

ATTACHMENTS

City Delivery Committee meeting Separate Attachments 1

Monday, 10 March 2025

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OUR VISION

TAURANGA MOANA 2050

Tauranga Moana will be a vibrant, green-led region, with a thriving economy and natural geographical resources that provide residents with a healthy, balanced lifestyle. Knowledge-led, export businesses will thrive, leading to opportunities for all. The region will attract and retain top talent through an unbeatable lifestyle, collaborative leadership and meaningful partnerships, including with mana whenua.

TE PAI ME TE WHAI RAWA O TAURANGA MOANA KI TE AO

The prosperity and splendour of Tauranga Moana to the world

OUR PURPOSE

Creating an innovative, higher value and more productive economy

Through support of innovative businesses and people and by positioning for a future economy.

Skills and education pathways

Enabling a higher skilled workforce and better employment outcomes for our community, leaving no-one behind.

Creating a prosperous and sustainable region

Smart business, talent and investment attraction

Encouraging growth and attraction of those that improve the quality of our economy.

Creating the conditions for business success

Through long term planning, championing business success and enacting Tauranga Moana's 'DNA'.

Priority One is supported by businesses and the following strategic partners:



















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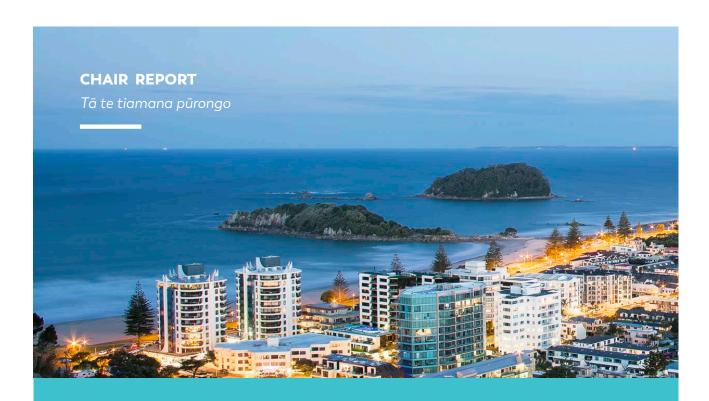
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Todd Muller Chair

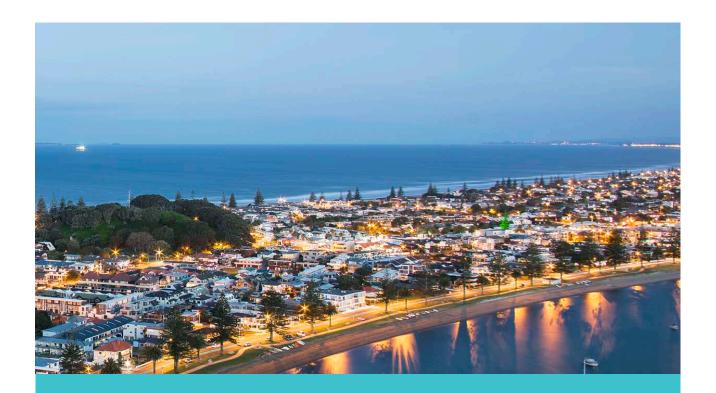
I believe it is the very time when businesses are under pressure, cashflow is tight and focus is narrowed to today's challenges that a long established, respected and strategic organisation like Priority One is critical in facilitating tomorrow's opportunities. Priority One takes a strategic approach to ensure the fundamentals for economic, cultural and social success are in place for the 250,000 people who are going to live in the Western Bay in five years' time. Our projects are varied but deliberate: focusing on infrastructure, sustainability, innovation, talent and Māori economic development, which are all essential to the long-tern success of the area.

During the year the Board refreshed our economic development strategy, integrating the 'DNA' we think we require to have a successful region in 2050. While we take a broad approach to economic development, success is

ultimately measured by an increasing level of incomes across our community, enhanced sustainability efforts by local businesses and our local infrastructure deficit finally

One of the key highlights for me is the working relationship Priority One has with local government. We have great partners in our local councils, and I would like to welcome Tauranga City Council's new Mayor and Councillors to their important roles at a vital time for our region. I also want to acknowledge the Commissioners' significant contribution to Tauranga's progress. They provided clear direction and left us with an impressive list of accomplishments.

Priority One Annual Report 2023/24



PRIORITY ONE TAKES A STRATEGIC APPROACH TO ENSURE THE FUNDAMENTALS FOR ECONOMIC, CULTURAL AND SOCIAL SUCCESS ARE IN PLACE

Priority One enjoys a constructive relationship with central government and much of this groundwork has paved the way for the prospect of a Regional Deal, in partnership with our local councils. Tauranga is becoming a major national hub, due to the scale of our population, the size of our businesses, the Port of Tauranga and the sectors based here. The Government sees Western Bay of Plenty as an important part of New Zealand's growth strategy, so a working partnership is critical in building a region that can underpin the economic success of the nation.

The next year or two is a critical time for us – it is a turning point where we may finally get the partnership with the Government

that will enable us to become the regional powerhouse New Zealand needs. Along with this partnership will come an obligation for us all to do things differently and embrace change – this is the responsibility of being in a region that is quickly becoming vital to the country's

We are lucky to have the talent of Nigel and his fantastic team, along with strong board members with diverse views, who volunteer their time because they are committed to seeing the region flourish. The Board realises Priority One's future-facing vision and advocacy is crucial right now. I wish to acknowledge retiring director Peter Tinholt for his seven years of insight and

collaboration around the board table. Peter has always been focused on connecting people, capital and opportunity and we, along with the wider region, are grateful for his efforts.

Thank you to our member organisations for their support and belief in our vision, especially our Platinum Partners: Ballance Agri-Nutrients, Craigs Investment Partners, Element IMF, Mercury, Port of Tauranga, University of Waikato, Zespri, Tauranga City Council, Western Bay of Plenty District Council, and also to TECT, for their continued backing.

CEO REPORT

Tā te tumuaki pūrongo





Nigel Tutt Chief Executive

The 2023/24 financial year has presented difficult times for both the national and local economies. Tight monetary policy has had the inevitable effect of slowing the economy. While this has successfully quashed inflation, it has also dampened the good parts of the economy. The Western Bay of Plenty has fared better than the rest of New Zealand, maintaining growth, albeit at modest levels.

We can attribute our relatively good performance to the diverse nature of the economy, some great export sectors such as kiwifruit, and good activity in commercial construction

During this time of economic difficulty, Priority One has been laser focused on activities that matter to our economy and community. We have balanced our long-term goals around building incomes and sustainable growth, with actions that are needed right now, around infrastructure, talent and the environment.

An example of our region defying wider economic conditions is Tauranga's city centre. The many towering cranes are a clear sign of the level of investment and confidence in the city, underlining Tauranga's momentum. We are excited to see many of the developments outlined in our 2022 CBD Blueprint coming to life. We were able to present progress via our CBD Blueprint Rooftop Event Series. These were co-hosted with members – each offering a different perspective of the

cityscape's evolution. Staging the DayBreak Festival of Innovation in the city was another chance to showcase its businesses and progress.

Working directly with our members is of great importance to us, and it is pleasing that we engaged 3,748 people through Priority One events in 2023/24 – a massive 88 percent leap from the previous period.

We have maintained strong activity in our workforce area, from engagement with students via our Instep Programme, yia! (Young Innovator Awards) and our skills and employment hub, Ara Rau – Pathways to Work. Working with some of the most vulnerable in our community, Ara Rau has successfully engaged with 82 youth and supported 54 into either work or training, and is firmly on track to exceed its targets.

We have a vision for Tauranga to be Aotearoa's most sustainable city, and our work continues to accelerate through high-impact projects across many sectors. Our programmes have engaged with 140 businesses, including the Shift Hub, a city pop-up that highlighted environmentally friendly commuting options. A series of workshops around waste within the construction and demolition sector has resulted in the formation of the industry-led Circular Construction Collective, which will now seek out crossbusiness solutions.

Our region's energy demands are expected to increase significantly as businesses grow, decarbonisation activity accelerates and our population increases. Investment in energy infrastructure must be aligned to this growth. We've led engagement with businesses on our future energy needs and opportunities, and we are now poised to launch our Regional Energy Strategy in late 2024.

Strong population and economic growth coupled with a lack of investment has led to a substantial infrastructure deficit in our region. Priority One, in partnership with local councils, has worked to grow

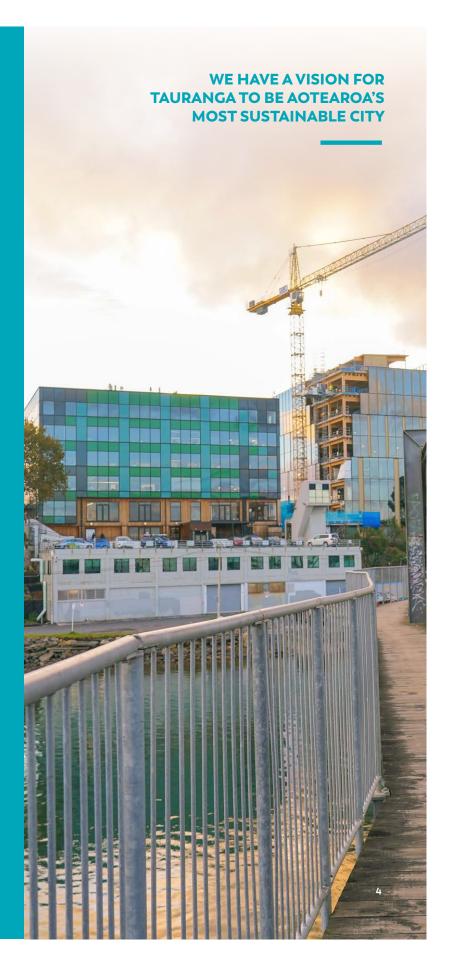
a productive relationship with central government, keeping Tauranga in the spotlight for government-led investments – for roading in particular. We are New Zealand's trade gateway to the world – a key component of the Golden Triangle, with the country's largest seaport, a substantial horticulture sector and links to our primary production heartland. While we have had some success with the inclusion of two local roads in the Government's Roads of National Significance, there is

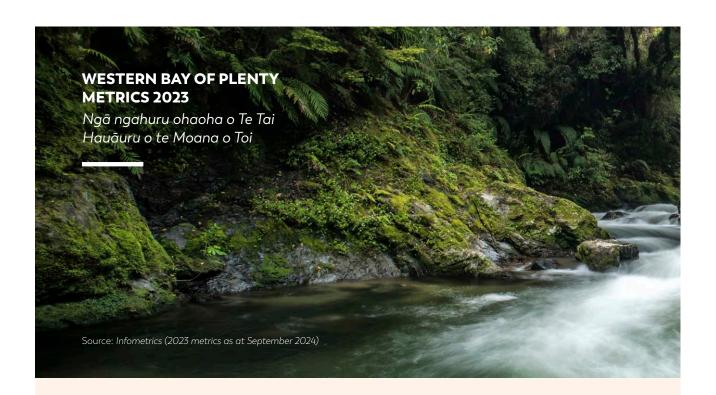
Over the next year, we plan to double down on our quest for a prosperous economy, particularly around infrastructure investments and sustainability. Priorities will include capitalising on sustainability work already completed – including the identification of more cross-business solutions, releasing our Regional Energy Strategy and moving forward with the Mount Maunganui Industry Environmental Accord. Moving our strong partnership with central government into actions will also be a focus.

