work and recorded accordingly. The programme is aligned and delivered based on business need and executive prioritisation.
Various land purchases	4,771	7,400	(2,629)	Strategic land purchases are dependent on suitable land and properties becoming available for purchase. A number of acquisitions were unable to be completed during the year.
Various land sales	(1,029)	0	(1,029)	Unbudgeted deposit for the sale of Vessel Works business (Marine Precinct).
Property Management Upgrades & Renewals	230	196	34	Unforeseen costs on residential renewals and the Cargo Shed project.

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SUPPORT SERVICES					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF OPERATING FUNDING					
General rates, Uniform Annual General Charges, Rates Penalties	(8,112)	(5,684)	(8,903)	(3,219)	Rates allocation greater than LTP budget due to higher costs than budgeted within Activities, particularly in relation to higher external borrowing costs compared to those assumed during the LTP.
Targeted Rates	649	1,628	948	(680)	Timing of Te Manawataki o Te Papa delivery differs to LTP, impacting on charging of related targeted rates.
Subsidies and grants for operating purposes	413	425	1,081	656	Unbudgeted grants received from central government in relation to water reforms.
Fees and charges	7,004	7,207	8,972	1,765	Higher returns on commercial properties and unbudgeted laboratory analysis fee income.
Internal charges and overheads recovered	94,968	104,927	113,261	8,334	Recovery of internal costs are above budget. This reflects higher costs of Support activities - refer below.
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	1,512	2,100	9,347	7,247	Higher interest income received from money market investments, due to rising interest rates and additional funds on deposit.
Total Sources of Operating Funding (A)	96,134	110,603	124,706	14,103	
APPLICATIONS OF OPERATING FUNDING					
Payments to Staff & Suppliers	49,893	53,292	76,837	23,545	Digital Services are now required to expense software as a service charges (previously capitalised), with \$17m of consultants costs being expensed. While these costs are reporting as operational for accounting purposes, they continue to be debt funded to spread the cost across the life of the product. Employee costs are also above budget due to recruitment of additional support staff.
Finance Costs	(9,319)	(6,804)	(3,973)	2,831	Finance costs primarily relate to the net interest in Corporate Treasury. This is the difference between interest paid on external debt and interest charged on internal debt to all other activities within council. Variance reflects lower than budgeted capital spend across council.
Internal Charges and Overheads applied	39,491	43,561	61,966	18,405	Internal charges include the elimination of internal debt within council. Overall the difference between finance costs and internal charges relating to internal debt net off, with the difference being external debt within the Treasury activity.
Other Operating Funding applications	1,200	1,200	2,300	1,100	Bad debt write offs and provision for costs associated with landslip affected properties.
Total Applications of Operating Funding (B)	81,265	91,249	137,130	45,881	
Surplus/(Deficit) of Operating Funding (A-B)	14,869	19,354	(12,424)	(31,778)	

GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT FOR 2023/24 - SUPPORT SERVICES					Key Variance Explanations for 2024
	2022/2023 LTP \$000's	2023/2024 LTP \$000's	2023/2024 Actual \$000's	2023/2024 Variance \$000's	
SOURCES OF CAPITAL FUNDING					
Subsidies and grants for capital expenditure	0	0	0	0	
Development and financial contributions	0	0	0	0	
Increase/(Decrease) in debt	19,186	27,859	55,046	27,187	Changes to the capital programme, particularly in digital services and property investment have required additional debt funding.
Gross Proceeds from the Sale of Assets	0	0	1,032	1,032	Unbudgeted asset sales.
Lump sum contributions	362	1,303	(98)	(1,401)	LTP included a government contribution for waters reform capex, which has not eventuated.
Other Dedicated Capital Funding	0	0	0	0	
Total Sources of Capital Funding (C)	19,548	29,162	55,980	26,818	
APPLICATION OF CAPITAL FUNDING					
Capital Expenditure					
- to meet additional demand	5,150	5,305	4,762	(543)	Strategic property acquisitions were below the LTP. These acquisitions are dependent on suitable properties becoming available.
- to improve level of service	17,267	27,837	22,131	(5,706)	LTP includes budget for a new civic administration building, which has not eventuated yet.
- to replace existing assets	3,324	3,552	(6,701)	(10,253)	Reclassifying historical project costs in Digital Services as either operational expenditure or level of service capital.
Increase/(Decrease) in reserves	8,676	11,822	23,364	11,542	Higher than budgeted debt levels as commented on above.
Increase/ (Decrease) of investments	0	0	0	0	
Total Applications of Capital Funding (D)	34,417	48,516	43,556	(4,960)	
Surplus/(Deficit) of Capital Funding (C-D)	(14,869)	(19,354)	12,424	31,778	
Funding Balance ((A-B)+(C-D))	0	0	0	0	



06

**Council Controlled
Organisations/Ngā whakahaere |
Raro | Te mana o te kaunihera**



Credit: Morgan Hide

Council-controlled organisations

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

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

Our CCOs include:

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

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

More information

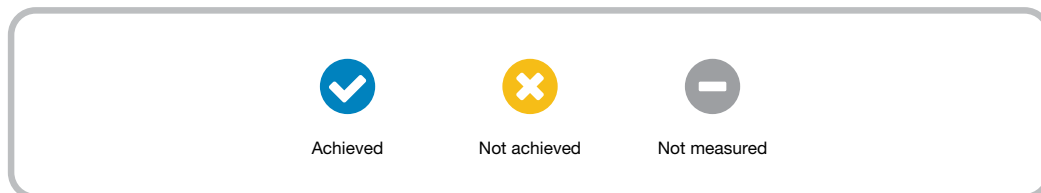
The CCOs' statements of intent and annual reports are available on their websites:

- www.bayvenues.co.nz
- www.artgallery.org.nz
- www.bayofplenty.co.nz
- <https://www.tauranga.govt.nz/council/working-with-organisations/council-controlled-organisations/te-manawataki-o-te-papa-charitable-trust>
- <https://www.tauranga.govt.nz/council/working-with-organisations/council-controlled-organisations/te-manawataki-o-te-papa-limited>
- www.lgfa.co.nz
- www.boplass.govt.nz

COUNCIL CONTROLLED ORGANISATIONS

Performance measures

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



Bay Venues Limited



What we do

Bay Venues is the kaitiaki of more than 20 community facilities – aquatic centres, indoor sport and fitness facilities, event venues, and community centres and halls.

Connecting the community through exceptional experiences is the driving force behind this council-controlled organisation that has the community at heart.

Bay Venues also has several commercial business units, which help keep entry to these public facilities affordable and accessible.

Highlights in 2023/24

- Hosted more than 2.2 million annual visits across 24 venues, with 60+ sporting and aquatic tournaments and 80+ significant events (with over 500 people).
- The performance of Tauranga junior and age group athletes and teams across a wide range of sports, both at a national and international level, is a sign of how many up-and-coming as well as established professional athletes we have in the city, training at our venues. This includes Paris 2024 Olympic athletes Hayden Wilde, Sam Tanner, Eva Morris, and members of the New Zealand Sevens teams, who train at the Adams Centre for High Performance.
- Diverse and inclusive activities and initiatives held in community centres and halls, as well as indoor sports and aquatic centres, continue to grow in both number and size, including 50+ cultural events and celebrations hosted this year.
- National and international sporting events and expos, as well as live music festivals and concerts, brought tens of thousands of people to Mercury Baypark and the city.
- A new ticketing partnership with Ticketek for Mercury Baypark, along with an increased venue capacity allowance for the Arena, presents exciting future event opportunities.
- Mount Hot Pools maintenance and renewals project completed on schedule, reopening in time for the busy summer holiday season.
- New Sustainability Action Plan prioritising initiatives in venues across the city to reduce waste and increase energy and water efficiency.
- Bespoke Customer Experience Programme developed and implemented across the organisation.
- Strong team culture with higher staff engagement scores and lower staff turnover. Registered for Mind the Gap to measure gender and ethnic pay equity.
- New learning and development opportunities for staff, including anti-social behaviour training for customer-facing staff.
- A refurbished office space at Mercury Baypark, enabling different teams to work collaboratively and efficiently.
- Improved internal systems and processes including new finance and human resources information systems.
- Tauranga City Council has agreed to facilitate the return of Bay Venues to a cash-flow break-even position from FY25 via increased operational funding in the Long-term Plan.












COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2024 Actual \$000's	2023 Actual \$000's
Revenue	27,300	25,282
Operating Expenditure	29,893	27,411
EBITDA	(2,593)	(2,129)
Total Surplus/Deficit	(4,633)	330
Tax benefit/Expense	0	(52)
Net surplus/(deficit) for year	(4,633)	278








INCOME DERIVED FROM COUNCIL		
	2024 Actual \$000's	2023 Actual \$000's
Operational grant	5,167	4,350
Debt servicing grant	1,316	1,619
Renewal funding grant	6,311	9,277
Total Council Derived Income	12,794	15,246

Note: These are draft unaudited financials

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Activity	Target	Status	Comments
Maximising Activity & Events	Host >2.0 million visits to our facilities	 Achieved	2.2 million visits to facilities in FY24.
	Host >75 significant events (500+ people)	 Achieved	83 significant events. With Zespri AIMS Games, HoopNation, NZ Festival of Squash, Armageddon Expo, Tauranga Home Show, and BOP Home Show reaching > 5000 people.
	Lead >10 diversity and inclusion initiatives	 Achieved	31 diversity and inclusion initiatives across our venues with 56 cultural events.
	Achieve a customer feedback rating >85%	 Achieved	Achieved 86% customer satisfaction rating. 9,376 customers surveyed, 25% response rate.
	No preventable serious harm incidents in our facilities	 Achieved	Zero preventable serious harm incidents. Focused remediation actions from previous years have successfully culminated in a clean record for this period.
	Key projects are completed	 Achieved	All key projects delivered.
Looking After Our Assets	No preventable unplanned facility closures	 Not achieved	Greerton pool closure for six hours. The pool closed alongside the spa for repair.
	Capital and renewals programme delivered on time and on budget.	 Achieved	Capital Programme delivered within 94% of budget for FY24. Timely delivery of capital programme with substantial load of key projects delivered against plan. Capitalised on the opportunity in current works to pull projects from FY25 to deliver for efficiency and cost optimisation in FY24.
	Establish three preventative maintenance initiatives.	 Achieved	A suite of preventative maintenance initiatives was successfully implemented within FY24. Three preventative measures include a roving quarterly assessment of the Arena roof to minimise leaks, a biannual access maintenance schedule across the Arena, and annual assessments by plumbers on all toilets and plumbing.
	Reduce energy consumption by >5%	 Achieved	Energy kWh consumption FY23 2,887,882 Energy kWh consumption FY24 2,528,340 12% less consumption year on year FY23-FY24 with an accumulative \$71k savings.
	Key projects are completed	 Achieved	All key projects delivered.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Activity	Target	Status	Comments
Leveraging our Capability	Achieve breakeven budgeted financial position or better.	 Not achieved	The pretax unadjusted EBITDA was (\$2,559m) however this includes abnormal expenses of Holiday Act Remediation provision \$0.19m and loss on capital disposals (\$0.033m). Adjusted EBITDA is therefore (\$2,412m). This indicates we will finish FY24 at \$237k or 11% behind budget.
	Explore new revenue generating initiatives.	 Achieved	We have initiated several new revenue generating initiatives during FY24, including confirmed new tenant for Baypark Pavilion 3 (Bay Roller Sports), advancing new partnership opportunities with the University of Waikato (naming rights and catering), and exploring management of the Mount Holiday Park (which did not go ahead).
	Deliver new shared service initiatives where it makes sense.	 Achieved	Regular engagements between functional teams have encouraged bilateral utilisation of resourcing in policies, templates, and shared services. Bay Venues offering TCC lead training and utilising TCC widely experienced consultants.
Building Our Capability	Achieve >70% team engagement.	 Achieved	73% Achieved. 5% above compared to the external benchmarks. 265 employees participated. Our people enjoy, are proud and would recommend Bay Venues as a great place to work. H&S personal responsibility was another area worth celebrating as 82% of our team feel they know how to keep themselves safe. This is a meaningful movement for an organisation of our size and a reflection of the hard mahi our teams at all levels have done over the last twelve months.
	Achieve <35% staff turnover	 Achieved	Rolling turnover reduction in both permanent and part time staff turnover from 41% to 34.4% in the last two years.
	Agree Memorandum of Understanding with two mana whenua	 Not achieved	Progress in foundational relationship principles is ongoing. Notable strides have been made in building these relationships and laying the foundations for these valuable understandings.
	Key projects are completed	 Not achieved	83% of key projects delivered.

COUNCIL CONTROLLED ORGANISATIONS

Challenges in 2023/24

- Our FY24 financial operating result has fallen behind budget because of the challenging economic environment, increased costs, and increased pressure on household discretionary income. This saw margins reduced in some areas of our business, particularly events and events-related business, such as catering. This is an industry-wide issue with some events downsized or cancelled. Despite attendance remaining high, we have also experienced people spending less at our aquatic facilities on add-on purchases. Significant efforts to reduce some of our controllable costs have been successful, but not enough to offset the drop in discretionary spending. There has also been increased investment across our venue network in additional security measures and maintenance.
- Increasing pressure for space within our existing facilities, especially during peak times, with little ability to accommodate new activities as the city continues to grow. While new planned facilities will provide some relief, these facilities will be replacing other end-of-life venues and will not meet the current overall shortfall and increasing demand.
- Many of our ageing venues require significant maintenance and renewals, including work to improve the earthquake resilience of key buildings at Mercury Baypark.
- Isolated anti-social behaviour incidents have increased across the venue network, impacting staff and customers.

Looking ahead

In 2024/25 we will:

- continue to work alongside Tauranga City Council to plan for future growth across the city. The design and delivery of several key facility projects will ramp up over the coming months, including the Cameron Road indoor sports and recreation centre, Memorial Park aquatic facility, and the Baypark Master Plan.
- work on other commercial partnership opportunities, including with the University of Waikato, after successfully renewing our partnership with Mercury for Baypark.
- decommission Queen Elizabeth Youth Centre (including Memorial Hall) and Tauriko Hall, which are in poor condition and end-of-life. QEYC, which is more than 50 years old, will be replaced by the Cameron Road indoor sports and recreation centre. Tauriko Hall, which was built in the late 1930s, will be replaced by a future community centre and library as part of the development of Tauriko West. We have worked with all regular users of the hall to find alternative locations. The demolition is timed to align with the SH29 Tauriko Enabling Works.
- closely monitor economic conditions and work proactively to manage any impact on financial results.
- continue to build relationships and connection with local iwi and hapū across the city to help foster collaboration and partnership.
- continue to work collaboratively with Tauranga City Council, the Ōtūmoetai community, as well as key user groups and stakeholders, to explore the current state of Ōtūmoetai Pool and options going forward.
- continue to deliver the Government's Ka Ora, Ka Ako | Healthy School Lunches programme in primary schools, with funding unchanged for the next two years (2025/26). However, programme savings targets might present challenges in future. We are continuing to build strong relationships with the Ministry of Education and other suppliers to proactively address future risks or opportunities.

COUNCIL CONTROLLED ORGANISATIONS

Tauranga Art Gallery Trust

tauranga art gallery
to tauranga

What we do

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

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

- With the opportunity of a redeveloped building to open, the Gallery invested in the development of a Visitor Experience Strategy. The outcome and accompanying plan is one that identifies key audiences, and informs how we can best serve and engage our visitors through their experience.
- Although we were working from a reduced site at our pop-up gallery, our Schools Education programmes was fully booked with over 4,000 children attending, most choosing to journey on the Art Bus funded by the Gallery.

Highlights in 2023/24

- Tauranga Art Gallery is proud to be a Te Manawataki o Te Papa partner. In 2024, the Gallery and Foundation, Tauranga City Council, and community trusts confirmed funding for a capital development project. This includes an extension onto Masonic Park, seismic strengthening and facilities upgrade. This project will be commenced and completed in 2024/25.
- Today engagement with art experiences is more than physical visitors through the door. This year saw a massive leap with digital analytics showing 100,000+ people watching online videos of artist talks and panel discussions.
- Tauranga Art Gallery completed a Māori Engagement Strategy that champions excellence for Māori artists and communities through casting a Te Ao Māori lens over programmes and strengthening cultural competency within the organisation. Funding has been received from a Lotteries Grants to implement the strategy and a new part-time role 'Kaitohutohu Toi Māori' will be appointed to lead this work programme.
- At a national level the Gallery has been shining with our touring exhibition Terminus by artists Jess Johnson and Simon Ward receiving 35,259 visitors on its final stop at Otago Museum. Then in May the Gallery presented Whakairo by Kereama Taepa at the Aotearoa Art Fair to over 10,000 art enthusiasts.

COUNCIL CONTROLLED ORGANISATIONS












FINANCIAL PERFORMANCE		
	2024 Actual \$000's	2023 Actual \$000's
Revenue	1,984	1,762
Expenditure	1,942	1,962
Net surplus/(deficit) for year	43	(200)

INCOME DERIVED FROM COUNCIL		
	2024 Actual \$000's	2023 Actual \$000's
Operational grant	1,255	1,325
Collection curation service contract	219*	0
Total Council Derived Income	1,474	1,325

* Note: this figure is the relocation grant to the pop up gallery on Devonport Road (due to the gallery closure for its redevelopment as part of TMOTP).

Note: These are draft unaudited financials



COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Objective	Strategies	Performance Target	Status
He Tauranga Auaha To be an anchor of innovation and creativity TAGT is a destination for both city visitors and residents, providing the opportunity for all to learn about and experience art	Deliver a diverse exhibition and events programme.	A high-quality programme with a minimum of 12 exhibitions and events is delivered that reflects the unique character and needs of Tauranga, inspires the Tauranga community, includes international representation, and integrates key objectives in the areas of innovation, diversity, community, environment.	 Achieved
		At least 35,000 visitors to the Gallery (2023-24).	 Not achieved
	Achieve a high level of customer satisfaction.	85% "highly satisfied/ positive" rating via our visitor survey and feedback received from schools and other participants of programmes and events.	 Achieved
	Deliver a range of education programmes and learning opportunities that meets the needs of our clients.	Education programmes are linked to the exhibition programme and align with the Te Whāriki(ECE) and the NZ Curriculum (primary secondary) curriculum focus areas and identified tertiary outcomes. Programmes are developed to meet the needs of our participants, with te reo and te ao Māori principles integrated within our programmes.	 Achieved
		A range of in-gallery, outreach and holiday programmes are delivered to a minimum of 7,500 students across Tauranga and the larger WBOP region. Continue to identify opportunities to expand our reach of programmes to schools/ kura.	 Not achieved
		Deliver a range of other learning opportunities for targeted groups and families / whānau – a minimum of 4 in 2023-24, and a minimum of 8 in 2024-25.	 Achieved
He Tauranga Matarau To be an anchor for diversity TAGT is inclusive and promotes partnerships with tangata whenua, values culture, and diversity and where people of all ages and backgrounds are included, feel safe, connected, and healthy.	Enhance our marketing and communication.	A marketing and communications strategy is developed that effectively promotes the Gallery's full range of activities. It will include brand alignment and options to develop technology and digital platforms to provide alternative art experiences to grow audiences and enabling greater access to the visual arts.	 Achieved
	Partner with mana whenua, and ensure strong engagement with Māori	Implement an engagement strategy that reflects Tikanga Māori, enabling us to build stronger relationships with mana whenua and enabling wider engagement with Māori.	 Achieved
	Partner with government agencies, councils, and other organisations.	Staff, and where appropriate trustees, work in collaboration with relevant government agencies, groups, and councils to share best practice and to align with other events held across the city, i.e., Tauranga Arts Festival, Jazz Festival.	 Achieved
He Tauranga Whaihua To be an anchor of enduring success. TAGT will pursue opportunities to secure funding and manage all funds with prudence and care with a commitment towards being financially sustainable.	Develop a greater awareness of our Social Return on Investment (SROI)	Our Social Return on Investment (SROI) impact is integrated into messages with stakeholders and Gallery supporters, leading to a better understand of our social and economic impact. Report findings to TCC as part of 2022-23 Annual Report.	 Achieved
		New measures and statistics are identified, in addition to ongoing visitor attendance and feedback surveys, to be reported back through the 2022-23 Annual Report.	 Achieved

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Objective	Strategies	Performance Target	Status
He Tauranga Whaihua To be an anchor of enduring success. TAGT will pursue opportunities to secure funding and manage all funds with prudence and care with a commitment towards being financially sustainable.	Implement prudent financial management processes.	Appropriate systems and controls are in place for the efficient financial management planning across all areas of the organisation.	 Achieved
		Our annual budget is monitored regularly, with current financial projections maintained to ensure gross revenue targets and forecasted expenditure is within budget.	 Achieved
		Generate 20% revenue from sources other than TCC (2022-23), building towards increasing our alternative revenue by a minimum of 20% (24% of overall operating budget) by 2024-25.	 Achieved
He Tauranga Haukaha To be an anchor of great shelter. He Tauranga Taiao To be anchor in environmental sustainability.	Involved in City Centre redevelopment project (Civic Precinct) discussions.	Evidence of collaboration with TCC management team on the development of the Civic Precinct.	 Achieved
		An Asset Management Plan is developed that includes a well-planned repairs and maintenance programme, renewals, and future CAPEX priorities.	 Achieved
	Gallery operates in an environmentally sustainable way.	Investigate ways of using resources better and reducing waste by recycling and/or reusing materials and monitoring power consumption. ArtBus provides environmentally sustainable means for education students to attend programmes.	 Achieved
		TAGT identifies targets in period, in work towards achieving a sustainability accreditation by 2024-25.	 Achieved
People and Organisational Culture			
He Tauranga Haumaru To be an anchor for development. TAGT will take all practical steps to ensure our people are valued, supported feel safe, connected, and healthy.	Health, safety, and well-being is a priority	All health, safety and well- being policies and procedures reviewed, and an internal review programme developed to ensure they are regularly monitored to meet statutory requirements.	 Achieved
	Implement best practice human resource management policies and processes	To improve the culture of the organisation, staff are engaged, increased in employee satisfaction, meeting statutory obligations, and reducing organisational risk.	 Achieved
		Annual staff survey to be undertaken, potentially in collaboration with council with a staff rating of 80% staff satisfaction achieved.	 Not conducted

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Objective	Strategies	Performance Target	Status
He Tauranga Haumaru To be an anchor for development. TAGT will take all practical steps to ensure our people are valued, supported feel safe, connected, and healthy	The board is providing best practice governance.	The board provides governance for the TAGT strategic direction. All Trustees have a clear understanding of their roles and actively seek professional development opportunities. Board will also exercise openness and transparency, publishing our SOI on our website and key strategic documents, policies and staff and board charters.	 Achieved
		TAGT board values align with Tauranga City Council's values.	 Achieved

Challenges in 2023/24

- With the closure of 108 Willow Street, Tauranga Art Gallery faced the challenge of remaining engaged with the community whilst operating a significantly reduced programme of exhibitions, education, and events.
- Fundraising was a challenge in a competitive regional and national environment, and during a cost-of-living crisis.
- Shifting dates for the reopening of 108 Willow Street impacted planning, work programmes and budget forecasting.

Looking ahead

In 2024/25 we will:

- undertake the Tauranga Art Gallery capital redevelopment project and seismic strengthening.
- implement the Māori Engagement and Visitor Experience strategies.
- fit-out, relocation and audit of the Gallery Art Collection.



COUNCIL CONTROLLED ORGANISATIONS



Tourism Bay of Plenty

What we do

We lead initiatives that drive the prosperity of our people and place through tourism.

The Western Bay of Plenty Tourism and Visitor Trust, trading as Tourism Bay of Plenty (TBOP), is jointly owned by Tauranga City Council and Western Bay of Plenty District Council. As a CCO, Tourism Bay of Plenty supports the community and environmental goals of both councils. Tourism Bay of Plenty has the lead role in ensuring the sustainable growth of the Western Bay of Plenty visitor economy and the management of the region as a visitor destination.

In FY June 2024, estimated Marketview visitor expenditure based on electronic card transactions only within Tauranga City Council boundaries equated to \$548M, with 85% of this being from domestic visitors, and the remaining 15% from international visitors.

Highlights in 2023/24

- Delivered two successful off-season domestic campaigns, as well as hosting international media familiarisation visits to highlight the region. The off-season domestic campaign from mid-June to mid-July 2023 was an integrated Matariki activation that included a cuisine guide, featuring key stories, events, and activations across Tauranga. This drew 9,000 plus website visits, almost 4,000 new subscribers for our marketing database, and over 6,500 guide downloads. The shoulder season campaign from 8 November to 12 December 2023 was a successful partnership with media agency Roady, which drove domestic fly and drive visitation of outdoor adventurers and surf and beach lovers. The campaign delivered over 600,000 video views across social media and more than 4,000 new Instagram followers. International media familiarisations saw a combined viewership reach of 89 million and an equivalent advertising value more than \$800,000.
- Facilitated a strong 2023/24 cruise season, which saw solid international visitation to Tauranga and the wider region. A total of 108 ships carrying an estimated 193,000 passengers visited Tauranga this past season. The iPORT (temporary iSITE) significantly enhanced the passenger arrival experience to Tauranga. Point of sale reports indicate that local activity, sightseeing, and tour operators experienced a significant uplift in sales as a result. The seasonal partnership is between TBOP, the Port of Tauranga and various local operators.
- Our culinary tourism platform, the showcase Flavours of Plenty Festival grew in popularity and strength winning both "Best Local Government Event" and "Best Lifestyle Event" at the 2023 NZ Event Awards. The Festival ran from 4-14 April 2024 and included 45 events over 11 days across the coastal Bay of Plenty region (an increase from 34 events held in 2023). The festival made \$164,000 in ticketing revenue, which went directly to more than 60 local hospitality businesses and event organisers. With over 2,000 attendees, 75% of local hospitality businesses indicated they reached new audiences, with the festival widely promoted across many media outlets, including Cuisine Magazine, Kia Ora Magazine, Stuff, NZ Herald, Dish Magazine and Uno Magazine – resulting in over 60 articles and an equivalent advertising value of \$1.5M.
- This year saw a significant focus in elevating Tauranga's cultural tourism. TBOP supported Māori operator collectives across cruise and trade, the co-development of a cultural storytelling and experiences app (Te Ara Whānui) in collaboration with Tauranga City Council, and the hosting of key global staff from Tourism New Zealand, in partnership with NZ Māori Tourism. Key projects included the Bay of Plenty inclusion in Native Nations - Tracing Indigenous Footsteps and Te Rere o Ōmanawa - Ōmanawa Falls Guided Experience in partnership with commercial operator Kaitiaki Adventures and local iwi Ngāti Hangarau.
- In June 2024, our industry leading sustainability programme reached a key milestone with 100 organisations completing the course. This programme encourages and teaches tourism, accommodation, hospitality, and event sector organisations to become more sustainable – environmentally, socially, culturally, and financially. Businesses learn how to monitor, report and reduce their carbon and waste footprints, whilst also reviewing business plans to build resilience, and participating in community and environmental initiatives. This programme also aligns with Tourism 2050, a national strategy developed by Tourism Industry Aotearoa.

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE









	2024 Actual \$000's	2023 Actual \$000's
Revenue	3,524	4,430
Expenditure	3,697	4,014
Net surplus/(deficit) for year	174	416

INCOME DERIVED FROM COUNCIL

	2024 Actual \$000's	2023 Actual \$000's
Operational grant	1,631	1,948
Service delivery contract	528	513
Total Council Derived Income	2,159	2,461

Note: These are draft unaudited financials

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES (EXTERNAL FOCUS AREAS)				
KPI Focus Area	Measure	Target by June 2024	Commentary	Status
Economic Wellbeing	Trends in visitor spending via electronic card transactions.	Monitored and reported on changes in visitor spend to YE June 2024 and used the information to set new benchmarks.	0.1% increase compared to YE June 2023.	 Achieved
Social Wellbeing	Resident's sentiment towards tourism. This is measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Percentage of residents who agree that tourism has a positive impact on the community: 60% for Tauranga against a target of 60%.	Research to be expanded for YE June 2025 to include more qualitative insights to inform priorities and areas of influence.	 Achieved
Cultural Wellbeing	Facilitation of programmes that elevate the Māori cultural proposition in the western bay region.	Incorporated Tauranga Moana cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP.	Also supported Māori operator collectives across cruise and trade, Native Nations, Ōmanawa Falls JV, and the hosting of key global staff from Tourism New Zealand, in partnership with NZ Māori Tourism.	 Achieved
Environmental Wellbeing	Number of industry focused environmental sustainability and regeneration initiatives facilitated or enabled by TBOP.	A total of 100 tourism or hospitality businesses completed The Green Room programme.	The Green Room is planned to continue for YE June 2025 with a focus on hospitality and key retailers linked to the visitor economy.	 Achieved
TBOP Organisation Wellbeing	Enhance TBOP's ability to achieve its goals through high staff engagement.	Employee satisfaction score of 93% against a target of ≥80%.	Regular staff engagement surveys to continue for YE June 2025.	 Achieved
Destination Management	Develop and share promotional and informative material on cycle trails and help to facilitate the development of a cycle trail network.	10,000 copies of the Western Bay of Plenty and Tauranga cycle trails booklet were printed and distributed.	Western Bay of Plenty and Tauranga cycle trails booklet to be updated, printed and distributed for YE June 2025.	 Achieved
	Provide opportunities for operators to train or upskill in key areas and gain Qualmark certification.	Supported four operators to become Qualmark certified against a target of three.	Tourism operators also supported with digital marketing training.	 Achieved
	Facilitate leads and bids for business events in the region.	Facilitated 24 leads or bids for business events against a target of 20 and won 8 against a target of 5.	Ongoing support continues with a focus on off-peak events to support visitation across the year.	 Achieved
Destination Marketing	Promote and facilitate the delivery of the Coastal Bay of Plenty region Flavours of Plenty Festival to draw visitors to the region.	Promotion of the Flavours of Plenty Festival resulted in 15% of ticketholders originating from outside the region against a target of ≥20%	81% of festival event tickets were sold. The total number of events was also up 32% to 45, with 81% of attendees signalling they will likely attend next year.	 Not achieved
	Develop and deliver marketing campaigns that incorporate all four DNA™ elements and reach the destination's target markets.	Delivered an updated domestic marketing campaign which incorporates the destination's DNA™ elements and is focused on the target markets.	Focused on social and other digital channels, taking a partnership approach to marketing, and media familiarisations to ensure value for money.	 Achieved

COUNCIL CONTROLLED ORGANISATIONS

Challenges in 2023/24

- Despite Marketview reporting Tauranga City's total estimated visitor expenditure from electronic card transactions being up by 0.1% for YE June 2024 compared to YE 2023, this was largely driven by international visitor expenditure compensating for a 2.2% decline in domestic visitor expenditure due to challenging economic conditions impacting disposable income.
- While the region had a particularly strong 2023/24 cruise season, the New Zealand cruise sector is facing several key challenges going forward, including significant operational cost escalations, increased port arrival charges, a complex NZ regulatory environment and rising geo-political tensions. While the impact of these challenges will be felt across the country in the 2024/25 season, the current challenge for TBOP is working with operators and other key stakeholders to navigate and plan for these potential changes to our local cruise market.
- International arrivals to New Zealand remain at 85% of pre-COVID levels. Crucial to supporting the sector's recovery and growth is the continuity and robustness of national and regional key tourism datasets. TBOP continues to work with our national bodies including Regional Tourism New Zealand, Tourism Industry Aotearoa and Tourism New Zealand to advocate for a sustainable funding model to support data for the sector.

Looking ahead

In 2024/25 we will:

- continue to focus on destination stewardship to better understand resident, business, and visitor sentiment towards tourism to inform priorities and associated actions. A key priority for our destination stewardship includes working closely with relevant operators to integrate our unique cultural proposition into their tourism offering and market to trade, targeting international visitors. Other priorities include improving wayfinding and storytelling initiatives for visitors via our digital kiosks, app and website.
- work further to assist with building capability and capacity of our operators and reinforcing the importance of implementing the relevant systems and pricing structures to work with inbound tour operators to drive international visitor growth. Added to this, Tourism New Zealand have diverted funds to focus primarily on promoting and growing off peak international visitation to support the government's goal of doubling the value of exports over the next 10 years. Tourism Bay of Plenty will work with all businesses involved with the visitor economy to align with this strategy and capitalise on the benefits of a strengthened year-round sector.
- focus on our social media channels as a key priority to drive greater engagement and awareness of our region. We will continue to refresh materials, including an updated cycle trails guide and a new visitor guide. We will also continue to promote major events, pursue relevant content partnerships with print magazines, and host media to ensure our marketing efforts utilise a variety of different channels and storytellers.
- collaborate with Tauranga City Council's Sustainability Innovation Fund to continue The Green Room | Te Rūma Kākāriki sustainability programme from July 2024 - June 2025, with a specific focus on retail and hospitality businesses across Tauranga and the inner city.

COUNCIL CONTROLLED ORGANISATIONS

Te Manawataki o Te Papa Charitable Trust

What we do

The Charitable Trust was established in October 2022 to own the land referred to as 'Site A' of the Te Manawataki o Te Papa civic precinct, following consultation with mana whenua partners and the community.

The CCO signifies a unique pathway forward in partnership with the Otamataha Trust, to help reconcile past events and restore mana to hapū and iwi. It means that together, we can move ahead with exciting plans for this area with certainty about how the land will be owned and used in the future, so that everyone in the community benefits.

Otamataha Trust represents mana whenua from Ngāi Tamarāwaho, Ngāti Tapu and Te Materāwaho – direct descendants of those who originally released the land to the Church Missionary Society in 1838.

Highlights in 2023/24

- The biggest highlight of the year has been the completion of the title amalgamation, transfer, and ground lease for 'Site A' of the civic precinct development – or the land between Hamilton Street, Willow Street, Wharf Street and Durham Street – to Te Manawataki o Te Papa Charitable Trust. This has formally recognised long-standing grievances associated with the site and provides certainty for how the land will be owned and used in the future, so that everyone in the community can benefit.
- Through regular meetings, we are developing close and collaborative relationships with Tauranga City Council, Te Manawataki o Te Papa Charitable Trust, and Te Manawataki o Te Papa Limited Board.








COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2024 Actual \$'000's	2023 Actual \$'000's
Revenue	0	0
Expenditure	0	0
Surplus/Deficit	0	0
Tax benefit/Expense	0	0
Net surplus/(deficit) for year	0	0

INCOME DERIVED FROM COUNCIL		
	2024 Actual \$'000's	2023 Actual \$'000's
Operational grant	0	0
Debt servicing grant	0	0
Renewal funding grant	0	0
Total Council Derived Income	0	0

Note: These are draft unaudited financials

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Activity	Target	Status	Result
Support and encourage the development of a vibrant civic precinct	Quarterly meetings with Te Manawataki o Te Papa Limited Board.	 Achieved	
Ensure that the project respects and reflects the significant history and importance of the area to mana whenua	Representative of Otamataha Trust to act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.	 Achieved	
Stakeholder relationships	Nurture respectful and open relationships in the best interest of the community and the city.	 Achieved	
Approach to governance	Otamataha Trust and Tauranga City Council both have the power, exercisable by deed, to appoint up to two persons as Trustees.	 Achieved	TCC's Commission Chair and Chief Executive were appointed to the CCO Board, along with two trustees from Otamataha Trust.
	Te Manawataki o Te Papa Charitable Trust will have Half-Yearly board meetings.	 Achieved	
Accounting policies	The CCO Charitable Trust will adopt accounting practices that comply with NZIFRS, the requirements of the Local Government Act (2002), and the Financial Reporting Act (1993).	 Achieved	
Financial reporting	Within three months after the end of each financial year, the CCO Charitable Trust will deliver audited financial statements in respect of that financial year.	 Achieved	

Challenges in 2023/24

- Nil

Looking ahead

In 2024/25 we will:

- continue to ensure that the Te Manawataki o Te Papa civic development project respects and reflects the significant history and importance of the area to mana whenua.

Te Manawataki o Te Papa Limited (TMoTPL)

What we do

TMoTPL was established in December 2022 and is council's CCO that is responsible for governing the effective delivery of a suite of projects across council, benefiting the whole community. It draws upon a wide range of industry and commercial expertise, with strong governance in place.

The suite of projects include:

- Te Manawataki o Te Papa civic precinct (the heartbeat of Te Papa) – including new facilities such as a library and community hub, museum, a civic whare (public meeting house), and an exhibition gallery,
- Redevelopment of the public realm and Waterfront,
- Memorial Park Aquatics and Recreation Hub,
- New indoor courts facility at 483 Cameron Road, and
- Fitout of 90 Devonport Road offices.

Highlights in 2023/24

- In January 2023, construction started on the 90 Devonport Road Civic Administration Building by contractor LT McGuinness. Construction of NZ's largest mass timber office building has progressed rapidly in the past year. Construction and fit out works are on-track to be complete for Tauranga City Council (council) to move into the building in Q1 2025 with the organisation finally under one roof in the City Centre. The building will achieve six-star Green Star and Gold WELL ratings to meet best practice sustainable design and build benchmarks. The project has been a shining example of excellence in partnership, innovation, and efficiency in construction.
- Work to complete the Tauranga Waterfront Masterplan began this year. The Tunks Reserve redevelopment was completed in December 2023 and the Beacon Wharf project completed in June 2024. An impressive amount of work is now being undertaken on the harbour margin between these two projects with the Strand North Park and Seawall, Masonic Park, Destination Playground, Strand South

Boardwalk and Rail Underpass set to be completed by Christmas. The successful installation of 100 living seawall pods to create a new coastal ecosystem on the Strand North Seawall has been celebrated as a New Zealand first.

- In July 2023, the Commission provided the final approval of the full Te Manawataki o Te Papa (TMoTP) programme to be delivered in a single stage. A comprehensive Business Case, Design and Cost Update and Financial Strategy were approved as the framework to delivering this transformational project. The project has been designed to instil a much-needed cultural heart within the city, reinvigorating the City Centre and leading a transformation that will have a legacy for the people of Tauranga. The Master Development Management Agreement was signed in November 2023, formalising Willis Bond's role as council's development partner in delivering the TMoTP project. Site work is now well underway with the tower crane in place to construct the Library and Community Hub.
- In December 2023, the Commission approved the Memorial Park Aquatic Centre redevelopment alongside the purchase and retrofit of 'The Warehouse' building at 483 Cameron Road for enhanced indoor court provision. The new centre will provide a much-needed state-of-the-art aquatic facility that caters for a wide range of users in an indoor and outdoor setting. The building purchase and retrofit of a new indoor court facility on Cameron Road will replace the Queen Elizabeth Youth Centre building on Memorial Park. The larger, enhanced, and fully accessible indoor courts facility will be complete in late.
- In May 2024 the legal process to finalise the transfer of the Site A land to the Te Manawataki o Te Papa Charitable Trust was finalised. The land transfer further cemented our special partnership with the Otamataha Trust in delivering Te Manawataki o Te Papa on the site and followed the signing of the Deed of Transfer in 2022 witnessed by Hon Jacinda Ardern. This historic moment was the first time there had been an effective change in control of the land since 1886.






COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2024 Actual \$000's	2023 Actual \$000's
Revenue	779	0
Expenditure	779	0
Surplus/Deficit	0	0
Net surplus/(deficit) for year	0	0






INCOME DERIVED FROM COUNCIL		
	2024 Actual \$000's	2023 Actual \$000's
Operational grant	779	0
Total Council Derived Income	779	0

Note: These are draft unaudited financials

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Activity	Target	Status	Result
Establish a health, safety, and wellbeing system to ensure all involved with the projects are kept safe and well	Comply with health, safety, and wellbeing system.	 Achieved	TMOTP Ltd Board receive monthly reports and dashboards which provide relevant data relating to health and safety issues. Bi-monthly due diligence inspections on two work sites are conducted by Directors. Training is provided to all relevant stakeholders on TCC's Contractor Management procedures.
Manage critical hazards effectively, with baseline lead and lag indicators monitored	Critical risk inspections are carried out on schedule and reported on, with no harm incidents reported in any phase.	 Achieved	TCC's Contractor Management procedures ensure critical hazards are managed effectively. All accidents/incidents are reported to the TMOTP Ltd Board monthly. Serious injuries are reported immediately after event with follow up close out reports.
Develop and maintain with TCC, Contractors and Consultants a comprehensive risk register	Total Recordable Incident Frequency Rate (TRIFR) less than 10.0 per 1,000,000 hours worked on the projects.	 Achieved	Comprehensive risk registers are maintained at both a programme and project level (including TRIFR as project appropriate) and are reviewed monthly with key stakeholders.
Delegations	Comply with delegations' hierarchy.	 Achieved	All delegation hierarchies complied with.
Recommend project delivery to Council	Recommend developed and detailed design for each project, along with relevant contracts.	 Achieved	All detailed designs signed off through formal steering groups and TMOTP Ltd Board, and progress on each project reported to Council.
Contract management and legal compliance	Provide oversight of all contracts, expenditure, and progress during all phases in 100% compliance with all standards.	 Achieved	Monthly project reports are presented to the TMOTP Ltd Board to provide oversight of project status.
Risk management and lessons learnt	Proactively manage risk through timely risk workshops and the Civic Development Assurance Group.	 Achieved	Project completion reports are reported to the TMOTP Ltd Board. A database of lessons learned is maintained and forms part of ongoing improvement of project management plans. Risk and assurance specialist participates in monthly risk workshops and reports findings to the Board.
Delivery on time and at expected quality	Ensure the programme is delivered within specification and agreed timelines. Any future deviations to be communicated to Council in a timely manner.	 Not measured	Delivery of programmes are ongoing and are regularly reviewed to ensure timelines are met and budgets not exceeded. Components of the programme are evaluated as part of the project completion reporting for each project.
Deliver the Programme on or below budget	Capital and whole of life costs optimised. Operational implications considered.	 Not measured	Ongoing evaluation of project estimated costs to completion versus budget with an emphasis on value engineering to ensure projects and programmes remain within budget prior to tendering.
Reporting and consultation	Report and discuss with Council any risk of budget being exceeded prior to any approval for increased budget.	 Achieved	Where, following value engineering, evaluation of projects identifies additional funding requirements to meet design standards and/or regulatory compliance, Council is reported to, and appropriate authorisation obtained.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES			
Activity	Target	Status	Result
Advocate efforts by council or other opportunities for third party funding	Third party funding opportunities advocated.	 Achieved	Several sources of external funding have been secured to date. The board have participated in and supported fund-raising activities.
Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of all major issues, project progress against PMP and opportunities for further enhancement	100% compliance with reporting requirements outlined in SIO and major issues are raised on a no surprise basis.	 Achieved	TMOTP Ltd Board has reported to the Council monthly and as requested.
Nurture respectful, collaborative, and open relationships in the best interests of the city	Ensure all stakeholders receive regular updates on progress of the programme	 Achieved	TMOTP Ltd Board engages regularly with mana whenua, the community, and other key stakeholders.
Cultural connection	Engage with mana whenua to ensure cultural narrative incorporated into design.	 Achieved	Cultural design and interpretation form a key part of the design process.
Clear sustainability standards developed for the Programme during the PCS and D&C phases	Monitor Programme sustainability outcomes on project delivery.	 Achieved	Current designs include sustainable design solutions to achieve Green Star accreditation.

Challenges in 2023/24

- Escalating construction costs and long lead times have created several challenges for the Te Manawataki O Te Papa Limited Board and project teams. With the significant and complex development programme, the Board has challenged the Civic Development team to find efficiencies and innovation in delivering projects along with a stringent value engineering process.
- Complex building consent challenges and many consent variations has presented a challenging environment from a programme management perspective. The Board has worked closely with development partners Willis Bond to ensure issues are front footed where possible and a focus on working together to find solutions has worked well thus far.
- The construction programme is entering a significant delivery period alongside an increasing private sector development in the city centre. Designing an efficient work programme that can be proficiently met by the market has required a strategic and innovative approach.

Looking ahead

In 2024/25 we will:

- complete the majority of the Tauranga waterfront projects by Christmas 2024. The final push to complete these projects and see them open to the public will signal a major milestone for the Board in delivering on their commitment to the public and breathing life into what has been a challenging construction environment.
- open the doors to the 90 Devonport Road building which will be a historic moment for council and see all the organisation's administrative staff housed under one roof for the first time since 2014.
- start to see the buildings of Te Manawataki o Te Papa taking shape in 2025, with ground works now well underway.
- redevelop 'The Warehouse' building at 483 Cameron Road, with the aim of delivering a fit-for-purpose facility later in 2024.

Local Government Funding Agency



What we do

The New Zealand Local Government Funding Agency (LGFA) is a Council-Controlled Organisation (CCO) operating under the Local Government Act 2002.

LGFA specialises in financing the New Zealand local government sector, the primary purpose being to provide more efficient financing costs and diversified financing sources for New Zealand local authorities and Council-Controlled Organisations. LGFA was established to raise debt on behalf of local authorities on terms that are more favourable to them than if they raised the debt directly.

Highlights in 2023/24

- **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.

Both 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.

15 out of 17 performance objectives were met and LGFA's achievements were recognised through numerous awards from KangaNews, INFINZ, Treasury Management International, and Environmental Finance.

- **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.

- **New products and increasing focus on sustainability**

A record NZ\$6.5 billion equivalent of bonds was issued over the financial year. A highlight 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. 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. Sustainable loans to councils and CCOs increased by \$2.3 billion and were 15.3% of total outstanding loans as at 30 June 2024.

LGFA have also published an inaugural Climate Related Disclosures (CRD) Report that sets out progress to date with incorporating climate related risks and opportunities across governance, strategy, and risk management functions.

- **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.

COUNCIL CONTROLLED ORGANISATIONS









FINANCIAL PERFORMANCE (BASED ON DRAFT)

	2024 Draft \$000's	2023 Actual \$000's
Revenue	1,215,612	764,950
Expenditure	1,205,562	762,445
Net surplus/(Deficit) for the year	10,050	2,505

PERFORMANCE MEASURES

Performance targets	Status	Result
Comply with the Shareholder Foundation Policies and the Board approved Treasury Policy at all times	 Achieved	No breaches
Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same rating agency	 Achieved	Our ratings remain equivalent to the New Zealand Government for both S&P Global Ratings and Fitch Ratings. Fitch Ratings affirmed our long-term Fitch Ratings affirmed our long-term domestic and foreign currency credit rating as AA+ in October 2023. S&P Global Ratings (S&P) affirmed our domestic currency credit rating at AAA and foreign currency rating at AA+ in February 2024
LGFA's total operating income for the period to June 2023 will be greater than \$12.2m	 Achieved	\$20.9 million at June 2024, excluding unrealised gains/losses on hedged foreign currency issuance.
LGFA's total operating expenditure for the period to June 2023 will be less than \$9.4m	 Not achieved	Operating expenses \$11.8 million at June 2024. The significant contributor was Approved Issuer Levy (AIL) payments totalling \$1.98 million (2023: \$0.56 million). The significant increase in AIL is due to our issuance of AUD bonds and USD Euro Commercial Paper (ECP).
Share of aggregate long term debt funding to the Local Government Sector will be greater than 80%	 Achieved	Share was 90% as at June 2024.
Total lending to participating borrowings will be greater than \$15,004m	 Achieved	Total lending to participating borrowers was \$20,549 million as at June 2024.
Conduct on annual survey of Participating Borrowers who borrow from LGFA as to the value added to the borrowing activities	 Achieved	93% satisfaction score in August 2023 Stakeholder Survey.
Successfully refinancing existing loans to councils and LGFA bond maturities as they fall due	 Achieved	100%
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements	 Achieved	100
Comply with the Health and Safety at Work Act 2015.	 Achieved	No breaches

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
Performance targets	Status	Result
Maintain Toitu Carbon Zero certification	 Achieved	Toitū Net Carbon-zero recertification approved in August 2024
Meet reduction targets outlines in our carbon reduction management plan	 Achieved	GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions from different gases. GHG emissions against targets are reported in the 2024 LGFA Climate-Related Disclosures, which are available on the LGFA website.
Increase our GSS lending book	  Not achieved Achieved	Target for GSS loans was not achieved (target was 2 new GSS loans with only 1 GSS loan undertaken) Target for CAL loans was achieved target was 3 borrowers approved for CAL and 4 were approved)
Ensure Annual report is prepared in compliance with applicable GRI standards	 N/A	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.
Meet all mandatory climate reporting standards	 Achieved	100%
Review each participating borrower's financial position	 Achieved	100%
Arrange to meet each participating borrower over a 15-month period, including meeting with elected officials as required, or if requested	 Achieved	100%

Looking ahead

In 2024/25:

- Working with councils as they navigate waters reform and the associated lending requirements
- Working with growth councils on bespoke borrowing limits.

COUNCIL CONTROLLED ORGANISATIONS

Bay of Plenty Local Authority Shared Services



What we do

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

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

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

Highlights in 2023/24

- The continued growth of the MahiTahi Local Government Collaboration Portal is now benefitting participating councils across the country. While initially a collaboration tool developed for BOPLASS councils, and then extended to other local authority shared services, the Portal has grown exponentially, allowing council staff to collaborate or share with their peers across the wider local government community, greatly reducing duplication of effort.
- BOPLASS has completed an important project to assist with the reduction of retail crime and youth offending across the Bay of Plenty region. Working in conjunction with NZ Police, BOPLASS managed a project to improve CCTV coverage and monitoring across key locations within the greater region. The project attracted \$1M of co-funding from the Ministry of Social Development, allowing councils to further expand and improve their CCTV cameras and monitoring services. The improved technology and infrastructure provide an opportunity for our councils to further assist with stopping or reducing crime, help with identifying perpetrators, and ultimately make our communities safer.
- One of the larger projects being undertaken by BOPLASS is the development of a Waste Operator Licencing and Data System as a shared service for all BOPLASS and Waikato councils. Last year saw the successful appointment of an information management services provider, appointed through a competitive joint procurement process. Aggregating the requirements across a large group of councils in a single tender resulted in receiving very competitive pricing and will provide a standard licencing system across all councils, reducing council resources required for the management of waste operators. Additionally, we now have several councils and council groups around the country wanting to participate in this inter-regional project.

COUNCIL CONTROLLED ORGANISATIONS

FINANCIAL PERFORMANCE		
	2024 Actual \$000's	2023 Actual \$000's
Revenue	2,507	1,927
Expenditure	2,481	1,951
Surplus/Deficit	26	(24)
Tax Benefit Expense/(Benefit)	0	0
Net surplus/(deficit) for year	27	(24)

INCOME DERIVED FROM COUNCIL		
	2024 Actual \$000's	2023 Actual \$000's
Operational contributions	348	314
Total Council Derived Income	348	314

Note: These are draft unaudited financials


COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
Performance Targets	Status	Comments
<p>Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.</p> <p>Manage and/or renegotiate existing contracts.</p> <p>Contracts are reviewed annually to test for market competitiveness.</p> <p>New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.</p>	 Achieved	<p>Contracts negotiated and/or renewed for:</p> <p>VertiGIS Studio – Contracts for Geocortex Essentials and Analytics were renewed as the newly rebranded product VertiGIS Studio. BOPLASS councils continue to benefit from the renewed collective contract through reduced pricing and collective training.</p> <p>Aerial Imagery – Two BOPLASS tenders were awarded to Aerial Surveys Ltd for rural orthophotography covering Taupō, Rotorua and Western Bay of Plenty regions, and urban imagery for the Gisborne region.</p> <p>The Tauranga City interim flying programme was awarded to Woolpert NZ Ltd, including specific requirements for the capture of high growth areas.</p> <p>Inter-Council Network (ICN) – Following the expiry of the initial 24-month agreement for ICN services with Kordia, BOPLASS renegotiated the agreement for a further 12 months, achieving a reduction in cost of approximately 19% for these services. The Kordia service covers the primary connectivity to the ICN for councils. Councils are currently investigating using the ICN for CCTV services between councils as part of the BOPLASS CCTV project.</p> <p>Zoom Video Conferencing Services (VC) – BOPLASS has managed a Zoom video conference service for councils for several years. This was renegotiated and renewed by BOPLASS this year on behalf of the councils. While Microsoft Teams appears to be becoming the primary VC platform for most councils' internal communications, many use Zoom for their councillors and governance teams.</p> <p>Health & Safety Management Software – BOPLASS renegotiated the collective contract with Damstra (ex-Vault) as H&S management software provider for the BOPLASS and Waikato councils.</p> <p>GIS software and services –</p> <ul style="list-style-type: none"> NZ Archaeological Association FME Software ESRI Enterprise Licensing Agreement <p><i>Contracts renegotiated and renewed – no alternative suppliers.</i></p> <p>My Everyday Wellbeing – BOPLASS renewed the agreement for the staff online wellbeing platform. Discounted pricing is provided to BOPLASS as a single entity, allowing all participating councils to benefit from the associated savings. Increased participation from MW LASS, Co-Lab and BOPLASS councils has resulted in further financial savings for the collective.</p> <p>Media Copyright Agency (MCA) – a collective contract providing savings for all BOPLASS councils has been renewed with MCA (originally PMCA) for councils' print and media copyright services.</p> <p><i>Sole NZ provider of print and media copyright services.</i></p> <p>Cyber Insurance – BOPLASS was able to facilitate the renewal of councils' cyber insurance policies on favourable terms with Berkshire Hathaway by working closely with councils to ensure all underwriter requirements were met and demonstrated through the collective approach.</p> <p><i>Cyber cover is an annual agreement that requires going to market every year.</i></p> <p>n3 – Collective purchasing group membership negotiated by BOPLASS. Councils achieve significant savings on membership costs and trade pricing through the group scheme. Agreement renewed for another year at same discounted rates.</p> <p><i>Sole NZ provider.</i></p> <p>Standards NZ – BOPLASS has renewed the agreement with Standards NZ for discounted access to the full Standards catalogue at significantly reduced pricing for all BOPLASS councils.</p> <p><i>No alternative provider in NZ.</i></p> <p>NAMS+ Subscription – BOPLASS renewed the collective NAMS+ agreement with discounted rates for BOPLASS councils.</p> <p><i>No alternative provider in NZ.</i></p> <p>IPWEA Membership – The Institute of Public Works Engineering Australasia (IPWEA) agreement was renewed in 2023 to provide a single BOPLASS portal to allow all constituent councils to access the full IPWEA online catalogue at heavily reduced pricing. The standards are used by all councils for a variety of engineering purposes. The collective agreement provides for unrestricted access for all councils at a significantly lower cost than under individual arrangements.</p> <p>GIS Training – BOPLASS coordinated specialised GIS training across the BOPLASS councils. Substantial savings were achieved through the collective training while also helping to bring all councils up to similar skill levels.</p>




COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
Performance Targets	Status	Comments
<p>Investigate new Joint Procurement initiatives for goods and services for BOPLASS councils.</p> <p>Procure from sources offering best value, service, continuity of supply and/or continued opportunities for integration.</p> <p>A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.</p>	 Achieved	<p>The new procurement initiatives which have been investigated during the year are as follows:</p> <p>Internal Audits – BOPLASS completed a review of councils' internal audit services requirements with the intention of undertaking a collective procurement process on behalf of BOPLASS councils. Through the procurement process, BOPLASS identified that the Ministry of Business Innovation and Employment (MBIE) has an All of Government (AoG) panel contract available to Local Authorities that covers most councils' requirements. BOPLASS recommended that councils consider the AoG Consultancy Services contract for the provision of internal audit services. Given the variations of councils' internal audit requirements, the diversity of the AoG panel and the ease of take up of the contract was suitable for most councils' requirements.</p> <p>Schedule of Values (SOVs) – Data Enhancement – BOPLASS has been investigating options for improving councils' SOVs. Accurate schedules are demanded by insurance underwriters and directly reflect on the premiums councils will be charged. They are also essential in avoiding potential exposure to shortfalls or losses at the time of an insurance claim. Working with our brokers, we have engaged Harmonic Analytics to develop a methodology to produce accurate SOVs. This project is being underwritten by Aon as a pilot for two councils. The project will save BOPLASS councils significant time, reduce costs, improve data quality, and reduce the likelihood of assets being missed off schedules.</p> <p>Above Ground Earthquake Loss Modelling – The existing BOPLASS Material Damage placement does not have an overarching loss limit, making it less attractive to underwriters. BOPLASS engaged Aon to undertake a high-level loss modelling exercise to determine and set appropriate loss limits for the region and for BOPLASS councils.</p> <p>Business Continuity Planning – BOPLASS councils are working together to further improve business interruption processes from a technology perspective. The catalyst for this work was the learnings from Cyclone Gabrielle, with this invaluable information shared within the IT Managers Group to assist all councils.</p> <p><i>Project still underway.</i></p> <p>Protected Disclosures – With many councils reviewing their Protected Disclosures policies and processes, BOPLASS is coordinating a workgroup to share information and help develop best practice.</p> <p><i>Project still underway.</i></p> <p>GIS Technical Advisory Group (GIS TAG) – GIS team leaders recognised the benefit in GIS technical staff establishing a forum to develop opportunities and share learnings at a practitioner level. In addition to sharing expertise and learnings, the technical group have investigated the development of further system commonality across councils. While common platforms support improved sharing opportunities and joint procurement of software, they also help enable councils to provide GIS support to each other in civil defence events.</p> <p>CCTV monitoring – BOPLASS secured \$1M co-funding from the Ministry of Social Development (MSD) to undertake crime prevention initiatives and programmes within the Bay of Plenty. BOPLASS councils identified the installation of CCTV cameras and monitoring services as a key initiative to help reduce retail crime and create safer communities. This project has been completed in conjunction with NZ Police, with improved CCTV cameras and monitoring achieved for all Bay of Plenty councils.</p> <p>Waste Operator and Licensing Data System – Information Management System – BOPLASS facilitated an extensive tender for an Information Management System (IMS), with Water Outlook appointed as the provider for the delivery of the IMS. Water Outlook provide existing water services to many BOPLASS and Waikato councils and their proposal allows for an extension of the existing software into waste services requirements.</p> <p>The single shared service provides standardisation across all regions, improved waste data, and savings through a centralised service. The project covers all BOPLASS and Co-Lab councils. However, strong interest has been expressed from councils outside the LASS councils with further growth expected with the established service.</p> <p>The project covers all BOPLASS and Co-Lab councils. However, strong interest has been expressed from councils outside the LASS councils, with further growth expected with the established service.</p> <p><i>Project is currently underway.</i></p> <p>Waste Operator and Licensing Data System (WOLDS) – Administration Services – BOPLASS is investigating options for the delivery of the Administration Service. The Administration Service will streamline and centralise waste operators, and significantly reduce much of the workload for councils while ensuring councils still retain control over the service.</p>

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
Performance Targets	Status	Comments
		<p>Infrastructure Insurance – Placements for BOPLASS councils' infrastructure insurance are only provided on a 12-month term and all placements need to be procured annually. This involves identifying and negotiating with alternative markets every year and often undertaking placements through new or different insurers. Negotiations for councils' infrastructure insurance were undertaken in late 2023 through direct engagement with the international markets and Lloyds syndicates. The size of the collective BOPLASS account allows us to undertake this direct engagement. Given the continued global increase in natural disaster events, underwriters remain very risk adverse and demanding in the level of data and information they require. Through providing up to date and accurate information, and being able to leverage off our established relationships, very good outcomes were achieved for all BOPLASS councils, in both insurance rates and the level of cover achieved. Insurers continue to demonstrate support for the BOPLASS programme; however, councils are encouraged to continue reviewing alternative risk transfer options.</p> <p>Media Monitoring Services – BOPLASS facilitated a secondary procurement process for media monitoring services and social listening services. Fuseworks were awarded the contract and appointed as Preferred Supplier to BOPLASS councils. The collective contract provides significant savings and a range of new services for all participants. Social listening services require specific tools for identifying and analysing online conversations to help better understand sentiments within council communities.</p>
<p>Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.</p> <p>BOPLASS to regularly engage with other LASS to identify and explore opportunities for further interregional collaboration.</p> <p>Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.</p>	 Achieved	<p>BOPLASS continues to work closely with MW LASS and Co-Lab with the LASS leads engaging regularly and formally meeting on a quarterly basis.</p> <p>Shared services projects being undertaken by other LASS have been offered to BOPLASS councils, with the board making a decision to utilise these opportunities to avoid any duplication of services where we can work with other LASS.</p> <p>Some of the shared service projects offered to BOPLASS councils include:</p> <ul style="list-style-type: none"> • Debt Management • Archives • Building Consent services • Health and Safety training. <p>BOPLASS is leading or managing, on behalf of other LASS:</p> <ul style="list-style-type: none"> • Waste Operator and Licensing Data System • H&S management system • Staff wellbeing portal • Regional contractor database • Rates collections • Inter-council secondments • Insurance Markets Joint Communications • Occupational Health Services. <p>Managing Conflict & Aggression – Addressing aggressive behaviour continues to be a challenge for councils and for the BOPLASS Health & Safety Advisory Group. Working in collaboration with Waikato councils and other Council-Controlled Organisations (CCOs) has allowed the group to share resources between regions ensuring best practice is shared and developed to the benefit of all parties.</p> <p>Motor vehicle monitoring – MW LASS identified four vehicle monitoring providers used across their LASS and extended an invitation for BOPLASS and Waikato councils to participate in presentations from these organisations.</p> <p>LGOIMA requests – BOPLASS councils have collaborated to draft appropriate responses to LGOIMA requests to reduce duplication of effort and ensure best practice is established and shared. This project is to be extended across the other two LASS and possibly more widely within local government.</p> <p>Health & Safety training – BOPLASS and Co-Lab have established aligned contracts with H&S trainers. To provide improved market leverage and ensure the best value is delivered to all councils, it was agreed to tender for service as a collective covering all BOPLASS and Co-Lab councils.</p> <p>Insurance Forum – BOPLASS hosted and coordinated an insurance forum to cover key insurance topics in local government. The forum was well attended by councils from throughout the upper and central North Island.</p> <p>Engagement with other LG collaborative groups – BOPLASS continues to offer support to other local government collaborative groups looking to leverage benefits from working collectively.</p>

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE MEASURES		
Performance Targets	Status	Comments
<p>Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.</p> <p>Increase usage of the Collaboration Portal by providing support and training material for new and existing users.</p> <p>Proactively market the benefits to councils.</p> <p>Number of active users to increase by 5% per year.</p>	 Achieved	<p>Collaborative projects continue to be added to the MahiTahi LG Collaboration Portal, along with several specific Teams or Channels established for confidential projects being run outside of the main Portal.</p> <p>Continued promotion of the MahiTahi LG Collaboration Portal has seen a 5% increase in registered users with numbers increasing from 485 to 507.</p> <p>On-boarding and training material has been developed for creating a smooth transition for any new members. The Te Uru Kahika hub (regional and unitary councils) has continued to grow and is hosted within the same environment as the MahiTahi Collaboration Portal.</p> <p>There are now over 2,800 users within the wider portal.</p>
<p>Communicate with each shareholding council at appropriate levels.</p> <p>Meeting with members of Executive Leadership Team.</p> <p>At least one meeting per year.</p>	 Achieved	<p>BOPLASS continues to regularly engage with our constituent councils, senior management, and shareholders to ensure opportunities continue to be developed to the benefit of all stakeholders.</p> <p>In addition, BOPLASS chairs and coordinates meetings and activities for specific council advisory groups that manage or lead new collaborative initiatives. These groups generally comprise of managers from each council.</p>
<p>Ensure current funding model is appropriate.</p> <p>Review BOPLASS expenditure and income and review council contributions and other sources of funding.</p> <p>Performance against budgets reviewed quarterly. Company remains financially viable.</p>	 Achieved	<p>The sources of BOPLASS funding and the viability of the funding model are regularly reviewed with financial reporting provided to the BOPLASS Board.</p> <p>Council contributions were levied with annual council contributions now CPI adjusted.</p> <p>Contributions were received from activities producing savings.</p> <p>An annual contribution from Co-Lab, MW LASS, Regional Software Holdings (RSHL) and BOPLASS councils is received for membership of the MahiTahi Local Government Collaboration Portal.</p> <p>Monthly and quarterly performance reviewed.</p> <p>Financial statements and budget variances reported and reviewed at Board meetings.</p> <p>Financial position year end 30 June 2024: \$26,504 surplus.</p>

COUNCIL CONTROLLED ORGANISATIONS

Challenges in 2023/24

- Securing full insurance cover for our councils was difficult in 2023/24 and remains challenging due to an unprecedented level of claims for both national and international natural disasters and catastrophes. Underwriters continue to be selective and are reliant on up-to-date and accurate information from their clients to better understand their risks. BOPLASS has consciously focused on proactively informing underwriters on how our councils actively manage their risks and their assets. This has been reflected in our competitive pricing but, more importantly, our direct engagement in the markets has meant we have been able to secure placements for all our councils' insurance. We expect the insurance markets to remain challenging and expensive.

Looking ahead

In 2024/25 we will:

- increase focus on the development of shared services. While BOPLASS will continue to develop joint procurement opportunities to ensure savings continue to be delivered to our constituent councils, the BOPLASS board is looking to lift the level of shared services activities across the region. A shortlist of shared services has been identified by the board and these will be investigated and/or developed in 2024/25.
- work with our councils to further develop a strategic approach to insurance. Continuing with the annual rolling of policies is no longer financially sustainable for councils. BOPLASS will be working with our councils to review alternative risk transfer mechanisms that can be used in conjunction with traditional insurance options.
- leverage the benefits of a large collective to develop improved strategies for managing conflict and aggression within council public areas. Aggressive behaviour continues to be a challenge for all councils. BOPLASS leads a collective Health & Safety Advisory Group, and this is a key project being undertaken by this group.



07

Financials/Pūrongo Pūtea



Credit: Photosport

Financials

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Introduction to financial section

The financial section contains the core financial information required by the Local Government Act 2002 and the Financial Reporting and Prudence Regulations 2014.

The section includes:

- Financial Prudence Benchmarks
- Rating Base Information
- Whole of Council Funding Impact Statement (FIS)
- Financial Statements
- Notes to the Financial Statements

The Financial Prudence Benchmarks are produced in accordance with the Financial Reporting and Prudence Regulations 2014. Their purpose is to disclose the council's financial performance in relation to various benchmarks that are also presented by other councils.

Rating Base Information explains the basis on which rates are set and trends over recent years.

The whole of Council Funding Impact Statement (FIS) is prepared in accordance with the Financial Reporting and Prudence Regulations 2014 and provides the full year results compared to budget and the prior year in a format that shows revenue and expenditure categorised as either operational or capital sources and applications of funds. Depreciation expense is excluded from operational application of funds. Under the Funding Impact Statement presentation, depreciation is included in the movement of reserves as a source of capital funding.

Following on from the whole of Council Funding Impact Statement, the **Tauranga City Council Group Financial Statements** are presented in accordance with the Local Government Act 2002, which also includes the requirement to prepare the accounts in accordance with New Zealand Generally Accepted Accounting Practice, and the new Public Benefit Entity requirements. **The Financial Statement of Comprehensive Revenue and Expense** presents operational and capital revenue and expenditure in a different format to the Funding Impact Statement. Operating expenditure includes depreciation and some non cash expenses such as provisions for doubtful debts.

Depreciation is a non cash operating expense which recognises the use of an asset over the year. Because over time assets will wear out and require replacement, depreciation of assets should be recognised as a cost of operation. Council does not always have to pay the full cost of replacement of assets so it does not fully fund (through rates and user fees and charges) the costs of depreciation e.g. for replacement of Road assets which are partially funded by Waka Kotahi NZ Transport Agency.

The Statement of Financial Position shows what Tauranga City Council owns (its assets) and what it owes (its liabilities) at the end of the financial year. This statement shows a snapshot of Tauranga's net worth (assets less liabilities) at a point in time.

This statement is supported by a **Statement of Movements in Equity** which shows how the net worth of the organisation has moved over the year, and a **Statement of Cashflows** which records the transactions of council for the year that have involved movements in cash and therefore explains the balance of cash at year end.

The notes to the accounts explain the items in the financial statements in more detail.

FINANCIALS

Financial prudence

Annual Report Disclosure Statement for the Year Ending 30 June 2024

The purpose of this statement is to disclose the council's financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities and general financial dealings. The council is required to include this statement in its annual report in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions used in this statement.

Base figures used in the benchmark calculations are attached in a table at the end of this section.

Rates Affordability Benchmarks

The council meets this benchmark if:

- Its actual rates income for the year equals or is less than each quantified limit on rates; and
- Its actual rates increases for the year equal, or are less than each quantified limit on rates increases.

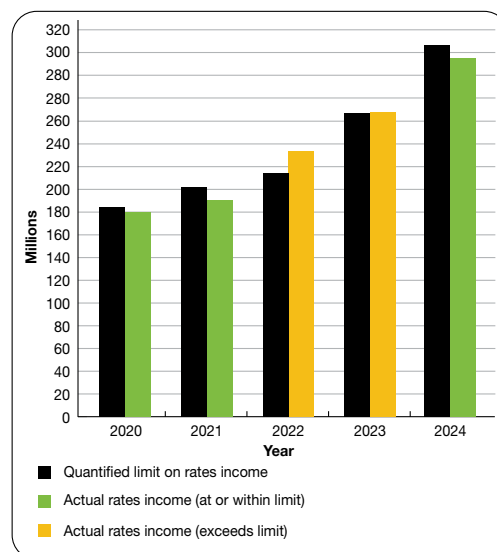
Rates Income Affordability Benchmark

Quantified Limit on Rates

The total rates requirement for each year of the Long-term Plan will be no more than shown in the adopted Long-term Plan for that year. The following graph compares Council's actual rates income with a quantified limit on rates contained in the financial strategy included in council's Long-term Plan.

2022 - actual rates have exceeded quantified limits due to the higher number of rateable properties and higher increase in rates per rateable property than budgeted.

2023 - actual rates have exceeded limits due to continued growth in the region, resulting in higher number of rateable properties and an increase in rates per rateable property.



FINANCIALS

Rates Increases Affordability Benchmark

Quantified Limit on Rates Increases

The quantified limit varies for each year. It is equal to the sum of:

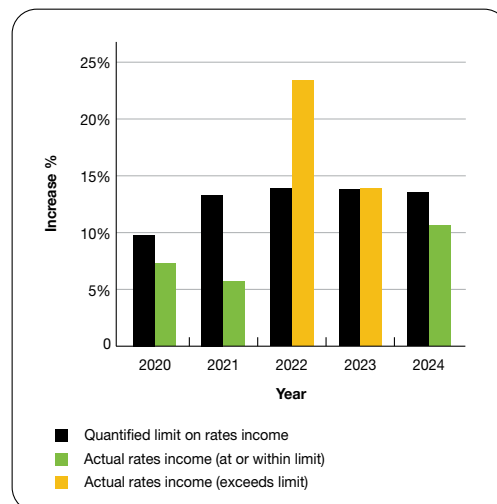
- the estimated percentage growth in the number of rateable properties in the city in the year to 30 June preceding the relevant rating year in question, and
- twelve percent.