Priority One has a unique, highly effective structure for an economic development agency; we would be nowhere without our members. We are grateful for their support, engagement and commitment to furthering the interests of the Western Bay of Plenty.

I would like to welcome our new Chair, Todd Muller, who has made a real impact already with his expertise, connections and indepth knowledge of our area. Thank you to our Board who have provided excellent input into our strategy revision and who freely give their time to support Priority One's goals.

Lastly, I wish to thank our staff at Priority One for their skill, enthusiasm and commitment to our cause – making the Western Bay of Plenty a prosperous, sustainable place to live.







Unemployment

3.0%

vs NZ 3.3% (3.1% in 2022)



Māori unemployment

5.7%

vs NZ 6.8% (6.8% in 2022)



Housing affordability

8.7x

mean household income

vs NZ 7.3x (10.9x in 2022)



Rental affordability

26.1%

mean weekly rent / mean household income

vs NZ 21.8% (26.4% in 2022)

Priority One Annual Report 2023/24





Mean annual income

\$69,049

vs NZ \$74,754 (\$63,960 in 2022)



Filled jobs

110,248

vs NZ 2,753,601 (108,146 in 2022)



Māori mean annual income

\$61,678

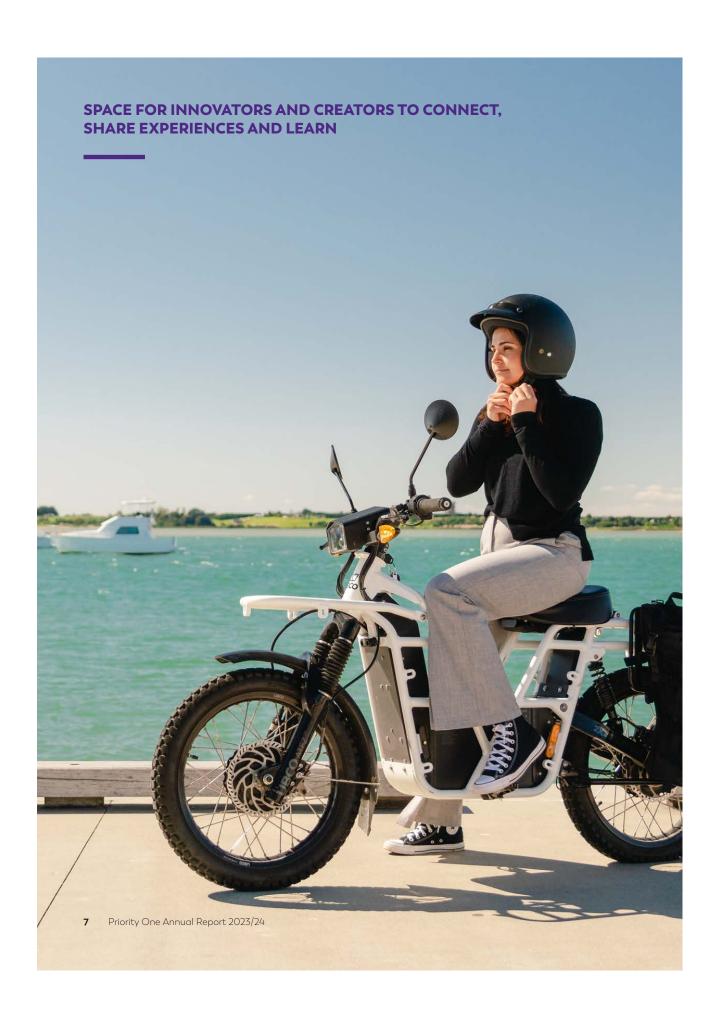
vs NZ \$67,801 (\$56,808 in 2022)



Population

222,600

vs NZ 5,223,100 (218,000 in 2022)



2023/24 ACHIEVEMENTS

Ngā paetae

Innovation

Fostering our innovation eco-system and shifting the sub-region's industry sector mix to be more knowledge intensive will help in creating higher value jobs.









DayBreak Festival of Innovation saw Priority One deliver a series of events in partnership with organisations from across the region. It offered the chance to engage with innovation in its many forms, from technology and mātauranga Māori, to investment and circular design. Close to 200 attendees were involved with the two-day DayBreak Summit, which was a fresh mix of plenary sessions, workshops, field trips and networking opportunities. The DayBreak Celebration was a multi-sensory, interactive conclusion to the summit, featuring music, creative food, and opportunities for meaningful networking.

A total of 49 local businesses and organisations participated, and the festival succeeded in forging connections between a broad spectrum of sectors and communities, and creating buzz around local innovation. It activated the city centre, with sessions hosted across 13 venues, including Sharp Tudhope, Datacom, Beca, Craigs Investment Partners, Aurecon and University of Waikato. There were also six free community events, for people of all ages, which had 892 attendees. Overwhelmingly positive feedback confirmed that DayBreak should become an annual event that will evolve and grow.

The Design and Innovation

Meetups make space for innovators and creators to connect, share experiences and learn. In 2023/24, there were 87 registered attendees across the free bi-monthly events. The interactive sessions were led by experts in a variety of topics, including food, climate change, construction-focused design and biosecurity.



yia! (Young Innovator Awards)

is a design-thinking programme with a mission to build a culture of innovation in local schools and prepare our future workforce with the required skills to compete in a rapidly changing work environment. The programme was delivered in collaboration with member businesses and had 670 registered participants from nine schools, culminating in a total of 146 entries, judged by 25 local innovation leaders.



2023/24 ACHIEVEMENTS

Ngā paetae

Talent

The Priority One regional talent strategy supports Tauranga Moana to build its reputation for skilled talent. It focuses on investing in local talent and connecting businesses with the people they need to be able to grow sustainably. The Western Bay of Plenty has huge potential to attract talent but it's also critical that everyone already in the rohe can develop their skills to get a quality job and earn a decent income.



Ara Rau – Pathways to Work assists some of the most vulnerable members of our community into employment. The Ara Rau team noted a marked increase in rangatahi (youth) not in employment, education or training (NEET). Over a three-year funding period (Feb 2023-2026), Ara Rau has a target set by Ministry of Social Development (MSD): engagement with 90 youth, with 63 being supported into training and employment. During the reporting period to June 2024, Ara Rau has successfully engaged with 82 youth and supported 54 into either work or training, predominantly in the construction and logistics industries. Having almost met the three-year targets already, Ara Rau will be negotiating new targets to the end of 2026.











The Instep Programme facilitates engagement between schools and businesses, to empower youth, develop talent and create a prosperous future for Tauranga Moana. Throughout 2023/24, 4094 secondary school students, plus 244 staff members from a broad spectrum of businesses, were engaged in Instep events, showcasing strong businesscommunity collaboration. Events included Wāhine in Trades Day, hosted by Vertical Horizonz, an exploration of aviation roles with JNP Aviation and Tauranga Airport, Holland Beckett Careers Evenings and Beca Careers Day. The Instep Young Leaders' Forum connected 33 students with organisations at a series of breakfast workshops. Hosts included local councils. NZ Defence Force, Aurecon and Priority One. The annual twoday Canvas Careers Expo, in partnership with Rotary Club of Tauranga, had 71 exhibitors and over 2700 students in attendance from throughout Western Bay of Plenty Secondary schools.

Priority One Annual Report 2023/24

DEVELOPING LOCAL TALENT AND OPENING PATHWAYS TO HIGHLY SKILLED CAREERS



University City Strategy

Priority One, Tauranga City Council and the University of Waikato work together to grow the city's reputation as a University City, supporting employers with access to local talent. The Tauranga Futures Programme, initiated by the partners, supported three academic scholarships and five summer research scholarships, providing local students with financial support and work experience during their university study in Tauranga. Progress was also made in enhancing student recreation opportunities on campus, expanding teaching and laboratory facilities, and planning for additional student accommodation. Of note, was the lease agreement between Tauranga City Council and the University of Waikato to enable development of a dedicated Marine Research and Education Facility at Sulphur Point.









City Centre

Tauranga Moana's city centre is undergoing a significant transformation and will help position the sub-region as the ideal place to live, work and study.

Rooftop Event Series. Tauranga's city centre continues to transform, yet the progress is often hard to understand at street level. Priority One's CBD Blueprint Rooftop Event Series offered people the opportunity for an elevated view of the vast development and an appreciation of the changing cityscape. The series had 399 registered attendees, and the five events were co-hosted at member venues (Copeland Ashcroft, Sharp Tudhope, SwipedOn, Beca and The University of Waikato), each offering its own perspective on both private and civic developments.

Two major construction projects have been completed – Elizabeth Towers and Manawa Energy/New Zealand Blood Service building, with many more well underway, such as Tauranga City Council's building at 90 Devonport Road, the Northern Quarter, Craigs Investment Partners building at 2 Devonport Road, Panorama Towers at 35 Hamilton Street and Pūtahi Teia at 115 Cameron Road.

2023/24 ACHIEVEMENTS

Ngā paetae

Māori economic development

Working with iwi/Māori partners, our focus is on improving education and employment outcomes for Māori to help address the earnings gap between Māori and non-Māori.



Priority One's strategic partnership with **Toi Kai Rawa** (the Bay of Plenty's regional Māori economic development agency) has helped support two major initiatives. Toi Ki Tua Māori Internship Programme is designed to boost confidence, expand networks and offer valuable experience. It was successfully implemented in 2023/24, matching 22 interns with 18 employers. By developing local talent and opening pathways to highly skilled careers, it contributes to the region's sustainable growth.

The fifth annual Māori Youth Leadership Summit, He Rangatahi He Anamata, saw nearly 100 youth from 13 Bay of Plenty schools participate in an immersive experience that featured inspirational speakers and interactive workshops, all designed to cultivate innovation and leadership skills.





Amotai Meet the Buyer event, sponsored by Priority One, brought together Māori and Pasifika-owned businesses from Tauranga Moana to connect and share their journeys with buyer organisations such as Hawkins, Beca, Downer Group, GHD, Fulton Hogan, Bay of Plenty Regional Council and Poutama. Priority One also helped to bring together a social procurement discussion with the Whanake initiative. This collective of 11 collaborative organisations explores innovative ways of achieving broader social outcomes through progressive procurement.



The Pasifika Navigators of Tomorrow Career Expo was created by Pacific Growth Services and sponsored by the Instep Programme. It was attended by 360 Bay of Plenty students and 45 businesses were involved. It allowed Pasifika youth to explore diverse career paths, guided by local Pasifika professionals. Students also were inspired about the future of work at the Priority One-led speaker event at Te Puke High School. This featured three speakers who showed culture is a foundation for personal and professional success, and how every experience can become an asset in shaping your path.

INFLUENCING LARGE-IMPACT BEHAVIOUR SHIFT ACROSS THE CITY

Sustainability

A strong stance on environmental sustainability is crucial for the future resilience of the sub-region's economy. 2023/24 saw 140 businesses engage with Priority One's sustainability programmes.



Shift Hub, held in the city centre in July 2023, allowed individuals and teams to rethink commuting choices. Nearly 90 percent of journeys to work in Tauranga are by private motor vehicle, and emissions produced from transport are the largest contributor to climate change in our region. Priority One's Shift initiative had more than 85 organisations registered to be involved and more than 1000 people booked to visit the hub, along with hundreds of test rides of electric bikes, e-scooters and electric motorbikes. By partnering with businesses such as Electrify NZ, UBCO, Beam, Farmer Autovillage and Travel Safe, the Shift Hub was able to showcase current sustainable micro-mobility and associated infrastructure with a view to influencing large-impact behaviour shift across this fast-growing city.