The following graph compares the council's actual rates increases with a quantified limit on rates increases included in the financial strategy included in the council's Long-term Plan.

* Using the most recent consumer price index statistics, published by Statistics New Zealand, available at the time the draft and then the Long-term Plan is prepared.

2022 - rates increase exceeded quantified limits due to implementation of new targeted rates and funding increased level of service and new initiatives.

2023 - rates increase exceeded limits due to increased funding requirements.



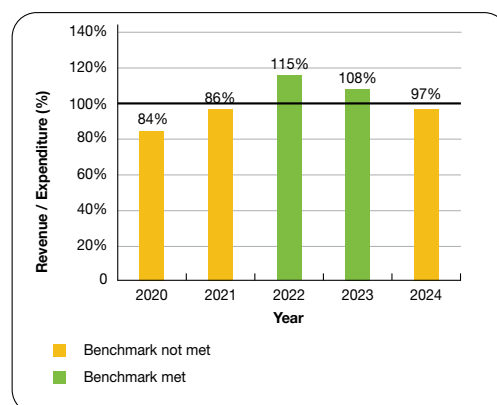
Balanced Budget Benchmark

The following graph shows the council's revenue (excluding development contributions, vested assets, gains on derivative financial instruments and revaluations of property plant and equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant and equipment). This benchmark is met if revenue equals or is greater than operating expenses.

2020 - Revenue was adversely impacted by lower subsidies and user fees and charges due to COVID-19. Expenditure includes significant asset write-off's and provision expense.

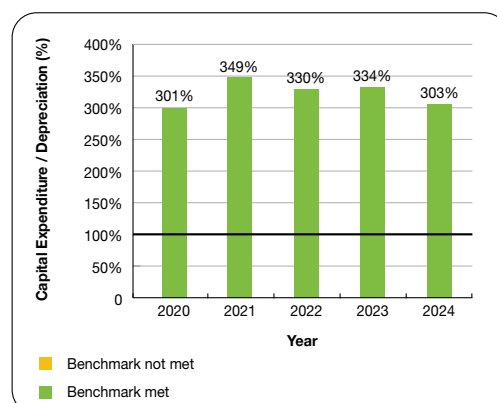
2021 - Expenditure includes significantly higher depreciation expense and operating costs, as well as a large provision expense.

2024 - Expenditure includes significantly higher depreciation expense and operating costs from inflationary pressures.



Essential Services Benchmark

The following graph shows the council's capital expenditure on network services as a proportion of depreciation on network services. The council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.



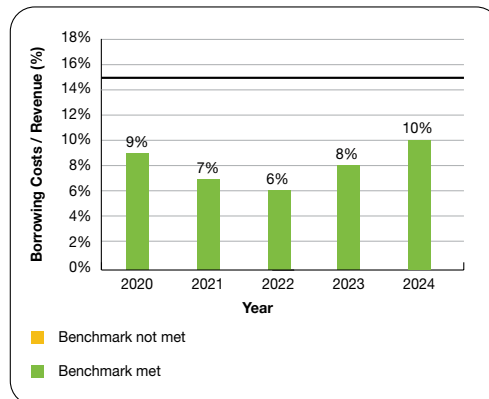
FINANCIALS

Debt Servicing Benchmark

The following graph compares council's borrowing costs as a proportion of revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant and equipment).

Revenue included in this calculation is rates, user fees, finance revenue, grants received on a regular basis (NZTA) and gains on financial instruments.

Because Statistics New Zealand projects the council's population will grow faster than the national population growth rate (as at 1/7/2013), it meets the debt servicing benchmark if its borrowing costs equal or are less than 15% of its revenue.

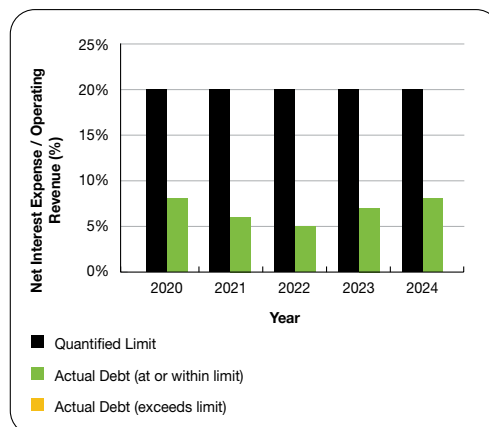


Debt Affordability Benchmark

The council meets the debt affordability benchmark if its actual borrowing is within each quantified limit on borrowing. Tauranga City Council has 3 quantified limits on borrowing.

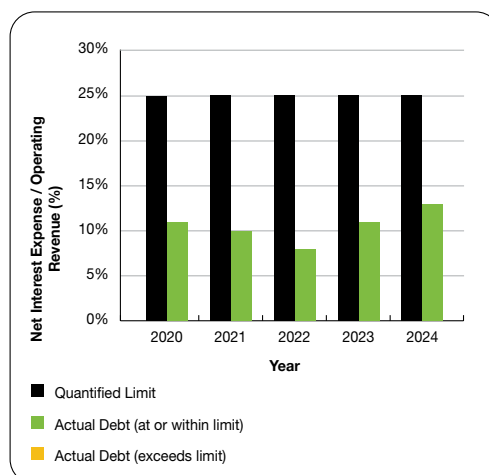
Net Interest Expense on External Debt as a Percentage of Operating Revenue

The following graph compares the council's actual borrowing with the first quantified limit on borrowing stated in the financial strategy included in the Council's Long-term Plan. The quantified limit is net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual operating revenue (excluding development contributions) will not exceed 20%.



Net Interest Expense on External Debt as a Percentage of Rates Revenue

The following graph compares the council's actual borrowing with the second quantified limit on borrowing stated in the financial strategy included in the Council's Long-term Plan. The quantified limit is net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual rates revenue will not exceed 25%.

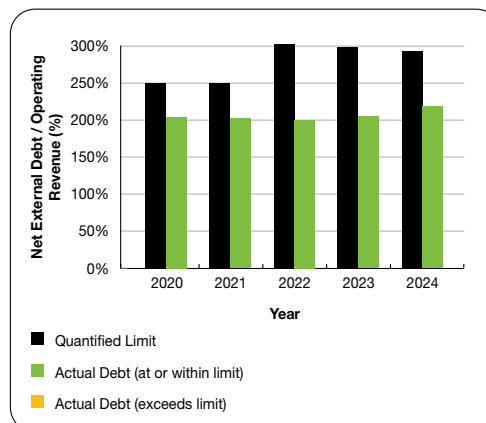


FINANCIALS

Net External Debt as a Percentage of Operating Revenue

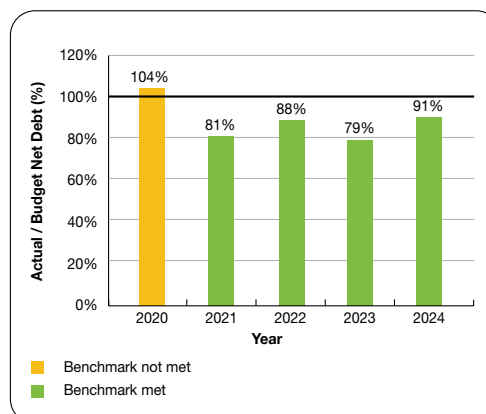
The following graph compares the council's actual borrowing with the third quantified limit on borrowing stated in the financial strategy included in the Council's Long-term Plan. The quantified limit is Net External debt as a percentage of annual operating revenue (excluding development contributions) will not exceed 300% (for the years 2019 to 2021 the limit was 250% and prior to 2019 the limit was 225%).

Council's capacity to borrow was extended by an increase in the New Zealand Local Government Funding Agency's (LGFA) net debt to revenue ratio limit from 250% to 300% for the 2020/21 and 2021/22 financial years, decreasing by 5% until a limit of 280% which will apply for and from the 2025/26 financial year.

**Debt Control Benchmark**

The following graph displays the council's actual debt as a proportion of planned net debt. In this statement net debt means financial liabilities less financial assets (excluding trade and other receivables). The council meets the debt control benchmark if its actual net debt equals or is less than its planned net debt.

2020 - Financial liabilities exceeded budgeted levels at 30 June 2020, primarily derivative financial instruments and creditors and other payables.

**Operations Control Benchmark**

This graph displays the council's actual net cash flow from operations as a proportion of its planned net cash flows from operations. The council meets the operations control benchmark if its actual net cash flow from operations equals or is greater than its planned net cash flow from operations.

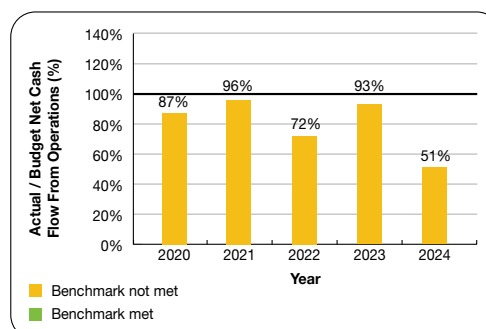
2020 - Operating cash flows were adversely affected by substantially lower subsidies and reduced user fees and charges due to COVID-19.

2021 - Operating cash flows were adversely affected by elevated payments to suppliers, due to the timing of payments.

2022 - Operating cash flows were adversely affected by lower subsidies and reduced user fees & charges due to COVID-19 Omicron restrictions during the year and elevated payments to suppliers.

2023 - Operating cash flows were adversely affected high inflation, council's user fees & charges are fixed early and suppliers have greater ability to adapt to current economic conditions, resulting in elevated payments.

2024 - Operating cash flows continue to be adversely affected by higher inflation than budgeted resulting in elevated payments to suppliers and employees. Interest rates remain high which generates higher interest revenue but the increase in interest revenue is not sufficient to offset the increase in interest expense, particularly with a higher borrowing level than budgeted. Grants revenue is also lower than budget due to cost pressures within NZ economy.



FINANCIALS

CALCULATIONS

	2020	2021	2022	2023	2024
RATES INCOME AFFORDABILITY \$000					
Annual Report Rates Income	179,605	189,802	234,259	266,800	295,016
Relevant Long-term Plan Rates Budget / Calculated limit *	183,751	203,492	216,184	266,608	305,221

* For 2021 - 2024 a specific numeric limit was not given in the Long-term Plan. In place of this a calculated limit was given, being prior years rates income, inflated by the current year rates limit increase.

RATES INCREASES AFFORDABILITY					
Rates Revenue Budget	156,577	182,979	201,489	230,774	245,686
Water by Meter Revenue Budget	22,711	24,399	32,789	38,143	42,101
Rates Revenue Actual	155,629	165,518	202,064	230,045	257,766
Water by Meter Revenue Actual	23,976	24,284	32,195	36,755	37,250
Rates Increase	7.3%	5.7%	23.4%	13.9%	10.6%
Rating Limit/ CPI increase *	7.5%	11.0%	12.0%	12.0%	12.0%
Growth	2.3%	2.3%	1.9%	1.8%	1.5%
Total Rates Increase Limit	9.8%	13.3%	13.9%	13.8%	13.5%

BALANCED BUDGET					
Operating Revenue	242,810	257,690	303,445	357,723	406,582
Plus: Capital subsidy revenue	11,784	22,126	39,843	93,498	85,557
Plus: Investment property revaluation gains	1,248	14,691	31,949	-	-
Plus: Other gains	2,301	1,118	1,830	7,305	2,620
Total Revenue	258,143	295,625	377,067	458,526	494,760
Operating Expenditure	257,682	271,304	308,693	403,840	491,700
Plus: Other losses	35,764	9,749	13,072	21,614	15,322
Plus: Provisions Expense	12,500	26,438	6,959	-	1,380
Total Expenditure **	305,946	307,491	328,724	425,454	508,402
Revenue/Expenditure	84%	96%	115%	108%	97%

ESSENTIAL SERVICES BENCHMARK					
Capital Expenditure					
Stormwater	10,142	7,305	9,795	16,359	21,608
Waste Water	19,824	13,951	43,035	38,492	38,723
Water Supply	55,425	68,825	56,204	34,632	23,734
Transportation	20,792	43,414	48,563	106,398	134,685
Capital Expenditure on Essential Services	106,183	133,495	157,597	195,881	218,750
Depreciation					
Stormwater	5,152	5,618	7,537	6,790	8,722
Waste Water	9,031	10,348	14,217	14,301	18,104
Water Supply	6,569	7,731	8,300	10,411	14,026
Transportation	14,505	14,585	17,730	27,176	31,455
Depreciation on Essential Services	35,258	38,282	47,784	58,678	72,307
Capital Expenditure as proportion of Depreciation	301%	349%	330%	334%	303%

DEBT SERVICING BENCHMARK					
Revenue	258,143	295,625	377,067	458,526	494,760
Borrowing costs	21,992	20,435	21,364	35,038	49,528
Borrowing Costs Revenue	9%	7%	6%	8%	10%
Limit	15%	15%	15%	15%	15%

** The Operating Surplus/(Deficit) using Financial Prudence amounts differs from that presented in other sections of this document due to the prescriptive nature of the legislation.

FINANCIALS

	2020	2021	2022	2023	2024
NET INTEREST EXPENSE ON EXTERNAL DEBT AS A PERCENTAGE OF OPERATING REVENUE					
Borrowing costs	21,992	20,435	21,364	35,038	49,528
Interest Revenue	2,504	1,426	1,834	6,819	10,112
Net Interest Expense	19,488	19,009	19,530	28,219	39,416
Revenue	258,143	295,625	377,067	458,526	494,760
Net Interest Expense/Revenue	8%	6%	5%	7%	8%
Quantified Limit	20%	20%	20%	20%	20%
NET INTEREST EXPENSE ON EXTERNAL DEBT AS A PERCENTAGE OF ANNUAL RATES REVENUE					
Borrowing costs	21,992	20,435	21,364	35,038	49,528
Interest Revenue	2,504	1,426	1,834	6,819	10,112
Net Interest Expense	19,488	19,009	19,530	28,219	39,416
Rates Revenue	179,605	189,802	234,259	266,800	295,017
Net Interest Expense/Rates Revenue	11%	10%	8%	11%	13%
Quantified Limit	25%	25%	25%	25%	25%
NET EXTERNAL DEBT AS A PERCENTAGE OF ANNUAL OPERATING REVENUE					
Actual Net External Debt					
Cash and Equivalents	14,774	39,835	19,987	80,538	84,662
Borrowings Current	54,079	66,012	56,054	56,065	116,065
Borrowings Non Current	485,620	569,361	715,199	892,339	1,054,514
Total Borrowings	539,699	635,373	771,253	948,404	1,170,579
Actual Net External Debt	524,925	595,538	751,266	867,866	1,085,915
Net External Debt/Revenue	203%	201%	199%	203%	219%
Quantified Limit	250%	250%	300%	295%	290%
DEBT CONTROL BENCHMARK					
Actual Net Debt					
Financial Assets (excluding debtors and other receivables)	65,503	104,693	128,840	198,804	185,764
Financial Liabilities	692,170	698,810	922,372	1,015,201	1,260,389
Actual Net Debt	626,667	594,117	793,532	816,397	1,074,624
Planned Net Debt					
Financial Assets (excluding debtors and other receivables)	23,393	23,399	36,900	38,280	39,716
Financial Liabilities	625,466	761,180	940,934	1,070,234	1,221,859
Planned Net Debt	602,073	737,781	904,034	1,031,954	1,182,143
Actual/Budget Percentage	104%	81%	88%	79%	91%
OPERATIONS CONTROL BENCHMARK					
Actual Cash flows	108,270	120,158	93,526	165,428	131,743
Planned Cash Flows	123,948	125,230	129,475	178,621	258,288
Actual/Budgeted Cash Flows	87%	96%	72%	93%	51%

FINANCIALS

Rating base information

Councils general rates are set based on capital value, with a residential/commercial differential of 1:2.1. The uniform annual general charge is set on each separately used or inhabited part of a rating unit. The uniform annual general charge and other rates set on a uniform basis are set at close to 10% of the total assessed rates. Targeted rates for resilience, stormwater and community is assessed on all rateable properties based on capital value with a commercial differential of 1:1.6. A targeted rate for transportation is assessed on all rateable properties based on capital value with a commercial differential of 5.2.

Council also set minor targeted rates for level of service in three subdivisions (The Lakes, Pāpāmoa Coast and Excelsa), and four Mainstreet targeted rates assessed on commercial properties

within each Mainstreet area. Council sets targeted rates for wastewater and water supply on properties that are, or can be, connected to the reticulation systems. Water targeted rates are predominantly based on a volumetric rate for each cubic metre of water consumed. Targeted waste rates are assessed on all residential properties who receive a small, standard or large kerbside collection for glass, food, recycling and general waste collection service. Targeted rates are also assessed on residential properties who have opted in to receive a 2 weekly or 4 weekly garden waste kerbside collection service.

All of the above are set and assessed under the Local Government (Rating) Act 2002.

TAURANGA CITY COUNCIL RATEPAYER DATA

	2019	2020	2021	2022	2023	2024
Number of rating Units	56,792	58,116	59,640	60,130	60,847	61,570
Total Capital Value (\$ Millions)	35,365	51,912	53,048	54,021	81,606	82,476
Total Land Value (\$ Millions)	17,254	28,552	28,848	29,098	51,917	52,207

FURTHER BREAKDOWN *

Residential Ratepayers

Residential rating Units	53,719	54,979	55,818	56,419	57,065	57,698
Residential rating units growth from previous year	2.3%	2.3%	1.5%	1.1%	1.2%	1.1%
Residential capital Value (\$ Millions)	28,535	42,807	43,619	44,407	67,758	68,434
Residential capital Value growth from previous year	2.9%	50.0%	0.0%	1.8%	52.6%	1.0%
Residential Category General Rates (\$million)		68.0	86.3	95.4	104.7	113.1

Commercial Ratepayers

Commercial rating Units	3,435	3,511	3,642	3,711	3,782	3,872
Commercial rating units growth from previous year	1.3%	2.2%	3.7%	1.9%	1.9%	2.3%
Commercial capital Value (\$ Millions)	6,830	9,104	9,429	9,614	13,847	14,042
Commercial capital Value growth from previous year	1.3%	33.3%	3.6%	2.0%	44.0%	1.4%
Commercial Category General Rates (\$million)		15.4	20.8	30.7	38.6	46.3

* Number of rating units for residential and commercial exceeds the total number of rating units because it includes primary and secondary rating units

Funding impact statement - whole of council

Tauranga City Council: Funding Impact Statement for Whole of Council for the year ended 30 June 2024

	2022/2023 AP \$000s	2022/2023 Actual \$000s	2023/2024 AP \$000s	2023/2024 Actual \$000s
SOURCES OF OPERATING FUNDING				
General Rates, Uniform Annual General Charges, Rates Penalties	155,269	158,025	174,564	175,379
Targeted Rates	114,614	108,773	116,198	119,637
Subsidies and Grants for Operating Purposes	7,931	22,617	36,585	35,631
Interest and Dividends from Investments	3,604	7,233	4,878	10,686
Fees and Charges	60,701	57,395	61,425	61,566
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	1,896	3,683	1,896	3,683
Total Sources of Operating Funding (A)	344,014	357,726	395,546	406,582
APPLICATIONS OF OPERATING FUNDING				
Payments to Staff and Suppliers	279,918	286,672	323,548	344,941
Finance Costs	31,060	35,037	43,513	49,527
Other Operating Funding Applications	1,222	(423)	1,222	2,355
Total Applications of Operating Funding (B)	312,200	321,286	368,283	396,823
Surplus/(Deficit) of Operating Funding (A-B)	31,814	36,440	27,263	9,759
SOURCES OF CAPITAL FUNDING				
Subsidies and Grants for Capital Expenditure	103,122	91,551	78,973	82,408
Development and Financial Contributions	34,993	44,758	37,471	22,655
Increase/(Decrease) in Debt	137,017	177,150	195,585	222,176
Gross Proceeds from the Sale of Assets *	50,268	16,534	2,021	17,842
Lump Sum Contributions	1,546	1,948	7,083	3,149
Other Dedicated Capital Funding	0	0	0	0
Total Sources of Capital Funding (C)	326,946	331,941	321,132	348,230
APPLICATION OF CAPITAL FUNDING				
Capital Expenditure				
- to meet additional demand	118,834	88,470	86,399	114,864
- to improve level of service	178,428	153,225	219,484	201,534
- to replace existing assets	64,569	57,501	56,987	49,870
Increase/(Decrease) in Reserves	(3,070)	69,185	(14,474)	(8,279)
Increase/(Decrease) of Investments *	0	0	0	0
Total Applications of Capital Funding (D)	358,760	368,381	348,396	357,989
Surplus/(Deficit) of Capital Funding (C-D)	(31,814)	(36,440)	(27,264)	(9,759)
Funding balance ((A-B)+(C-D))	0	0	0	0

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Reconciliation from surplus of operating funding to operating surplus

The following reconciliation bridges the difference between the funding impact statement and the statement of comprehensive revenue and expenditure.

Surplus of Operating Funding

Operating surplus items not included in operating funding:

- Depreciation and Amortisation Expense
- Vested Assets
- Net other gains/(losses)
- Development Contributions
- Grants, Subsidies and Other Capital Expenditure Contributions
- Other Revenue and Expense items

Operating surplus

2024 \$000	2023 \$000
9,759	36,440
(96,257)	(82,554)
19,897	24,353
(7,281)	(2,021)
22,655	44,758
85,557	93,498
(160)	(3)
34,170	114,471



Financial statements

Tauranga City Council: Statement of Comprehensive Revenue and Expenses for the year ended 30 June 2024

	Note	Council			Consolidated	
		Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Revenue						
Rates		295,016	290,762	267,756	294,871	267,341
Fees & Charges		64,024	62,098	59,045	84,371	77,948
Grants & Subsidies		36,856	37,808	23,690	36,948	23,836
Finance Revenue		10,686	4,878	7,232	9,453	6,326
Revenue from Operations		406,582	395,546	357,723	425,643	375,450
Asset Development Revenue						
Vested Assets		19,897	17,726	24,353	19,897	24,353
Development Contributions		22,655	37,471	44,758	22,655	44,758
Grants, Subsidies, and Other Capital Contributions		85,557	86,056	93,498	85,557	93,498
Total Asset Development Revenue		128,109	141,253	162,609	128,109	162,609
Total Revenue	2	534,691	536,799	520,332	553,752	538,059
Expenditure						
Depreciation and Amortisation expense	3	(96,257)	(80,034)	(82,554)	(103,319)	(88,721)
Personnel Expenses	4	(106,883)	(103,506)	(89,511)	(125,238)	(106,389)
Finance Expenses	5	(50,159)	(43,676)	(35,257)	(50,165)	(35,264)
Other Operating Expenses	6	(238,401)	(219,900)	(196,518)	(236,630)	(191,064)
Total Operating Expenditure		(491,700)	(447,116)	(403,840)	(515,352)	(421,438)
Other Expenditure						
Provisions Expense	25	(1,380)	(1,200)	-	(1,380)	-
Total Expenditure		(493,080)	(448,316)	(403,840)	(516,732)	(421,438)
Operating surplus/(deficit) before gains and losses		41,611	88,483	116,492	37,020	116,621
Net other gains/(losses)	7	(7,281)	1,436	(2,021)	(7,281)	(2,021)
Share of associate's surplus/(deficit)	15	(160)	-	-	(247)	208
Surplus before tax		34,170	89,919	114,471	29,492	114,808
Income tax expense	8	(1,242)	-	(1,410)	(7,972)	(1,462)
Surplus after tax		32,928	89,919	113,061	21,520	113,346
OTHER COMPREHENSIVE REVENUE AND (EXPENSES)						
Financial assets at fair value through other comprehensive income		7,529	-	-	7,529	-
Property, Plant & Equipment Revaluation Gain/(Loss)	31	277,629	224,100	513,332	299,438	509,750
Tax on Other Comprehensive Revenue		447	-	(4,771)	(5,688)	(4,315)
Total other comprehensive income		285,605	224,100	508,561	301,279	505,435
TOTAL COMPREHENSIVE INCOME		318,533	314,019	621,623	322,799	618,782

Explanation of major variances against budget are provided in note 32.

Summary of accounting policies and the accompanying notes form part of these financial statements.

FINANCIALS

Tauranga City Council: Statement of Financial Position as at 30 June 2024

		Council			Consolidated	
	Note	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
ASSETS						
CURRENT ASSETS						
Cash and Cash Equivalents	10	84,662	19,988	80,541	87,322	81,696
Debtors and Other Receivables	11	67,937	42,256	65,366	67,852	66,538
Inventories		1,390	725	1,107	1,872	1,577
Other Current Financial Assets	13	27,850	50,000	35,000	28,766	35,873
Non-Current Assets Held For Sale	14	7,882	65,548	17,990	7,882	17,990
Total Current Assets		189,721	178,518	200,004	193,694	203,674
NON CURRENT ASSETS						
Derivative Financial Instruments	12	6,965	3,966	8,616	6,965	8,616
Financial Assets:	13					
Investments - Other Entities		256	391	294	256	294
Investments - Council Controlled Organisations		154,467	118,597	133,131	34,670	20,126
Investments - Other Non Current Financial Assets		28,914	29,249	34,414	28,914	34,414
Investments in Associates	15	140	-	-	569	515
Investment Property	16	118,144	108,539	126,319	118,144	126,319
Intangible Assets	17	53,402	74,833	56,200	53,611	56,772
Forestry Assets	18	7,318	8,996	8,160	7,318	8,160
Property, Plant and Equipment	19	7,241,026	6,939,075	6,691,929	7,409,463	6,839,008
Te Manawataki o Te Papa Charitable Trust Land	20	18,436	-	-	18,436	-
Total Non Current Assets		7,629,068	7,283,647	7,059,063	7,678,346	7,094,225
TOTAL ASSETS		7,818,789	7,462,165	7,259,067	7,872,040	7,297,899
LIABILITIES						
CURRENT LIABILITIES						
Payables and Deferred Revenue	21	118,250	84,481	94,768	120,632	96,594
Deposits Held	21	10,255	11,480	11,827	10,279	11,849
Employee Entitlements	22	8,130	8,873	10,612	10,355	12,441
Revenue in Advance	23	619	4,618	3,886	1,314	5,049
Borrowings	24	116,065	175,888	56,065	117,065	57,065
Provisions	25	2,430	7,019	960	2,430	960
Derivative Financial Instruments	12	-	294	-	-	-
Total Current Liabilities		255,749	292,654	178,118	262,075	183,958
NON CURRENT LIABILITIES						
Deferred Tax Liability	9	13,090	-	12,290	34,429	20,773
Borrowings	24	1,054,514	944,474	892,339	1,054,514	892,339
Provisions	25	-	4	4	-	4
Derivative Financial Instruments	12	1,721	6,943	1,084	1,721	1,084
Other Non-Current Liabilities		-	6,109	-	-	-
Total Non Current Liabilities		1,069,325	957,529	905,717	1,090,664	914,200
TOTAL LIABILITIES		1,325,074	1,250,183	1,083,835	1,352,739	1,098,158
NET ASSETS		6,493,715	6,211,982	6,175,232	6,519,301	6,199,741
EQUITY						
Retained Earnings	31	1,693,315	1,762,251	1,632,515	1,667,900	1,611,157
Other reserves	31	4,800,400	4,449,729	4,542,717	4,851,401	4,588,584
TOTAL EQUITY		6,493,715	6,211,982	6,175,232	6,519,301	6,199,741

In accordance with the Local Government Act 2002 Schedule 10 Part 3(34), all statutory requirements in relation to the Annual Report have been complied with. Explanations of major variances against budget are provided in note 32.

Summary of accounting policies and the accompanying notes form part of these financial statements.

Mahé Drysdale
Mayor
29 October 2024

Marty Grenfell
Chief Executive
29 October 2024

Paul Davidson
Chief Financial Officer
29 October 2024

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Tauranga City Council: Statement of Movements in Equity for the year ended 30 June 2024

	Council			Consolidated	
	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
EQUITY AT END OF PRIOR YEAR	6,175,232	5,897,962	5,553,609	6,199,741	5,581,852
Total Comprehensive Revenue and Expenses	318,533	314,019	621,622	322,799	618,782
Other Movements	(50)	-	1	(3,239)	(892)
Movements in Equity for the Year	318,483	314,019	621,623	319,560	617,890
EQUITY AS AT 30 JUNE	6,493,715	6,211,982	6,175,232	6,519,301	6,199,741
COMPONENTS OF EQUITY					
Retained Earnings					
Reserves at Beginning of Year	1,632,515	1,646,727	1,521,430	1,611,157	1,500,330
Surplus/(Deficit) After Taxation for the Year	32,928	314,019	113,061	21,520	113,346
Net Transfers From Other Reserves	2,455	34,001	1,976	(29,706)	1,246
Other Adjustments	25,417	(232,497)	(3,952)	64,929	(3,765)
Retained Earnings at End of the Year	1,693,315	1,762,251	1,632,515	1,667,900	1,611,157
Restricted Reserves					
Reserves at Beginning of the Year	(278,769)	(308,839)	(259,889)	(283,325)	(259,156)
Net Transfer (to)/from Retained Earnings	(42,557)	(27,068)	(18,880)	(43,557)	(24,168)
Restricted Reserves at End of the Year	(321,326)	(335,907)	(278,769)	(326,882)	(283,324)
Restricted Reserves Consists of:					
Trusts	43	43	41	43	41
Other Restricted Reserves	3,029	3,428	3,141	(2,527)	(1,414)
Development Contributions	(324,398)	(339,378)	(281,951)	(324,398)	(281,951)
Restricted Reserves as at 30 June	(321,326)	(335,907)	(278,769)	(326,882)	(283,324)
Council Created Reserves					
Reserves at Beginning of the Year	132,931	108,301	112,074	133,864	108,449
Net Transfers from/(to) Retained Earnings	14,653	(6,933)	20,857	13,851	25,415
Council Created Reserves at End of Year	147,584	101,368	132,931	147,715	133,864
Council Created Reserves Consists of:					
Depreciation Reserves	150,544	127,887	161,099	150,675	161,832
Other Special Purpose Reserves	(2,960)	(26,519)	(28,168)	(2,960)	(27,968)
Council Created Reserves as at 30 June	147,584	101,368	132,931	147,715	133,864
Asset Revaluation Reserves					
Reserves at Beginning of the Year	4,688,555	4,451,774	4,179,994	4,738,044	4,232,229
Shareholding Revaluation Gains/(Losses)	7,529	-	-	7,529	-
Property, Plant and Equipment Revaluation Gains/(Losses)	278,076	232,496	513,332	299,438	509,750
Movements in Assets	(465)	-	-	(8,785)	380
Deferred Tax on Asset revaluations	447	-	(4,771)	(5,658)	(4,315)
Asset Revaluation Reserves at End of the Year	4,974,142	4,684,270	4,688,555	5,030,568	4,738,044
Asset Revaluation Reserves Consists of:					
Airport	17,046	-	17,046	17,046	17,046
Heritage	1,579	1,580	1,579	1,579	1,579
Distribution Systems	1,409,883	1,195,584	1,409,883	1,409,883	1,409,883
Library	1,550	334	1,550	1,550	1,550
Land, Building and Improvements	2,653,706	2,655,487	2,610,983	2,716,267	2,660,017
Te Manawataki o Te Papa Charitable Trust	2,334	-	-	2,334	-
Roading Network	897,948	844,376	665,376	897,432	665,376
Deferred Tax on Asset Revaluations	(17,432)	(13,090)	(17,861)	(23,052)	(17,407)
Shareholding	7,529	-	-	7,529	-
Asset Revaluation Reserves as at 30 June	4,974,142	4,684,270	4,688,555	5,030,568	4,738,044
EQUITY AT END OF THE YEAR	6,493,715	6,211,983	6,175,232	6,519,301	6,199,741

Explanations of major variances against budget are provided in note 32.

Summary of accounting policies and the accompanying notes form part of these financial statements.

* Comparative balances have been restated to reflect a correction of a prior period error. Refer to Basis of Reporting Section in note 1.

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Tauranga City Council: Statement of Cash Flows for the year ended 30 June 2024

	Council			Consolidated	
	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Cash flows from operating activities					
Receipts from Rates Revenue*	292,198	285,691	265,876	292,198	265,876
Grants and Subsidies Received	143,246	123,864	100,682	143,407	100,756
Development and Financial Contributions Received	22,655	37,471	44,713	19,226	44,713
Fees and Charges Received	67,423	62,098	53,658	89,197	70,180
Interest Received	10,111	4,342	6,818	10,177	6,843
Dividends Received	575	535	414	581	425
GST (net)	-	-	1,744	-	1,939
Cash Flows from Operating Activities	536,208	514,002	473,905	554,786	490,732
Payments to Suppliers	(230,250)	(213,509)	(190,007)	(226,266)	(186,297)
Payments to Employees	(109,365)	(103,256)	(87,279)	(127,317)	(103,455)
Interest Paid	(48,842)	(43,676)	(31,188)	(48,842)	(31,188)
GST (net)	(16,008)	-	-	(15,953)	-
Total Operating Cash Applied	(404,452)	(360,441)	(308,474)	(418,378)	320,940
Net cash flow from operating activities	26	131,743	165,431	136,408	169,792
Cash flows from investing activities					
Receipts from Sale of Property, Plant and Equipment	-	2,021	2	-	91
Receipts from Sale of Non Current Assets Held for sale	23,276	(2,881)	29,912	23,276	29,912
Receipts from Sale of Investments and Council Controlled Organisations Repayment of Borrowings	-	-	-	(1,070)	(930)
Cash flows from investing activities	23,276	(861)	29,914	22,206	29,073
Purchase of Property, Plant and Equipment	(366,349)	(343,224)	(280,770)	(375,770)	(291,685)
Purchase of Intangible Assets	(3,911)	(17,965)	(18,042)	(3,911)	(18,042)
Purchase of Other Investments	14,700	1,000	15,000	14,700	14,986
Investments in Council Controlled Organisations	(13,807)	-	(12,423)	(13,807)	(12,423)
Purchase of Investment Property	(1,234)	-	(13,620)	(1,234)	(13,620)
Total Investing Cash Applied	(370,601)	(360,189)	(309,855)	(380,022)	(320,784)
Net cash flow from investing activities	(347,325)	(361,049)	(279,941)	(357,816)	(291,711)
Cash flows from financing activities					
Proceeds from Borrowings	275,000	263,388	241,183	282,331	248,419
Repayment of Borrowings	(55,297)	(55,900)	(66,119)	(55,297)	(66,119)
Net Cash Flow from Financing Activities	26	219,703	175,064	227,034	182,300
NET INCREASE / (DECREASE) IN CASH, CASH EQUIVALENTS AND BANK OVERDRAFTS	4,121	-	60,554	5,626	60,381
Opening Cash, Cash Equivalents and Bank Overdrafts	80,541	19,988	19,987	81,696	21,315
CASH, CASH EQUIVALENTS, AND BANK OVERDRAFTS AT THE END OF THE YEAR	10	84,662	80,541	87,322	81,696

Basis of reporting

This section contains the significant accounting policies of the council and the group that relate to the financial statements as a whole.

Significant accounting policies are also included in the related note disclosures.

Signposts

Explanation headings



Accounting Policy



Critical Accounting Estimates, Assumptions and Judgements



Local Government Disclosures

Note 1: General accounting policies - for the year ended 30 June 2024

1.1 Reporting entity

Tauranga City Council is a territorial local authority established under the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant legislation governing the council's operations includes the Local Government Act 2002 and the Local Government (Rating) Act 2002.