Decarbonisation programmes

delivered by Priority One, in partnership with Tadpole and Aurecon, focused on equipping 25 businesses with tools and strategies to progress their decarbonisation efforts, while managing costs and maximising benefit.



Circular Construction Collective.

While the construction and demolition industry is economically lucrative, it also contributes up to 50 percent of New Zealand's waste. In response to this, Priority One collaborated with 25 local construction businesses through a series of four Construction Sector Workshops, to gain insights into waste management and diversion challenges. Priority One went on to establish an industry-led group, the Circular Construction Collective, to activate circular solutions, to share ideas and find solutions across businesses. The pilot project with Mutu and Tauranga City Council involved eight local businesses using Mutu on their phones to direct surplus materials to other projects or charitable organisations. Gartshore is an early example of success, reporting it has already diverted 15 tonnes from landfill.

WE CONTINUE TO STRONGLY ADVOCATE FOR THE REGION

Priority One's Regional Energy **Strategy**. The energy system is a critical part of the region's infrastructure, with demands expected to increase. Priority One has been involved with a range of central government led initiatives: Regional Energy Transition Accelerator (RETA), MBIE Energy Strategy, and the Transpower Major Capex Proposal, which demonstrated the need for more coordination across the wider industry and local government. It highlighted the need to create a coordinated picture of the region's energy future to remove constraints to both growth and the economy, and enable an effective transition to low carbon fuels. Priority One is now poised to spearhead the development of a Regional Energy Strategy.



Infrastructure

Priority One is committed to helping address the sub-region's substantial infrastructure deficit brought about by its rapid population and economic growth over the last two decades.





Advocacy for increased infrastructure investment in the Western Bay of Plenty is a focus for Priority One. We continue to strongly advocate for the region, with the Government in particular, highlighting economic opportunities and barriers for the country. It is testament to our region's growth that we are now part of national conversations, rather than purely local. We have collaborated with local councils to provide a united, coherent voice to central government to highlight the importance of the Western Bay of Plenty both locally and nationally.

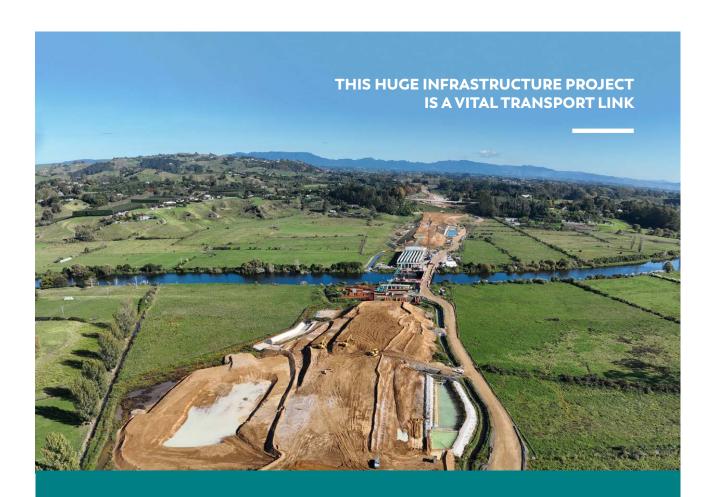
Priority One leads the **Western Bay of Plenty Infrastructure Forum**, alongside many local businesses, to advocate for critical infrastructure investment in the sub-region. This includes a 10-point action plan and setting out expectations to incoming elected members around key challenges for the region.

SmartGrowth and Transport Systems Plan (TSP) are key regional infrastructure strategies we work to inform, ensuring that economic needs are considered in future planning and, in particular, advocating for supply of land for residential and industrial uses.

Our interest in infrastructure stretches to the **enablement of industrial land** (particularly at the Tauriko Business Estate and Rangiuru Business Park), transport projects, Port infrastructure, rail, energy and workforce development.

Membership engagement and the voice of our members is critical in developing infrastructure plans and advocating for them. Priority One has held several infrastructure-related meetings involving our members, ranging from engagement with New Zealand infrastructure bodies to city infrastructure discussions and sector-based actions.

3 Priority One Annual Report 2023/24



WORTHY MENTIONS ACROSS THE REGION

Ngā kōrero whaitake

New Marine Research & Education Facility

The University of Waikato is to set up a marine research and education facility in Tauranga Moana. The state-of-the-art facility is set to open in 2027/28 and will enable innovative research and education in marine science, conservation and sustainability – areas where there are huge opportunities to develop exciting export sectors and help grow New Zealand's high value economy. The new facility will also help position Tauranga Moana as a leader in this field globally.



Takitimu North Link

In March 2024, the central government announced the Takitimu North Link (TNL) as a Road of National Significance. This huge infrastructure project is a vital transport link that will provide a safer, more efficient and reliable route between Tauranga and Ōmokoroa. Stage 1 between Tauranga and Te Puna is in construction and due for completion 2028. It will have a separate walking and cycling path along the entire length, and includes eight bridges that cross over or under the corridor. We expect Stage 2 to follow soon after. Alongside the benefits of reduced congestion along this route, the TNL will also allow for more housing development in the Western Bay of Plenty, due to an improved commute to towns such as Waihī and Ōmokoroa.

PRIORITY ONE BOARD AS AT 30 JUNE 2024

Te Poari



Todd Muller (Chair)
INDEPENDENT CHAIR



Te Horipo Karaitiana (Deputy Chair) TOI KAI RAWA BOARD REPRESENTATIVE



Wayne Beilby
TE RANGAPU MANA WHENUA
O TAURANGA MOANA
REPRESENTATIVE



Jessica Bevin ADAPTIVE PATHWAYS LEAD, MERCURY NZ



Marty Grenfell
CHIEF EXECUTIVE,
TAURANGA CITY COUNCIL



John HolyoakeCHIEF EXECUTIVE,
WESTERN BAY OF PLENTY
DISTRICT COUNCIL



Richard Hopkins CHIEF FINANCIAL OFFICER, ZESPRI



Rikki-Lee Joyce

MANAGER, INTEGRATED

OPERATIONS AND INSIGHTS,

MINISTRY OF EDUCATION



Dan Kneebone GM PROPERTY & INFRASTRUCTURE PORT OF TAURANGA



Scott McKenzie CHIEF EXECUTIVE, PMG FUNDS



Fiona McTavish
CHIEF EXECUTIVE,
BAY OF PLENTY
REGIONAL COUNCIL



Jon Murie INVESTMENT ADVISER, CRAIGS INVESTMENT PARTNERS



Kevin PalmerPROFESSIONAL DIRECTOR
AND STRATEGIC ADVISER



Steven SaundersCHIEF EXECUTIVE & FOUNDER,
ROBOTICS PLUS



Peter Tinholt
PARTNER,
ORIENS CAPITAL

PRIORITY ONE TEAM AS AT 30 JUNE 2024

Te Tīma



Nigel Tutt



Greg Simmonds
GENERAL MANAGER WORKFORCE AND
POLICY



Mel Conrad GENERAL MANAGER – COMMUNICATIONS AND ENGAGEMENT



Colin Baskin GENERAL MANAGER – BUSINESS PARTNERSHIPS



Gail ElliottOFFICE MANAGER



Jill Beedie



Shane Stuart



Marissa Nikora PROJECT MANAGER – SUSTAINABILITY LEAD



Meg Davis PROJECT MANAGER – FUTURE OF WORK AND YIA!



Melissa Mae MARKETING AND COMMUNICATIONS EXECUTIVE



Vee de Koster



Dan Bromley
VOCATIONAL
COORDINATOR



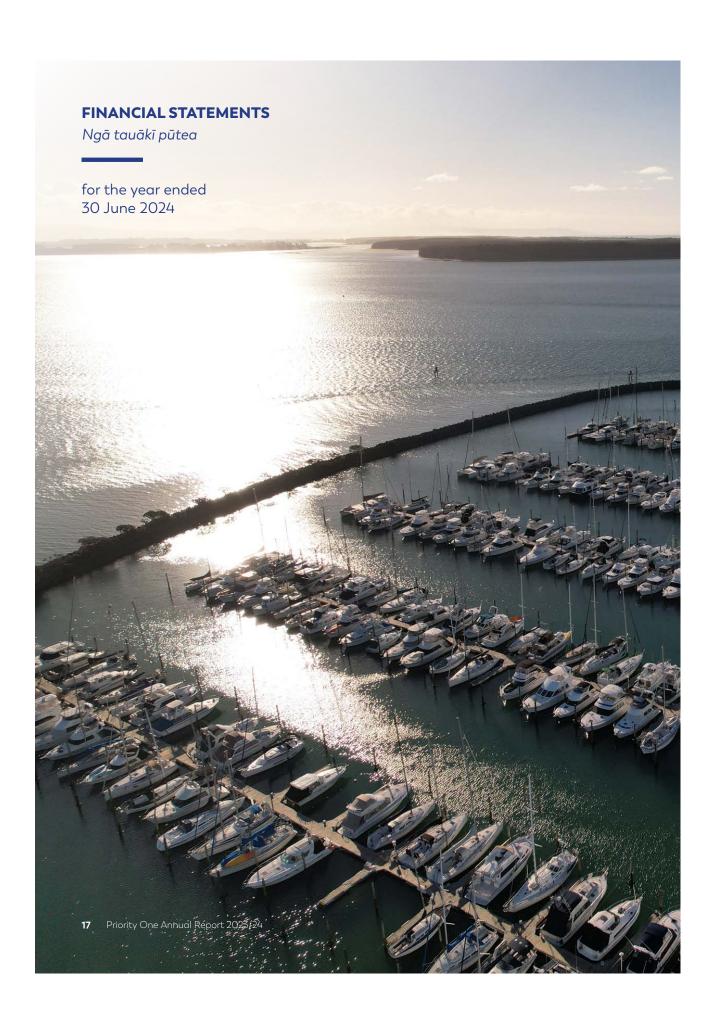
Saejung Oh-Walsh DIGITAL AND BRAND EXECUTIVE



Mary Stewart ARA RAU - OPERATIONS MANAGER



Michelle Clarke ARA RAU – EMPLOYMENT MENTOR





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Priority One Western Bay of Plenty Incorporated

Financial Report for the year ended 30 June 2024



Directory

as at 30 June 2024

Purpose Priority One Western Bay of Plenty Incorporated ('the Society') is incorporated under the

Incorporated Societies Act 1908. Its purpose is to develop the economy of the Western Bay of Plenty region by building a vibrant economy that retains and attracts talented, skilled and

creative people and the businesses that need them.

Chair Todd Muller (Appointed 18 October 2023)

Deputy Chair Te Horipo Karaitiana

Executive Board As at 30 June 2024:

Marty Grenfell Scott McKenzie Fiona McTavish Steven Saunders Kevin Palmer Peter Tinholt Dan Kneebone Richard Hopkins Wayne Beilby Jon Murie John Holyoake Jessica Bevin Rikki-Lee Joyce

Auditors William Buck Audit (NZ) Limited

DX Box HP4007 Tauranga 3112

Bankers ANZ

SBS

Business Address Ground Floor, 29 Grey Street

Tauranga 3110

Registered Office Holland Beckett Lawyers

The Hub on Cameron 525 Cameron Road Tauranga 3110

The accompanying notes form part of these financial statements

PRIORITY ONE STATEMENT OF SERVICE PERFORMANCE

Te pai me te whai rawa o Tauranga Moana ki te ao

The prosperity and splendour of Tauranga Moana to the world

This statement of service performance presents the performance of Priority One Western Bay of Plenty Incorporated against the Priority One economic strategy and Kaupapa deliverables.

OUR OBJECTIVE

Priority One has a clear purpose to drive an economy underpinned by talent, education, innovation and business success in order to deliver a prosperous and sustainable region. We deliver value to our members through this business model which forms the base of strategic work plans across the key pillars of Talent, Innovation, Māori Economic Development, City Centre Rejuvenation, Sustainability and Infrastructure.

OUR BUSINESS MODEL

Creating an innovative, higher value and more productive economy

Through support of innovative businesses and people and by positioning for a future economy.

Skills and education pathways

Enabling a higher skilled workforce and better employment outcomes for our community, leaving no-one behind.

Creating a prosperous and sustainable region

Smart business, talent and investment attraction

Encouraging growth and attraction of those that improve the quality of our economy.

Creating the conditions for business success

Through long term planning, championing business success and enacting Tauranga Moana's 'DNA'.

OUR PROJECT PILLARS

Talent

Sustainability

Innovatio

Infrastructure

Centre

Māori Economic Development

WE DELIVERED IN 2023/24

249

Priority One members¹

259 in 2022/23

73

Events²

88 in 2022/23

3,748

People engaged in Priority One events²

1,984 in 2022/23

4,094

Students engaged in Priority One youth programmes²

3,835 in 2022/23

82

People engaged through Ara Rau – Pathways to Work³

132 in 2022/23

11

Engagements related to investment attraction4

14 in 2022/23

140

Businesses through Priority One's sustainability programmes⁵

New in 2022/23

- 1. Priority One is an independent business membership organisation working with organisations of all sizes and across all sectors in the rohe. Measurement of total membership is as at 30 June 2024 and provides an indicator of the breadth of our reach across the economy as a membership funded organisation. This is measured by tracking new and resigned members.
- 2. Measurement of engagement through Priority One's events and youth programmes provide an understanding of the organisation's ability to support stakeholders to learn, develop connections, and have access to the tools that help deliver on our economic strategy. The measurement tracks attendees via Humanitix registrations and an internal process. Engagement figures include Priority One staff members that attended to facilitate and participate in events, which is considered relevant as engagements are a two-way process.
- 3. Ara Rau Pathways to Work, is Priority One's skills and employment hub. It is focussed on supporting local people not in employment, education or training (NEETs) into sustainable employment or training. Ara Rau helps connect the local labour supply and demand pipeline by working with employers and job seekers to develop relationships for long-term success. We track the number of individuals we engaged with and assisted into jobs and training which contributes to the region's supply of work ready talent. This is measured through quarterly reporting to the Ministry of Social Development.
- 4. Priority One delivers investor migrant attraction engagement opportunities to help create a high value, knowledge intensive local economy. We also support investment attraction initiatives that help grow the region's entrepreneurial eco-system. We do this via offshore investment attraction activities and our strategic partnership with Enterprise Angels. This is measured by the number of investment attraction events hosted and supported via an internal process.
- 5. Priority One delivers an environmental sustainability strategy that supports the region's transition to a low carbon, circular economy which protects and enhances Tauranga Moana's reputation as a great place to live, learn, work and play. The strategy enables local businesses to engage with programmes across key themes including waste, transport, land and energy. This is measured by the number of businesses engaged in events, workshops and meetings across our sustainability programme areas. Engagement figures are tracked via Humanitix reporting and an internal process.





Statement of Comprehensive Revenue and Expense For the year ended 30 June 2024

	Note	2024	2023
		\$	\$
		·	·
Membership Fees	4	713,375	733,503
Funding Revenue	4	3,093,138	3,258,646
Interest Received		46,470	30,725
Dividend income		1,500	1,000
Other Income		1,684	6,230
Total Revenue		3,856,167	4,030,104
Operating and Project Expenses		1,656,272	1,985,779
Employee Benefits Expense	5	1,513,585	1,411,703
Administration Expenses	6	667,017	492,978
Total Expenses		3,836,874	3,890,460
Net Surplus/(Deficit)		19,293	139,644
Other Comprehensive Revenue and Expense for the Year			
Gain/(loss) in fair value movement of investment in WNT Ventures	10	(42,968)	129,594
		(42,968)	129,594
		, , ,	
Total comprehensive revenue and expense		(23,675)	269,238



Statement of Changes in Net Assets For the year ended 30 June 2024

	Fair Value Reserve	Accumulated Funds	Total Equity
Balance at 1 July 2022	274,404	836,858	1,111,262
Total Comprehensive Revenue and Expense			
Surplus/(Deficit) for the year	-	139,644	139,644
Other Comprehensive Revenue	129,594	-	129,594
Total Comprehensive Revenue and Expense	129,594	139,644	269,238
Balance at 30 June 2023	403,998	976,502	1,380,500
Total Comprehensive Revenue and Expense			
Surplus/(Deficit) for the year	-	19,293	19,293
Other Comprehensive Revenue	(42,968)	-	(42,968)
Total Comprehensive Revenue and Expense	(42,968)	19,293	(23,675)
Balance at 30 June 2024	361,030	995,795	1,356,825



Statement of Financial Position

For the year ended 30 June 2024

1,047,344	\$ 1,207,647
	1 207 647
	1 207 6/17
76.062	
	72,426
	709,096
1,530,156	1,989,168
	477,382
	43,864
395,250	521,246
4 005 400	0.540.444
1,925,406	2,510,414
276.957	554,406
*	64,110
*	511,398
,	1,129,914
,	-,,
568,581	1,129,914
1,356,825	1,380,500
1 356 825	1,380,500
	,

Chair

21 October 2024

M.M. Mall.

Chief Executive 21 October 2024





Statement of Cash Flows

For the year ended 30 June 2024

Note	2024	2023
	\$	\$
Cash flows from operating activities		
Cash was provided from:		
Membership receipts	1,016,368	792,548
Funding received	2,824,913	3,206,169
Interest	45,823	29,804
Dividends	1,500	1,000
Other operating receipts	1,684	6,230
	3,890,288	4,035,750
Cash was applied to:		
Employee and Supplier Payments	(4,120,380)	(3,590,690)
	(4,120,380)	(3,590,690)
	,	
Net cash flow - operating activities	(230,092)	445,060
Cash flows from investing activities		
Cash was provided from:		
Proceeds from sale of investments	81,292	129,594
Trooped Holl date of Invocations	81,292	129,594
Cash was applied to:	, ,	.,
Purchase of short term deposits	(3,636)	(1,570)
Purchase of property, plant and equipment	(7,866)	(7,848)
	(11,502)	(9,418)
Net cash flow - investing activities	69,790	(9,418)
Net cash flow for the year from all activities	(160,302)	435,643
Cash at beginning of year	1,207,647	772,004
Cash at end of year	1,047,344	1,207,647
•	, ,	
Represented by:		
Cash on hand and at bank 7	1,047,344	1,207,647

Priority One Western Bay of Plenty Incorporated





Notes to the Financial Statements

For the year ended 30 June 2024

1 Reporting Entity

Priority One Western Bay of Plenty Inc. ('the Society') is incorporated under the Incorporated Society's Act 1908. Its mission is to develop the economy of the Western Bay of Plenty region. It was incorporated on 20th April 2001.

The Society is considered a public benefit entity for the purposes of financial reporting in accordance with External Reporting Standard A1 *Application of the Accounting Standards Framework*.

Its purpose is to develop the economy of the Western Bay of Plenty region by building a vibrant economy that retains and attracts talented, skilled and creative people and the businesses that need them.

2 Basis of Preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been consistently applied throughout the period.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

(a) Statement of Compliance

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Principles ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards, as appropriate for Tier 2 not-for-profit public benefit entities. The entity has elected to report in accordance with the Tier 2 standards, taking advantage of all disclosure concessions as it is not publicly accountable and has expenses less than \$33 million.

These financial statements were authorised for issue by the Executive Board on 21 October 2024.

(b) Measurement Basis

The financial statements have been prepared on the basis of historical cost, apart from investments which are carried at fair value.

(c) Functional Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar (\$).

(d) Goods and Services Tax

All balances are presented net of goods and services tax (GST), except for receivables and payables which are presented inclusive of GST.

(e) Income tax

Priority One is exempt from income tax under CW 40(1) of the Income Tax Act 2007.

3 Changes in accounting policies

All accounting policies have been consistently applied in these financial statements.

William Buck Audit



Notes to the Financial Statements

For the year ended 30 June 2024

4 Revenue

Membership Fees	2024	2023
Exchange Revenue	\$	\$
Membership Fees	713,375	733,503
	713,375	733,503
Funding Revenue	2024	2023
Non Exchange Revenue	\$	\$
Local Authority Funding	2,108,125	1,965,586
Government Funding	491,297	439,774
INSTEP Funding	135,900	213,500
Project Funding	357,816	639,786
	3.093.138	3.258.646

Policies

Membership fees are recognised when invoiced, which is on the date of the member's joining anniversary. Membership fees in-kind are recognised at the end of the year in which the corresponding expenditure has been incurred

Local Authority Funding - Funding income is recognised as income when it becomes receivable, at the fair value of the amount receivable, unless the Society is required to repay the funding income if requirements are not met. A liability is recognised to the extent that such milestones in the contract are unfulfilled at the end of the reporting period.

Government Funding - Funding income is recognised as income when it becomes receivable, at the fair value of the amount receivable, unless the Society is required to repay the funding income if requirements are not met. A liability is recognised to the extent that such milestones in the contract are unfulfilled at the end of the reporting period.

Grants - Grant income is only able to be deferred when there is a use or return obligation and the conditions have not yet been met. Included within INSTEP funding and project funding are grants which are recognised initially as deferred income (at the fair value of the consideration received) and then recognised as income when there is reasonable assurance that they will be received and that Priority One will comply with the conditions associated with the grant.





Notes to the Financial Statements

For the year ended 30 June 2024

5 Employee Benefits

		1.047.344	1.207.647
	Cash and Bank Balances	1,047,344	1,207,647
		\$	\$
		2024	2023
7	Cash and Cash Equivalents		
		,	
	Rent & Car park lease payments	160,482	155,046
	Depreciation	9,601	16,111
	Audit Fees	20,000	18,000
	Included within Administration expenses are the following:	Ψ	Ψ
		\$	\$
U	Administration Expenses	2024	2023
6	Administration Expenses		
		1,513,585	1,411,703
	Other employee benefits	81,776	68,641
	Wages and Salaries	1,431,809	1,343,062
		\$	\$
		2024	2023
	In the second se		

Policies

Cash and cash equivalents are cash balances that are short term in nature (with an original maturity of three months or less) for the purposes of the Statement of Cash Flows, and are classified as a Loans and Receivables financial asset.

8 Short Term Deposits

	2024 \$	2023 \$
	Ť	,
Short Term Deposits	76,062	72,426
	76,062	72,426

Policies

Short Term Deposits have maturities between 90 days and 1 year and are shown as current assets, and are not included as cash and cash equivalents.

9	Trade and Other Receivables	2024	2023
		\$	\$
	Accounts Receivable (Exchange transactions)	339,730	613,126
	Accrued interest	2,105	1,459
	GST Refund	20,509	48,299
	Prepayments	44,405	46,212
		406.750	709.096

Accounts receivable are shown net of allowances for bad and doubtful debts of \$nil (2023: \$nil).