The council's principal address is 21 Devonport Road Tauranga.

The Tauranga City Council Consolidated group consists of Tauranga City Council and its subsidiaries; Bay Venues Limited (100%); Tauranga Art Gallery (100%); Te Manawataki o Te Papa Charitable Trust (50%); Te Manawataki o Te Papa Limited (100%).

Tauranga City Council has 50% interest in Tourism Bay of Plenty which is treated as an investment in an associate, as per note 15.

All of Tauranga City Councils' subsidiaries are incorporated and domiciled in New Zealand.

The primary objective of Tauranga City Council and group is to provide local infrastructure, local public services and perform regulatory functions for the community. The Council does not operate to make a financial return. Accordingly, Tauranga City Council has designated itself and the group as Public Benefit Entities (PBE's) for financial reporting purposes.

The council authorises the Chief Executive to make necessary minor presentation or typographical amendments to the financial statements after their issue.

The Financial Statements of Tauranga City Council and group are for the year ended 30 June 2024. The Financial Statements were authorised for issue by Tauranga City Council on 29 October 2024.

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1.2 Basis of preparation

The financial statements have been prepared on the going concern basis and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of Tauranga City Council and group have been prepared in accordance with the requirements of the Local Government Act 2002 and the Local Government (Financial Reporting and Prudence) Regulations 2014 which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements and service performance information have been prepared in accordance with Tier 1 Public Benefit Entity (PBE) accounting standards.

The council and management of Tauranga City Council confirm that all statutory requirements. In relation to this annual report have been met including those outlined in the Local Government Act 2002, and the local Government (Financial Reporting and Prudence) Regulations 2014.

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000), unless otherwise stated.

Foreign currency transactions

Foreign currency transactions are converted into NZ\$ using the exchange rates prevailing at the dates of the transactions. Foreign monetary assets and liabilities held at year end are also converted into NZ\$'s. Foreign exchange gains and losses from these activities are recognised in the surplus or deficit.

Goods and Services Tax

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables, which are presented on a GST inclusive basis. When GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

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

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by Tauranga City Council in its 2023/24 Annual Plan. The budget figures have been prepared in accordance with GAAP, using accounting policies that are consistent with those adopted by the council in preparing these financial statements.

Cost allocation

The cost of service for each significant activity of the council has been derived using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers and floor area.

Changes in accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and there have been no changes in accounting policies.

Council has revised its presentation to improve usefulness and relevance of information presented. Accounting policies remain unchanged from prior year.

Significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Standards issued and not yet effective and not early adopted

Standards and amendments, issued but not yet effective that have not been early adopted, and which are relevant to the council and group are:

- **2023 Omnibus Amendments to PBE Standards**

Applies for annual periods beginning on or after 1 January 2024, with early adoption permitted.

This Standard amends the following: PBE IPSAS 16 Investment Property, PBE IPSAS 30 Financial Instruments: Disclosures, PBE IPSAS 13 Leases, PBE IPSAS 21 Impairment of Non Cash Generating Assets, PBE IPSAS 26 Impairment of Cash Generating Assets, PBE IPSAS 22 Disclosure of Information about the General Government Sector, PBE FRS 47 First time Adoption of PBE Standards, PBE IPSAS 41 Financial

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Instruments, PBE IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets, PBE IPSAS 17 Property, Plant and Equipment, PBE IPSAS 5 Borrowing Costs, PBE IAS 12 Income Taxes, and PBE IPSAS 27 Agriculture.

Adoption of this standard will not result in any significant impact on the council and group financial statements. The council will not early adopt these amendments.

No new standards or amendments requiring council adoption.

Critical accounting estimates, and assumptions

In preparing these financial statements Tauranga City Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. This applies to the following notes:

Note 13 - Other Financial Assets

Note 16 - Investment Property

Note 19 - Property, Plant and Equipment

Note 25 - Provisions

Other Matters

The water services legislation (namely the Water Services Entities Act 2022, the Water Services Legislation Act 2023 and the Water Services Economic Efficiency and Consumer Protection Act 2023), was repealed on 17 February 2024. The Government has recently enacted the Local Government (Water Services Preliminary Arrangements) Act 2024. The new legislation requires Council to deliver a Water Services Delivery Plan (WSDP) to the Secretary for Local Government by 3 September 2025. The plan must include the anticipated or proposed model or arrangements and implementation plan for delivering water services. Council will not know what the model or arrangements are likely to be until the WSDP is approved by the Secretary. The new legislation has not had an impact on the 30 June 2024 financial statements or performance information.

1.3 BASIS OF CONSOLIDATION

The consolidated financial statements are prepared by adding together like items of assets, liabilities, equity, revenue, and expenses of entities in the group on a line by line basis. All intragroup balances, transactions, revenues and expenses are eliminated on consolidation.

The consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. The consolidation of an entity begins from the date when the council obtains control of the entity and ceases when the council loses control of the entity.

Control over an entity is determined when the council has exposure, or rights, to variable benefits from its involvement with the entity and has the ability to affect the nature or amount of those benefits through its power over the other entity. The council considers all relevant facts and circumstances in assessing whether it has power over another entity.

For example, the ability to appoint or remove most of the entity's governance and management, binding arrangements the council enters into, group voting rights, and pre determination mechanisms. The council reassesses whether or not it controls another entity if facts and circumstances change.

The accounting policies of controlled entities are consistent with the policies adopted by the controlling entity, or if not, adjustments are made to the consolidated financial statements to bring alignment of subsidiaries with the group's accounting policies. All intra group balances, transactions, income, expenses, and cash flows relating to transactions between members of the group are eliminated in full on consolidation.

SUBSIDIARIES

Tauranga City Council consolidates in the group financial statements all entities where Tauranga City Council has the capacity to control their financing and operating policies to obtain benefits from the activities of the subsidiary. This power exists where Tauranga City Council controls the majority voting power on the governing body or where such policies have been irreversibly predetermined by Tauranga City Council or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

Tauranga City Councils' investments in its subsidiaries are carried at cost in Tauranga City Councils' own "parent entity" financial statements.

ASSOCIATE

An associate is an entity over which the Tauranga City Council has significant influence and is neither a subsidiary nor an interest in a joint venture. Refer to note 15.

INVESTMENT

Tauranga City Council also has an 11.11% interest in Bay of Plenty Local Authority Shared Service (BOPLASS), a company set up by nine local authorities in the Bay of Plenty region. This is not consolidated but is accounted for as investments by Tauranga City Council. Refer to note 13.

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Operating notes

Note 2: Revenue

Accounting policy

The Tauranga City Council Group (the group) and Tauranga City Council (the council) receive their revenue from exchange and non exchange transactions.

Exchange transaction revenue arises when the council and the group provide goods and services to a third party and receives approximately equal value in return that is directly related to those goods and services. Non exchange transaction revenue arises when the council and the group receive value from another party without having to provide goods or services of equal value directly. Non exchange revenue comprises rates and transfer revenue. Transfer revenue includes grants, subsidies and fees and user charges derived from activities that are partially funded by rates.

The group and the council's significant items of revenue are recognised and measured as follows:

Type	Recognition and Measurement
Rates	<p>General rates, targeted rates (excluding water by meter) and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The council considers the effect of payment of rates by instalments is not enough to require discounting of rates receivables and subsequent recognition of interest revenue.</p> <p>Revenue arising from late payment penalties is recognised when rates become overdue.</p> <p>Rates remissions are recognised as a reduction of rates revenue when the council has received an application that satisfies its Rates Remission Policy. Tauranga City Council's rates remission policy allows rates to be remitted on condition of a ratepayer's extreme financial hardship, land used for sport and land protected for historical, cultural or other charitable purposes.</p> <p>Revenue from water by meter rates is recognised on an accrual basis. Revenue is based on the actual usage as a result of meter reading. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.</p> <p>Non Rateable Land</p> <p>Under the Local Government (Rating) Act 2002, certain properties cannot be rated for general rates. These properties include schools, places of religious worship, public gardens and reserves, and unused Māori freehold land. These non rateable properties may be subject to targeted rates in respect of sewerage, water, refuse, and sanitation. The non rating of non rateable land does not constitute a remission under the council's rates remission policy.</p>



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Type	Recognition and Measurement
Grants and Subsidies	<p>Grants and subsidies are recognised when they become receivable unless there is an obligation in substance to return the funds if conditions of the grants and subsidies are not met. If there is such an obligation, the grants and subsidies are initially recorded in the statement of financial position when received at fair value as grants and subsidies received in advance. As the conditions are satisfied, the carrying amount of the liability is reduced and an equal amount is recognised as revenue.</p> <p>Waka Kotahi NZ Transport Agency (NZTA) - Roadway Capital Subsidies</p> <p>Council received funding assistance from NZTA. These grants are reimbursements that subsidise part of the costs of capital expenditure on the local roadway infrastructure. The subsidies are recognised as revenue when conditions pertaining to eligible expenditure have been fulfilled.</p> <p>Waka Kotahi NZ Transport Agency (NZTA) - Roadway Operating Subsidies</p> <p>Council received funding assistance from NZTA. These grants are reimbursements that subsidise part of the costs of maintenance on the local roadway infrastructure. These works mainly relate to traffic signals and streetlights on state highways. Neither the costs nor recoveries related to this work are included in the surplus or deficit (except for an administration fee). The subsidies are recognised as revenue when conditions pertaining to eligible expenditure have been fulfilled.</p> <p>Operational Grants</p> <p>Operational grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if the conditions of the grant are not met. If there is such a condition, the grants or subsidies are initially recorded as grants received in advance and recognised as revenue when the condition of the grant is satisfied.</p> <p>Other Grants Received</p> <p>Government grants and other grants are recognised as revenue when any conditions relating to eligible expenditure have been fulfilled.</p> <p>Crown Infrastructure Partner (CIP) supports infrastructure development through the implementation of alternative financing models, such as the Infrastructure Funding and Financing Act (IFF).</p>
Development Contributions	<p>Development Contributions relate to the revenue received from developers towards various infrastructure projects. Development and financial contributions are recognised as revenue when Tauranga City Council provides, or can provide, the service for which the contribution was charged. In cases where contributions are collected in advance to fund a service that is not currently provided in an area, the contribution is initially recognised as revenue in advance.</p>
Vested Assets	<p>For assets received for no or nominal consideration, the asset is recognised when the council obtains control of the asset. The fair value of the asset is determined by reference to the cost of constructing the asset at the time, and recognised as revenue, unless there is a use or return condition attached to the asset.</p>
Interest Revenue	<p>Interest revenue is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest rates.</p>
Dividend Revenue	<p>Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre acquisition surpluses, the dividend is deducted from the cost of the investment.</p>

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Type	Recognition and Measurement
Other Fees and Charges	User fees and charges are recognised based on actual services provided. Any fees and charges received in advance are recognised as unearned income in Deferred Revenue. Entrance fees are charged to users of the council's local facilities, such as pools and the Tauranga Art Gallery. Revenue from entrance fees is recognised upon entry to such facilities.
Infringement Fees and Fines	Infringement fees and fines mostly relate to traffic and parking infringements and are recognised when the infringement notice is issued, factoring in the probability of collection. Fifty percent of warrant and registration fines are payable to central government. These are recognised as a liability until payment is made to central government.
Property Revenue	Rental property lease revenue is recognised on a straight line basis over the term of the lease.
Consents, Licenses and Permits	Revenue from the rendering of services (e.g. building consent fees) is recognised by reference to the stage of completion of the transaction, based on the actual service provided as a percentage of the total services to be provided. Under this method, revenue is recognised in the accounting periods in which the services are provided. Some rendering of services are provided at a market rate or on a full cost recovery basis (e.g. parking permits and fees) and these are classified as exchange. License revenue is recognised when the license is issued, and revenue received or invoiced.
Sale of Goods	Revenue from the sale of goods is recognised when the product is sold to the customer.
Port Operations	Revenue from port operations includes revenue from services, ship exchange, berthage, goods wharfage, landing charges, and collection and transport of containers. Revenue is recognised when the services are provided, by reference to the stage of completion of specific transactions, assessed on the basis of actual service provided as a proportion of the total services to be provided.
Water and Wastewater	Water revenue comprises the amounts received and receivable at balance date for water supplied to customers in the ordinary course of business. Wastewater revenue is a combination of a fixed charge and a volumetric charge based on a percentage of water used. Water and wastewater revenue includes estimated unbilled amounts for unread meters at balance date. As meter reading is cyclical, management applies judgement when estimating the daily average water consumption of customers between meter readings. Unbilled amounts from the last bill reading date to the end of the month are recognised as revenue.

For the purposes of the Local Government Funding Agency Limited (LGFA) Guarantee and Indemnity Deed disclosure, the council's annual rates revenue for the year ended 30 June 2024 is \$295 million (2023: \$267 million). Refer to Note 25 for further information on the LGFA guarantees and indemnities.

Local government disclosures



Rating Units, Capital Value and Land Value

Rates Revenue is the main source of funding for Tauranga City Council. In the district or region of the local authority, as at 30 June 2024. The total number of rating units for 2024 was 61,570 compared with 60,847 the previous year.

Separately used or inhabited parts of a rating unit (SUIPS) 2024: 69,262 (2023: 68,424).

	2024 \$ million	2023 \$ million
Capital Value	82,476	81,606
Land Value	52,207	51,917

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	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
OPERATING REVENUE				
Revenue from Rates				
Rates Revenue	165,227	151,312	165,089	151,135
Ancillary General & Targeted Rates	6,281	5,332	6,281	5,332
Rates Penalty	875	957	875	957
Rates Remission	(5,491)	(4,697)	(5,491)	(4,697)
Uniform Annual General Charge	16,470	14,932	16,470	14,932
Wastewater Charge	45,436	40,737	45,436	40,737
Community Facilities Targeted Rates	6,252	3,921	6,252	3,921
Resilience Targeted Rate	960	791	960	791
Stormwater Reactive Reserve Targeted Rates	1,533	2,312	1,533	2,312
Transport Targeted Rates	6,588	3,926	6,588	3,926
Water by Meter Targeted Rate	37,250	36,755	37,243	36,516
Kerbside Collection Targeted Rates	13,635	11,478	13,635	11,478
Total Revenue from Rates	295,016	267,756	294,871	267,340
Fees and Charges				
Consents, Licenses and Permits	12,650	11,844	12,651	11,844
Infringement Fees and Fines	2,460	2,610	2,460	2,610
Other Fees and Charges Revenue	21,020	19,599	21,051	19,582
Other Exchange Revenue	6,990	5,679	6,990	5,679
Port Operations Revenue	5,599	3,611	5,599	3,611
Property Revenue	10,728	11,160	10,729	11,198
Water and Wastewater	1,557	1,712	1,557	1,712
Sale of Goods	3,020	2,830	23,334	21,712
Total Fees and Charges	64,024	59,045	84,371	77,948
Grants and Subsidies				
Petrol Tax	1,223	1,073	1,223	1,073
Operating Grants and Subsidies	9,982	8,310	10,074	8,456
Waka Kotahi NZTA Operational Subsidies	25,651	14,307	25,651	14,307
Total Grants and Subsidies	36,856	23,690	36,948	23,836
Finance Revenue				
Dividends	575	414	581	425
Interest Revenue	10,111	6,818	8,872	5,901
Total Finance Revenue	10,686	7,232	9,453	6,326
TOTAL OPERATING REVENUE	406,582	357,723	425,643	375,450
ASSET DEVELOPMENT REVENUE AND OTHER REVENUE				
Vested Assets	19,897	24,353	19,897	24,353
Development Contributions	22,655	44,758	22,655	44,758
Grants, Subsidies and Other Capital Contributions				
Waka Kotahi NZTA Capital Contributions	42,942	32,311	42,942	32,311
Central Government Grants & Subsidies	11,214	28,340	11,214	28,340
Central Government Funding incl. IFF**	28,252	30,899	28,252	30,899
Other Capital Contributions	3,149	1,948	3,149	1,948
Total Grants, Subsidies and Other Capital Contributions	85,557	93,498	85,557	93,498
TOTAL ASSET DEVELOPMENT REVENUE AND OTHER REVENUE	128,109	162,609	128,109	162,609
TOTAL REVENUE	534,691	520,332	553,752	538,059
Total Revenue from Exchange Transactions	110,561	123,503	129,638	141,278
Total Revenue from Non Exchange Transactions	424,130	396,829	424,114	396,781

** Total Drawings upon IFF equal \$31.4m, \$3.1m relates to Operational funding and is recorded as Operating Grants and Subsidies.

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Note 3: Depreciation and amortisation by groups of activity

Accounting policy



Depreciation

Depreciation is provided on all property, plant and equipment other than land, on a straight line (SL), at rates calculated to allocate the asset cost less estimated residual value, over the estimated useful life. When assets are revalued, depreciation rates are overridden by the new annual depreciation rates which may be outside the range for the class of asset to accurately reflect the useful life of the asset.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is derecognised. Amortisation charge for each period is recognised in the surplus or deficit.

Intangible assets capitalised to infrastructural assets are amortised at the rate of the principal asset to which they have been capitalised.

Local government disclosures



Under the Local Government (Financial Reporting and Prudence) Regulations 2014, the council is required to disclose the Group's depreciation and amortisation by group of activities.

Depreciation & Amortisation

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
City and Infrastructure Planning	17	40	17	40
Community Services	2,984	3,080	2,984	3,080
Community, People and Relationships	67	60	67	60
Economic Development	2,858	2,063	2,858	2,063
Emergency Management	5	12	5	12
Marine Precinct	-	688	-	688
Regulatory and Compliance	21	35	21	35
Spaces and Places	8,892	7,628	15,954	13,795
Stormwater	8,722	6,790	8,722	6,790
Support Services	7,828	9,010	7,828	9,010
Sustainability and Waste	1,278	1,260	1,278	1,260
Transportation	31,455	27,176	31,455	27,176
Wastewater	18,104	14,301	18,104	14,301
Water Supply	14,026	10,411	14,026	10,411
Total depreciation and amortisation	96,257	82,554	103,319	88,721

Note 4: Personnel expenses

Accounting policy

Personnel expenses for salaries and wages, annual leave, long service leave and other similar benefits are recognised as expenditure and liabilities when they accrue to employees.



- Contributions to Defined Superannuation Scheme includes employer contributions to Kiwisaver and Defined Benefit Plan Contributors Scheme. Refer to Note 28
- Direct Personnel Overheads includes ACC, recruitment costs, staff training costs and other staff support costs.

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Salaries and Wages	99,401	82,659	116,993	98,831
Elected Members/Commissioner Salaries and Wages	1,006	1,043	1,006	1,043
Other Community Representation Remuneration	244	257	244	257
Contributions Defined Superannuation Scheme	3,173	2,526	3,494	2,822
Direct Personnel Overheads	2,885	3,025	3,327	3,435
Remuneration Benefits	174	1	174	1
TOTAL PERSONNEL EXPENSES	106,883	89,511	125,238	106,389

Local government disclosures

The Chief Executive of Tauranga City Council is appointed under Section 42(1) of the Local Government Act 2002.



Chief Executive Remuneration

The total remuneration (including any non financial benefits) paid or payable for the year to the chief executive was \$606,755 (2023: \$537,024) and \$4,403 (2023: \$16,111) was employer contributions to superannuation schemes. There were fringe benefits of \$12,500 (2023: \$12,500) for the company vehicle provided as part of the employee package.

The current Chief Executive commenced on 3 September 2019 and was reappointed to the role on 4 September 2023, under contract for a five year term. The remuneration package was based on advice given to council by an independent consultant.

Council employees

The number of employees who were employed at 30 June are detailed below. Those receiving remuneration of \$60,000 or more are grouped into \$20,000 bands. If there are less than five or fewer employees in a band, they are combined upwards with the next banding as stipulated in the Local Government Act 2002.

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Total annual remuneration by band for employees as at 30 June:

Number of employees	2024	Number of employees	2023
< \$60,000	158	< \$60,000	233
\$60,000-\$79,999	347	\$60,000-\$79,999	272
\$80,000-\$99,999	236	\$80,000-\$99,999	229
\$100,000-\$119,999	218	\$100,000-\$119,999	194
\$120,000-\$139,999	144	\$120,000-\$139,999	110
\$140,000-\$159,999	75	\$140,000-\$159,999	46
\$160,000-\$179,999	29	\$160,000-\$179,999	26
\$180,000-\$199,999	16	\$180,000-\$199,999	15
\$200,000-\$219,999	15	\$200,000-\$239,999	11
\$220,000-\$259,999	9	\$280,000-\$319,999	7
\$300,000-\$359,999	7	\$560,000-\$579,999	1
\$600,000-\$619,999	1		
Total employees	1,255	Total employees	1,144

	2024	2023
Full-time equivalent		
Full time	1,016	912
Part time	121	121
Casual	11	14
Total Full-time equivalent	1,147	1,047

Severance Payments

Severance payments include any consideration (monetary or non monetary) provided to any employee in respect of the employee's agreement to terminate his or her employment with council. These payments are additional to any final payment of salary, holiday pay or superannuation contributions.

For the year ended 30 June 2024, the council made 2 severance payments to employees totalling \$20,000 (2023: three payments totalling \$127,577). The value of each of the severance payments was \$14,000 and \$6,000.

Note 5: Finance expenses

Accounting policy

Borrowing costs are recognised as an expense in the period in which they were incurred.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Interest on Borrowings	49,528	35,038	49,534	35,045
Other Financial Expenses	631	219	631	219
TOTAL FINANCE EXPENSES	50,159	35,257	50,165	35,264

Note 6: Other expenses

Accounting policy



Grant Expenditure

Non discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the council and the approval has been communicated to the applicant. The council's grants awarded have no substantive conditions attached.

- Utilities and Occupancy expenses includes rates, electricity and other general occupancy expenses.
- Other Operating Expenditure includes, but is not limited, to such items as waters management, traffic management, emergency management, and compliance fees

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Administration	5,664	4,317	8,195	5,816
Audit Fees - Audit New Zealand for Council's Financial Statements	387	342	563	500
Other Audit Fees				
• Audit Fees - Audit New Zealand Debenture Trust Deed	11	10	11	10
• Audit Fees - Audit New Zealand for Council's Long-term Plan	144	-	144	-
• Audit Fees - 2021 Annual Report additional costs	20	-	20	-
• Audit Fees - Internal Audit AssureQuality Verification	-	7	-	7
Bad Debts Written Off	60	248	60	248
Consultants	16,996	15,003	18,104	15,757
Consultants - Professional Services related to Projects	26,361	25,709	26,361	25,709
Grants Expenditure	25,981	23,574	10,892	6,917
Insurance	6,627	5,471	6,627	5,471
Loss Allowance for Receivables	915	(671)	915	(671)
Operating Lease Payments	6,321	5,865	6,321	5,865
Operational Contracts	7,532	8,971	7,532	8,971
Other Operating Expenditure	5,686	5,402	5,543	5,005
• Transport	6,524	6,878	6,524	6,878
• Three Waters	23,438	15,883	23,438	15,883
• Spaces & Places	5,053	4,135	12,005	11,209
Repairs and Maintenance	4,527	4,354	4,528	4,354
• Transport	8,014	6,160	8,014	6,160
• Three Waters	14,953	13,695	14,953	13,695
• Spaces & Places	10,561	12,209	11,907	13,226
Software & Application Expenditure	19,152	17,860	19,152	17,860
Tauriko West - NZTA expenditure for capital works	23,266	-	23,266	-
Utilities and Occupancy	15,796	16,666	17,143	17,764
Vegetation & Planting	4,412	4,430	4,412	4,430
TOTAL OTHER EXPENSES	238,401	196,518	236,630	191,064

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Note 7: Other gains and losses

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Financial Instruments				
Gain on Interest Rate Swaps	(2,289)	10,803	(2,289)	10,803
Gain on Financial Instrument Concessionary Loans	2,620	1,733	2,620	1,733
Housing Infrastructure Fund - Initial Discount Recognition / (Unwind)	(2,470)	4,043	(2,470)	4,043
Non Financial Instruments				
Gain / (Loss) on Carbon Credits	269	(1,004)	269	(1,004)
Growth of Forestry Asset	(278)	27	(278)	27
Gain / (Loss) on Revaluation of Forestry Assets	(258)	521	(258)	521
Property, Plant and Equipment				
Capital Gain / (Loss) on Disposal of Property, Plant and Equipment	9,158	6,757	9,158	6,757
Assets Written Off	(12,815)	(21,688)	(12,815)	(21,688)
Investments				
Revaluation Gain on Investment Property	(1,181)	(3,117)	(1,181)	(3,117)
Other				
Loss on Unrealised Income	(37)	(96)	(37)	(96)
TOTAL NET OTHER GAINS AND LOSSES	(7,281)	(2,021)	(7,281)	(2,021)

Tax notes

Note 8: Income tax expense / (benefit)

Accounting policy

Local Authorities are generally exempt from income tax except for certain income received from council controlled organisations and port related commercial undertakings.

Income tax comprises current tax and deferred tax calculated using the tax rate that has been enacted or substantively enacted by the balance date. Income tax is charged or credited to the surplus or deficit, except when it relates to items that are recognised in other comprehensive revenue and expenses, or directly in equity.

Current tax is the amount of income tax payable or refundable in the current period, plus any adjustments to income tax payable in respect of prior periods. Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Relationship Between Tax Expense and Accounting Profit				
Operational Surplus/ (Deficit) Before Tax	34,170	114,471	29,492	114,808
Tax at 28%	9,568	32,052	8,260	32,146
Prior year Adjustment	-	-	150	-
Non Taxable Income	(10,108)	(31,752)	(10,097)	(31,754)
Deferred Tax Adjustment	(398)	1,110	(47)	1,070
Removal of tax depreciation on commercial buildings	2,180	-	9,706	-
TAX EXPENSE	1,242	1,410	7,972	1,462
Represented by:				
Deferred Tax on Temporary Difference	1,242	1,410	7,972	1,462
	1,242	1,410	7,972	1,462

* On 28 March 2024 the Taxation (Annual Rates for 2023-24, Multinational Tax, and Remedial Matters) Act passed into law. The Act removed tax depreciation deductions for industrial and commercial buildings with an estimated tax useful life of 50 years or more, with effect from 2024/25 income tax year. Application of the enacted tax law has resulted in a \$2,180k decrease in the recognition of deferred tax expense in the Statement of Comprehensive Income and a corresponding increase to the deferred tax liability recognised in the Statement of Financial Position.

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Note 9: Deferred tax asset / (liability)

Accounting policy

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amounts of assets and liabilities in the financial statements and corresponding tax bases in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.



	Property, Plant and Equipment \$'000	Employee Entitlements \$'000	Other Provisions \$'000	Tax Losses \$'000	Total \$'000
Council					
Balance as at 1 July 2022	(11,326)	-	5	5,212	(6,109)
Charge to Surplus or Deficit	(1,719)	-	-	309	(1,410)
Charge to Other Comprehensive Revenue and Expense	(4,771)	-	-	-	(4,771)
Balance as at 30 June 2023	(17,816)	-	5	5,521	(12,290)
Balance as at 1 July 2023	(17,816)	-	5	5,521	(12,290)
Charge to Surplus or Deficit	(701)	-	-	(541)	(1,242)
Charge to Other Comprehensive Revenue and Expense	447	-	-	-	447
Adjustment	-	-	(5)	-	(5)
Balance as at 30 June 2024	(18,070)	-	-	4,980	(13,090)

	Property, Plant and Equipment \$'000	Employee Entitlements \$'000	Other Provisions \$'000	Tax Losses \$'000	Total \$'000
Consolidated					
Balance as at 1 July 2022	(32,778)	200	19	17,564	(14,995)
Charge to Surplus or Deficit	(3,172)	176	(2)	1,536	(1,462)
Charge to Other Comprehensive Revenue and Expense	(4,315)	-	-	-	(4,315)
Balance as at 30 June 2023	(40,264)	376	17	19,100	(20,773)
Balance as at 1 July 2023	(40,264)	376	17	19,100	(20,773)
Charge to Surplus or Deficit	(9,406)	80	(1)	1,357	(7,972)
Charge to Other Comprehensive Revenue and Expense	(5,688)	-	-	-	(5,688)
Balance as at 30 June 2024	(55,358)	456	16	20,457	(34,429)

Financial position notes

Note 10: Cash and cash equivalents

Accounting policy

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short term highly liquid investments with original maturities of three months or less and net of bank overdrafts.

The carrying value of short term deposits approximate their fair value. Council also receives interest from cash held at the bank.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Cash at Bank and On Hand	63,645	55,541	66,305	56,696
Short Term Deposits	20,000	25,000	20,000	25,000
Contractual Holdings	1,017	-	1,017	-
TOTAL CASH AND CASH EQUIVALENTS	84,662	80,541	87,322	81,686
Weighted Average Effective Interest Rate	5.74%	5.56%	5.74%	5.56%

Contractual Holdings relates to cash holdings for retentions in accordance with Australian and New Zealand contractual requirements. This cash is not available for general use.

Note 11: Debtors and other receivables

Accounting policy

Receivables are recorded at the amount due, less an allowance for Expected Credit Loss (ECL).

The council and group apply the simplified ECL model of recognising lifetime ECL for receivables.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Rates Receivable	5,755	4,881	5,755	4,881
Roading Subsidy Due	11,469	21,333	11,469	21,333
Other Receivables	28,596	32,893	28,183	33,815
GST	19,330	3,322	19,330	3,322
Prepayments	5,401	4,636	5,746	4,902
Gross Debtors and Other Receivables	70,551	67,065	70,484	68,253
Less Allowance for Loss	(2,614)	(1,699)	(2,632)	(1,716)
TOTAL DEBTORS AND OTHER RECEIVABLES	67,937	65,366	67,852	66,537
TOTAL EXCHANGE RECEIVABLES AND OTHER RECEIVABLES	26,429	10,675	26,344	11,846
TOTAL NON EXCHANGE RECEIVABLES AND OTHER RECEIVABLES	41,508	54,691	41,508	54,691

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Local government disclosures

The Chief Executive approved the write off of rates receivable during the year under Local Government (Regulations) 2002, as follows (in whole \$ numbers)



	2024	2023
Section 90A	\$56,339	\$178,708
Section 90B	Nil	Nil

Expected Credit Loss**Accounting policy**

The ECL allowance has been calculated based on a review of specific overdue receivables and a collective assessment. The collective allowance is based on an analysis of past collection history and debt write offs. Individual allowance has been determined based on the significant financial difficulties and circumstances being experienced by the debtor.

**Rates Receivable**

Council does not provide for ECL on rates receivable. Council has various powers under the Local Government (Rating) Act 2002 (LG(R)A 2002) to recover any outstanding debt. These powers allow the council to commence legal proceedings to recover any rates that remain unpaid for four months after the due date for payment. If payment has not been made within three months of the Court's judgement, then the council can apply to the Registrar of the High Court to have the judgement enforced by sale or lease of the rating unit.

Rate payers can apply for payment plan options in special circumstances. Where such repayment plans are in place, debts are discounted to their present value of future payments if the effect of discounting is material.

Other Receivables

ECL for other receivables is based on the payment profile of revenue on credit over the prior two years the measurement date and the corresponding historical credit losses experienced for that period. This historical loss rates are adjusted for current and forward looking macroeconomic factors that might affect the expected recoverability of receivables. Given the short period of credit risk exposure, the effects of macroeconomic factors are not considered significant.

There have been no changes in the estimation techniques or significant assumptions in measuring the loss allowance.

The allowance for credit losses based on council and group's credit loss matrix is as follows:

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30 June 2024	Receivable days past due				
	Current	More than 30 days	More than 60 days	More than 90 days	Total \$'000
Council					
Expected credit loss rate	0.023%	1.33%	1.89%	26.84%	
Gross carrying amount (\$'000)	41,624	1,564	427	9,268	52,883
Lifetime expected credit loss (\$'000)	97	21	8	2,488	2,614

30 June 2024	Receivable days past due				
	Current	More than 30 days	More than 60 days	More than 90 days	Total \$'000
Consolidated					
Expected credit loss rate	0.24%	1.60%	1.71%	26.75%	
Gross carrying amount (\$'000)	40,974	1,687	467	9,343	52,471
Lifetime expected credit loss (\$'000)	98	27	8	2,499	2,632

30 June 2023	Receivable days past due				
	Current	More than 30 days	More than 60 days	More than 90 days	Total \$'000
Council					
Expected credit loss rate	1.57%	0.76%	0.91%	13.95%	
Gross carrying amount (\$'000)	49,007	501	1,007	6,402	56,917
Lifetime expected credit loss (\$'000)	768	4	9	918	1,699

30 June 2023	Receivable days past due				
	Current	More than 30 days	More than 60 days	More than 90 days	Total \$'000
Consolidated					
Expected credit loss rate	1.55%	0.73%	0.86%	14.33%	
Gross carrying amount (\$'000)	49,853	520	1,048	6,416	57,837
Lifetime expected credit loss (\$'000)	771	5	9	931	1,716

Movements in the allowance for credit losses are as follows:

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Movement in the allowance for credit losses				
Opening balance as at 1 July	1,699	2,370	1,716	2,387
Additional allowance made during the year	975	-	976	-
Allowance reversed during the year	-	(161)	-	(161)
Receivables written off during the year	(60)	(510)	(60)	(510)
Balance at 30 June	2,614	1,699	2,632	1,716

All receivables greater than 30 days in age are considered to be past due.

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Note 12: Derivative financial instruments

Accounting policy

Tauranga City Council uses derivative financial instruments to manage exposure to interest rate and foreign exchange risks arising from the Council's operational activities and risk arising from council's financing and investing activities. In accordance with its Treasury Policy, Tauranga City Council does not hold or issue derivative financial instruments for trading purposes. Tauranga City Council has not adopted hedge accounting, Financial Instrument Risk is detailed in note 30.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at fair value at each balance date. The resulting gain or loss is recognised in surplus or deficit.

The portion of the fair value of a derivative that is expected to be realised within 12 months of the balance date is classified as current, with the remaining portion of the derivative classified as non current.

Council monitors the use of derivative financial instruments using well defined market and credit risk limits and timely reporting to Council. Council's treasury policy sets out the overall minimum/maximum levels of fixed rate exposure permitted based on time bands.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Non Current Asset Portion				
Interest Rate Derivatives	6,965	8,616	6,965	8,616
Total non-current asset portion	6,965	8,616	6,965	8,616
TOTAL DERIVATIVE FINANCIAL INSTRUMENTS - ASSETS	6,965	8,616	6,965	8,616
Non Current Liabilities Portion				
Interest Rate Derivatives	1,721	1,084	1,721	1,084
Total Non Current Liabilities Portion	1,721	1,084	1,721	1,084
TOTAL DERIVATIVE FINANCIAL INSTRUMENTS - LIABILITIES	1,721	1,084	1,721	1,084
TOTAL NET DERIVATIVE FINANCIAL INSTRUMENTS	5,244	7,532	5,244	7,532

There were no financial instruments held for trading. Currently Derivative Financial Instruments only include Non Hedged Interest Rate Derivatives.

Fair Value

Significant judgements and estimates used in the valuation of derivative financial statements

The derivatives of council and the group are all under Level 2 of the fair value hierarchy (refer Note 30). The fair value of level 2 derivatives are determined using discounted cash flow valuation techniques based on the terms and valuation inputs from independently sourced market parameters as summarised below.