Policy

Accounts receivable are initially measured at fair value, then adjusted for any impairment. Accounts receivable are classified as a Loan and Receivables financial asset.



Notes to the Financial Statements

For the year ended 30 June 2024

10	Investments	2024 \$	2023 \$
	WNT Ventures Limited Partnership	353,122 353,122	477,382 477 382

Priority One has entered into an agreement to invest up to \$350,000 over a period of one to five years in WNT Ventures Limited Partnership.

At balance date a share of 10% is held in WNT Ventures Limited Partnership (2023: 10%).

The fair value for WNT Ventures Limited Partnership is based on 10% of the net assets per unaudited financial statements prepared by WNT Ventures Limited Partnership, previously adjusted for calls not yet made. The final call was made in the 2022 financial year.

Previously management has based their assessment of the fair value of the investment in the WNT Ventures Limited Partnership at balance date on information provided in audited financial statements of WNT Ventures Limited Partnership. In 2020, WNT Ventures Limited Partnership changed their reporting basis and no longer include fair value assessments in their audited financial statements. As per previous years, the estimate of fair value has been based on unaudited WNT Management estimates.

WNT Ventures Limited Partnership is considered a related party. Refer Note 13.

Policy

Investments classified as "Available-for-sale financial assets" are designated at initial recognition at fair value through other comprehensive revenue and expense. They are initially measured at fair value plus transaction costs. They are subsequently measured at their fair value with gains and losses recognised in other comprehensive revenue and expense. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred within equity to accumulated surplus/(deficit).

Key sources of estimation uncertainty

Key sources of estimation uncertainty as at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include venture capital in start ups and fair value based on WNT Venture Limited Partnership's assessment of future expectations.

William Buck Audit



Notes to the Financial Statements

For the year ended 30 June 2024

11 Property, Plant and Equipment

	Computer and Office	Leasehold	
	Equipment	Improvements	Total
Cost			
Balance at 1 July 2022	134,126	80,489	214,615
Additions	5,059	-	5,059
Balance at 30 June 2023	139,185	80,489	219,674
Balance at 1 July 2023	139,185	80,489	219,674
Additions	7,866	00,409	7,866
Balance at 30 June 2024	147,051	80,489	227,540
Depreciation			
Balance at 1 July 2022	(104,164)	(55,535)	(159,699)
Depreciation	(13,154)	(2,958)	(16,112)
Balance at 30 June 2023	(117,318)	(58,493)	(175,811)
Balance at 1 July 2023	(117,318)	(58,493)	(175,811)
Depreciation	(6,689)	(2,912)	(9,601)
Balance at 30 June 2024	(124,007)	(61,405)	(185,412)
Carrying Amounts			
Balance at 30 June 2022	29,962	24,954	54,916
Balance at 30 June 2023	21,867	21,996	43,863
Balance at 30 June 2024	23,044	19,084	42,128

Policies

Measurement

All property plant and equipment are stated at cost less accumulated depreciation.

Depreciation

Depreciation is allocated over the estimated useful life of the asset. The following methods are used in the calculation of depreciation:

Leasehold Improvements Straight line over remaining expected lease term

Computer & Office Equipment 1.5-12 years Straight Line



Financial Report for the year ended 30 June 2024

Notes to the Financial Statements For the year ended 30 June 2024

2 Accounts Payable		2024	2023
		\$	\$
Accounts Payable		179,494	487,792
Related Party Payable	14	8,737	35,312
GST payable		-	-
Accrued expenses		88,726	31,302
		276 957	554 406

Policy

Accounts payable are recognised at cost when the Society becomes obliged to make future payments resulting from the purchases of goods and services. Accounts payable are classed as an 'other amortised cost financial liability'.

13	Employee Entitlements	2024	2023
		\$	\$
	Short Term		
	Accrued Wages, Salaries and Holiday Pay	48,452	64,110
		48 452	64 110

Policy

Provision is made for benefits accruing to employees in respect of wages and salaries and annual leave when it is probable that settlement will be required and they are capable of being measured reliably.

William Buck Audit

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Financial Report for the year ended 30 June 2024

Notes to the Financial Statements

For the year ended 30 June 2024

14 Related Party Transactions

(i) Key Management & Governance Personnel Remuneration
Priority One classifies its key management personnel in to the following categories:

- Directors
- Executives

Priority One had 15 directors during the year ended 30 June 2024 (2023: 17). Other than the Independent Chair, the directors did not receive any remuneration for their services.

The annual Independent Chair fee is determined by the Board and is currently set at \$45,000 (plus GST) per annum. Simon Clarke as Chair received \$30,000 (plus GST) per annum until his resignation on the 18th of October 2023. Todd Muller was appointed as Independent Chair on the 18th October 2023 with an annual remuneration of \$45,000 (plus GST) per annum. All other Board members provided their services for free.

Executives are employees and are on standard employment contracts. Priority One had four Officers in this category during the year ended 30 June 2024 (2023: five). Remuneration of these Officers and the Independent Chair during the period amounted to \$819,151 (2023: \$717,697).

(ii) Transactions with other related parties

Priority One transacts with other related parties in the normal course of their business. Such entities include those related by virtue of common governance and management personnel.

During the year, Priority One made the following purchases from related parties and at year end, the following balances remained owing:

	Purchases	Payable	Purchases	Payable
	2024	2024	2023	2023
	\$	\$	\$	\$
Bay Venues Limited	14,359	4,425	46,047	32,437
Matua Governance Limited	8,750	4,313	30,161	2,875
Opensight Solutions	32,360	-	-	-
Toi Kai Rawa (Operating and Project Expenses)	50,000	-	70,000	
	105,470	8,737	146,208	35,312

WNT Ventures Management Limited is considered a related party due to Steven Saunders (Director) also being a director of WNT Ventures Management Limited. Other than the investment of capital and receipt of distributions, there have been no transactions during the year (Refer Note 9).

Toi Kai Rawa is considered a related party due to Priority One Director, Te Horipo Karaitiana also being on the board of Toi Kai Rawa.

Bay Venues Limited is considered a related party due to Priority One Chair, Simon Clarke also being the Chair of Bay Venues Limited (appointed July 2021) for the part year period 1st July 2023 to 18th October 2023

Matua Governance Limited is considered a related party due to Priority One Chair, Simon Clarke also being the Director of Matua Governance Limited for the part year period 1st July 2023 to 18th October 2023.

Opensight Solutions Limited is considered a related party due to Priority One Chair, Todd Muller also being the Director of Opensight Solutions Limited for the part year period 18th October 2023 to 30 June 2024.

William Buck Audit

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Financial Report for the year ended 30 June 2024

Notes to the Financial Statements

For the year ended 30 June 2024

15 Commitments

Two leases exist for the ground floor of the property at 29 Grey Street Tauranga, with both current lease terms expiring on 30 June 2027.

A number of operating leases are also held for office equipment and motor vehicles with periods up to five years.

Immaterial finance leases have been accounted for as operating leases and included in lease commitments disclosure.

Operating Lease Commitments	2024	2023
	\$	\$
No later than one year	165.310	38.846
More than one year	319,264	57,369
	484.574	96.215

16 Contingent Liabilities

There were no contingent liabilities as at 30 June 2024 (2023: nil).

17 Subsequent events

There are no subsequent events to disclose.

William Buck Audit

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Priority One Western Bay of Plenty Incorporated Independent auditor's report to the Members

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Priority One Western Bay of Plenty Incorporated (the Society), which comprises the financial statements on page 6 to 17 and the statement of service performance on page 4 to 5. The complete set of financial statements comprises the statement of financial position as at 30 June 2024, the statement of comprehensive revenue and expense, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial report gives a true and fair view of the Society's financial position as at 30 June 2024, and its service performance information, financial performance, and cash flows for the year then ended in accordance with Public Benefit Entity Standards issued by the New Zealand Accounting Standards Board.

In our opinion, the service performance information reported for the year ended 30 June 2024 is appropriate and meaningful and prepared in accordance with the Society's measurement bases or evaluation methods.

Basis of Qualified Opinion

As described in Note 9 to the financial statements, the Society bases its assessment of the fair value of the investment in the WNT Ventures Limited Partnership ('WNT') at 30 June 2024 on unaudited WNT Management estimates. Accordingly, we are unable to obtain sufficient and appropriate audit evidence to enable us to form an opinion on whether the carrying value of the investment in WNT amounting to \$353,122 and the consequent impact on Other Comprehensive Revenue and Expense is materially correct.

We conducted our audit of the financial statements in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the service performance information and Society information in accordance with the International Standard on Assurance Engagements (New Zealand) and New Zealand Auditing Standard (NZ AS) 1 (Revised) *The Audit of Service Performance Information*.

Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Society in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards)* (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these

Auckland | Level 4, 21 Queen Street, Auckland 1010, New Zealand Tauranga | 145 Seventeenth Ave, Tauranga 3112, New Zealand

+64 9 366 5000 +64 7 927 1234

info@williambuck.co.nz www.williambuck.com

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*William Buck (NZ) Limited and William Buck Audit (NZ) Limited





requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Society.

Other Matter

The financial statements for the year ended 30 June 2023 were audited by Baker Tilly Staples Rodway Audit Limited who expressed a qualified opinion on those statements on 26 October 2023. Their opinion was qualified due to the inability to obtain sufficient and appropriate audit evidence regarding the investment in WNT at 30 June 2023.

Responsibilities of the Executive Board for the Financial Report

The Executive Board is responsible for:

- a. The preparation, and fair presentation of the financial report in accordance with the applicable financial reporting framework;
- b. The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with the applicable financial reporting framework;
- c. The preparation and fair presentation of service performance information in accordance with the Society's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework;
- d. The overall presentation, structure and content of the service performance information in accordance with the applicable financial reporting framework; and
- Such internal control as the Executive Board determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Executive Board are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Board either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1(Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate or collectively, they could reasonably be expected to influence the decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of this financial report is located at the External Reporting Board (XRB) website at:

https://www.xrb.govt.nz/assurance-standards/auditors-responsibilities/audit-report-14/ This description forms part of our independent auditor's report.



Restriction on Distribution and Use

This report is made solely to the Society's members, as a body. Our audit work has been undertaken so that we might state to the Society's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members, as a body, for our audit work, for this report or for the opinions we have formed.

William Buck

William Buck Audit (NZ) Limited Tauranga 22 October 2024



Attachment 1: Journey travel time and traffic count data

Traffic Count data

Figure 1 Shows the average weekday traffic volumes on the local roading network prior to the trial, during and post B2B construction. A substantial increase in traffic volume was experienced on Links Avenue during construction of B2B from an average daily traffic volume of 3635 to 6944.