Instrument	Valuation Input
Interest Rate Swaps	Spot and Forward Interest rate yield curve

Note 13: Other financial assets**Accounting policy**

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the council and group's management model for managing them. Management determines the classification of its investments at initial recognition.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the council and group may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

Initial recognition of concessionary loans

Loans made at nil or below market interest rates are initially recognised at the present value of their expected future cash flow, discounted at the current market rate of return for a similar financial instrument. The difference between the loan amount and present value of the expected future cash flows of the loan is recognised in the surplus or deficit.

Subsequent measurement of financial assets at amortised cost

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses (ECL). Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except ECL and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit.

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Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The council and group designate into this category all equity investments that are not held for trading as they are strategic investments that are intended to be held for the medium to long term.



Council has designated its shares in LGFA as at FVTOCRE. This measurement basis is considered more appropriate than through surplus or deficit because the investments have been made for long term strategic purposes rather than to generate a financial return through trading.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit. Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Council has designated the following instruments as FVTSD:

- Shares in unrelated entities
- Derivatives (refer to note 12)
- Concessionary Loan

Expected credit loss allowance

The council and group recognise an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12 month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL). When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the council and group's historical experience and informed credit assessment and including forward looking information.

The council and group consider a financial asset to be in default when the financial asset is more than 90 days past due. The council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full. Council measure ECLs on loan commitments at the date the commitment becomes irrevocable. If the ECL measured exceeds the gross carrying amount of the financial asset, the ECL is recognised as a provision.

Shares in subsidiaries (at cost)

The investment in subsidiaries is carried at cost in council's parent entity financial statements.

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	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023* \$'000	Actual 2024 \$'000	Actual 2023* \$'000
Current				
Short term deposits maturing four to twelve months from date of acquisition	20,000	35,000	20,916	35,873
Concessionary Loans	7,850	-	7,850	-
TOTAL CURRENT OTHER FINANCIAL ASSETS	27,850	35,000	28,766	35,873
Non Current				
Investments in CCOs and Similar Entities				
Investment in Bay of Plenty Local Authority Shared Services	17	17	17	17
Investment in Bay Venues Limited	84,232	84,232	-	-
Investment in Tauranga City Art Gallery Trust	1,000	1,000	-	-
Investment in Te Manawataki o Te Papa Charitable Trust	-	-	-	-
Investment in Te Manawataki o Te Papa Ltd	-	-	-	-
Loan to Bay Venues Limited	34,565	27,773	-	-
Borrower Notes NZ LGFA	25,258	18,243	25,258	18,243
Unlisted Shares in NZ LGFA	9,395	1,866	9,395	1,866
Total Investments in CCOs and Similar Entities	154,467	133,131	34,670	20,126
Other Investments				
Concessionary Loans	28,690	34,118	28,690	34,118
Listed Shares in Unrelated Entities	256	294	256	294
Loan to Lessee - Elizabeth Street Carpark Strengthening	224	296	224	296
Total Other Investments	29,170	34,708	29,170	34,708
TOTAL NON CURRENT OTHER FINANCIAL ASSETS	183,637	167,839	63,840	54,834

* Comparative balances have been restated to reflect a correction of a prior period error. Refer to Basis of Reporting Section in note 1.

Fair value disclosures



Term Deposits

The carrying amount of term deposits approximates their fair value.

Loans to Related Parties

The carrying amount approximates their fair value. All loans to related parties are loans to CCOs of council.

Listed Shares

Listed shares are recognised at fair value. The fair value of listed shares are determined by reference to published current bid price quotations in an active market.

Unlisted Shares

Tauranga City Council is one of the 31 shareholders (30 local authorities and the Crown). Due to the immaterial size and nature of the Council's investment in the LGFA, the council has estimated the fair value of this investment based on LGFA's net asset backing at 30 June.

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Fair value disclosures**Borrower Notes**

Borrower notes are subordinated convertible debt instruments that the council is required to subscribe for when borrowing from the LGFA, currently set at 2.5% (2023: 2.5%) of the aggregate borrowings by that local authority. The borrower notes mature as the underlying debt matures.

Borrower notes are held at amortised cost. Amortised cost at initial recognition is the fair value of the underlying asset at initial recognition plus or minus any transaction costs.

Concessionary Loan

Loans made at nil or below market interest rates are initially recognised at the present value of their expected future cash flow, discounted at the current market rate of return for a similar financial instrument. For loans to community organisations, the difference between the loan amount and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as a grant expense.

- Te Tumu

The face value of the Te Tumu transactions is \$32.9m, made up of Property Subdivision Rights and the fair value of the Concessionary Loan.

The original transaction created a financial asset whereby council has a right to receive cash when the vendor exercises their option to repurchase the property. The vendor has until December 2036 to exercise their buyback option, whereby if the vendor does not exercise their right, the land reverts to council and at that time will be recognised as Council owned land within its accounts. Council purchased the land to ensure its development was consistent with the Smart Growth Strategy.

The interest rate per the agreement is 4% per annum. The fair value of the loan at initial recognition has been determined using cash flows discounted at the agreed rate. The property subdivision rights have been recognised as the difference between the amount paid and the present value of discounted future cash flows on the option, if exercised, and between a market overdraft rate of 8%. Council has determined the market rate based on everyday whole market sale pricing, an assessment of the vendor's financial validity, and a risk premium given the borrowing time frame of 15 years.

- Devonport Road

The face value of the Devonport Development is \$8.5m, consisting of the concessionary loan at fair value.

The transaction created a financial asset whereby council has a right to receive cash for the land sale, upon completion of the site redevelopment, expected early 2025. Council has secured their rights by way of covenant and caveat over the land title. The agreement provides for milestones, which could trigger penalties for the defaulting party.

The interest rate per the agreement market rate is 12% per annum. The fair value of the loan at initial recognition has been determined using cash flow discounted at the lending rate at the date of settlement.

Movements in the carrying value of concessionary loans are as follows:

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	Council/Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000
At 1 July	34,118	26,433
Amount of new loans granted during the year	-	8,500
Fair Value adjustments on initial recognition	-	(2,131)
Unwind of discount and interest charged	2,422	1,316
As at 30 June	36,540	34,118
Current Portion	7,850	-
Non Current Position	28,690	34,118
Total Concessionary Loans	36,540	34,118

Credit Risk, including ECL

Term Deposits

The council and group consider there has not been a significant increase in credit risk for investments in term deposits because the banks continue to have low credit risk at balance date. Term deposits are held with banks that have a long term AA investment grade credit rating, which indicates the bank has a very strong capacity to meet its financial commitments.

No ECL has been recognised for term deposits as the loss allowance is trivial.

Related Party Loans

ECL is based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the council and group expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12 month ECL). For those credit exposures for which there has been significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

Concessionary loans

- Te Tumu - council considers there has not been a significant increase in the credit risk for concessionary loans because the underlying value of the land has increased since the original transaction.
- Devonport Road - council's interest in the land is secured through registered land instruments.

No ECL has been recognised for concessionary loans.

Other Financial Assets

ECL measured for other financial assets are trivial. They are low risk and council has not identified any indications that credit risk associated with those instruments has significantly increased since initial recognition.

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Note 14: Non current assets held for sale

Accounting policy

Non current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write downs are recognised in surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non current assets are not depreciated or amortised while they are classified as held for sale (including those that are part of a disposal group).



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Non Current Assets Held for Sale are:				
Land	5,829	17,185	5,829	17,185
Buildings	1,792	805	1,792	805
Other Property, Plant & Equipment	261	-	261	-
TOTAL NON CURRENT ASSETS HELD FOR SALE	7,882	17,990	7,882	17,990

Councils financial asset strategy includes the group identifying assets that are surplus to requirements in providing council services. This will help match funding with investment demand over the next 10 years.

As at 30 June 2024, there are 18 assets held for disposal. These assets are expected to be disposed within the next 12 months.

Note 15: Investment in associate

Accounting policy

Tauranga City Council accounts for investments in associates in the group financial statements using the equity method. An associate is an entity over which the Tauranga City Council has significant influence and is neither a subsidiary nor an interest in a joint venture. The investment in an associate which shows the carrying amount in the group financial statements is increased or decreased to recognise Tauranga City Council's share of the surplus or deficit of the associate after the date of acquisition. Distributions received from an associate reduce the carrying amount of the investment in the group financial statements.

If the share of the deficits of an associate equals or exceeds its interest in the associate, the group discontinues recognising its share of further deficits. After Tauranga City Council's interest is reduced to zero, additional deficits are provided for and a liability is recognised, only to the extent that Tauranga City Council has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports surpluses, Tauranga City Council will resume recognising its share of those surpluses only after its share of the surpluses equals the share of deficits not recognised.

Where the group transacts with an associate, surpluses or deficits are eliminated to the extent of the group's interest in the associate. Dilution gains or losses arising from investments in associates are recognised in the surplus or deficit.



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Critical Judgements in applying accounting policies

Council's main objective in the ownership of Tourism Bay of Plenty is to support and provide economic growth to our community which can benefit from opportunities that tourism provides. The council has concluded that it has significant influence but does not control Tourism Bay of Plenty for financial reporting purposes. Council does not have power over the entity and is not able to use its power to affect the nature or amount of the variable benefits to which the council is exposed as a result of its involvement with the entity. Tauranga City Council accounts for its 50% interest in the Groups accounts using the Equity Method.

Council's main objective in the ownership of Bay of Plenty Housing Equity Fund is to support and provide the necessary funding to address the critical need for housing in the region. The council has concluded that it has significant influence but does not control Bay of Plenty Housing Equity Fund for financial reporting purposes. Council does not have power over the entity and is not able to use its power to affect the nature or amount of the variable benefits to which the council is exposed as a result of its involvement with the entity. Tauranga City Council accounts for its 33% interest using the Equity Method.

The council has an agreement with Bay of Plenty Housing Equity Fund to provide total capital of \$15m, of which \$14.7m remains uncalled as year end (2023: n/a)

	Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000
Tourism Bay of Plenty	429	515
Bay of Plenty Housing Equity Fund Limited	140	-
TOTAL INVESTMENT IN ASSOCIATE	569	515

Summarised Financial Information of Associate

	Aggregate balances		Group's 50% portion	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
(a) Tourism Bay of Plenty				
Current assets	1,511	1,544	755	771
Non-current assets	183	194	92	97
Total assets	1,694	1,738	847	868
Current liabilities	820	706	410	353
Non-current liabilities	-	-	-	-
Total liabilities	820	706	410	353
NET ASSETS	874	1,032	437	515
Income	3,524	4,430	1,762	2,215
Expenditure	(3,681)	(4,014)	(1,841)	(2,007)
Surplus before income tax	(157)	416	(79)	208
Surplus after income tax	(157)	416	(79)	208

	Aggregate balances		Group's 33% portion	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
(b) Bay of Plenty Housing Equity Fund				
Current assets	674	-	222	-
Non-current assets	-	-	-	-
Total assets	674	-	222	-

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	Aggregate balances		Group's 33% portion	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Current liabilities	253	-	83	-
Non-current liabilities	-	-	-	-
Total liabilities	253	-	83	-
NET ASSETS	442	-	140	-
Income	-	-	-	-
Expenditure	(480)	-	(160)	-
Surplus / (deficit) before income tax	(480)	-	(160)	-
Surplus / (deficit) after income tax	(480)	-	(160)	-

Bay of Plenty Housing Equity Fund Limited, produced financial statements for the 102 day period, ended 31 March 2024.

Note 16: Investment properties

Accounting policy

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Properties classified as investment properties are measured initially at cost including transaction costs. After initial recognition Tauranga City Council and group measures all investment property individually at fair value at each reporting date and no depreciation on the properties is recognised. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.



Critical accounting estimates, assumptions and judgements

This note provides information about the estimates and assumptions applied in determining the fair value of investment properties.



Investment Property Class	Valuation Method and Assumptions Used
Land	<p>Independent Value: Quotable Value Ltd (QV)</p> <p>Individually considered and valued in accordance with current market based evidence.</p> <p>Valued as vacant under freehold or leasehold tenure.</p> <p>Valuations consider the size, contour, quality, location, zoning, designation, and current and potential use.</p>
Commercial Building	<p>Independent valuer: Quotable Value Ltd (QV)</p> <p>All the council owned assets valued for this exercise are valued with reference to the market where market evidence exists.</p> <p>QV have considered the highest and best use of the property when formulating which approach to undertake the building valuation with. Where market based evidence exists, structures have been valued on a current market basis in relation to market based net rates per square metre.</p> <p>We have not been made aware of any buildings that are considered earthquake prone and therefore no deductions have been made.</p> <p>All lessee building improvements (Non council owned) have been excluded from this valuation if advised of them. All removable plant is excluded.</p>

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	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Balance as at 1 July	126,319	96,759	126,319	96,759
Net Increase/(decrease) in Fair Value of Investment Property	(1,180)	(3,117)	(1,180)	(3,117)
Additions from Acquisition	1,234	192	1,234	192
Disposals	-	(169)	-	(169)
Net Transfers to/from PP&E, and assets held for sale	(8,229)	32,654	(8,229)	32,654
Balance at 30 June	118,144	126,319	118,144	126,319

The group and council have no investment property pledged as security for liabilities during the year (2023: nil).

Investment property operations

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Rental Income from Investment Properties	1,538	1,446	1,538	1,446
Expenses from Investment Property Generating Revenue	164	27	164	27
Expenses from Investment Property not Generating Revenue	54	64	54	64

Note 17: Intangible assets

Accounting policy

Purchased intangible assets are initially recognised at cost. For internally generated intangible assets, the cost includes direct employee costs, a reasonable portion of overhead and other direct costs that are incurred within the development phase of the asset. Intangible assets acquired at no cost are initially recognised at fair value where they can be reliably measured. After initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.



Useful Lives

Amortisation of intangible assets is provided on a straight line (SL) basis that will write off the cost of the intangible asset to estimated residual value over their useful lives.

The useful lives for associated amortisation rates of major classes of intangible assets have been estimated as follows:

Class of Intangible Asset	Estimated Useful Life (Years)
Acquired Computer software	4
Core Systems Software	3-15
Enduring Access rights	Indefinite
Finite Access Rights	3-50
Carbon Credits	Indefinite

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Disposals

Gains and losses from the disposal of intangible assets are recognised in surplus or deficit.

Impairment

Intangible assets are tested annually for impairment. An impairment loss is recognised in surplus or deficit for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

Assets are considered cash generating if their primary objective is to provide a commercial return. The value in use for cash generating assets is the present value of expected future cash flows.

For non cash generating assets, value in use is determined using an approach based on a depreciated replacement cost.

There are no restrictions over the title of intangible assets. No intangible assets are pledged as security for liabilities.

Intangible Assets Comprise:**Software Acquisition and Development**

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Property Subdivision Rights

Council has a property subdivision right in terms of the land block referred to as Te Tumu. This has been recognised as an intangible asset and is being amortised over the period of the agreement. Refer to note 13.

**Easement and Access Rights**

Right of access is the cost of the Tauranga City Council contributions to community infrastructure (buildings) within the city which Tauranga City Council does not own, but the community has access to use. Easements provide council with access to infrastructural assets for an indefinite time period

Easements and Access Rights are recognised at cost, being the costs directly attributable to bringing the asset to its intended use. Easements used for access to council infrastructure assets are included in Property, Plant and Equipment and easements used by council for access to restricted assets such as reserves are included as part of intangible assets.

Where easements have an indefinite useful life, they are not amortised. These are capitalised to the asset to which they belong. They are tested for impairment as part of the regular asset impairment testing.

Where access Rights have a definite life, they are amortised over the life of the right given.

Carbon Credits

Purchased carbon credits are recognised at cost on acquisition. Carbon credits allocated by the Crown are recognised at fair value on receipt. New Zealand Units have been assessed as having an indefinite useful life because they have no expiry date but will continue to have economic benefit if the Emissions Trading Scheme is in place.

Carbon credits held are valued each year and the resulting movement is put through the Surplus and deficit. Carbon credits were revalued using the latest carbon credit market trading price as at 30 June, as quoted by Carbon News.

They are derecognised when they are used to satisfy carbon credit emission obligations. Any costs associated with maintaining New Zealand Units (NZU) are recognised as an expense when incurred.

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Note 17: Intangible Assets													
Council	1 July 2023			Current year movements								30 June 2024	
	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount	Additions	Disposals	Reclassification Adjustments	Amortisation	Amortisation Adjustment	Transfer	Revaluation	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computer Software	46,281	(17,270)	29,011	2,405	(4,129)	-	(5,798)	4,162	(347)	-	44,210	(18,906)	25,304
Access Rights	10,955	(900)	10,055	78	(90)	-	-	-	-	-	10,943	(900)	10,043
Property Subdivision Right	9,620	(4,142)	5,478	-	-	-	(776)	-	-	-	9,620	(4,918)	4,702
Carbon Credit	1,176	-	1,176	-	-	-	-	-	-	269	1,445	-	1,445
Work in progress	10,480	-	10,480	4,303	-	-	-	-	(2,875)	-	11,908	-	11,908
Total intangible assets	78,512	(22,312)	56,200	6,786	(4,219)	-	(6,574)	4,162	(3,222)	269	78,126	(24,724)	53,402

Council	1 July 2022				Prior year movements							30 June 2023	
	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount		Additions	Disposals	Reclassification Adjustments	Amortisation	Amortisation Adjustment	Transfer	Revaluation	Cost/ revaluation	Accumulated amortisation and impairment charges
	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computer Software	31,010	(13,356)	17,654		15,581	(1,110)	800	(4,567)	653	-	-	46,281	(17,270)
Access Rights	11,490	(900)	10,590		2,333	-	(2,868)	-	-	-	-	10,955	(900)
Property Subdivision Right	9,618	(3,213)	6,405		-	-	2	(929)	-	-	-	9,620	(4,142)
Carbon Credits	2,180	-	2,180		-	-	-	-	-	-	(1,004)	1,176	-
Work in progress	10,352	-	10,352		128	-	-	-	-	-	-	10,480	-
Total intangible assets	64,650	(17,469)	47,181		18,042	(1,110)	(2,066)	(5,496)	653	-	(1,004)	78,512	(22,312)

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Note 17: Intangible assets													
Consolidated	1 July 2023			Current year movements								30 June 2024	
	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount	Additions	Disposals	Reclassification Adjustments	Amortisation	Amortisation Adjustment	Transfer	Revaluation	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computer Software	48,525	(19,136)	29,389	2,414	(4,129)	-	(5,955)	4,162	(347)	-	46,463	(20,929)	25,534
Access Rights	10,955	(900)	10,055	78	(90)	-	-	-	-	-	10,943	(900)	10,043
Property Subdivision Right	9,620	(4,142)	5,478	-	-	-	(776)	-	-	-	9,620	(4,918)	4,702
Carbon Credits	1,176	-	1,176	-	-	-	-	-	-	269	1,445	-	1,445
Work in progress	10,674	-	10,674	4,087	-	-	-	-	(2,875)	-	11,887	-	11,887
Total intangible assets	80,950	(24,178)	56,772	6,579	(4,219)	-	(6,731)	4,162	(3,222)	269	80,358	(26,747)	53,611

Consolidated	1 July 2022			Prior year movements								30 June 2023		
	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount	Additions	Disposals	Reclassification Adjustments	Amortisation	Amortisation Adjustment	Transfer	Revaluation	Cost/ revaluation	Accumulated amortisation and impairment charges	Carrying amount	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Computer Software	33,221	(15,036)	18,185	15,614	(1,110)	800	(4,753)	653	-	-	48,525	(19,136)	29,389	
Access Rights	11,490	(900)	10,590	2,333	-	(2,868)	-	-	-	-	10,955	(900)	10,055	
Property Subdivision Right	9,618	(3,213)	6,405	-	-	2	(929)	-	-	-	9,620	(4,142)	5,478	
Carbon Credit	2,180	-	2,180	-	-	-	-	-	-	(1,004)	1,176	-	1,176	
Work in progress	10,352	-	10,352	262	-	60	-	-	-	-	10,674	-	10,674	
Total intangible assets	66,861	(19,149)	47,712	18,209	(1,110)	(2,006)	(5,682)	653	-	(1,004)	80,950	(24,178)	56,772	

Note 18: Forestry assets

Accounting policy

Standing forestry assets are independently valued annually at fair value less estimated costs to sell for one growth cycle.

All current forests have been valued on a going concern basis.

Gains or losses arising on initial recognition of forestry assets at fair value less costs to sell and from a change in fair value less costs to sell are recognised in the surplus or deficit.

Forestry maintenance costs are recognised in the surplus or deficit when incurred.



Critical accounting estimates and assumptions

Fair value of forestry assets

Independent registered valuer, Yannina Whiteley, of Interpine Group Ltd, value forestry assets as at 30 June annually. This valuation is based on existing sustainable felling plans and assessment regarding growth, timber prices, felling costs and silvicultural costs. It takes into consideration environmental, operational, and market restrictions. The Standards applied in the valuation are the PBE IPSAS 27 as issued by the External Reporting Board (XRB) and the Forest Valuation Standards issued by the NZ Institute of Forestry. The following significant valuation assumptions have been adopted in determining the fair value of forestry assets:

- The valuation considers only the costs and revenues associated with the current crop (single rotation).
- An appropriate discount rate is derived based on evidence from industry practice.
- An average pre tax discount rate of 2024: 7.8% (2023: 7.3%) has been used in valuing the forest crops.
- A compound rate of 3.4% (2023: 3.6%) was applied to value the commercial, minor species crops (applicable to TECT forest only).
- A land rental cost is charged against the tree crop value for each stand until harvested.
- Wood flow is based on a presumed harvest schedule for a typical forest owner and not specific to the current owner.
- Costs are based on industry standard management and operational requirements.
- Logs processed are based on market rates and forecast based on best estimates of future supply and demand.

The Forest crop assets held in Tauranga City Council consist of water catchments and TECT All Terrain Park forest, forestry assets were valued by the Registered Valuer.

The two areas of forest valued by Interpine have been approached individually. The approach to non radiata species is different because the TECT forest area contains other exotic species that can be harvested while this is not the case for the water catchment area which only consists of Radiata.



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- The method used to measure the Pinus radiata tree crops in this valuation is the Expectation method. The Expectation method employs a conventional discounting approach to determine the present value of future cash flows. Previous expenditure on the forest is treated as sunk costs and are excluded from the valuation determination.
- Interpine have varied the methodology on valuing young radiata stands to a discounted cash flow basis instead of compounding cost approach to allow for better analysis of year to year change. This change had minor effect on the total valuation.
- Non radiata tree crops have been valued using a compounded cost methodology. Here a fair value is determined to be the compounded cost of the operations required to grow each crop to its current age.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Balance as at 1 July	8,160	8,106	8,160	8,106
Gains/(losses) Arising from Changes Attributable to Physical Changes	(278)	521	(278)	521
Gains/(losses) Arising from Changes Attributable to Price Changes	(258)	27	(258)	27
Decreases due to Harvest	(306)	(494)	(306)	(494)
Balance as at 30 June	7,318	8,160	7,318	8,160

The council owns a total of 331 (2023: 281) hectares of forestry assets, including around council's water catchments and council's 50% share of the TECT All Terrain Park.

The forestry assets have no restrictions on title or any known pledges against them.

Financial Risk Management Strategies

The council is exposed to financial risks arising from changes in timber prices. The forest crops owned by the council and group are held primarily for conservation purposes and are not intended to be logged and sold in substantial portions in order to earn income.

Therefore, no measures have been taken to manage the risks of a decline in timber prices. The council reviews its outlook for timber prices regularly in considering the need for active financial risk management.

Note 19: Property, plant and equipment

Accounting policy



The property, plant and equipment of the Tauranga City Council are classified into three categories:

- Infrastructure assets include land under roads and systems and networks integral to the city's water and transport infrastructure. These assets are intended to be maintained indefinitely, even if individual assets or components are replaced or upgraded.
- Restricted assets include parks and reserves, property and improvements owned by the Tauranga City Council and group that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- Operational assets include property, plant and equipment used to provide core council services, either as a community service, for administration, or as a business activity. Other operational assets include landfill post closure, marine facilities and structures, motor vehicles, office equipment, library books, furniture and fittings.

Initial recognition and subsequent measurement

Property, plant and equipment is initially recognised at its cost except for these items: land (operational and restricted), buildings (operational and restricted), library books, and infrastructural assets (except land under roads) in which case the asset is recognised at fair value at the date of acquisition. Where an asset is acquired through a non exchange transaction, it is recognised at fair value as at the date of acquisition.

Subsequent costs that extend or expand the asset's future economic benefits and service potential are capitalised. After initial recognition, certain classes of property, plant and equipment are revalued. Work in progress is recognised at cost less impairment and is not depreciated.

Depreciation

Depreciation is provided on a straight line basis (SL) on all property, plant, and equipment other than land which is not depreciated.

Useful Lives

When assets are revalued, depreciation rates are overridden by the new annual depreciation rates which may be outside the range for the class of asset, to accurately reflect the useful life of the asset.

The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Disposals

Gains and losses on the disposal of property, plant and equipment are recognised in surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

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Class of Asset Depreciated	Estimated Useful Life (Years)
INFRASTRUCTURAL ASSETS	
Wastewater - Treatment Plants and Facilities	1-70
Other Wastewater Systems	10-95
Water Supply - Treatment Plants and Facilities	7-90
Other Water Supply Systems	5-85
Stormwater System	1-420
Roading Network	1-160
Roading Network - Formation	Infinite
Roading Corridor Land	N/A
Other Roading Assets	1-140
RESTRICTED ASSETS	
Land	N/A
Buildings	7-100
Parks Facilities	3-80

Class of Asset Depreciated	Estimated Useful Life (Years)
OPERATIONAL ASSETS	
Land	N/A
Buildings	3-100
Airport Infrastructure Assets	4-210
Jetties, Wharves, Marine Facilities and Structures	4-100
Library Books	7-50
Heritage	N/A
Office Furniture and Equipment	1-30
Plant and Equipment	1-50
Motor Vehicles	4-45
TRUST LAND	
Land	N/A

Impairment

Property, plant and equipment is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the carrying amount of property, plant and equipment exceeds its recoverable amount. Any impairment loss is recognised immediately in surplus or deficit unless the asset is revalued, in which case any impairment loss is treated as a revaluation decrease. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

Assets are considered cash generating if their primary objective is to provide a commercial return. The value in use for cash generating assets is the present value of expected future cash flows. For non cash generating assets, value in use is determined using an approach based on a depreciated replacement cost.

Revaluation

Infrastructure assets (except land under roads), restricted and operational assets (except office furniture, plant equipment and vehicles) undergo a full revaluation with sufficient regularity, and at least every three years on a cyclical basis to ensure that their carrying amounts do not differ materially from fair value. The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then those asset classes are revalued. Revaluations are accounted for on an asset class basis.

Net revaluation gains are recognised in other comprehensive revenue and expenditure and are accumulated in the asset revaluation reserve in equity for each class of asset. Revaluation losses that result in a debit balance in an asset class's revaluation reserve are recognised in surplus or deficit. Any subsequent gain on revaluation is recognised first in surplus or deficit up to the amount previously expensed and then recognised in other comprehensive revenue and expenditure.

Replacement cost as recorded in property, plant and equipment tables, is from the most recent valuation provided by independent valuers (as below) for the relevant asset class.

Local government disclosures



Core assets

Under the Local Government (Financial Reporting and Prudence) Regulations 2014, the council is required to disclose information about the Group's core assets.

Tauranga City Council has applied section 6 information disclosure requirements to its core assets in Property, Plant and Equipment.

Significant judgements and estimates



The group uses the optimised depreciated replacement cost (ODRC) method in revaluing most of its property, plant and equipment and operational land and buildings are valued at market value.

ODRC is calculated based on the replacement cost new of a modern equivalent asset as the starting point and applies optimisation and depreciation to adjust for age, condition, performance and remaining useful life. Replacement cost estimates refer to current construction costs and are adjusted where necessary for fees, lead time, demolition cost and any other necessary changes.

Market value is based on recent equivalent sales, the present value of future cash flows.

It is assumed that all asset classes have no residual value at the end of their useful lives.

The following asset classes have been valued at an individual asset level as at 30 June 2024: Land and Buildings, and Transport.

The table below summarises the key assumptions adopted by independent valuers in determining the fair value of each class of asset at the date of valuation. The remaining asset classes have been assessed for movement in fair value to ensure that their carrying values do not differ materially from their fair values.

Infrastructure Asset Classes

WASTEWATER, WATER, STORMWATER (3 Waters)

Wastewater, water and stormwater infrastructural assets were valued effective at 30 June 2023 and are scheduled to be valued again as at 30 June 2026.

Independent valuer: GHD Valuations.

Valuing method used: Optimised Depreciated Replacement Cost method.

Assets include wetwells, water and wastewater pump stations, treatment plants equipment, drains and stormwater ponds

Key valuation assumptions and notes

In order to minimise the risk of significant movement in the replacement cost of infrastructure assets, infrastructural asset useful lives have been determined with reference to the New Zealand Infrastructural Asset (NZIAV) and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience.

Asset inspections, deterioration, and condition modelling are also carried out regularly as part of asset management planning activities. These provide further assurance over useful life estimates.

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TRANSPORTATION

Roading network and other roading infrastructural assets were valued effective at 30 June 2024 and are scheduled to be valued again as at 30 June 2027.

Independent valuer: BECA Valuation Limited.

Valuing method used: Optimised Depreciated Replacement Cost method.

Assets include roads, footpaths, street lights, traffic signals and bridges.

Key valuation assumptions and notes

- The 2024 rates have been derived from a review of current and recent contract rates provided by Tauranga City Council as well as against other similar New Zealand Road Controlling Authorities.
- Rates where no corresponding recent contract rate was available have been increased or decreased according with Waka Kotahi's infrastructure cost indices.
- This is how the replacement cost in this note is derived.
- Useful lives were determined considering the age, condition information held on these assets and the assets future service potential. These assumptions are affected by local conditions such as ground type, weather patterns and road usage.
- Land under roads and Roothing Corridor land were valued based on fair value provided by previous valuations in 2012 of the Roothing Network. This valuation was carried out by BECA Valuation Limited. On transition to New Zealand's External Reporting Board (XRB) International Public Sector Accounting Standards (PBE IPSAS) at 1 July 2014, the council elected to use the fair value of land under roads and roading corridor land as at 30 June 2012 as the deemed cost. Land under roads and roading corridor land are no longer revalued.

Vested land under roads are not valued.

Restricted and Operational Assets Classes**LAND AND BUILDINGS**

Land and building assets were valued effective at 30 June 2024 and are scheduled to be valued again as at 30 June 2027.

Independent valuer: Quotable Value Limited (QV).

Valuing method used: Land and buildings are mainly valued based on recent equivalent sales information and/or market evidence. Where no market existed for the buildings, ODRC was used with allowance for age, condition and configuration of the building.

Fair value assessment: The values of the assets have been considered on a Fair Value basis in accordance with PBE IPSAS 17 under a highest and best use scenario.

Key valuation assumptions and notes

Where there is a designation against the land or the use of the land is restricted because of reserve or endowment status, the valuation approach reflects the restriction in use. Such land is valued based on rural land value plus a location adjustment to reflect different zoning, which are based on the valuer's judgement.

Restrictions on the council's ability to sell land would not normally impair the value of the land because the council has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

Specialised buildings are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings.

Classification of property

The council owns properties that had previously been used by council in the course of operation, which was classified as property, plant and equipment. These properties will eventually be offered for sale. Such property has been classified as investment property.

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Restricted Asset Classes	
PARKS FACILITIES	<p>Parks Facilities infrastructure assets were valued effective at 30 June 2023 and are scheduled to be valued again as at 30 June 2026.</p> <p>Independent valuer: BECA Projects NZ Limited.</p> <p>Valuing method used: Optimised Depreciated Replacement Cost method.</p> <p>Reserves land and buildings were valued as part of council's land and building asset class effective at 30 June 2024 and are scheduled to be valued again as at 30 June 2027.</p> <p>Independent Valuer: Quotable Value Limited.</p> <p>Valuing method used: Market value.</p> <p>Assets include sports fields, courts and reserves equipment.</p> <p>Key valuation assumptions and notes</p> <p>Parks infrastructure assets have been valued in accordance with New Zealand Infrastructure Asset Valuation and Depreciation Guidelines Manual.</p> <p>The valuation process used included:</p> <ul style="list-style-type: none"> Optimising the asset factor out over design, over capacity and redundant assets. Calculation of depreciated replacement cost using the optimal factors on the gross replacement cost of the modern equivalent assets. Calculation of the annual depreciation on a straight line basis to delineate the degradation of the asset over its expected useful life.
Operational Asset classes	
AIRPORT	<p>Airport Infrastructure assets were valued effective at 30 June 2023 and are scheduled to be valued again as at 30 June 2026.</p> <p>Independent valuer: BECA Projects NZ Limited.</p> <p>Valuing method used: Optimised Depreciated Replacement Cost method for specialised assets, where replacement costs are derived from construction contracts of like assets, reference to publications such as Rawlinson's Construction Handbook, recent costings obtained from construction details and Property Institute of New Zealand's cost information.</p> <p>Airport Land Operational assets were valued as part of council's land and building asset class effective at 30 June 2024 and are scheduled to be valued again as at 30 June 2027.</p> <p>Independent Valuer: Quotable Value Limited.</p> <p>Valuing method used: Market value.</p> <p>Assets include airside assets of the runways and taxiways and land.</p> <p>Key valuation assumptions and notes</p> <p>Airport land is valued as vacant and incorporates the influences of size contour, quality, location, zoning, designation and current and potential usage. An open market, "willing buyer, willing seller", scenario is assumed.</p> <p>The airport land consists of some 225 hectares of land of which some 86 hectares is jointly owned by Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC). WBOPDC own 14.45% of the jointly owned land. The jointly acquired land is held by TCC on trust for itself and WBOPDC. As the legal owner, TCC must exercise its rights of ownership in terms of the Trust and for the benefit of the Trustees.</p> <p>The terms of the Trust are that TCC may use the jointly acquired land rent free provided the land is used as an airport. If the jointly owned airport land is sold and the principal use of the land is no longer an airport then a liability to WBOPDC is created.</p>

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MARINE	<p>Marine infrastructure assets were valued effective at 30 June 2023 and are scheduled to be valued again as at 30 June 2026.</p> <p>Independent valuer: Aecom Limited.</p> <p>Valuing method used: Optimised Depreciated Replacement Cost method and are deemed specialised assets.</p> <p>Assets include wharves, jetties/pontoons, boat ramps and coastal structures.</p> <p>Key valuation assumptions and notes</p> <p>These marine assets were broken down to a component level and depreciated individually. The assets were generally valued based on construction in green field or undeveloped sites. Depreciation has been applied to depreciable assets on a straight line basis over the total assessed economic life of the asset. Land formation and earthworks have not been depreciated</p>
LIBRARY COLLECTIONS	<p>Library collections assets were valued effective at 30 June 2023 by Tauranga City Council staff member(s) deemed experts in their field. These assets are scheduled to be valued again as at 30 June 2026.</p> <p>Valuing method used: Optimised Depreciated Replacement Cost method in accordance with the guidelines released in 2002 by the New Zealand Library Association and the National Library.</p> <p>Assets include library books.</p>
OTHER ASSETS	<p>All other asset classes are carried at depreciated book value.</p>
GROUP RECREATIONAL FACILITIES	<p>BVL infrastructural assets were valued effective at 30 June 2024 by Independent valuer: Quotable Value Limited. These assets are scheduled to be valued again as at 30 June 2027.</p> <p>Valuing method used: Optimised Depreciated Replacement Cost.</p> <p>Assets include building and improvements, plant, machinery and chattels.</p> <p>Key valuation assumptions and notes</p> <p>Plant, machinery and chattels are revalued together with building and improvement assets as they are part of the building structures of the pool buildings.</p> <p>Plant, machinery and chattels associated with pools have been valued on the "in use" basis assuming the on going economic life of the relevant facility.</p>

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Note 19: Council 2024 - Property, plant and equipment													
	1 July 2023				Current year movements								30 June 2024
	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	Additions Assets Constructed by Council \$'000	Additions Vested Assets Transferred to Council \$'000	Disposals and Impairments \$'000	Disposals Depreciation \$'000	Depreciation \$'000	Transfer \$'000	Transfer Depreciation \$'000	Net Revaluation Surplus \$'000	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000
Council Infrastructural Assets													
Wastewater - Treatment Plants and Facilities	154,414	(96)	154,318	27,907	-	(96)	96	(4,734)	-	-	-	182,225	(4,734)
Other Wastewater Systems	730,713	(137)	730,576	36,830	1,535	-	-	(13,172)	-	-	-	769,078	(13,309)
Water Supply - Treatment Plants and Facilities	142,460	(2)	142,459	3,222	-	(2)	2	(4,468)	-	-	-	145,680	(4,468)
Other Water Supply Systems	432,852	(50)	432,802	17,170	1,178	-	-	(9,011)	229	(2)	-	451,429	(9,063)
Stormwater System	753,063	(370)	752,693	26,055	2,142	-	-	(8,665)	-	-	-	781,260	(9,035)
Roading Network	718,644	(15,967)	702,677	68,521	1,047	(1,020)	92	(18,459)	(2,159)	36	37,769	788,521	(16)
Roading Corridor Land	1,363,319	-	1,363,319	1,308	341	-	-	-	3,604	-	-	1,368,572	-
Other Roading Assets	351,418	(11,352)	340,066	67,138	11,209	(1,410)	282	(10,701)	1,795	276	194,802	603,477	(20)
Work in Progress	291,883	-	291,883	227,864	-	-	-	-	(272,462)	-	-	247,285	-
Total Council Infrastructural Assets	4,938,766	(27,974)	4,910,793	476,015	17,452	(2,528)	472	(69,210)	(268,993)	310	232,571	5,337,527	(40,645)
Assets													5,296,882
Council Restricted Assets													
Land	804,143	-	804,143	899	1,829	(127)	-	-	(14,649)	-	23,926	816,021	-
Buildings and Improvements	39,738	(1,608)	38,130	3,367	-	(241)	67	(1,581)	490	(502)	3,435	43,165	(1)
Parks Facilities	45,449	(76)	45,373	15,160	616	(28)	28	(4,952)	-	-	-	61,197	(5,000)
Work in Progress	68,256	-	68,256	116,037	-	-	-	-	(43,879)	-	-	140,414	-
Total Council Restricted Assets	957,586	(1,684)	955,902	135,463	2,445	(396)	95	(6,533)	(98,038)	(502)	27,361	1,060,797	(5,001)
Assets													1,055,796
Council Operational Assets													
Land	567,537	-	567,537	19,006	-	(9)	-	-	(4,920)	-	13,319	594,933	-
Buildings and Improvements	100,835	(3,475)	97,360	25,273	-	(1,556)	73	(3,413)	(1,634)	108	9,109	125,357	(37)
Airport Buildings and Operational Assets	52,553	-	52,553	3,094	-	-	-	(2,046)	-	-	-	55,647	(2,046)
Jetties, Wharves, Marine Facilities and Structures	43,879	(1,861)	42,018	2,673	-	(2,242)	290	(1,574)	(244)	3	(7,065)	37,001	(3,142)
Library Books	6,193	-	6,193	-	-	-	-	(764)	-	-	-	6,193	(764)
Heritage	3,123	(3)	3,120	765	-	-	-	-	-	-	-	3,888	(3)
Office Furniture and Equipment	29,680	(18,770)	10,910	3,213	-	(3,038)	3,038	(2,423)	(596)	496	-	29,259	(17,658)
Plant and Equipment	22,835	(9,974)	12,861	7,040	-	(2,551)	1,811	(3,238)	995	(348)	-	28,319	(11,750)
Motor Vehicles	4,452	(1,698)	2,754	2,032	-	(93)	93	(481)	(229)	2	-	6,162	(2,084)
Work in Progress	29,927	-	29,927	21,244	-	-	-	-	(12,098)	-	-	39,073	-
Total Council Operational Assets	861,014	(35,781)	825,233	84,340	-	(9,489)	5,305	(13,939)	(18,726)	261	15,363	925,832	(37,484)
TOTAL COUNCIL PROPERTY, PLANT AND EQUIPMENT	6,757,366	(65,439)	6,691,929	695,818	19,897	(12,413)	5,872	(89,682)	(345,757)	69	275,295	7,324,156	(83,130)
Assets													7,241,026

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Note 19: Consolidated 2024 - Property, plant and equipment														
1 July 2023				Current year movements							30 June 2024			
	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	Additions Assets Constructed by Council \$'000	Additions Vested Assets Transferred to Council \$'000	Disposals and Impairments \$'000	Disposals Depreciation \$'000	Depreciation \$'000	Transfer \$'000	Transfer Depreciation \$'000	Net Revaluation Surplus \$'000	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000
Consolidated Infrastructural Assets														
Wastewater - Treatment Plants and Facilities	154,414	(96)	154,318	27,907	-	(96)	96	(4,734)	-	-	-	182,225	(4,734)	177,491
Other Wastewater Systems	730,713	(137)	730,576	36,830	1,535	-	-	(13,172)	-	-	-	769,078	(13,309)	755,769
Water Supply - Treatment Plants and Facilities	142,460	(2)	142,458	3,222	-	(2)	2	(4,468)	-	-	-	145,680	(4,468)	141,212
Other Water Supply Systems	432,852	(50)	432,802	17,170	1,178	-	-	(9,011)	229	(2)	-	451,429	(9,063)	442,366
Stormwater System	753,063	(370)	752,693	26,055	2,142	-	-	(8,665)	-	-	-	781,260	(9,035)	772,225
Roading Network	718,644	(15,966)	702,678	68,521	1,047	(1,020)	92	(18,459)	(2,159)	36	37,769	788,521	(16)	788,505
Roading Corridor Land	1,363,319	-	1,363,319	1,308	341	-	-	-	3,604	-	-	1,368,572	-	1,368,572
Other Roading Assets	351,418	(11,352)	340,066	67,138	11,209	(1,410)	282	(10,701)	1,795	276	194,802	603,477	(20)	603,457
Work in Progress	291,883	-	291,883	227,864	-	-	-	-	(272,462)	-	-	247,285	-	247,285
Total Consolidated Infrastructural Assets	4,938,766	(27,974)	4,910,793	476,015	17,452	(2,528)	472	(69,210)	(268,993)	310	232,571	5,337,527	(40,645)	5,296,882
Consolidated Restricted Assets														
Land	804,143	-	804,143	899	1,829	(127)	-	-	(14,649)	-	23,926	816,021	-	816,021
Buildings and Improvements	39,738	(1,608)	38,130	3,367	-	(241)	67	(1,581)	490	(502)	3,435	43,165	(1)	43,164
Parks Facilities	45,449	(76)	45,373	15,160	616	(28)	28	(4,952)	-	-	-	61,197	(5,000)	56,197
Work in Progress	68,256	-	68,256	116,037	-	-	-	-	(43,879)	-	-	140,414	-	140,414
Total Consolidated Restricted Assets	957,586	(1,684)	955,902	135,463	2,445	(396)	95	(6,533)	(58,038)	(502)	27,361	1,060,797	(5,001)	1,055,796
Consolidated Operational Assets														
Land	574,055	-	574,055	19,006	-	(9)	-	-	(4,920)	-	13,219	601,351	-	601,351
Buildings and Improvements	223,504	(11,995)	211,509	29,503	-	(1,556)	73	(7,632)	(1,634)	108	26,264	289,410	(12,776)	256,634
Airport Buildings and Operational Assets	52,553	-	52,553	3,094	-	-	-	(2,046)	-	-	-	55,647	(2,046)	53,601
Jetties, Wharves, Marine Facilities and Structures	43,879	(1,861)	42,018	2,673	-	(2,242)	290	(1,574)	(244)	3	(7,065)	37,001	(3,142)	33,859
Library Books	6,193	-	6,193	-	-	-	-	(764)	-	-	-	6,193	(764)	5,429
Heritage	5,086	(3)	5,083	767	-	-	-	-	-	-	-	5,853	(3)	5,850
Office Furniture and Equipment	37,127	(22,567)	14,560	5,223	-	(3,038)	3,038	(3,481)	(596)	496	-	38,716	(22,514)	16,202
Plant and Equipment	45,942	(14,836)	31,105	8,700	-	(2,697)	1,811	(5,815)	995	(348)	2,608	55,548	(19,188)	36,360
Motor Vehicles	5,432	(2,078)	3,354	2,162	-	(93)	93	(601)	(229)	2	-	7,272	(2,584)	4,688
Work in Progress	31,880	-	31,880	30,754	-	(7,725)	-	-	(12,098)	-	-	42,811	-	42,811
Total Consolidated Operational Assets	1,025,651	89,784	972,311	101,886	-	(17,360)	5,305	(21,913)	(18,726)	261	35,026	1,119,806	(63,017)	1,056,789
TOTAL CONSOLIDATED PROPERTY, PLANT AND EQUIPMENT														
	6,922,003	384,921	6,839,008	713,364	19,897	(20,284)	5,872	(97,656)	(345,757)	69	294,958	7,518,130	(108,663)	7,409,463

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Note 19: Council 2023 - Property, plant and equipment														
1 July 2022			Prior year movements							30 June 2023				
Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	Additions Assets Constructed by Council \$'000	Additions Vested Assets Transferred to Council \$'000	Disposals and Impairments \$'000	Disposals Depreciation \$'000	Depreciation \$'000	Transfer \$'000	Transfer Depreciation \$'000	Net Revaluation Surplus \$'000	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	
Council Infrastructural Assets														
Wastewater - Treatment Plants and Facilities	116,869	(7,149)	109,721	3,803	-	(109)	41	(5,581)	51,082	(2,511)	154,414	(96)	154,318	
Other Wastewater Systems	535,288	(19,134)	516,154	10,735	6,858	-	-	(8,533)	(58,341)	2,601	261,103	(137)	730,576	
Water Supply - Treatment Plants and Facilities	37,295	(3,808)	33,487	96,723	-	-	-	(3,469)	59,024	(1,399)	142,460	(2)	142,459	
Other Water Supply Systems	314,509	(12,640)	301,869	111,450	1,542	(124)	3	(6,454)	(66,094)	1,689	88,921	(50)	432,802	
Stormwater System	586,802	(14,010)	572,792	12,331	4,872	(5,114)	385	(6,747)	(12,657)	338	186,522	(370)	752,693	
Roading Network	690,611	(130)	690,481	23,487	4,546	-	-	(15,837)	-	-	718,644	(15,967)	702,677	
Roading Corridor Land	1,359,474	-	1,359,474	3,568	-	-	-	276	-	-	1,363,319	-	1,363,319	
Other Roading Assets	320,348	(718)	319,630	16,350	2,411	-	-	(10,296)	12,309	(338)	351,418	(11,352)	340,066	
Work in Progress	385,178	-	385,178	(93,295)	-	-	-	-	12,309	-	291,883	-	291,883	
Total Council Infrastructural Assets	4,346,374	(57,589)	4,288,785	181,152	20,229	(5,347)	399	(56,916)	(14,400)	379	492,513	(27,974)	4,910,793	
Council Restricted Assets														
Land	772,870	-	772,870	990	3,315	(1,735)	-	-	27,712	-	804,143	-	804,143	
Buildings and Improvements	29,406	(136)	29,270	1,402	-	(276)	79	(1,559)	9,221	8	39,738	(1,608)	38,130	
Parks Facilities	51,058	(13,318)	37,740	9,730	765	(13,745)	14,043	(4,351)	(955)	11	2,136	45,449	(76)	45,373
Work in Progress	36,627	-	36,627	31,629	-	-	-	-	-	-	68,256	-	68,256	
Total Council Restricted Assets	889,962	(13,454)	876,507	43,751	4,080	(15,756)	14,122	5,910	35,979	19	3,111	(957,586)	(1,684)	955,902
Council Operational Assets														
Land	582,708	-	582,708	25,219	-	(605)	-	-	(39,359)	-	567,537	-	567,537	
Buildings and Improvements	104,086	(722)	103,364	3,297	-	(1,242)	445	(3,392)	(5,149)	194	100,835	(3,475)	97,360	
Airport Infrastructure Assets	39,120	(3,059)	36,061	58	-	-	-	(1,090)	510	(32)	17,046	52,553	-	52,553
Jetties, Wharves, Marine Facilities and Structures	43,455	(142)	43,313	151	-	-	-	(1,680)	352	(39)	43,879	(1,861)	42,018	
Library Books	7,597	(3,836)	3,761	1,877	-	-	-	(660)	-	-	6,193	-	6,193	
Heritage	3,273	(60)	3,213	26	-	-	-	-	(176)	57	3,123	(3)	3,120	
Office Furniture and Equipment	25,821	(15,138)	10,683	4,245	-	(592)	588	(4,191)	206	(29)	29,680	(18,770)	10,910	
Plant and Equipment	16,874	(7,136)	9,738	1,862	-	(576)	575	(2,865)	4,675	(549)	22,835	(9,974)	12,861	
Motor Vehicles	2,480	(1,456)	1,024	2,070	-	(98)	115	(357)	-	-	4,452	(1,698)	2,754	
Work in Progress	16,988	0	16,988	12,939	-	-	-	-	-	-	29,927	-	29,927	
Total Council Operational Assets	842,402	(31,549)	810,853	51,744	-	(3,113)	1,723	(14,235)	(38,941)	(389)	17,600	(35,781)	825,233	
TOTAL COUNCIL PROPERTY, PLANT AND EQUIPMENT	6,078,737	(102,592)	5,976,145	280,645	24,309	(24,216)	16,244	77,062	(17,362)	-	513,223	(65,439)	6,691,929	

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Note 19: Consolidated 2023 - Property, plant and equipment													
	1 July 2022				Prior year movements							30 June 2023	
	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	Additions Assets Constructed by Council \$'000	Additions Vested Assets Transferred to Council \$'000	Disposals and Impairments \$'000	Disposals Depreciation \$'000	Depreciation \$'000	Transfers \$'000	Transfers Depreciation \$'000	Net Revaluation Surplus \$'000	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000
Consolidated Infrastructural Assets													
Wastewater - Treatment Plants and Facilities	116,869	(7,149)	109,720	3,803	-	(109)	41	(5,581)	51,082	(2,511)	(2,127)	154,414	(96)
Other Wastewater Systems	535,288	(19,134)	516,154	10,735	6,858	-	-	(8,533)	(58,341)	2,601	261,103	730,713	(137)
Water Supply - Treatment Plants and Facilities	37,295	(3,808)	33,487	96,723	-	-	-	(3,469)	59,024	(1,399)	(41,906)	142,460	(2)
Other Water Supply Systems	314,509	(12,640)	301,869	111,450	1,542	(124)	3	(6,454)	(66,094)	1,689	88,921	432,852	(50)
Stormwater System	586,802	(14,010)	572,792	12,331	4,872	(5,114)	355	(6,747)	(12,657)	338	186,522	753,063	(370)
Roading Network	690,611	(130)	690,481	23,487	4,546	-	-	(15,836)	-	-	-	718,644	(15,966)
Roading Corridor Land	1,359,474	-	1,359,474	3,568	-	-	-	-	276	-	-	1,363,319	-
Other Roading Assets	320,348	(718)	319,630	16,350	2,411	-	-	(10,296)	12,309	(338)	-	351,418	(11,352)
Work in Progress	385,178	-	385,178	(93,295)	-	-	-	-	-	-	-	291,883	-
Total Consolidated Infrastructural Assets	4,346,374	(57,589)	4,288,785	185,152	20,229	(5,347)	399	(56,916)	(14,400)	379	492,513	4,938,766	(27,974)
Consolidated Restricted Assets													
Land	772,870	-	772,870	990	3,315	(1,735)	-	-	27,712	-	990	804,143	-
Buildings and Improvements	29,406	(136)	29,270	1,402	-	(276)	79	(1,559)	9,221	8	(15)	39,738	(1,608)
Parks Facilities	51,058	(13,318)	37,740	9,730	765	(13,745)	14,043	(4,351)	(955)	11	2,136	45,449	(76)
Work in Progress	36,827	-	36,827	31,629	-	-	-	-	-	-	-	68,256	-
Total Consolidated Restricted Assets	889,962	(13,454)	876,508	43,751	4,080	(15,756)	14,122	5,910	35,979	19	3,111	957,586	(1,684)
Consolidated Operational Assets													
Land	589,225	-	589,225	25,219	-	(605)	-	-	(39,359)	-	(425)	574,055	-
Buildings and Improvements	220,976	(1,923)	219,053	9,076	-	(1,242)	445	(7,135)	(5,149)	194	(3,732)	223,504	(11,995)
Airport Infrastructure Assets	39,120	(3,059)	36,061	58	-	-	-	(1,090)	510	(32)	17,046	52,553	-
Jetties, Wharves, Marine Facilities and Structures	43,455	(142)	43,313	151	-	-	-	(1,680)	352	(39)	(78)	43,879	(1,861)
Library Books	7,597	(3,836)	3,761	1,877	-	-	-	(660)	-	-	1,215	6,193	-
Heritage	5,236	(60)	5,176	29	-	-	-	-	(176)	57	-	5,086	(3)
Office Furniture and Equipment	31,535	(18,095)	13,440	5,978	-	(592)	588	(5,031)	206	(29)	-	37,127	(22,567)
Plant and Equipment	36,208	(9,766)	26,442	5,723	-	(664)	575	(5,097)	4,675	(549)	-	45,942	(14,836)
Motor Vehicles	3,265	(1,745)	1,520	2,265	-	(98)	115	(448)	-	-	-	5,432	(2,078)
Work in Progress	19,871	-	19,871	23,548	-	(11,538)	-	-	-	-	-	31,880	-
Total Consolidated Operational Assets	996,487	(38,627)	957,861	73,921	-	(14,738)	1,723	(21,140)	(38,941)	(399)	14,025	1,025,651	(53,340)
TOTAL CONSOLIDATED PROPERTY, PLANT AND EQUIPMENT	6,232,823	(109,669)	6,123,155	302,822	24,309	(35,842)	16,244	83,965	(17,362)	-	509,648	6,922,003	(82,996)

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Council - Work in progress

	Council		Consolidated	
	Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2023 \$000
PROPERTY, PLANT AND EQUIPMENT WORK IN PROGRESS				
Council Infrastructural Assets				
Wastewater - Treatment Plants and Facilities	37,839	39,289	37,839	39,289
Other Wastewater Systems	21,942	45,766	21,942	45,766
Water Supply - Treatment Plants and Facilities	5,253	4,443	5,253	4,443
Other Water Supply Systems	22,074	19,687	22,074	19,687
Stormwater System	35,924	40,566	35,924	40,566
Roading Network	104,546	127,068	104,546	127,068
Roading Corridor Land	-	-	-	-
Infrastructural Assets Work In Progress	19,707	15,062	19,707	15,062
Total	247,285	291,881	247,285	291,881
Council Restricted Assets				
Land	1,807	2,298	1,807	2,298
Buildings and Improvements	45,069	12,406	45,069	12,406
Restricted Assets Work In Progress	93,538	53,551	93,538	53,551
Total	140,414	68,255	140,414	68,255
Council Operational Assets				
Land	(25)	1,340	(25)	1,340
Buildings and improvements	16,520	15,161	17,817	15,684
Airport Buildings and Operational Assets	6,298	3,472	6,298	3,472
Jetties, Wharves, Marine Facilities and Structures	7,520	4,234	7,520	4,234
Library Books	1,073	-	1,073	-
Heritage	-	-	-	-
Office Furniture and Equipment	2,473	3,005	2,619	3,997
Plant and Equipment	5,037	2,715	7,326	3,153
Vehicles - Motor and Electric	177	-	183	-
Total Operational Assets Work In Progress	39,073	29,927	42,811	31,880
Total Property, Plant and Equipment Work In Progress	426,772	390,063	430,510	392,016
INTANGIBLE WORK IN PROGRESS				
Software	11,908	10,734	11,946	10,988
Total Intangibles Work in Progress	11,908	10,734	11,946	10,988
TOTAL WORK IN PROGRESS	438,680	400,797	442,456	403,004

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Insurance of assets

Local government disclosures

Under the Local Government Act 2002, the council is required to disclose the following information on insurance of the Group's assets as at 30 June.



Disclosure as required under Local Government Amendment (No3) Act.

	Carrying Amounts 2024 \$'000	Replacement Costs 2024 \$'000	Insured Amounts 2024 \$'000	Carrying Amounts 2023 \$'000	Replacement Costs 2023 \$'000	Insured Amounts 2023 \$'000
Assets Covered by Insurance Contracts						
Infrastructural Assets						
Wastewater - Treatment Plants and Facilities	177,491	252,972	239,022	154,318	252,972	218,677
Water Supply - Treatment Plants and Facilities	141,212	197,215	194,741	142,458	197,215	125,730
Other Water Supply Systems*	442,366	616,966	540,858	432,802	616,966	532,197
Other Wastewater Systems*	755,769	1,088,438	192,949	730,576	1,088,438	170,721
Stormwater Systems*	772,225	925,418	2,731	752,693	925,418	2,572
Bridges	32,117	59,866	79,914	21,650	-	76,193
Total Infrastructural Assets Insurance Coverage	2,321,179	3,140,875	1,250,216	2,234,497	3,081,009	1,126,090
Operational Assets						
Buildings and Improvements	168,484	552,828	738,568	135,490	438,690	613,190
Airport Buildings and Operational Assets	53,601	52,121	-	52,553	52,121	-
Jetties, Wharves, Marine Facilities and Structures	33,859	96,096	-	42,018	96,096	-
Library books	5,429	-	-	6,193	-	-
Heritage	3,885	-	-	3,120	-	-
Office Furniture and Equipment	11,600	-	-	10,910	-	-
Plant and Equipment	16,570	-	-	12,861	-	-
Work in Progress	426,772	-	-	390,066	-	-
Motor Vehicles	4,078	-	11,962	2,754	-	11,629
Forestry	7,318	-	2,716	8,159	-	2,110
Total Operational Assets Insurance Coverage	731,596	701,045	753,246	664,124	586,907	626,929
Total Assets Covered by Insurance Contracts	3,052,776	3,841,919	2,003,461	2,898,621	3,667,915	1,753,019
Financial Risks Sharing Arrangements Assets						
Roading Corridor Land	1,368,572	-	-	1,363,319	-	-
Other Rooding Assets	573,422	919,028	-	320,439	542,552	-
Land	1,410,954	-	-	1,371,680	-	-
Parks Facilities	56,197	122,397	-	45,373	122,397	-
Rooding Network	786,423	1,210,365	-	700,655	943,344	-
Total Financial Risks Sharing Arrangements	4,195,568	2,251,790	-	3,801,467	1,608,293	-
TOTAL INSURANCE OF ASSETS	7,248,344	6,093,708	2,003,461	6,700,089	5,276,208	1,753,019

The insurance cover is for council and the group.

* Underground assets are covered under separate cover for \$380m (2023: \$380m). This amount has been included in the "Other Water Supply Systems" insured amount for ease of presentation but applies to all underground assets.

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Note 20: Te Manawataki o Te Papa Charitable Trust Land

During the year, council transferred to Te Manawataki o Te Papa Charitable Trust the legal title for the land under the civic precinct. A lease agreement of the land back to council was executed simultaneously, which will provide council with the right to the land in perpetuity. This land is reflected as a separate council asset in the financials for compliance with XRB standards and recognises the ongoing benefit of the land asset remaining with council for the benefit of the wider community.



As such, Trust Land will be treated in the same manner as other land assets. Refer to note 19.

1 July 2023			Current year movements		30 June 2024		
Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000	Additions \$'000	Revaluations \$'000	Cost/Revaluation \$'000	Accumulated Depreciation and Impairment Charges \$'000	Carrying Amount \$'000
-	-	-	16,102	2,334	18,436	-	18,436

Te Manawataki o Te Papa Charitable Trust

Note 21: Payables and deferred revenue

Accounting policy

Short term creditors and other payables are recorded at their face value and are non interest bearing. They are normally settled on 30 day terms; therefore, the face value of creditors and other payables approximates their fair value.



	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Payables and Deferred Revenue				
Trade Payables	17,913	13,951	20,295	15,777
Accrued Expenses	56,149	44,658	56,149	44,658
Rates in Advance	27,044	25,929	27,044	25,929
Other Payables	6,441	1,551	6,441	1,551
Accrued Interest on Borrowings	10,703	8,679	10,703	8,679
Total Payables and Deferred Revenue	118,250	94,768	120,632	96,594
Deposits Held				
General Deposits	7,860	8,845	7,884	8,867
Site Development Bonds	2,395	2,982	2,395	2,982
Total Deposits Held	10,255	11,827	10,279	11,849
TOTAL PAYABLES AND DEPOSITS	128,505	106,595	130,911	108,443
Total Payables and Deposits from Exchange Transactions	92,379	75,250	94,785	77,098
Total Payables and Deposits from Non Exchange Transactions	36,126	31,345	36,126	31,345

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Note 22: Employee entitlement liabilities

Accounting policy

Provision is made in respect of Tauranga City Council's liability for salaries, wages, annual leave, long service leave and gratuities, accrued up to balance date.



Short Term Employee Entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken at balance date.

A liability and an expense are recognised for bonuses where the council or group has a contractual obligation or where there is a past practice that has created a constructive obligation.

Long Term Employee Entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of Employee Entitlements

Sick leave, annual leave and vested long service leave are classified as a current liability. Non vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non current liability.

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Current Portion				
Accrued Pay	-	3,742	567	4,193
Annual Leave	7,527	6,484	9,185	7,862
Long Service Leave	603	386	603	386
Total Employee Entitlements	8,130	10,612	10,355	12,441

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Note 23: Revenue in advance

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Developer Contributions	-	3,429	-	3,429
Other Revenue in Advance	619	457	1,314	1,620
TOTAL REVENUE IN ADVANCE	619	3,886	1,314	5,049

Development Contribution revenue received in advance represents the value of assets vested to Tauranga City Council in excess of the value of Development Contributions owing to council, under a works in lieu agreement with a developer. The works in lieu agreement allows for the developer to construct local infrastructure and vest this to council rather than council charging local development contributions for subdivisions and building the infrastructure itself.

During the year, council settled the outstanding Works in Lieu arrangement; balance as at 30 June 2024 \$nil (2023: \$3.4m).

	Council	
	Actual 2024 \$'000	Actual 2023 \$'000
Development Contribution Fees Owing	(15.9)	(15.9)
Assets vested to Council	28.3	28.3
Less Reimbursements	(12.4)	(8.9)
TOTAL WORKS IN LIEU	-	3.4

Note 24: Borrowings

Accounting policy

Borrowings are initially recognised at their fair value plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless Tauranga City Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date, or if the borrowings are expected to be settled within 12 months of balance date.

Council's borrowings are regularly reviewed to establish their effect on the going concern assumption. Management reviews its borrowings and liquidity to ensure compliance with set ratios, council remains solvent and that its debt repayments can be met. Future economic impacts are assessed for potential impact on council's ability to carry on its primary objectives.



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	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Current Portion				
Secured				
Adams Centre Loan	-	-	1,00	1,000
Local Government Funding Agency	110,000	50,000	110,000	50,000
Housing Infrastructure Fund	6,065	6,065	6,065	6,065
Total Current Portion	116,065	56,065	117,065	57,065
Non Current Portion				
Secured				
Wholesale Borrowing	13,585	12,782	13,585	12,782
Local Government Funding Agency	930,116	765,150	930,116	765,150
Housing Infrastructure Fund	110,813	114,407	110,813	114,407
Total Non Current Portion	1,054,514	892,339	1,054,514	892,339
TOTAL BORROWINGS	1,170,579	948,404	1,171,579	949,404
Consisting of:				
Adams Centre Loan	-	-	1,000	1,000
Housing Infrastructure Fund	116,878	120,472	116,878	120,472
Wholesale Borrowings at Floating Interest Rates	585,000	610,000	585,000	610,000
Wholesale Borrowings at Fixed Interest Rates	468,701	217,932	468,701	217,932
TOTAL BORROWINGS	1,170,579	948,404	1,171,579	949,404

Credit standby arrangements

At balance date Tauranga City Council had undrawn bank facilities of \$200m (2023: \$100m), with facility maturing October 2026.

Security

The borrowings (including any debentures) are secured by a charge over all Rates from time to time set or assessed by Tauranga City Council.

	Council		Consolidated	
	30 June 2024	30 June 2023	30 June 2024	30 June 2023
Weighted Average Interest on Outstanding Borrowings (as at balance date)	4.82%	4.52%	4.82%	4.52%

Housing Infrastructure Fund

During the current financial year, no amounts drawn down (2023: \$16.9m). The undrawn amount under the Housing Infrastructure Fund at 30 June is nil (2023: nil). Housing Infrastructure Fund offers interest free loans, a gain is recognised to reflect the initial fair value adjustment at market interest rates at the time any new loan is drawn down, refer Note 7.

During the year council made loan repayments of \$6.1m (2023: \$6.2m).

On 29 June 2023, council signed a new funding agreement for the Pāpāmoa East Interchange under the Housing Infrastructure Fund. The project enables the development of Wairakei Housing and Urban Development. No drawdowns were made during the financial year and repayments are not due to commence until June 2026.

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Local government disclosures



Internal Borrowings

In relation to each group of activities, the council has incurred no internal borrowings during the year (2023: nil). The group and council maintain sufficient cash balances at all times. Internal borrowings would be eliminated on consolidation of activities in council's financial statements

Credit Ratings

Tauranga City Council's credit ratings are A+ (long-term) and A-1 (short-term) with a 'negative' outlook. The S&P's rating was affirmed in October 2024.

Fair Value

The fair values are based on a yield to maturity basis, assuming interest payments are on a semi annual basis (in accordance with market convention). Fair value interest rates range for fixed interest rate borrowings from 5.12% to 5.89% (2023: 5.92% to 6.13%). Fair Value excludes accrued interests as at 30 June.

	Council		Council	
	Carrying Amount 2024 \$'000	Fair Value 2024 \$'000	Carrying Amount 2023 \$'000	Fair Value 2023 \$'000
Current Borrowings	116,065	115,077	56,065	55,714
Housing Infrastructure Fund	110,813	91,464	114,407	91,764
Wholesale Borrowings at Floating Interest Rate	505,000	505,000	560,000	560,000
Wholesale Borrowings at Fixed Interest Rate	438,701	435,489	217,932	204,242
TOTAL COUNCIL FAIR VALUE CARRYING AMOUNTS	1,170,579	1,147,030	948,404	911,720

	Consolidated		Consolidated	
	Carrying Amount 2024 \$'000	Fair Value 2024 \$'000	Carrying Amount 2023 \$'000	Fair Value 2023 \$'000
Current Borrowings	116,065	115,077	56,065	55,714
Adams Centre Loan	1,000	1,000	1,000	1,000
Housing Infrastructure Fund	110,813	91,464	114,407	91,764
Wholesale Borrowings at Floating Interest Rate	505,000	505,000	560,000	560,000
Wholesale Borrowings at Fixed Interest Rate	438,701	435,489	217,932	204,242
TOTAL COUNCIL FAIR VALUE CARRYING AMOUNTS	1,171,579	1,148,030	949,404	912,720

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Note 25: Provisions

Accounting policy



Tauranga City Council recognises a provision for future expenditure of an uncertain amount or timing when:

- there is a present obligation, (either legal or constructive) as a result of a past event, and
- it is probable that an outflow of future economic benefits will be required to settle the obligation, and
- a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Critical accounting estimates, assumptions and judgement



Landfill Closure Costs (Aftercare Liability)

As historic operator of the Cambridge Road and Te Maunga landfills, Tauranga City Council has a legal obligation to provide ongoing maintenance and monitoring services at the landfill sites after closure. A calculation of the estimated future costs of this monitoring has been discounted and is recognised in the surplus or deficit and as a liability in the Statement of Financial Position. Discounts rates have been determined using New Zealand Government bond yield information. Both landfill sites are closed. The economic outflow of benefits associated with monitoring is expected to continue over the foreseeable future.

FOSAL Provision

Council has elected to participate in the Future of Severely Affected Locations ("FOSAL") programme with the Crown, who will also provide financial support, for properties in Maungatapu affected by landslips in 2022 and 2023. Council now has an obligation to buy those FOSAL properties classified as Category 3 under the programme.

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Current Portion Provisions				
Aftercare Liability	10	10	10	10
Provision for FOSAL	1,380	-	1,380	-
Other provisions	1,040	950	1,040	950
Total current portion	2,430	960	2,430	960
Non Current Provisions				
Aftercare Liability	-	4	-	4
Total Non Current Portion Provisions	-	4	-	4
TOTAL PROVISIONS	2,430	964	2,430	964

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Other Provisions

New Zealand Local Government Funding Agency (NZLGFA)

Accounting standards require Tauranga City Council to recognise the guarantee liability at fair value. However, the council has been unable to determine a sufficiently reliable fair value for the guarantee and therefore has applied the 12 month expected credit loss model. At the end of the financial year, the group and council have assessed the 12 month expected credit losses of the guarantee liability and based on market information of the underlying assets held by the LGFA. The council considers the risk of the LGFA defaulting on repayment of interest or capital to be very low on the basis that council is not aware of any local authority default events in New Zealand, and Local government legislation would enable local authorities to levy a rate to recover enough funds to meet any debt obligation if further funds were required. Therefore council has not recognised a liability.