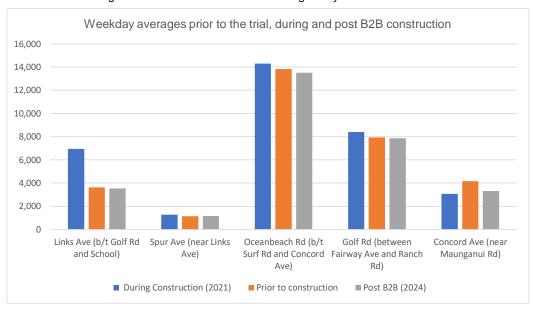
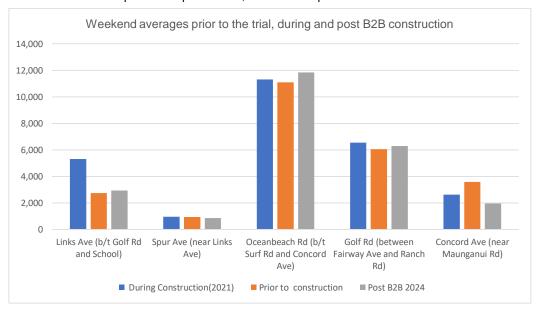


Figure 2 shows the average weekend traffic volumes on the local network prior to the trial, during and post B2B, noting that weekend restrictions lifted in June 2023. All roads saw a small increase in traffic volumes compared with prior to trial, with the exception of Concord Avenue.



Journey travel time data

Item Page 1

Travel time data has been assessed to determine changes in travel times during and following B2B construction across various routes. The assessment is based on weekday peak periods, 7:30 AM to 8:30 AM, and 4:30 PM to 5:30.

Table 1 below shows that travel times heading towards Arataki and Papamoa from Aerodrome Rd or Golf Rd in the PM peak have drastically improved.

Link Travel Time - PM Peak (Seconds)	Oct '23	Apr '24	May '24		% from Oct '23	
Link Haver fille - PW Feak (Seconds)		Apr 24	IVIAY 24		Apr '24	May '24
(1010) TCC - SH2, Bayfair to Baypark	183	68	60		-63%	-67%
(1016) TCC - SH2, Te Maunga to Sandhurst	87	88	86		0%	-1%
(938) TCC - Oceanbeach Road, Golf to Concord	134	119	116		-11%	-13%
(940) TCC - Golf Rd, Links to Oceanbeach	230	86	83		-62%	-64%
(945) TCC - Golf Road, Maunganui to Links	20	12	13		-39%	-35%
(954) TCC - Hewletts Rd, Aerodrome to Maunganui		72	80		-34%	-26%
(956) TCC - SH2, Aerodrome to Concord	416	140	141		-66%	-66%
(960) TCC - SH2, Concord to Bayfair	163	98	68		-40%	-59%
(970) TCC - Oceanbeach Rd, Concord to Girven	78	68	72		-13%	-7%

Table 2 shows that travel times from Arataki and Papamoa to Aerodrome Rd or Golf Rd during the AM peak have either not improved or worsened, with the exception being travel times between Sandhurst to Te Maunga.

Link Troyal Time AM Dook (Seconds)		A 10.4	May 104		% from Oct '23		
Link Travel Time - AM Peak (Seconds)	Oct '23	Apr '24	May '24		Apr '24	May '24	
(1009) TCC - SH2, Baypark to Bayfair	72	152	128		112%	78%	
(1015) TCC - SH2, Sandhurst to Te Maunga	244	139	134		-43%	-45%	
(939) TCC - Oceanbeach Road, Concord to Golf	223	242	266		9%	19%	
(941) TCC - Golf Rd, Oceanbeach to Links	81	109	78		34%	-3%	
(944) TCC - Golf Road, Links to Maunganui	30	34	33		13%	8%	
(955) TCC - Hewletts Rd, Maunganui to Aerodrome	68	70	78		2%	13%	
(957) TCC - SH2, Concord to Aerodrome	372	433	398		16%	7%	
(961) TCC - SH2, Bayfair to Concord	61	100	88		65%	45%	
(971) TCC - Oceanbeach Road, Girven to Concord	125	162	161		29%	28%	

TCC Road

Road

Item Page 2

Attachment 2: Links Avenue Submissions

Submission#	Support/Against	Feedback
1	Support	I hope this message finds you well. I am writing to express my concerns about the proposal to open links ave. to all cars during peak hours.
		The existing road setup has been functioning well for our community. However, I believe that opening the road to all traffic during peak hours could pose a higher risk for children. The access route to Golf Road is not conducive to heavy traffic, as it lacks a stop sign, making it difficult and unsafe to turn right onto Golf Road.
		Additionally, the recent changes to Links Road have proven to be sufficient for managing the number of buses. I feel that further adjustments could lead to unnecessary complications and safety issues.
		I appreciate your attention to these matters and hope we can work together to ensure the safety of our community. Thank you for your understanding.
2	Support	I'm contacting you regarding Links Ave, Mount Maunganui. I am a concerned resident like so many others who live in the area. I live on Concord Ave and I see near misses daily at the roundabout linking Concord to Farm Street. I see buses quite often riding the pavement or reversing across the roundabout because the roads are too narrow and the corners too tight. Talk about safety. There are so many people that use Links as a cut through and they speed along Concord to get ahead of the traffic on Oceanbeach Road, cars are still speeding between the bumps, and there is no bus lane or bike lane and it is less safe now then it was three years ago when it started.
		I'm just furious that this project has cost local residents huge amounts in taxes and it's been going on for years now and we are no better off in regards to safety and the standard of living for local residents has worsened and yet we pay the rates in tax. We now live with increased congestion, increased noise and more pollution. There are more people driving their cars than ever!
		The recents rates are now cripping most middle income home owners and it's just wrong.
		Please voice my opinion at the table. I think that Links Ave should be closed between school hours - that actually seemed to work and deterred people from getting in their cars and speeding and improved safety at those times. Who and why did they decide to reopen?

3	Support	Kia ora, I am writing to express my desire to keep the road safety improvements in place on Links Ave. These are currently working very well to ensure the safety of youth and others using the street to get to school and move around. The restrictions have also led to significantly less commuters using the street as a rat run, returning it to a more quiet residential street. The improvements to the Bayfair intersection are working well so there is no need for people to cut through Links Ave as a short cut. Currently it feels like to opinions of those who live outside of the Links Ave area are calling for a return to the previous unsafe system. I would hope the opinion of those who live in the area carry more weight given they are most impacted by any changes - especially with regards to road safety. Nga mihi.
4	Support	Hi Council.
		Just to let you know how the new changes to Link Ave have effected us. Its such a better street for our family and our neighbourhood. I think I speak for everyone in the Links Ave community It would be a real shame to undo any of these changes for the rat runners of Papamoa. Papamoa is only getting bigger. The real issue is Hewlett's road.
5	Support	I understand there is another review of the Links Ave road design.
		Although the current design and use of the road is not ideal, it is a vast improvement compared to previous versions. It is now much safer and traffic numbers are consistent with a Local street. It cant be forgotten that many residents on Links Ave have been advocating for improvements for over 7 years, since the Councils decided to put in a bus lane. We definitely cannot go back to this road layout as it destroyed the function, safety and character of our Local residential street.My preferred outcome is to prevent through-traffic and to reduce the number of buses that use and service the street. Links Ave is one of the most over-serviced street in terms of PT. I personally did not mind having restricted access in order to have
		I personally did not mind having restricted access in order to have other gains but the recent introduction of access to residents is a fantastic solution.
		Since the street access was opened up, I have noticed that through-traffic has been increasing and my concern is that we will see the same volumes of traffic that previously congested our street in the mornings and saw speeding traffic in the evening, trying to beat traffic on Maunganui Road.
		I would like this email to be included in any submission or report to Councillors regarding Links Ave. Please do not publish my name as there are some vindictive people in our community who have been threatening others.

6	Support	We hear there is discussion of opening up links ave as a thru road again, I strongly oppose this for the below reasons Improved safety for everyone using the footpaths and roads on Links Ave A quieter street that feels like a residential street again No trucks or heavy vehicles using Links as a through road More kids walking, biking, skating to school rather than getting dropped off in cars Better travel times for residents during peak times, especially with the opening of the new Baypark toBayfair Link Better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in anemergency rather than Maunganui Road or Ocean Beach Road).
7	Support	Hello,I am writing about Links Ave. I have seen from the council meeting a couple of weeks ago, there is yet again more discussion about Links Ave. I'm surprised at why Links Ave is even being discussed. It's been consulted upon, trailed and tested. It has reached this current design and it now works very well. As a resident using Links Ave to walk/run/bike/drive it is fine the way it is. The road is not closed (contrary to what some people are saying), visitors can see us at anytime, residents can come and go at anytime. Links Ave is only shut off for a small period of time during the week for the safety of the school kids. Before the changes I would not let me children walk or ride to school, but now I do. So much time and money has been spent on Links Ave, I cannot understand why more time and money is going into it. It feels like people who live outside of the Links Ave area are calling for a return to the previous unsafe system. People who live here and use Links Ave everyday have seen the safety improvements and general enhancement of Links Ave and prefer how it works now. Please stop spending anymore of the councils time and money on Links Ave, people and things have moved on and there are far greater concerns for the council to concentrate on (e.g. getting Hewletts Rd to flow better). I would also like this email to be included in any submission or report to Councillors regarding the status of Links Ave and surrounding streets.
8	Support	I have recently learned there is talk of returning Links ave to what it previously was before safety inrerventions. I would like to suggest that given the extensive community consultation, mass of money spent and the overall successful outcome of this street now, that there would be more pressing issues facing our councillors. I am now confidently allowing my three primary children to use this road to get themselves to school independently. They do this along with hundreds of Intermediate and college kids in the area that use this road. The safer space between paths and buses has made thos possible. I want to commend the consultation with our neighbour and community over the trial time and beyond to reach a solution that now works for many of our street users. And in avoiding a potentiality fatal incident with our precious tamariki

9	Support	I am just wanting to send some feedback regarding the current Links Ave bus lanes. I am all for the current set up of 2 lanes + a bike lane. The current set up promotes: Improved safety for everyone using the footpaths and roads on Links Ave A quieter street that feels like a residential street again No trucks or heavy vehicles using Links as a through road More kids walking, biking, skating to school rather than getting dropped off in cars Better travel times for residents during peak times, especially with the opening of the new Baypark toBayfair Link Better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in anemergency rather than Maunganui Road or Ocean Beach Road) A good solution as there was wide consultation with locals and a long trial periodlt would be such a shame to go back to the awful traffic there was prior to the works.
10	Support	As a resident on one of the off shoots of Links Ave (Berwick place) I'd like to express that I want the road to remain as is currently - ie restricted hrs 7-10am and 2-4pm. It is a much safer, neighbourly street. On weekends when there are no restrictions, it feels busier and with little regard for the 30km. I wouldn't like to see that happen in the week when school kids (who are sometimes very blas about road safety - but they're kids so to be expected) are on their way to/from school. As a resident, the restrictions as they currently stand, have zero negative impact on me and my family - rather instead it's a positive impact. I was part of the community panel for links Ave and have heard neighbours all express the same views as me - positive comments esp now you can go in/ out much more freely. I have only heard groans from those outside the links Ave community who want to use it as a short cut or are perplexed / confused by it all.
		Golf/ Links Intersection It's the only thing I think needs changing on the road- crossing is too close to the entry of links. I've seen kids nearly hit by cars unable to see them due to buses waiting to pull out on golf and therefore blocking drivers view of the crossing, drivers just swinging in too fast, and chaos caused by traffic backing up and people cross.
11	Support	The work that occurred with Links avenue over the past few years has made a positive difference for many children and their families. I was against the closure of Links Avenue to begin with, but I was proven wrong. It had resulted in improved safety for cyclists and children commuting to school - we now let our two children bike to school, whereas previously with the traffic on Links Avenue, this was just too dangerous. It is so good to see Links avenue full of kids walking, biking, skating to school, rather than having Links clogged with more cars dropping kids to school. In addition, the arrangements that are currently in place with the opening hours provide sufficient access to/from Links at non peak times. As above, I was against this proposal to begin with. But the community consultation and final outcome has been great.

12	Support	I am a resident of Links Ave and I am very concerned to hear the council are discussing changes to Links Ave AGAIN. I am especially concerned that this has been raised by a councillor from Matua who does not understand my local community. The current road design is now much safer for the local community and for 3,000 school students that study within a 1km radius of Links Ave. We also have Links Ave returned to what it was always intended to be, a calm residential road and not an arterial route for heavy vehicles and commuters. There is now: Improved safety for everyone using the footpaths and roads on Links Ave A quieter street that feels like a residential street again No trucks or heavy vehicles using Links as a through road More kids walking, biking, skating to school rather than getting dropped off in cars Better travel times for residents during peak times, especially with the opening of the new Baypark toBayfair Link Better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in anemergency rather than Maunganui Road or Ocean Beach Road) A good solution as there was wide consultation with locals and a long trial period. Please listen to residents and leave Links Ave as it is
13	Support	Hi,As a concerned resident of the area living off links Ave I am concerned that there is discussions to change it yet again. With the cost of living crisis and many other projects I sooo understand why this is being brought up when the "goal" was to make it safer for the 3000+ children has WORKED!!! Pre changes I would not of let my kids ride to Omanu school. With less traffic, wider paths and good predestination crossings I can now let them bike to school which I know MANY other residents are also doing taking many more cars off the road. I hope that the kids are still the focus and wasting money is STOPPED!

14	Support	I would like this email to be included in any submission or report to Councilors regarding the status of Links Ave.
		I am a resident of Links Avenue, my whanau includes 2 young children aged 9 & 11. The current design of Links avenue is safe and I do not want any changes to the current design based on the below:
		 Safety - the current design with 2 vehicle lanes only is safe for children of all ages, pedestrians, cyclists, cars and buses. Bus lane timings - the current design and timings ensures: There are no delays to buses and those bus commuters The street is quieter like a proper residential street as it is classified
		o There are no 'rat runners' using the street for a faster commute during peak travel times, these commuters speed, are impatient and create an unsafe environment for school kids during their peak travel times.
		o Access for local residents is no issues as we can come and go as needed with the camera system in place
		Usage of the street by school children has risen massively with the current design and it is safe for all modes of travel that kids are now using, including walking, biking, scooters, skate boarding, skating, and high school kids on motorbikes.
		There are elderly users on mobility scooters who can use the
		road daily and bike path safely There are residents with disabilities (accessible housing tenants)
		who use the street daily with their care givers and can do so safely The design was created with input of local residents
		 People from other parts of Tauranga should not have a say what happens in our residential area, just as we don't tell them how they should do things in their neighborhood.
		 All of my neighbours have the same opinion as me, including my elderly neighbours.
		I really do hope this is taken into consideration and no changes are made to the current design on Links Avenue due to complaints from people who are not residents of this street or local the streets. Kind regards,
15	Support	
		We met once when I was working with xxxx on the Wed Challenge
		Just letting you know how much easier and safer it has been to use Links Ave as a cyclist since the improvements. I understand feedback is important - so big thumbs up for making Links a safe usable street again. I am now happy to let my kids bike to bayfair -
		something I would never have felt comfortable with when the traffic was heavier.
		As a cyclist around the Mountain area, I really appreciate most of the cycle friendly upgrades. The bike path from crossroads to Mt Maunganui is nothing short of spectacular. What a beautiful and
		safe asset to our community! The one area I have had multiple near misses as a driver and a
		cyclist .The New World side of Maunganui Rd. The new cycle lane has been petrifying as a cyclist. The traffic turning right from Hull Rd to Maunganui needs some more consideration. I've even forbidden my kids from using that side as they cycle back from bestey, pathol and the library.
	<u> </u>	hockey, netball and the library.

		Please feel free to contact me if you would like me to fill out a more systematic form. Overall, I'm very excited to see Tauranga's progress in encouraging active transport. Well done
16	Support	Dear Councilors and TCC Staff, I am part of a group that has advocated and presented over the last 6 years on the topic of Links Ave and its transport design. As such I feel I am well versed in the topic and also have a deep understand of the local community viewpoints on the issue. It put it very simply we, the Links Ave community, are very much in favour of the current design that we have campaigned over so many years to achieve. Previous TCC councilors, such as Mr Morris, have met with us over this time and put their support behind our efforts to keep local kids safe, no matter what mode of transport they use, and when. This is a design has been widely consulted, trialed and evolved as the surround transport network has also evolved eg Baypark to Bayfare. The transport team under Mr Johanasson's leadership has given us a safe and punctual design, while also elevating the Links Ave and surrounds to what it was always meant to be, a residential street and not an arterial route. So it is both surprising and disappointing to hear that the topic of Links Ave is back on the council agenda. Collectively we feel there are more pressing matters for incoming councilors to be concerned with and better areas for budget to be allocated. However, if it will help bring this discussion to a swift conclusion, then I would be happy to meet with any members of
		council to provide context and background to help reassure them that this issue can be taken off the agenda for debate. I would also like this email to be included in any submission or report to Councilors regarding the status of Links Ave and surrounding streets

17	Support	I am a resident of Ascot Road who was involved 6 years ago in raising some of the safety concerns re Links Ave.
		My family and I have been away in Wellington and have recently returned tj the area and have been so impressed with the outcome seen on Links Ave and the Improved safety for everyone using the footpaths and roads. My own kids are older now but I have one still at primary and as a year 4 I can now happily send her cycling to school secure in the thought that the new layout and restrictions allow her to do so safely. This was not the case when my eldest children were primary age.
		Links Ave now feels like a more peaceful, quieter street, it feels like a residential street again where family's are out and about and kids can safely negotiate their neighbourhood.
		Less trucks and heavy vehicles using Links as a throughfare has helped this tremendously and we see kids walking, biking, skating to school rather than getting dropped off in cars
		It also enables me to reach my work as a nurse without the previous delays and also improves travel times for residents during peak times, especially with the opening of the new Baypark to Bayfair Link
		This effective flow of trafffic also gives better, more timely access for emergency vehicles when they are most needed (i.e. they can use Links Ave in an emergency rather than Maunganui Road or Ocean Beach Road)
		The solution to Links Ave safety concerns as it currently stands is something the local community are proud of and are strongly in support of staying as it is, there was wide consultation with locals and a long trial period and the outcome is working so well it is quite unbelievable that Links Ave is again up for debate, surely there should be no more time or money spent on this road to undo all that has been achieved. please don't let this happen, it would be such a shame to see your good work undone not to mention a gamble with the safety of the children in our community.
		I would also like this email to be included in any submission or report to Councilors regarding the status of Links Ave and surrounding streets.
		Many thanks

18	Support	To whom it may concern
		I am a resident of Links Ave and just want to say how well my family and I think the trial has gone, and how it has positively changed the usage of our residential street. I wanted to make contact because it worries me when I see and hear people in the media who don't even live in our area, trying to return to what we had previously, just so they can have a shortcut.
		I will admit the roadworks weren't fun but now it is complete, the new road layout with all its safety improvements makes our street a great place to live. My children bike to school on their own every day, and I feel confident that they will get to and from school safely. We no longer have the busy-ness of early morning after work traffic using our street as a rat run, nor people speeding along like it's a motorway.
		So many people have put in huge amounts of time and energy getting Links Ave to what it is today and I think it would be a huge shame to revert back to what we had in the past.
		Many thanks for your time.
19	Support	Hi there, I would just like to share how satisfied we are with the outcome of the Links Ave roading changes. Prior to any changes being implemented the traffic situation prior to 9am was congested and as a resident of Ascot Place made going anywhere at that time - work, appointments, daycare & school a nightmare taking upwards of 20minutes to get from Ascot Place to Golf Rd.
		The congestion and the use of Links Ave as a commuter thoroughfare also created a very unsafe and unpredictable environment for many young children who reside in the area or use local walkways to acess the area to travel to/from local and nearby schools. Cars would travel at excess speed along Links Ave in & out of peak times or excess speed until they reached the tail of the traffic. In peak times the congestion also stemmed into the surrounding roads such as Ascot Road where cars would back up trying to get into the traffic queue on Links creating dangerous situations for kids trying to cross the Rd.The changes, although as a resident were somewhat frustrating to go through at times have resulted in a fantastic result. I am confident that my primary age children can bike to school now as the reduced commuter traffic has resulted in a much safer environment for them. Ive noticed the number of kids using the access walkways such as from Beerescourt through to Solway to Berwick to use Ascot & Links to get to school has increased likely due to this being a much safer option. Secondly the reduction in commuter traffic has significantly quietened Links Ave at an already busy time and residents are now able to access main rds much easier. The residents are also familiar with the roading changes such as the new pedestrian crossings and allow caution around these. I dont believe a commuter would give the same caution. I think the result the council have landed on is a great solution and I would whole heartedly support this remaining permanently. I would be seriously concerned for the safety of the hundreds of

		children using the area if there were to be any 'opening up' of Links Ave.
20	Support	After many months/years of Links Ave changing. As a local resident we are happy with the current access rules. It allows us locals to use the road to do all our day to day errands non restricted and it is also safe for our kids to bike/scooter to school and also cross links ave to go to the soccer park. I vote to keep the current solution and not to take the road back to full access with over 10,000 vehicles a day. Links Ave Goals: Improved safety for everyone using the footpaths and roads on Links Ave A quieter street that feels like a residential street again No trucks or heavy vehicles using Links as a through road More kids walking, biking, skating to school rather than getting dropped off in cars Better travel times for residents during peak times, especially with the opening of the new Baypark toBayfair Link Better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in anemergency rather than Maunganui Road or Ocean Beach Road) A good solution as there was wide consultation with locals and a long trial period.
21	Support	I would like this email to be included in any submission or report to Councilors regarding the status of Links Ave.
		I am a long time resident and property owner on Links Avenue and I am very happy with the current safety measures implemented on our street. I would hate to see them removed because people who don't live in our neighborhood find it inconvenient to use the main roads which are designed for high volume traffic.
		The current layout of 2 lanes & cycleway ensures safety of pedestrians & cyclists. Previously, when the bus lane was in place, traffic on the northeast side was forced to travel only a very small distance from the footpath (approx 300mm) this was very dangerous and I personally witnessed a number of near misses involving children misstepping on to the road and in one instance a child fell from his bike into the path of a bus (the bus driver was fortunately paying attention).
		The bus lane was put in place as a 'temporary' measure when the work on Maunganui Road commenced - residents were never consulted about it becoming permanent, so now that the Bayfair overpass is almost completed there is no need to reinstate it.
		While I am uncertain as to why such a high volume of buses use Links Avenue at least now they can run to schedule.
		It is important to note that Links avenue is classified as a residential street and with three schools in close proximity it will always be a family neighbourhood and there will always be lots of children traveling to school and playing. This includes my own children - I no longer worry about them biking or walking to school.
		There are also many elderly people and people with disabilities living in our neighbourhood (Accessible Properties owns multiple houses in the area) they often don't own cars or can't drive and so add to the pedestrian traffic.