Movement for each class of provision are as follows:

Council / Consolidated 2024				
Movements	Aftercare Liability \$'000	FOSAL Provision	Other Provisions	Total \$'000
Balance as at 1 July	10	-	950	960
Additional Provisions Made	-	1,380	90	1,470
Balance as at 30 June 2024	10	1,380	1,040	2,430

Council / Consolidated 2023							
Movements	Employee Cost Provision \$'000	Aftercare Liability \$'000	Weathertight Homes Resolution \$'000	Retentions Provision \$'000	Developer Contributions Provision	Other Provisions	Total \$'000
Balance as at 1 July 2022	44	14	417	600	5,948	-	7,023
Additional Provisions Made	-	-	-	-	-	950	950
Amounts Used	-	-	-	(584)	(5,948)	-	(6,532)
Unused Amounts Reversed	(44)	-	-	(16)	-	-	(477)
Discount unwind	-	-	(417)	-	-	-	-
Balance as at 30 June 2023	-	14	-	-	-	950	964

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Note 26: Note to Statement of Cashflows

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Surplus/(Deficit) After Tax	32,928	113,061	21,520	113,346
Add/(Less) Non Cash Items:				
Depreciation and Amortisation Expense	96,257	82,554	103,319	88,721
Revaluation Movement Investment Properties	1,181	3,117	1,181	3,117
Capital Gains on Disposal of Property, Plant and Equipment	(9,158)	(6,757)	(9,302)	(6,702)
Gain on Forestry due to Physical Changes and Remapping	278	(27)	278	(27)
Gain/(Loss) on Carbon Credit Valuation	(269)	1,004	(269)	1,004
Gain on Financial Instrument - Concessionary Loans	(2,620)	(1,733)	(2,620)	(1,733)
Housing Infrastructure Fund Initial Discount Recognition/(Reversal)	2,471	(4,043)	2,470	(4,043)
Reduction in Forestry Crop due to Harvest	306	495	306	495
Assets Vested to Tauranga City Council	(19,897)	(24,353)	(19,897)	(24,353)
(Gains)/Losses on Derivative Financial Instruments	2,289	(10,803)	2,289	(10,803)
Deferred Tax	800	6,181	7,521	5,725
Assets Written Off	12,815	21,518	12,815	21,518
Revaluation Movement on Forestry Assets	258	(521)	258	(521)
Unrealised Investment Income	37	96	37	96
Provision Expense	1,380	-	1,380	-
Other Non Cash Items	(755)	671	(755)	671
Other Adjustments	-	-	1,187	1,627
Total Non-Cash Items	85,372	67,399	100,198	74,792
Add/(Less) Movements in Working Capital Items				
(Increase)/Decrease in Receivables	(2,571)	(25,458)	(1,588)	(27,384)
(Increase)/Decrease in Inventory	(283)	(382)	(295)	(477)
Increase/(Decrease) in Payables	20,910	13,356	20,803	13,558
Increase/(Decrease) in Deposits Held	(1,572)	347	(1,572)	347
Increase/(Decrease) in Income Tax Payable	1,242	1,410	1,131	1,007
Increase/(Decrease) in Provisions	1,466	(6,058)	1,466	(6,058)
Increase/(Decrease) in Employee Entitlements	(2,482)	2,232	(2,080)	2,932
Increase/(Decrease) in Revenue In Advance	(3,267)	(476)	(3,175)	(2,271)
Net movement in working capital items	13,443	(15,032)	14,690	(18,346)
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	131,743	165,431	136,408	169,792

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Reconciliation of liabilities arising from financing activities

The table below provides a reconciliation between the opening and closing balance of liabilities with cash flows that were, or future cashflows that will be, classified as a financing activity in the statement of cash flows.

	Cash Movements	Non cash movements	Total
Council Borrowings			
Balance as at 1 July 2022	771,253	-	771,253
Proceedings from Borrowings	241,183	-	241,183
Repayment of Borrowings	(66,119)	-	(66,119)
Other Adjustments	-	2,087	2,087
Balance as at 30 June 2023	946,317	2,087	948,404
Opening Balance as at 1 July 2023	948,404	-	948,404
Proceedings from Borrowings	275,000	-	275,000
Repayment of Borrowings	(55,297)	-	(55,297)
Other Adjustments	-	2,472	2,472
Balance as at 30 June 2024	1,168,107	2,472	1,170,579
Consolidated Borrowings			
Opening Balance as at 1 July 2022	772,253	-	772,253
Proceedings from Borrowings	248,419	-	248,419
Repayment of Borrowings	(66,119)	-	(66,119)
Other Adjustments	-	(5,149)	(5,149)
Balance 30 June 2023	954,553	(5,149)	949,404
Opening Balance as at 1 July 2023	949,404	-	949,404
Proceedings from Borrowings	282,331	-	282,331
Repayment of Borrowings	(55,297)	-	(55,297)
Other Adjustments	-	(4,859)	(4,859)
Balance 30 June 2024	1,176,438	(4,859)	1,171,579

Note 27: Events occurring after balance date

Tauranga City Council acquired the land and buildings from Tauranga Art Gallery Trust after balance date. On a group level there will be no change in reporting, as the Tauranga Art Gallery Trust land and buildings are consolidated.

No other significant events, favourable or unfavourable, that impact the financial statements have occurred since balance date.

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Note 28: Commitments and contingencies

28.1 COMMITMENTS

Accounting policy

Capital Commitments

Capital commitments represent capital expenditure contracted for at balance date but not yet incurred.



Capital commitments

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Water system	86,864	93,383	86,864	93,383
Roading network	79,132	45,558	79,132	45,558
Buildings	82,563	11,561	82,563	11,561
Intangible assets	3,176	5,473	3,176	5,473
Parks Facilities	59,946	28,637	59,946	28,637
TOTAL CAPITAL COMMITMENTS	311,680	184,612	311,680	184,612

Accounting policy

Finance Leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to the ownership of an asset, whether title is eventually transferred. Tauranga City Council does not have any finance leases.

Operating Lease

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.



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Operating Leases as Lessee

Tauranga City Council leases property, plant and equipment in the normal course of business. The majority of these leases have a minimum non cancellable term of at least 60 months.

The future aggregate minimum lease payments to be made under non cancellable operating leases are as follows:

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Operating Leases				
Not later than one year	3,362	2,987	3,406	3,076
Later than one year and not later than five years	1,876	3,535	1,906	3,621
Later than five years	355	947	355	947
TOTAL NON-CANCELLABLE OPERATING LEASES	5,593	7,469	5,667	7,644

Not included in the above table is the lease of 90 Devonport Road, new Council head office building. The lease is contingent upon the build being completed which is expected in early 2025.

Operating Leases as Lessor

Tauranga City Council leases its Commercial properties under operating leases. The majority of these leases have a non cancellable term of at least 60 months.

The future aggregate minimum lease payments to be collected under non cancellable operating leases are as follows:

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Operating Leases				
Not later than one year	7,961	5,875	8,283	6,341
Later than one year and not later than five years	20,178	18,186	20,810	18,966
Later than five years	20,476	31,373	22,213	33,042
TOTAL NON-CANCELLABLE OPERATING LEASES	48,615	55,434	51,306	58,349

No contingent rents have been recognised during the year (2023: nil).

28.2 CONTINGENCIES

Accounting policy

The council does not recognise contingent liabilities and contingent assets in the financial statements due to their uncertainty or the fact they cannot be reliably measured. Disclosures are provided as follows:

- Contingent liabilities are disclosed unless the possibility is remote.
- Contingent assets are only disclosed when the possibility is probable.



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CONTINGENT LIABILITIES

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Contingent Liabilities				
Guarantee from Tauranga City Council for Loans on Behalf of Bay Venues Limited	1,000	1,000	1,000	1,000
TOTAL CONTINGENT LIABILITIES	1,000	1,000	1,000	1,000

Financial guarantees

Tauranga City Council has provided a guarantee to Waikato University for a loan of \$1m (2023: \$1m) to Bay Venues Limited.

New Zealand Mutual Liability Riskpool Scheme

Riskpool is a NZ mutual liability scheme, of which Tauranga City Council is a member, established to manage liability claims. The Scheme is in wind down; however, the council has an ongoing obligation to contribute to the scheme should a call be made in respect of any historical claims (to the extent those claims are not covered by reinsurance), and to fund the ongoing operation of the scheme.

As a result of a Supreme Court decision on 1 August 2023, it has been clarified that Riskpool now has liability for member's claim in respect of non-weather-tight defects. Riskpool has advised that it is working through the implications of the Supreme Court decision. At this point any potential liability is unable to be quantified.

Other quantifiable contingent liabilities

Tauranga City Council is not aware of any potential general contract claims.

Uncalled capital

New Zealand Local Government Funding Agency (NZLGFA)

Tauranga City Council is a shareholder of The New Zealand Local Government Funding Agency Limited. Refer to Note 13

All 30 local authority shareholders have uncalled capital equal to their individual shareholding totalling \$20 million in aggregate which can be called on if an imminent default is identified. At year end, New Zealand Local Government Funding Agency had borrowings totalling \$16.10m (2023: \$15.16m).

Tauranga City Council is a guarantor of all New Zealand Local Government Funding Agency borrowings, refer to note 25.

Bay Venues Limited

A contingent liability exists to Bay Venues Ltd for \$18m of uncalled capital.

Bay of Plenty Housing Equity Fund

Tauranga City Council is a Shareholder in the Bay of Plenty Housing Equity Fund Limited. At year end, council has uncalled capital totalling \$14.7m (2023: n/a).

Legal risk

Council is aware of potential legal claims and has not included these as a contingency. At the time of writing this report the amount of these claims was unknown. Council has not disclosed any further detailed information about this contingency due to its commercial sensitivity.

Treaty settlement

Tangata Whenua are identified as a priority for Tauranga City Council and it remains committed to developing the partnership together. From a long history and a strong foundation of protocol agreements, Tauranga City Council continues to develop systems and relationships to meet the changing political, economic and social environments in Tauranga Moana. A key change will be the treaty settlements when they are finalised.

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Tauranga City Council is currently working closely with the Tangata Whenua Collective to build a stronger voice to assist and guide Council decision making processes. Collective strategic engagement and effective communication will bring the best out of the partnership between Tauranga City Council and the Tangata Whenua of Tauranga Moana.

Superannuation schemes

Council is a participating employer in the DBP Contributors Scheme (the scheme), which is a multi employer defined benefit scheme. The funding arrangements are governed by the requirement of Section 44 of the National Provident Fund Restructuring Act 1990, and by the Trust Deed.

A single contribution rate is determined for all employers which is expressed as a multiple of the contributions of members of the Scheme who are employees of that employer.

There is no minimum funding requirement and employers have no right to withdraw from the plan.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine, from the terms of the Scheme, the extent to which the deficit will affect future contributions by employers, as there is no prescribed basis for allocation.

As at 31 March 2024, the Scheme had a past service deficit of \$0.2 million (1.0% of past service liabilities). This amount is exclusive of Employer Superannuation Contribution Tax. This deficit was calculated using a discount rate equal to the expected return on the assets but otherwise the assumptions and methodology were consistent with the requirements of PBE IPSAS 39.

The current employer contribution rate is four times contributor contributions, inclusive of Employer Contribution Withholding Tax. The Actuary has recommended the employer contribution rate of four times contributor contributions continues. The Board has agreed to maintain the contribution rate recommended to the Minister at four times contributors' contributions, in order to keep the employer contribution at a reasonable level as the number of members reduces. Due to the small number of contributory members, this contribution rate is not expected to be sufficient to meet the cost of both the future benefit payments and future administration costs and the Board has proposed that if a shortfall exists that this is met from Board reserves, subject to the consent of the Minister.

The key assumptions in the review were:

- the difference between the future investment returns and the rates of CPI inflation assumed when calculating future factors for transfers from this Scheme to the Defined Benefit Plan Annuity Scheme
- the future investment returns assumed for the Scheme over the next ten years.

The following shows the Scheme investment return over the next ten years, and the difference between investment return and CPI inflation assumed when calculating future factors for transfers from the Scheme to the Defined Benefit Plan Annuity Scheme.

	Valuation date	
	31 March 2024 %	31 March 2023 %
DBPC Scheme investment return		
First year	3.7	4.1
Second year	2.9	4.1
Third to fifth year	2.7	4.1
Sixth year	2.5	4.1
Thereafter	2.4 reducing to 1.8	4.1
Transfer factors: Difference between investment return and CPI inflation		
First year	1.4	1.4
Second year	1.9	1.9
Third year	2.0	2.0
Fourth to ninth years	1.9	1.9
Thereafter	1.3	1.3

The DBPC Scheme had 29 members at 31 March 2024. One of these is an employee of council.

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Note 29: Related party transactions**Accounting policy**

Related parties include subsidiaries, associates, joint ventures, key management personnel, appointed commissioners, elected representatives of the council, their close family members, and entities controlled by them. Close family members include spouses or domestic partners, children, and dependents.

Apart from disclosure of key management personnel remuneration, transactions with related parties that are within normal supplier or client/recipient relationship and on terms and conditions no more or less favourable than those adopted in dealing with the party at arm's length in the same circumstances.

Related party disclosures have also not been made for transactions with entities within the council group (such as funding and financing flows), where the transactions are consistent with the normal operating relationships between the entities and are on normal terms and conditions for such group transactions. No provision has been required, nor any expense recognised, for impairment of receivables, for any loans or other receivable to related parties (2023: nil).

**Related party transactions required to be disclosed**

Bay of Plenty Local Authority Shared Services Limited (BOPLASS Limited) is owned by nine councils and is managed from the Tauranga area. Tauranga City Council owns 11% shareholding with Chief Executive being member of the board.

Bay of Plenty Local Authority Shared Services receives reduced postage costs, digital services and premises rental through Tauranga City Council.

Tauranga City Council provided accounting services to Bay of Plenty Local Authority Shared Services during the financial year to 30 June free of charge. An estimated value of the accounting services provided for the year is \$12k (2023: \$12k).

Transactions with key management personnel

Key management remuneration comprises of the total remuneration paid to the commissioners, chief executive and senior management team, and excludes non financial remuneration that is less than \$1000, as the council considers it immaterial and not practical to include this information.

There were close family members of Key Management Personnel employed by the council and group. The terms and conditions of those arrangements are no more favourable than the council and group would have adopted if there was no relationship to the Key Management Personnel.

No provision has been required, nor any expense recognised, for impairment of receivables, for any loans or other receivable to related parties (2023: nil).

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	Council		Council	
	Actual 2024 \$'000	Actual 2023 \$'000	2024 FTE	2023 FTE
Commissioners				
Remuneration	1,006	1,043	4	4
Senior Management Team, including the Chief Executive				
Remuneration	2,968	2,566	8	8
Total key management personnel compensation	3,974	3,609	12	12

Due to the difficulty in determining the full time equivalent for Commissioners, the FTE figure is taken as the number of Commissioners.

Local government disclosures

On 9 February 2021, a Crown Commission, appointed by the Minister of Local Government, took over all Council's governance responsibilities and have been in place until July 2024, when Tauranga held elections for the new mayor and councillors. The following people held office as Commissioners of the Council governing body during the reporting period.

Commissioners' remuneration is set by the Minister of Local Government. Commission Chair remuneration is set at \$1,800 per day and Commissioners at \$1,500 per day.



	Council	
	Actual 2024 \$	Actual 2023 \$
Current Commissioners Appointed		
Rolleston, Shadrach	219,750	219,938
Selwood, Stephen	237,389	264,186
Tolley, Anne	317,293	312,230
Wasley, Bill	231,776	246,907
Total remuneration	1,006,208	1,043,261

* \$ in whole numbers

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Note 30: Financial instruments

Accounting policy



For the purpose of measurement, council and group have classified financial assets and liabilities in accordance with PBE IPSAS 41 Financial Instruments.

Council recognises a financial asset or financial liability when, and only when, they become party to the contractual provisions of the instrument.

The classification of a financial instruments depends on its cash flow characteristics and the council and group's management model for managing them.

For all financial instruments council applied the simplified expected credit loss (ECL) model that is applicable to all financial instruments subject to impairment testing.

Tauranga City Council and group does not apply hedge accounting.

Financial Instrument		
Financial Assets:	Classification	Note
Cash and Cash Equivalents	Amortised Cost	10
Receivables	Amortised Cost	11
Derivatives	FVTSD	12
Borrower Notes in NZ LGFA, Short Term Deposits, Loans to Related Parties	Amortised Cost	13
Shares in Unrelated Companies, Concessionary Loan	FVTSD	13
Shares in Related Companies	FVTOCRE	13
Financial Liabilities excluding Derivatives	Amortised Cost	Various

FVTSD = Fair value through surplus or deficit

FVTOCRE = Fair Value through other comprehensive revenue and expenses

Derivatives are, by their nature, categorised as held for trading unless they are designated into a hedge relationship for which hedge accounting is applied.

Financial assets and liabilities are offset, and the net amount reported in the Statement of Financial Position when offset is legally enforceable and there is an intention to settle on a net basis. Revenue and expenses arising as a result of financial instrument earnings or fair value adjustments are recognised as a net result for like items.

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(A) Financial instrument categories

	Council		Consolidated	
	Actual 2024 \$'000	Actual 2023 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
FINANCIAL ASSETS				
Fair Value through Surplus or Deficit (FVTSD)				
Derivative Financial Instruments	6,965	8,616	6,965	8,616
Shares in Unrelated Companies	256	294	256	294
Total FVTSD	7,221	8,910	7,221	8,910
Amortised Cost				
Cash and Cash Equivalents	84,662	80,541	87,322	81,696
Debtors and Other Receivables	43,207	57,407	42,069	58,313
Borrower Notes in NZ LGFA	25,258	18,243	25,258	18,243
Short Term Deposits, Greater than 90 Days	20,000	35,000	20,916	35,873
Related Party Loans	34,565	27,773	-	-
Concessionary Loan	36,539	34,118	36,539	34,118
Other Loans	224	296	224	296
Total Amortised Cost	244,456	253,376	213,036	228,536
Fair Value through Other Comprehensive Revenue and Expenses (FVTOCRE)				
Shares in LGFA and BOPLASS	9,412	1,883	9,412	1,883
Total FVTOCRE	9,412	1,883	9,412	1,883
TOTAL FINANCIAL ASSETS	261,088	264,167	229,670	239,330
FINANCIAL LIABILITIES				
Financial Liabilities at Amortised Cost				
Creditors and Other Payables	91,205	68,839	93,587	70,665
Borrowings	1,170,579	948,404	1,171,579	949,904
Deposits Held	10,255	11,827	10,279	11,849
Total Amortised cost	1,272,039	1,029,070	1,275,445	1,031,918
FVTSD				
Derivative Financial Instruments	1,721	1,084	1,721	1,084
Total FVTSD	1,721	1,084	1,721	1,084
TOTAL FINANCIAL LIABILITIES	1,273,760	1,030,154	1,277,166	1,033,002

B) Fair value hierarchy disclosure

Accounting policy

For those financial instruments recognised at fair value in the Statement of Financial Position, fair values are determined according to the following hierarchy:



- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities. The quoted market price used for financial assets held by the council and the group is the bid price at reporting date.
- Level 2 - Inputs other than quoted prices included within Level 1 using observable market inputs for the asset or liability, either directly or indirectly.
- Level 3 - Inputs for the asset or liability that are not based on observable market data.

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The following table analyses the basis for valuation of classes of financial instruments measured at fair value on the Statement of Financial Position:

Council / Consolidated	30 June 2024			30 June 2023		
	Total \$'000	Level 1 \$'000	Level 2 \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000
Financial Assets						
Derivative Financial Instruments	6,965	-	6,965	8,616	-	8,616
Listed Shares	556	556	-	294	294	-
TOTAL FINANCIAL ASSETS	7,521	556	6,965	8,910	294	8,616
Financial liabilities						
Derivative Financial Instruments	1,721	-	1,721	1,084	-	1,084
TOTAL FINANCIAL LIABILITIES	1,721	-	1,721	1,084	-	1,084

There were no transfers between the different levels of the fair value hierarchy.

There were no valuation techniques with significant non observable inputs (level 3).

(C) Financial instrument risks

The council's activities expose it to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk.

The council has a series of policies to manage these risks. The council is risk averse and seeks to minimise exposure from its treasury activities. The council has established council approved Liability Management and Investment policies. These policies do not allow any transactions that are speculative in nature to be entered into.

Treasury Policy

Tauranga City Council's Treasury policy provides the framework for all council's treasury activities and defines the operating framework within which liability management, investment and risk management activities are to be carried out. The policy ensures compliance with the NZ LGFA foundation policy financial covenants for borrowing limits

Market Risk

Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. Equity securities price risk arises on listed share investments, which are classified as available for sale investments.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Council's exposure to foreign currency risk is very short in duration and therefore there is no material currency risk.

Fair Value Interest Rate Risk

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Investments issued at fixed rates of interest expose the council and group to fair value interest rate risk. The main objective of interest rate risk management is to reduce uncertainty around net interest expense as interest rates change. Mechanisms used include matching the interest rate profile of the council and group's financial investments and financial liabilities and, where appropriate, the use of interest rate hedging facilities.

Cash Flow Interest Rate Risk

Cash flow interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. Investments and borrowings issued at variable interest rates expose Tauranga City Council to cash flow interest rate risk. Council raises long term borrowings at fixed and floating interest rates and use derivative financial instruments to manage the cash flow interest rate risk in the borrowings.

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Sensitivity analysis

The table below illustrates the potential effect on the surplus or deficit and equity (excluding accumulated funds) for reasonably possible market movements, with all other variables held constant based on Tauranga City Council and the group's financial instrument exposures at balance date.

30 June 2024								
	Council				Consolidated			
	-100bps		+100bps		-100bps		+100bps	
	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000
Interest Rate Risk								
Financial Assets								
Cash and Cash Equivalents	-	-	-	-	-	-	-	-
Derivative Financial Instruments	(9,582)	-	9,072	-	(9,582)	-	9,072	-
Financial Liabilities								
Derivative Financial Instruments	(6,133)	-	5,774	-	(6,133)	-	(5,774)	-
Secured Loans	5,850	-	(5,850)	-	5,850	-	(5,850)	-
TOTAL SENSITIVITY	(9,865)	-	8,996	-	(9,865)	-	8,996	-

30 June 2023								
	Council				Consolidated			
	-100bps		+100bps		-100bps		+100bps	
	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000	Surplus/ (Deficit) \$'000	Equity \$'000
Interest Rate Risk								
Financial Assets								
Cash and Cash Equivalents	-	-	-	-	-	-	-	-
Derivative Financial Instruments	(8,309)	-	7,847	-	(8,309)	-	7,847	-
Financial Liabilities								
Derivative Financial Instruments	(4,397)	-	4,179	-	(4,397)	-	4,179	-
Secured Loans	6,100	-	(6,100)	-	6,100	-	(6,100)	-
TOTAL SENSITIVITY	(6,606)	-	5,926	-	(6,606)	-	5,926	-

Explanation of Interest Rate Risk Sensitivity

The interest rate risk sensitivity is based on a reasonably possible movement in interest rates, with all other variables held constant, measured as a basis points (bps) movement. For example, a decrease of 100 bps is equivalent to a decrease in market interest rates of 1.0%.

The sensitivity for derivatives (interest rate swaps) has been calculated using a derivative valuation model based on a parallel shift in interest rates of 100bps/+100bps (2023: 100bps/+100bps).

CREDIT RISK

Credit risk is the risk that a third party will default on its obligations to Tauranga City Council, causing it to incur a loss. In the normal course of business, Tauranga City Council incurs credit risk principally from short term money market investments, bank balances, accounts receivable, derivative financial instruments and sports club guarantees.

Financial Instruments which potentially subject council to credit risk consist principally of bank balances and short term money market investments. Council reduces its risk by spreading these investments over registered banks, local authorities and other organisations. Treasury Policy permits a minimum credit rating of A+ for registered banks and other organisations. At 30 June all financial instruments were held with the four major New Zealand registered trading banks which are rated AA. There are no major concentrations of credit risk with respect to trade and other receivables.

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Derivative financial instruments also expose council to credit risk. Council's Treasury Policy provides the framework for credit risk management and it sets out the minimum credit rating of A+ for Interest Rate Risk Management Instruments and notional transaction limits for council bank counterparties.

To safeguard against deficit through poor credit quality, limits are applied to the Entity's aggregate exposure to each counterparty (and groups of counterparties) within specified credit rating bands. The only unrated counterparties that the Entity may invest in are other New Zealand local government bodies. The Entity's Treasury Management Steering Group reviews and approves strategic credit risk limits annually. In the course of normal business the Entity has a credit exposure to unrated counterparties i.e. related party loans, loans and trade receivables.

The council is exposed to credit risk as guarantor of all New Zealand Local Government Funding Agency borrowings. Information about this exposure is explained in note 25.

Maximum Exposure to Credit Risk

Tauranga City Council's maximum credit risk exposure for each class of financial instruments is as follows:

	Council		Consolidated	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Cash at Bank and Term Deposits	84,662	80,541	87,322	81,696
Short Term Deposits Greater than 90 days	20,000	35,000	20,916	35,873
Debtors and Other Receivables	67,937	65,366	67,852	66,537
Borrowers Notes New Zealand Local Government Funding Agency	25,258	18,243	25,258	18,243
Community and Related Party Loans	34,565	27,773	-	-
Derivative Financial Instruments	5,244	7,532	5,244	7,532
TOTAL CREDIT RISK	237,666	234,452	206,592	209,879

Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to Standard and Poor's credit ratings (if available) or to historical information about counterparty default rates.

	Council		Consolidated	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
COUNTERPARTIES WITH CREDIT RATINGS				
Cash at Bank and Term Bank Deposits				
AA-	84,662	80,541	87,322	81,696
Stock and government bonds				
AA-	20,000	35,000	20,916	35,873

Credit risk attaching to rates receivables is minimised as a result of the Entity's statutory collection powers under the Local Government (Rating) Act 2002.

Debtors and other receivables arise mainly from Tauranga City Council's statutory functions. Therefore, there are no procedures in place to monitor or report the credit quality of debtors and other receivables with reference to internal or external ratings. Tauranga City Council has no significant concentrations of credit risk in relation to debtors and other receivables, as it has many credit customers, mainly ratepayers, and Tauranga City Council has powers under the Local Government Act (2002) to recover outstanding debts from ratepayers.

(C) Management of liquidity risk

Liquidity risk is the risk Tauranga City Council will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions. The Tauranga City Council aims to maintain flexibility in funding by keeping committed credit lines available.

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In meeting its liquidity requirements, Tauranga City Council maintains a target level of investments that must mature within the next 12 months. Tauranga City Council manages its borrowings in accordance with its funding and financial policies, which includes a Liability Management policy. These policies have been adopted as part of Tauranga City Council's Long-term Plan.

The council also has a committed overdraft facility of \$100m (2023: \$100m). There are no restrictions on the use of this facility.

Contractual Maturity Analysis of Financial Liabilities Excluding Derivatives

The table below analyses Tauranga City Council and group's financial liabilities into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. Future interest payments on floating rate debt are based on the floating rate on the instrument at balance date. The amounts disclosed are the contractual undiscounted cash flows and include interest payments.

Council	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000	Carrying Amount \$'000
Financial Liabilities	30 June 2024					
Secured Loans	184,899	206,050	614,945	415,888	1,421,782	1,170,579
Creditors and Other Payables	89,810	-	-	-	89,810	89,810
TOTAL FINANCIAL LIABILITIES	274,709	206,050	614,945	415,888	1,511,592	1,260,389
Financial Liabilities	30 June 2023					
Secured Loans	109,858	157,571	509,531	388,006	1,164,966	948,404
Creditors and Other Payables	66,797	-	-	-	66,797	66,797
TOTAL FINANCIAL LIABILITIES	176,655	157,571	509,531	388,006	1,231,763	1,015,201

Consolidated	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000	Carrying Amount \$'000
Financial Liabilities	30 June 2024					
Secured Loans	185,899	206,050	614,945	415,888	1,422,782	1,171,579
Creditors and Other Payables	92,192	-	-	-	92,192	92,192
TOTAL FINANCIAL LIABILITIES	278,091	206,050	614,945	415,888	1,514,974	1,263,771
Financial Liabilities	30 June 2023					
Secured Loans	110,858	157,571	509,531	388,006	1,165,966	949,404
Creditors and Other Payables	69,250	-	-	-	69,250	69,250
TOTAL FINANCIAL LIABILITIES	180,108	157,571	509,531	388,006	1,235,216	1,018,654

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Contractual maturity analysis of derivative financial liabilities

The table below analyses derivative financial instrument liabilities that are settled net and all gross settled derivatives into their relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the undiscounted contractual cash flows.

Council / Consolidated	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000	Carrying Amount \$'000
Financial Liabilities	30 June 2024					
Net Settled Derivative Assets	341	167	3,961	2,521	6,990	6,965
Net Settled Derivative Liabilities	(28)	-	(679)	(1,039)	(1,746)	(1,721)
NET MOVEMENT	313	167	3,282	1,482	5,244	5,244
Financial Liabilities	30 June 2023					
Net Settled Derivative Assets	-	753	3,184	4,679	8,616	3,966
Net Settled Derivative Liabilities	(294)	(57)	(214)	(813)	(1,378)	(7,237)
NET MOVEMENT	(294)	696	2,970	3,866	7,238	(3,271)

Contractual Maturity Analysis of Financial Assets

The table below analyses Tauranga City Council and group's financial assets into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows and include interest receipts.

Council	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000
Financial Assets	2024				
Cash and Cash Equivalents	84,662	-	-	-	84,662
Debtors and Other Receivables	67,937	-	-	-	67,937
Short Term Deposits Greater Than 90 Days	20,000	-	-	-	20,000
Other Financial Assets	8,500	-	-	28,690	37,190
Community and Related Party Loans	-	-	-	34,565	34,565
TOTAL FINANCIAL ASSETS	181,099	-	-	63,255	244,354
Financial Liabilities	2023				
Financial Assets					
Cash and Cash Equivalents	80,541	-	-	-	80,541
Debtors and Other Receivables	65,366	-	-	-	65,366
Short Term Deposits Greater Than 90 Days	35,000	-	-	-	35,000
Other Financial Assets	-	-	8,500	25,618	34,118
Community and Related Party Loans	-	-	-	27,773	27,773
TOTAL FINANCIAL ASSETS	180,904	-	8,500	53,391	242,795

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Consolidated	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000
Financial Assets	2023				
Cash and Cash Equivalents	87,322	-	-	-	87,322
Debtors and Other Receivables	67,852	-	-	-	67,852
Short Term Deposits Greater Than 90 Days	20,616	-	-	-	20,916
Other Financial Assets	8,500	-	-	28,946	27,466
Community and Related Party Loans	-	-	-	-	-
TOTAL FINANCIAL ASSETS	184,590	-	-	28,946	213,536
Financial Liabilities	2023				
Financial Assets					
Cash and Cash Equivalents	81,694	-	-	-	81,694
Debtors and Other Receivables	66,537	-	-	-	66,537
Short Term Deposits Greater Than 90 Days	35,873	-	-	-	35,873
Other Financial Assets	-	-	8,500	34,412	42,912
Community and Related Party Loans	-	-	-	-	-
TOTAL FINANCIAL ASSETS	184,104	-	8,500	34,412	227,016

The council is also exposed to liquidity risk as a guarantor of all of the LGFA's borrowings. The guarantee becomes callable if the event of the LGFA failing to pay is borrowings when they fall due. However, this is not considered a significant risk and it is not anticipated that the guarantee will become payable. Refer to note 28.

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Note 31: Equity

CAPITAL MANAGEMENT

Local government disclosures



The Entity's capital is its equity (or customers' funds), which comprise accumulated funds and reserves. Equity is represented by net assets.

The Local Government Act 2002 requires the council to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. customers' funds are largely managed as a by product of managing revenues, expenses, assets, liabilities, investments, and general financial dealings.

The objective of managing these items is to achieve intergenerational equity, which is a principle promoted in the LGA and applied by the Entity. Intergenerational equity requires today's customers to meet the costs of utilising the Entity's assets and not expecting them to meet the full cost of long term assets that will benefit customers in future generations. Additionally, the Entity has in place asset management plans for major classes of assets detailing renewal and maintenance programmes, to ensure that customers in future generations are not required to meet the costs of deferred renewals and maintenance.

The Act requires council to make adequate and effective provision in its Long-term Plan (LTP) and in its annual plan (where applicable) to meet the expenditure needs identified in those plans. The Act also sets out the factors that council is required to consider when determining the most appropriate sources of funding for each of its activities. The sources and levels of funding are set out in the funding and financial policies in council's LTP.

Accounting policy



Equity is the community's interest in Tauranga City Council measure as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- **Retained Earnings**
Retained earnings are the cumulative surplus of revenue over expenditure that has been retained in the entity which have not been allocated to another reserve.
- **Reserves**
Reserves are a component of equity generally representing a particular use of which various parts of equity have been assigned. Reserves may be legally restricted or created by Tauranga City Council.
 - Restricted Reserves are those reserves subject to specific conditions accepted as binding council and which may not be revised by council without reference to the Courts or a third party. Restricted reserves may be legally restricted. Transfers from these reserves may be made only for certain specified purposes or if certain specified conditions are met.
Development Contributions; Bequests and Trust Funds
 - Council Created Reserves are part of the accumulated balance and are established at the will of council. Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of council.
Other Reserve; Depreciation Reserve
 - Asset revaluation Reserve - this reserve relates to the revaluation of property, plant and equipment to fair value through other comprehensive revenue and expense (FVTOCRE). This comprises the cumulative net change in fair value of assets classified as FVTOCE.
Refer to Property, Plant and Equipment note at 19.

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Statements of Reserves

1. Restricted Reserves

1.1 Development Contributions

Reserves relating to the collection of revenue from development contributions for the purpose of funding growth related expenditure. Each reserve is shown by area. A debit in a reserve balance indicates a negative reserve due to funding of growth related capital expenditure prior to revenue being collected.

NOTE 31: STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS
 for the year ended June 2024

Restricted Reserves (Development Contribution)	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
CITY WIDE DEVELOPMENT CONTRIBUTION					
Building Impact Fees	LIBRARIES	287	-	1,462	1,749
	SPACES AND PLACES	(10,212)	(2,050)	1,584	(10,677)
	STORMWATER	(57)	-	(2)	(59)
	TRANSPORTATION	1,755	(345)	150	1,561
	WASTEWATER	10,241	(4,046)	19,717	25,912
	WATER SUPPLY	188,232	(6,888)	11,733	193,077
LOCAL DEVELOPMENT CONTRIBUTIONS					
Bethlehem	SPACES AND PLACES	186	-	(186)	-
	STORMWATER	1,094	(117)	51	1,027
	TRANSPORTATION	971	(143)	145	974
	WASTEWATER	1,852	(166)	88	1,774
	WATER SUPPLY	781	(26)	37	793
Bethlehem West	SPACES AND PLACES	3,067	(13)	148	3,202
	STORMWATER	1,733	(11)	108	1,830
	TRANSPORTATION	4,046	(11)	(3,753)	282
	WASTEWATER	575	(21)	137	692
	WATER SUPPLY	(431)	(1)	(14)	(447)
Kaitemako South	WASTEWATER	1	-	-	1
Mount Maunganui Infill	SPACES AND PLACES	(4)	-	3	(1)
	WASTEWATER	2,337	-	113	2,450
	WATER SUPPLY	(183)	-	(7)	(190)
Neewood	WASTEWATER	2	-	-	2
Ohauti/Hollister Lane	SPACES AND PLACES	793	-	38	832
	STORMWATER	294	(1)	14	307
	TRANSPORTATION	(230)	(1)	(9)	(239)
	WASTEWATER	218	(5)	13	226
	WATER SUPPLY	2,006	(5)	97	2,099
Pāpāmoa East I (Wairakei)	STORMWATER	(2,180)	(1,299)	454	(3,025)
	TRANSPORTATION	(10,258)	(1,119)	4,452	(6,925)
	WASTEWATER	(6,374)	(669)	540	(6,502)
	WATER SUPPLY	(5,450)	(352)	222	(5,580)
Pāpāmoa East II (Wairakei)	STORMWATER	1,502	-	73	1,575
	TRANSPORTATION	11,856	-	3,615	15,471
	WASTEWATER	2,259	-	2,778	5,037
Pāpāmoa	SPACES AND PLACES	(1,679)	(14)	1,692	(1)
	STORMWATER	(3,039)	(101)	(118)	(3,259)
	TRANSPORTATION	644	(87)	13	571
	WASTEWATER	(178)	(7)	(7)	(192)
	WATER SUPPLY	(272)	(2)	(7)	(281)
Pukemapu	WASTEWATER	3	-	-	3

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NOTE 31: STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS
for the year ended June 2024

Restricted Reserves (Development Contribution)	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
Pyes Pā	SPACES AND PLACES	(111)	-	111	-
	STORMWATER	36	-	2	37
	TRANSPORTATION	704	-	34	738
	WASTEWATER	(333)	-	(6)	(338)
	WATER SUPPLY	(67)	(11)	(3)	(80)
Pyes Pā West	SPACES AND PLACES	(1,095)	(229)	2,358	1,034
	STORMWATER	10,647	(949)	7,798	17,496
	TRANSPORTATION	12,751	(561)	2,814	15,004
	WASTEWATER	(2,279)	(483)	(92)	(2,854)
	WATER SUPPLY	1,821	19	89	1,929
South Ohauti	WASTEWATER	3	-	-	3
South Pyes Pā	TRANSPORTATION	4,636	-	222	4,858
	WASTEWATER	374	-	18	392
	WATER SUPPLY	124	-	6	130
Southern Pipeline Reserve	WASTEWATER	65,088	(652)	3,110	67,546
Tauranga Infill	SPACES AND PLACES	(406)	-	406	-
	STORMWATER	25	-	1	26
	TRANSPORTATION	1,772	-	86	1,858
	WASTEWATER	(364)	(135)	(10)	(509)
	WATER SUPPLY	(695)	-	(26)	(722)
Tauriko Business Estate	STORMWATER	(2,550)	(242)	1,192	(1,600)
	TRANSPORTATION	(15,451)	(1,218)	(616)	(17,286)
	WASTEWATER	(1,340)	(550)	1,029	(861)
	WATER SUPPLY	1,271	(146)	80	1,205
Tauriko West	SPACES AND PLACES	1,121	-	31	1,152
	TRANSPORTATION	254	-	16	270
	WASTEWATER	5,157	-	250	5,407
	WATER SUPPLY	3,167	-	537	3,704
Waitaha/Waikite	SPACES AND PLACES	(195)	-	195	-
	STORMWATER	(137)	-	(5)	(142)
	TRANSPORTATION	(745)	-	(28)	(773)
	WASTEWATER	1,106	-	54	1,160
	WATER SUPPLY	1,473	-	71	1,544
TOTAL DEVELOPMENT CONTRIBUTIONS		281,952	(22,655)	65,102	324,398

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1.2 Restricted Reserves and Trust Funds

Reserves and funds for which expenditure is restricted to the purpose of the reserve under Trust Deed.

NOTE 31: STATEMENT OF RESTRICTED RESERVES AND TRUST FUNDS - for the year ended June 2024						
Restricted Reserves	Description of Reserve	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
E.V Flower Family Trust	For city museum maintenance of aviary.	SUPPORT SERVICES	(23)		(1)	(24)
Endowment Land Fund	Proceeds received from the sale of endowment land in Devonport Road.	SUPPORT SERVICES	(68)		(3)	(71)
Landscape Impact Fee	To develop street planting - funds from impact fee in industrial areas.	SUPPORT SERVICES	(128)		(6)	(134)
Museum Collection Fund	For the provision & development of the museum collection.	SUPPORT SERVICES	(195)		145	145
Parking Fees Reserve (JOG)	Funds for parking management and Joint Officials Group (JOG).	SUPPORT SERVICES	(3)		(7)	(202)
Parking Impact Fee	The City Plan imposes an impact fee on development related to Parking.	SUPPORT SERVICES	(772)		-	(3)
Roading Land Purchase Fund	For roading land purchases (funded by roading land sales).	SUPPORT SERVICES	(1,696)		(34)	(806)
Strategic Fundraising Reserve	Revenue from external parties for projects.	COMMUNITY SERVICES	-	-	100	100
		SUPPORT SERVICES	(100)		-	(100)
Strategic Roading Network	Roading fund for strategic roading network and sub-regional transportation.	SUPPORT SERVICES	(7)		-	(8)
TDC Eden Family Trust	For city museum maintenance of the steam engine.	SUPPORT SERVICES	(18)		(1)	(19)
Water Future Land Purchase	To purchase additional land in water catchment areas when it becomes available.	SUPPORT SERVICES	(171)		(8)	(178)
TOTAL RESTRICTED RESERVES AND TRUST FUNDS			(3,182)		110	(3,071)

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2. Council Created Reserves

2.1 Other Council Created Reserves

These reserves are established by resolution of council for a particular purpose. This purpose can be amended by resolution of council.

NOTE 31: STATEMENT OF OTHER COUNCIL CREATED RESERVES - for the year ended June 2024

Other Council Created Reserve	Description of Reserve	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
Airport Tourism Contestable Reserve	Funding for tourism linked projects.	ECONOMIC DEVELOPMENT	(171)	(1,000)	217	(954)
Asset Realisation Reserve Gross Proceeds	Funds received from the divestment of assets.	SPACES AND PLACES	-	-	3,220	3,220
		SUPPORT SERVICES	-	-	2,236	2,236
Better Off Funding Reserve	Funding received from central government to part fund future council projects that demonstrate a benefit to the community.	COMMUNITY SERVICES	-	-	6,290	6,290
		SUPPORT SERVICES	1,936	(6,510)	(1,217)	(5,791)
Biosolids Reserve	Reserve to provide for biosolids maintenance.	WASTEWATER	(5,226)	(4,216)	4,482	(4,960)
Community Facilities Targeted Rate Reserve	Targeted rates collected to fund the operating costs generated from capital investment in community amenities.	COMMUNITY SERVICES	-	-	1,721	1,721
		SPACES AND PLACES	-	-	1,189	1,189
		SUPPORT SERVICES	(3,852)	(6,252)	(108)	(10,212)
Elder Housing Sale Reserve	Sale of Elder Housing Assets.	COMMUNITY SERVICES	(10,719)	(75)	(17,140)	(27,934)
Event Investment Fund	Funding of major events.	COMMUNITY SERVICES	(601)	(123)	(27)	(751)
General Contingency	Miscellaneous expenditure for operational items not foreseen in annual plan.	SUPPORT SERVICES	(1,506)	-	1,422	(84)
Risk Management Reserve	For the purpose of managing Council's financial risk and to fund unforeseen events.	SUPPORT SERVICES	(4,091)	(1,034)	1,438	(3,687)
Stormwater Reactive Reserve	Levy collected for stormwater remedial works.	STORMWATER	(13,198)	(1,533)	322	(14,410)
Kerbside Targeted Rate Reserve	Targeted rates collected for kerbside collection.	SUSTAINABILITY AND WASTE	(762)	(13,822)	11,154	(3,431)
Resilience Targeted Rate Reserve	Targeted rates collected to fund the operating costs generated from capital investment in infrastructure resilience.	EMERGENCY MANAGEMENT	-	-	45	45
		STORMWATER	-	-	82	82
		SUPPORT SERVICES	(716)	(960)	(18)	(1,694)
		TRANSPORTATION	-	-	81	81
		WASTEWATER	-	-	81	81
		WATER SUPPLY	-	-	110	110
Tauranga Hockey Turf 1	For the purpose of replacing turf.	SPACES AND PLACES	(452)	(27)	(21)	(500)
Tauranga Hockey Turf 2	For the purpose of replacing turf.	SPACES AND PLACES	(452)	(27)	(21)	(500)
Tauranga Hockey Turf 3	For the purpose of replacing turf.	SPACES AND PLACES	(140)	(58)	(7)	(206)
Transportation Targeted Rate Reserve	Targeted rates collected to fund the operating costs generated by capital investment in transportation assets.	TRANSPORTATION	(4,707)	(6,588)	5,952	(5,343)
Unfunded Liabilities Reserve	To retire debt incurred through unfunded expenditure.	SUPPORT SERVICES	20,601	-	891	21,492

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NOTE 31: STATEMENT OF OTHER COUNCIL CREATED RESERVES - for the year ended June 2024						
Other Council Created Reserve	Description of Reserve	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
Waste Levy Reserve	To receive funds from waste management levy for approved activity.	SUSTAINABILITY AND WASTE	(3,165)	(2,317)	923	(4,559)
Waste Resources Reserve	The purpose is to record the grant funding and costs relating to the Central Government Grant Funding.	SUSTAINABILITY AND WASTE	2,931	(3,889)	958	-
Wastewater Enhancement Reserve	For the purpose of mitigating the cultural and environmental affects of the wastewater scheme.	WASTEWATER	(709)	-	(31)	(740)
Weathertight Reserve	For the purpose of managing council's future exposure to leaky home payments.	SUPPORT SERVICES	53,166	(3,228)	2,229	52,167
TOTAL OTHER COUNCIL CREATED RESERVES			28,168	(51,660)	26,452	2,959

2.2 Depreciation Reserve

Depreciation Reserve sets aside funds for future expenditure to replace depreciating assets over time.

NOTE 31: STATEMENT OF DEPRECIATION RESERVES - for the year ended June 2024					
Depreciation Reserves	Activities to which the reserve relates	Opening Balance 2023/2024	Transfers In 2023/2024	Transfers Out 2023/2024	Closing Balance 2023/2024
	CITY & INFRASTRUCTURE PLANNING	(173)	(17)	(7)	(197)
	COMMUNITY SERVICES	(13,272)	(2,984)	(2,563)	(18,820)
	COMMUNITY, PEOPLE & RELATIONSHIPS	300	(67)	14	247
	ECONOMIC DEVELOPMENT	(9,493)	(2,858)	2,321	(10,030)
	EMERGENCY MANAGEMENT	1,287	(5)	138	1,421
	MARINE PRECINCT	(1,020)	-	379	(641)
	REGULATORY & COMPLIANCE	(1,429)	(21)	27	(1,423)
	SPACES AND PLACES	(36,162)	(14,080)	33,034	(17,208)
	STORMWATER	(32,230)	(8,722)	4,121	(36,831)
	SUPPORT SERVICES	1,120	(7,828)	7,698	990
	SUSTAINABILITY AND WASTE	(1,882)	(1,278)	172	(2,988)
	TRANSPORTATION	269	(9,385)	17,328	8,212
	WASTEWATER	(37,645)	(18,104)	15,654	(40,096)
	WATER SUPPLY	(30,766)	(14,026)	11,614	(33,178)
TOTAL DEPRECIATION RESERVES		(161,099)	(79,375)	89,930	(150,542)

FINANCIALS

Note 32: Variances Explanation

Explanation of major variances compared against: budget, and prior year results.

	Variance Against Budget	Variance Against Prior Year Results
Statement of Comprehensive Revenue and Expense		
Rates	Kerbside collection rates have been higher than budgeted, and metered water revenue is ahead of budget as volumes have been greater due to prolonged dry spells.	Increase is due to higher number of rateable properties, and active identification of additional rating units after adoption of rates resolution for 2023/24.
Fees & Charges	User fees have been higher in Wastewater (volumes), Parking Management (fines and recoveries), Baycourt (venue hire) and Property rental (strong rental market).	Refer to comments on variation from budget.
Grants & Subsidies	Grants from Department of Internal Affairs for Three Waters reforms were \$2.8m less than expected due to legislation repeal. IFF funding for Tauriko West transport project was behind budget (by \$5.9m). Variance offset by NZTA roading maintenance grants being ahead by \$4m and a further \$7.7m for NZTA operational and capital projects. An unbudgeted grant of \$2.4m was also received from Ministry of Health for water fluoridation.	Refer to comments on variation from budget.
Finance Revenue	Interest revenue higher than budget due to continued high interest rates and council holding a higher deposit balances at the beginning of the year which related to grant funding received and being held to match to capital expenditure and loan maturities.	Refer to comments on variation from budget.
Vested Assets	Revenue recognition of Vested Assets is dependent upon timing of project completion.	Refer to comments on variation from budget.
Development Contributions	Development Contributions down due to reduced volumes in 2024 compared to both budget and 2023 results. Revenue primarily derived from city-wide development, Pyes Pā West and Tauriko Business Estate.	Refer to comments on variation from budget.
Grants, Subsidies and Other Capital Contributions	Capital Grant revenue behind schedule (delays in various projects such as upgrades to Gordon Spratt Reserve, Merivale Community Centre, Civic rebuild) by \$4.9m. Te Maunga Transfer Station project is on hold with spend only \$3.9m of \$6m due to affordability concerns. Variance offset by NZTA and IFF financing for roading activities, \$4m and \$3.5m, respectively.	Refer to comments on variation from budget.
Depreciation and Amortisation expense	Depreciation up on budget due to increase in value of assets revalued each year, along with capitalisation of projects in 2023/2024.	Refer to comments on variation from budget.
Personnel Expenses	Personnel costs higher than expected due to additional recruitment costs which is partly offset by lower training costs.	Personnel expenses higher due to additional staff employed to meet workload requirements due to growth in council to meet community needs.
Finance Expenses	Finance costs are higher than budgeted due to higher interest rates, which impacts floating and new or replacement debt. Council is carrying slightly more debt than budgeted to meet expenditure needs.	Refer to comments on variation from budget.
Other Operating Expenses	Other operating expense higher than budget due to: Contractors & Consultants licensed software changes being expensed rather than capitalised \$15.3m; Civic Precinct development \$3.2m over budget relating to feasibility and business case works.	Costs higher than prior year due to continued inflationary pressures. Also refer to comments on variation from budget.
Provisions Expense	No material variance.	New Provision for council's contribution to the properties categorised under the Future of Severely Affected Locations (FOSAL) policy.

FINANCIALS

	Variance Against Budget	Variance Against Prior Year Results
Net other gains/(losses)	Budgeted gains on sale of assets offset by recognition of loss on reversal of prior discount on Housing Infrastructure loans and no new loans or drawdowns during the year. While also recording loss on interest rate swap instruments. Losses are not budgeted for. Therefore, recognition of asset write downs due to contract or works, such as demolition, will always cause variance to budget and differ year-on-year.	Refer to comments on variation from budget.
Asset revaluation reserve (Losses)/ Gains	Revaluation gains are dependent upon the class of asset being revalued each year and the movement in those assets. In 2023/24 land & buildings, and Roding assets were revalued.	Revaluation gains are dependent upon the class of asset being revalued each year and the movement in those assets. In 2022/23 three waters, parks facilities and airport infrastructure assets were revalued.
Statement of Financial Position		
CURRENT ASSETS		
Cash and Cash Equivalents	The increase in cash is due to timing of expenditure and borrowing programme throughout the year. Council is holding amounts on call in anticipation for future debt repayment.	Refer to comments on variation from budget.
Debtors and Other Receivables	Rates receivable, prepayments and other receivables higher than budget (\$1.5m). GST higher than budget due to late refunds falling outside of the 2023/24 financial year (\$8.5m), and higher rates in advances balance year-on-year (\$1.5m).	Roding Subsidy in prior year was \$20m higher than in current, which is offset by GST balance. Refer to comments on variation from budget.
Inventories	Inventories up on budget due to level of stock necessary for Water Treatment requirements.	Refer to comments on variation from budget.
Other Current Assets	Greater amount held as cash at year end rather than in short term deposits. Council has also recognised the settlement of the Devonport Concessionary Loan (\$7.8m) in the next 12 months, which has been brought forward.	Amount varies due to timing and requirements within council.
Non-Current Assets Held For Sale	Decrease relates to council decision during the year around its divestment strategy and sale of significant assets taking place (\$23m).	Refer to comments on variation from budget.
NON CURRENT ASSETS		
Derivative Financial Instruments NCA	Value of underlying instrument is based on interest rate. Interest rate fluctuation and level of borrowing underpin variance.	Value of underlying instrument is based on interest rate.
Investments - Other Entities	No material variance.	New Investment in Bay of Plenty Housing Equity Fund (\$300k).
Investments - Council Controlled Organisations	Increase due to additional borrowings by BVL, increase in LGFA borrowers notes with increased borrowings.	Refer to comments on variation from budget.
Investments - Other Non Current Financial Assets	No material variance.	Devonport Concessionary Loan (\$7.8m) under Current assets.
Investment Property	Investment property is determined in part of council's divestment strategy for the next 5 years.	Refer to comments on variation from budget.
Intangible Assets	SaaS costs are budgeted as a capital cost, but change in recognition under accounting standards means greater operating costs for SaaS projects.	Decrease in intangibles assets aligns with reduced capitalisations from SaaS policy implementation, and continued amortisation of existing assets.
Forestry Assets	Impact of revaluation of forestry assets in 2023/24 was lower than budget due to log prices and reduction of forest areas, particularly in council's half share in TECT park.	Refer to comments on variation from budget.
Property, Plant and Equipment	PP&E higher than budget due to revaluations in land & building, and roading (1 year ahead of 3-year schedule). Completion of other significant projects.	Refer to comments on variation from budget.
Te Manawataki o Te Papa Charitable Trust Land	Trust land not budgeted for as sale not recognised under accounting standards.	Refer to comments on variation from budget.

FINANCIALS

	Variance Against Budget	Variance Against Prior Year Results
CURRENT LIABILITIES		
Payables and Deferred Revenue	Payables higher due to costs and services increases arising from inflation, and higher than anticipated interest rates effecting accrued interest on borrowings.	Refer to comments on variation from budget.
Deposits Held	Deposits held is lower than budget due to Construction Contracts (Retention Money) Amendment Act 2023, requiring amounts now to be held in cash or similar instrument.	Refer to comments on variation from budget.
Employee Entitlements	Employee entitlements growth in line with additional staff numbers. Offset by no accrued pay balance at year end due to timing.	Refer to comments on variation from budget.
Revenue in Advance	Revenue in Advance is lower than budget as council settled the Works in Lieu liability during the year which had been anticipated to continue to wind down over the next few years.	Refer to comments on variation from budget.
Borrowings	Lower than budget due to timing of debt maturity.	Higher than prior year due to timing of debt maturity.
Provisions	Budgeted provisions did not eventuate.	New provision recognised for FOSAL.
Derivative Financial Instruments	Value of underlying instrument is based on interest rate. Interest rate fluctuation and level of borrowing underpin variance.	No material variance.
NON CURRENT LIABILITIES		
Deferred Tax Liability	Deferred tax is not budgeted for as yearly results determine movement and balance.	No material variance.
Borrowings	Borrowings are higher than budget due to substantial growth in capital programme and its delivery. Borrowings are higher to ensure a balanced budget for the financial year.	Refer to comments on variation from budget.
Provisions	No material variance.	No material variance.
Derivative Financial Instruments	Value of underlying instrument is based on interest rate. Interest rate fluctuation and level of borrowing underpin variance.	
Other Non-Current Liabilities	Budgeted liability transacted through borrowings	No material variance.
Statement of Movements in Equity		
Retained Earnings	Variance due lower than budgeted surplus and adjustments.	Retained Earnings movement aligns to current year Operating Surplus and adjustments.
Restricted Reserves	Delayed investment in growth related capital spend due to resourcing constraints meant not as much was funded out of the reserves as budgeted.	Growth related spend has increased projects proceed. Refer to comments on variation from budget.
Council Created Reserves	Actual revenue in reserves was higher due to increase in depreciation expense due to prior year valuations impact and more capitalisations.	Higher number of assets capitalised in 2023/24 year meant reserve balance increases accordingly.
Asset Revaluation Reserves	Asset revaluation balance moves in line with revaluation cycle and with assets sold or written off.	Difference asset classes revalued in 2023/24 than in the 2022/23 year.
TCC (Group) Statement of Cash Flows		
Receipts from Rates Revenue	Increase is due to active identification of additional rating units after adoption of rates resolution for 2023/24, and high collections of Rates (98.89%).	Increase is due to higher number of rateable properties, and active identification of additional rating units after adoption of rates resolution for 2023/24.
Grants and Subsidies Received	Grants from Department of Internal Affairs for Three Waters reforms were \$2.8m less than expected due to legislation repeal. IFF funding for Tauriko West transport project was behind budget (by \$5.9m). Variance offset by NZTA roading maintenance grants being ahead by \$4m and a further \$7.7m for NZTA operational and capital projects. An unbudgeted grant of \$2.4m was also received from Ministry of Health for water fluoridation.	Increase in funding for operational projects. Refer to comments on variances from budget.
Fees and Charges Received	User fees have been higher in Wastewater (volumes), Parking Management (fines and recoveries), Baycourt (venue hire) and Property rental (strong rental market).	User numbers continue to climb and are back to pre-covid levels for most activities. Refer to comments on variation from budget.

FINANCIALS

	Variance Against Budget	Variance Against Prior Year Results
Interest Received	Higher interest rates than anticipated during annual plan and higher deposits delivery higher interest revenue.	Refer to comments on variation from budget.
Dividends Received	No material variance.	No material variance.
Development and Financial Contributions Received	Development Contributions down due to reduced volumes in 2023/24 compared to both budget and 2022/23 results. Revenue primarily derived from city-wide development, Pyes Pā West and Tauriko Business Estate.	Refer to comments on variation from budget.
GST (net)	GST is assumed to be zero for budgeting purpose.	Refer to comments on variation from budget.
Payments to Suppliers	Higher than budget due to continued inflationary pressures, particularly in first half of year; SaaS expenditure being budgeted under capital spend but now treated as operational spend. The increase in spend in Payments to Suppliers is offset by the reduction in spend in acquiring Intangible Assets.	Refer to comments on variation from budget.
Payments to Employees	Personnel costs higher than expected due to additional recruitment costs which is partly offset by lower training costs. Higher Costs being captured due to SaaS projects no longer being in capital budgets.	Personnel expenses higher due to additional staff employed to meet workload requirements due to growth in council to meet community needs.
Interest Paid	Finance costs are higher than budgeted due to higher interests rates, which impacts floating and new or replacement debt. Council is carrying slightly more debt than budgeted to meet expenditure needs.	Refer to comments on variation from budget.
GST (net)	GST is assumed to be zero for budgeting purpose.	Refer to comments on variation from budget.
Receipts from Sale of Investment Property	No material variance.	No material variance.
Receipts from Sale of Intangible Assets	No material variance.	No material variance.
Receipts from Sale of Property, Plant and Equipment	Receipts for sale of Property, Plant & Equipment, flows through Assets held for Sale (Pitau)	Refer to comments on variation from budget.
Receipts from Sale of Non Current Assets Held for sale	Sale of Pitau Village (Elder Housing)	Refer to comments on variation from budget.
Receipts from Sale of Investments and Council Controlled Organisations Repayment of Borrowings	No material variance.	No material variance.
Purchase of Property, Plant and Equipment	Reflect the actual capital programme spend for the year and includes the purchase of the building to replace Memorial Park facilities (22m) which was not budgeted.	Significantly up on 2022/23 due to greater capitalisation on significant projects (Cameron Road Stage 1, and upgrade of Te Maunga WWTP Second Bioreactor).
Purchase of Intangible Assets	Intangible purchases lower than budget due to change in SaaS policy. SaaS acquisitions are budgeted in capital expenditure but are operational spend.	Refer to comments on variation from budget.
Purchase of Other Investments	Higher Term deposits at year end than budgeted. Term Deposit investment is dependent upon cash balance, cash needs and available return.	No material variance.
Investments in Council Controlled Organisations	Additional investment in CCOs is not budgeted for.	BVL loan increased by further \$6.8m. Greater amount of LGFA borrower notes due to increased level of borrowing.
Purchase of Investment Property	Acquisition of Investment property is not budgeted for.	Purchase of Investment Property down on prior year, as 2022/23 included significant purchase of land for development for on-selling.
Proceeds from Borrowings	Higher level of borrowings to meet capital expenditure spend and maintain cashflow throughout the year.	Refer to comments on variation from budget.
Repayment of Borrowings	No material variance.	Higher than prior year due to timing of debt maturity.





Auditor's Report/Purongo a Te Kaiarotake

AUDITOR'S REPORT

**Independent Auditor's Report****To the readers of Tauranga City Council's annual report for the year ended 30 June 2023**

The Auditor-General is the auditor of Tauranga City Council (the City Council) and its subsidiaries and controlled entities (the Group). The Auditor-General has appointed me, Leon Piers, using the staff and resources of Audit New Zealand, to report on the information in the City Council's annual report that we are required to audit under the Local Government Act 2002 (the Act). We refer to this information as "the audited information" in our report.

We are also required to report on:

- whether the City Council has complied with the requirements of Schedule 10 of the Act that apply to the annual report; and
- the completeness and accuracy of the City Council's disclosures about its performance against benchmarks that are required by the Local Government (Financial Reporting and Prudence) Regulations 2014.

We refer to this information as "the disclosure requirements" in our report.

We completed our work on 1 November 2023. This is the date on which we give our report.

Opinion on the audited information

In our opinion:

- the financial statements on pages 249 to 332:
 - present fairly, in all material respects:
 - the City Council and Group's financial position as at 30 June 2023;
 - the results of the operations and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards;
- the funding impact statement on page 247, presents fairly, in all material respects, the amount of funds produced from each source of funding and how the funds were applied as compared to the information included in the City Council's annual plan;

AUDITOR'S REPORT

- the statement of service performance on pages 89 to 198:
 - presents fairly, in all material respects, the levels of service for each group of activities for the year ended 30 June 2023, including:
 - the levels of service achieved compared with the intended levels of service and whether any intended changes to levels of service were achieved; and
 - the reasons for any significant variation between the levels of service achieved and the intended levels of service; and
 - complies with generally accepted accounting practice in New Zealand;
- the statement about capital expenditure for each group of activities on pages 94 to 195, presents fairly, in all material respects, actual capital expenditure, compared to the budgeted capital expenditure included in the City Council's annual plan; and
- the funding impact statement for each group of activities on pages 95 to 197, presents fairly, in all material respects, the amount of funds produced from each source of funding and how the funds were applied as compared to the information included in the City Council's Long-term plan.

Report on the disclosure requirements

We report that the City Council has:

- complied with the requirements of Schedule 10 of the Act that apply to the annual report; and
- made the disclosures about performance against benchmarks as required by the Local Government (Financial Reporting and Prudence) Regulations 2014 on pages 238 to 243, which represent a complete list of required disclosures and accurately reflects the information drawn from the City Council and Group's audited information and, where applicable, the City Council's long-term plan and annual plans.

The basis for our opinion is explained below and we draw attention to other matters. In addition, we outline the responsibilities of the Council and our responsibilities relating to the audited information, we comment on other information, and we explain our independence.

Emphasis of matter - uncertainty over the water services reform programme

Without modifying our opinion, we draw attention to Note 1.2 on pages 255 to 256, which outlines developments in the Government's water services reform programme.

The Water Services Entities Act 2022, as amended by the Water Services Entities Amendment Act 2023 on 23 August 2023 and the Water Services Legislation Act 2023 on 31 August 2023, establishes ten publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities.

AUDITOR'S REPORT

Water services entities' establishment dates are staggered, with all the water services entities becoming operational between 1 July 2024 and 1 July 2026. The financial impact of the water services reform on the Council, as outlined in Note 1.2 on page 256, remains uncertain until the relevant water services entity's establishment date is known, and the allocation schedule of assets, liabilities, and other matters to be transferred is approved. In addition, there is uncertainty around the water services reform legislation. It may be repealed or substantially amended with the change in government.

Basis for our opinion on the audited information

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. We describe our responsibilities under those standards further in the "Responsibilities of the auditor for the audited information" section of this 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 on the audited information.

Responsibilities of the Council for the audited information

The Council is responsible for meeting all legal requirements that apply to its annual report.

The Council's responsibilities arise under the Local Government Act 2002 and the Local Government (Financial Reporting and Prudence) Regulations 2014.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare the information, we audit that is free from material misstatement, whether due to fraud or error.

In preparing the information, we audit the Council is responsible for assessing its ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to amalgamate or cease all of the functions of the City Council and the Group or there is no realistic alternative to do so.

Responsibilities of the auditor for the audited information

Our objectives are to obtain reasonable assurance about whether the audited information, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an audit 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 this audited information.

AUDITOR'S REPORT

For the budget information reported in the audited information, our procedures were limited to checking that the budget information agreed to the City Council's Long-term plan.

We did not evaluate the security and controls over the electronic publication of the audited 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 audited 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 omission, 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 City Council and Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We determine the appropriateness of the reported and intended levels of service in the statement of service performance, as a reasonable basis for assessing the levels of service achieved and reported by the City Council.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast a significant doubt on the City Council and Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our audit report to the related disclosures in the audited 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 City Council and the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the audited information, including the disclosures, and whether the audited information represents, where applicable, the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the audited information of the entities or business activities within the Group to express an opinion on the consolidated audited information. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Council 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.

AUDITOR'S REPORT

Other Information

The Council is responsible for the other information included in the annual report. The other information comprises the information included on pages 1 to 86, 199 to 237, 244 to 246 and 339 to 342, but does not include the audited information and the disclosure requirements, and our auditor's report thereon.


Our opinion on the audited information and our report on the disclosure requirements do not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the audited information and the disclosure requirements, or our knowledge obtained during our work, 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 City Council and Group 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 (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit and our report on the disclosure requirements, we have performed a limited assurance engagement related to the City Council's debenture trust deed and an audit engagement on the 2024-34 Long-term plan Consultation Document. Other than these engagements, we have no relationship with, or interest in, the City Council or its subsidiaries and controlled entities.



Leon Pierce
Auditor-General
on behalf of the Auditor-General
Tauranga New Zealand



08

Glossary/Kuputaka Me Ngā
Kuputohu

GLOSSARY

Glossary

Activity

Related or like services that are grouped together for management and budgeting purposes.

Allocated Costs

A form of spending where one council department pays for services provided by another department.

Amortisation

The systematic allocation of the value of an intangible asset over its useful life.

Annual Budget

The budget sets out what the council and group will be working to achieve in a financial year, how it will spend its money, the level of service to be provided, and the level of rates and other revenue required to fund spending.

Annual Plan (AP)

A one year plan that focuses on the work to be carried out in a relevant year of the Council's Long-term Plan (LTP) and also highlights any variations and amendments to the LTP.

Annual Report

A document that tracks the council and group's annual performance and reports against the relevant annual budget.

Assets

Assets are things that the organisation owns such as roads, parks, footpaths and buildings.

Asset Management Plans

Asset Management Plans consider the level of service required for key infrastructural activities and services of council, and the assets required to support those services. The plans include ensuring that maintenance and asset replacement is at a level to allow the agreed provision of services to continue, that depreciation on assets is funded, and that the future growth of the city is catered for.

Budget

The itemised formally adopted estimate of expected revenue and expenditure through 10-year budget/annual budget for a given period.

Borrowings

This is money used by council that it has obtained by raising a loan.

Carry Forwards

Where budgets are unspent in a year, due to the budgeted expenditure not being complete or not yet commenced, the budget and funding may be carried forward into the next financial year.

Capital Expenditure

Spending on buying or building new assets and renewing existing assets.

Capital Value

The sum that the owners' estate or interest in the land, if unencumbered by any mortgage or other charge, might be expected to realise at the time of valuation if offered for sale on such reasonable terms and conditions as a bona fide seller might be expected to require. It is deemed to include GST for residential properties and exclude GST for other property types.

Community Outcomes

How the community wants the city to be, to make it a better place to live, work and play as described in the Long-term Plan.

Council Controlled Organisation

An organisation or company where one or more local authorities have 50% or more of the shareholder voting rights or similar. For a more detailed meaning see Section 6 of the Local Government Act 2002.

Depreciation

The charge representing consumption or use of an asset, assessed by spreading the asset's value over its estimated economic life. Depreciation includes amortisation of intangible assets unless otherwise stated.

Development Contributions

Contributions from developers collected by Tauranga City Council to help fund new infrastructure required by growth as set out in the Development Contributions Policy.

GLOSSARY

Effective Interest Method

A method of calculating the amortised cost of a financial instrument and of allocating the interest, revenue or expense over the relevant period of using the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument.

Fair Value

Amount which an asset could be exchanged, or liability settled between knowledgeable, willing parties in an arm's length transaction.

Funding Impact Statement (FIS)

This is a statement outlining council's activities and for each group of activities the funding sources and how these funds are applied.

General Rate

A rate based on the capital value of every property in the city.

Grants and Subsidies

Revenue received from an external agency to help fund an activity or service that the council and/or group provide.

Group of Activities

One or more related activities provided by, or on behalf of the council and group.

Infrastructural Assets

Fixed utility systems that provide a continuing service to the community and are not generally regarded as tradable. These assets include roads, waste, sewerage and stormwater systems.

Internal Recoveries

Recovery of costs by support departments from other council departments.

Land Value

The probable price that would be paid for the bare land as at the date of valuation. The value includes development work such as drainage, excavation, filling, leveling, retaining walls, clearing, fertility build-up, flood protection.

Levels of Service

A measure of the service that the council delivers i.e. number of sports fields available for use, library opening hours, water quality etc.

Liabilities

Amounts that the organisation owes. Non Current Liabilities are amounts that are not due to be repaid within the next financial year.

Local Government Act 2002 (LGA 2002)

The act that defines the powers and responsibilities of territorial local authorities, such as Tauranga City Council.

Local Government (Financial Reporting and Prudence) Regulations 2014

Regulations promoting prudent financial management by local authorities requiring disclosure of performance in relation to benchmarks as a single entity and not including subsidiaries. Tauranga City Council must disclose, in its disclosure statements, its performance and that of its subsidiaries as a single entity.

Local Government (Rating) Act 2002 (LGRA)

Defines how territorial local authorities such as Tauranga City Council can set, assess and collect rates.

Local Government Funding Agency (LGFA)

An organisation jointly owned by most local authorities in New Zealand and the Crown to borrow on behalf of the sector.

Long-term Plan (LTP)

Also commonly referred to as the LTP and the 10-year Budget. This sets out Tauranga City Council's vision, activities, projects, policies, and budgets for a 10-year period.

Operating Expenses

Expenditure resulting from normal business operations.

Optimised Replacement Cost

A valuation method used to estimate the price of constructing or buying a modern equivalent asset.

Policy

Guidelines to support effective decision making.

Private Benefit

This occurs when individuals who benefit from a service can be clearly identified and therefore charged for that service. It applies to user charges, application fees, purchase price and water by meter, though there are exceptions to the rule.

GLOSSARY

Public Benefit

This relates to spending which benefits the community in general and for which no individual beneficiaries can be clearly identified.

Public Benefit Entity

An entity whose primary objective is to provide goods or services for a community or a social benefit rather than for financial return.

Rates

A charge against the property to help fund services and assets Tauranga City Council provides.

Renewal Expenditure

This is spending that replaces deteriorating assets with new assets that have the same service potential as the originals.

Resource Consent

This is permission to use resources such as land, water and air, granted under the Resource Management Act 1991.

Restricted Assets

Assets that cannot be disposed of because of legal or other restrictions and that provide benefit or service to the community. They include reserves vested under the Reserves Act 1977, endowments and property held in trust for specific purposes.

Revenue and Financing Policy

This is a statement about who should pay for the services provided by council. The policy outlines who will benefit for each Activity and who should pay for it, taking into account fairness and what is practical.

Significance

This is the degree of importance of an issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impacts, and or likely consequences.

Special Funds / Reserve Funds

Money set aside for a specific purpose. Some uses are legally restricted and others are created by council.

Strategy

These outline how the city is going to undertake particular actions to deliver the community outcomes.

Sub-Region

This is the geographical area that includes Tauranga City Council and Western Bay of Plenty District Council areas.

Subsidiaries

Entities over which the council and group have the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights.

Uniform Annual Charge (UAC)

Income to council for a specific service by a levy of an equal amount on each rateable property. This amount does not vary with the value of the property.

Uniform Annual General Charge (UAGC)

The contribution to the costs of the activities, works or services, whose costs are not otherwise recovered from separate and special rates and charges and shall be levied in respect of every separately rateable property. This amount does not vary with the value of the property.

User Fees and Charges

Fees charged to users of specific services and facilities provided by the council.

Vested Assets

Infrastructural assets and land provided by the developer of the subdivision. Examples of this may be roads, streetlights, water and wastewater reticulation, stormwater disposal systems and reserve land. At the completion of the subdivision, the ownership and hence future maintenance of these assets passes to council.



Tauranga City

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