		The restrictions in place have stopped the rat-runners in particular who caused the most danger due to high speeds and erratic driving. The current design was put in place with a panel of local residents - people who live in and around Links Avenue and are most affected. With the recent changes to access for residents and their guests the design is now operating exceptionally well. One final issue - people who don't live in the residential area around Links Avenue should not be deciding on changes to it. Those who think that traffic was better when it was freely open are sadly mistaken - they have forgotten the 850m queue to get out the Golf Road end in peak traffic times - we are at 86 Links Avenue and the traffic was backed up past our property every morning, it would take us 20 minutes to leave the street. Please leave Links Ave as it is now - removing safety measures recently put in place is akin to throwing money away. Seems like childish revenge because some didn't like the commissioners. Regards Links Avenue resident.
22	Support	I understand there is to be a review of the Links Ave road design being proposed in Tauranga City Council. I would like you to consider my viewpoint as a resident off Links Ave (and rate payer). And include this in any submission or report to Councillors regarding the status of Links Ave. My view after this long trial period is that the changes have been an absolute success. The road is now much safer for both pedestrians and road users. My kids can now bike to school safely and also without all the exhaust fumes of all the cars that used to be lined up down that street in a traffic jam. It is more pleasant and quiet to bike down and I see many more people opting to do this. Previously I used to drive my kids to school as I did not think it was safe for them and in fact I almost hit a child myself driving to school because the road was such a shambles I could not see him until it was almost too late. I also feel safer driving this street and I do not have to sit in a 20 minute traffic jam just to get 5 mins down the road. The whole neighbourhood feels nicer to live in without it being used as a thoroughfare. We did not buy in this area thinking it would be carrying an extended Papamoa's traffic.

23	Support	As a resident, I want the current Links Ave layout to remain the way it is currently. This is because it provides improved safety for everyone using the footpaths and roads on Links Ave, with a quieter street that feels like a residential street again. There are no trucks or heavy vehicles using Links as a through road, more kids walking, biking, skating to school rather than getting dropped off in cars. There are better travel times for residents during peak times, especially with the opening of the new Baypark to Bayfair Link and better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in an emergency rather than Maunganui Road or Ocean Beach Road). A good solution as there was wide consultation with locals and a long trial period, and is currently working well for all who use it.
24	Support	Dear Councilors, We are disgraced and very concerned to be advised that Links Ave may revert back to a busier road structure. Our 3 children utilise Links Ave to access Gwen Rodgers Kindergarten, Omanu School and MMI. We bike or scooter to school and kindergarten everyday. In the same essence that school zones are 40km/hr, it is paramount that Links Ave remains a safe zone for children to access school. During the peak times of before/after school there is a plethora of children moving through this zone, some with varying degrees of safety in mind as they rush to after-school sports practice or to get home. As a councilor I encourage you to witness the children throughout these times, and it will leave no doubt in your mind that this road should remain in the safe structure as it is currently. With Regards
25	Support	Please leave Links Ave as it is! It is so much safer for the hundreds of school children who use this road to get to and from school every day. As a local resident it is so much more user friendly for the residents. Please leave it as it is!
26	Support	I'm a resident living in the cul-de-sac on Links Avenue, our home is 25 Concord Avenue which is on the corner of Concord and Links avenue. At first we were upset about the closure outside our property but as time has passed and the restrictions aren't as tight we have found that the street has become much quitter and safer for our children. We have a 9-year-old and are much more comfortable that there's not too much traffic around so he's able to cross the road safely and bike to school. The traffic isn't as busy as it once was and the street has more of a residential feel than before the closure. I'd encourage the council to keep the current set up as it is and not open up the road. We noticed an increase in traffic when there were developments on Oceanbeach road so I'm concerned that if we opened up fully it would quickly revery to a busy highway road again which would undo all the good work people have put in. I was also on the Links Ave community panel so understand just how much time and effort has gone in to making Links avenue a much nicer and safer street to live in. Please will you include this email in any submission or report to councillors regarding the status of Links Ave.Please feel free to reach out if you need further feedback

27	Support	As resident of Berwick place, I'm directly impacted by links Ave. I wish to express that I feel it works in its current state and don't want to see further change to be opened up further. One change I would like is the location of crossing at link Ave / golf road. It's too close to golf road and I fear a child will be hit as a result.
28	Support	Please leave Links Avenue as it is. It is much safer now for everyone who uses it and has it has cost far too much money already. Please spend our money wisely.
29	Support	I would like this email to be included in any submission or report to counsellor regarding the status of links ave.
		I understand there is a review of links ave being proposed. As a resident I thoroughly oppose opening it. We went from having what felt like SH2 on our doorstep, to a quieter street that feels like a residential road again.
		We used to take our kids to school, seeing so many dangerous situations and fearing for the many kids taking that route. This alone should be a reason to keep it as it is.
		The wide and extensive consultation with locals over a long period of time should be considered. We're the ones that have to live here. The minor inconvenience to a few people should not open things to a very dangerous situation for the residents again. Thanks for your time
30	Support	I would like this email to be included in any submission or report to Councilors regarding the status of Links Ave.
		 As residents, we've been through a lot of disruption over the past 3 years and at times it has felt very tiresome. Especially when the majority of people have felt like they weren't being listened to by the previous council members All and all the street feels safer and it feels like a residential road again Improvements on the upkeep of the new layout needs to be key. Missing barriers etc from vehicles hitting them seems to be ongoing, along with graffiti, signage, curb & plant damages People parking on the yellow lines needs to be better monitored (especially, when entering ascot at the north end)
		Too many empty yellow busses going up and down the road We do not support any additional restrictions that may affect resident access

31	Support	Please leave links ave alone.
		I live on Ascot Road and while I may not like all the changes the difference that they have made to the safety of the kids getting to and from school is massive. I used to drive my kids to school as I was too scared for them to bike or walk to school due to all the traffic.
		Links Ave used to feel like a highway with all the traffic going through. From my house on Ascot Road, if I timed it wrong, it could take me forty minutes just to reach the Golf Road intersection to get to work. Now, Golf Road seems to flow freely.
		Prior to the changes cars used to race up and down Ascot Road to try and skip the queues.
		Opening up Links Ave on weekends and outside of peak school/work hours has been a great compromise.
		Will the solution ever be perfect? No, is it better than it was before? Definitely yes! Please just leave it how it is. "I would like this email to be included in any submission or report to Councillors regarding the status of Links Ave"

	,
	As a mother, cyclist and Links Avenue resident, I am contacting you to voice my concerns about potential further changes. When Links Ave had the 3 lane road layout in 2019, biking, scootering and walking to and from school with my children got very dangerous. I never saw so many incidences and near misses. We took the car on some days because it was the safer option.
	On one morning we passed live power cables on a wet pedestrian crossing in front of the Intermediate school. A bus had taken out the power pole. I met the girl and her father after she had lost control of her bike on the overcrowded path. She bounced off the side of the bus going 50km/hr, and her bike went under the bus which took considerable time to stop. Thankfully it was only her bike damaged. Children were often forced to be very close to busses going 50km/hr. Links Ave feeds 3 schools with 3000 children. It is probably the most biked, walked, scootered and skated road in Tauranga. Free fares for children on school busses reduced the traffic significantly and helped hundreds of families. I believe after years of battle and change the council has now achieved the best possible solution for the situation given. Tauranga is growing too fast for the available road space and congestion will grow again as no new roads can be build in the Mount Area due to cost/space restraints.
	The current design and closure hours provides: • Improved safety for everyone using the footpaths and roads on Links Ave! • More kids walking, biking, skating to school rather than getting dropped off in cars • Better access for emergency vehicles when they are most needed (ie they can use Links Ave in an emergency rather than Maunganui Road or Ocean Beach) • Punctual busses for school children and other public transport
	users. • Safe cycling for commuters towards the soccer field end of Links Ave. • Good solution as there was wide consultation with locals and a long trial period • Lower traffic resulting in less noise, and Links Ave feels like a residential street again • No trucks or heavy vehicles using Links Ave as a through road
	The design keeps the road as open as possible for cars and still provides all of the above advantages. As a mother and resident I don't want any more changes, and certainly don't ever want to go back to three lanes again! Children and cyclists are so much safer on Links Ave now. Links Ave is a residential road and traffic volumes should reflect that. I would like this email to be included in any submission or report to Councillors regarding the status of Links Ave.
	Kind regards

Dear council staff and councillors,

Support

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33	Support	Hey there,
		We are residents of Links Avenue. We have been for the past 5 years hence we have seen all the changes that have gone on with this road. We have heard that there is potential for MORE changes and we wanted to let you know that as residents we feel it is finally at a good place and would hate for more changes to occur and potentially move backwards in terms of progress. It is much quieter and MUCH safer, yet still accessible to people with the most recent rules for the "cul de sac" (concord end). PLEASE PLEASE leave Links avenue as it is now. Also, as a growing family we do not want to see a bus lane put in right next to a curb as it is super dangerous.
34	Support	Thanks for taking the time to read our email. Kind Regards I would like this email to be included in any submission or report to
34	Зирроп	councilors regarding the status of links ave. As a resident of ascot rd, I am happy with how we have finally ended up with a safe rd and an entry point at both points at all times for residents. I am not worried about my daughter scootering to school as now the traffic is greatly reduced. We have a nice quiet residential road again, before the changes cars would drive really fast through ascot to try to beat the traffic down links it was so dangerous for my kids and I did not feel safe. We had a long trial period and everyone is happy with the outcome. I would be very disappointed if it was returned to how it was before, not only was it un safe, but what a waste of tax payers money to then re do the road again.
35	Support	Leave links alone Kind Regards We are emailing re Links Ave in support of the exsisting changes Tauranga City Council has made to our street. We have noted the improved safety for everyone using footpaths cycle lanes & the road on Links Ave. The road design is now much safer for the over 3,000. School students in surrounding areas using the street. We also don't want it to revert back to be an arterial route for heavy vechicles again. The time restrictions are working really well for school children cyclists & walkers, still enabling residents & other drivers outside of restrictions times to use the road. The reduction of the volume of traffic has returned this street to its purpose as a residential street. We would like this to be included in any submission or report to councilors regarding the status of Links Ave. Regards

I	36	Support	i understand that changes are proposed to Links ave
			We very much support the existing layout for Links Ave, for the following reasons:
			There is improved safety for everyone, esp students , using the new footpaths and roads Links Ave now feels like a residential street - not a thoroughfare
			3. We now have a safe environment for kids and students going to and from school, along with general pedestrian coming and going, outside of these times, after Councils comprehensive consultation with locals over the long trial period
			I would like this email and notification to be included in any submission or report to Councillors regarding the future layout of Links Ave
			Im happy to speak to Councillors/Committee or yourself about this in person Thank you Kind Regards

37	Opposition	I would like this feedback included in any submissions or report to Councilos regarding the status of Links Avenue.
		I DON'T 1support the changes made to Links Avenue because of the following:
		the following: 1. I purchased a house on a residential street that was subsequently turned into a bus lane using the excuse it was being made safer for school childrenI have asked many times for the statistics on accidents involving children on Links Ave but nobody from the council has provided them. Introducing buses to Links Avenue has raised the risk expedentially. 2. The road is now so narrow buses & cars have been crossing into the other lane it is only a matter of time before a serious accident will happen. 3. The concrete barriers installed to separate cyclist from the traffic are dangerous and have already caused accidents in one case flipped a vehicle - something i had previously complained about it only being a matter of time before a vehicle was flipped potentially causing death or serious injury. Plus they don't run all the way down the street. 4. Visually the multiple road signage is distracting, excessive & ugly & the two ugly flashing slow down signs are unnecessary and infer that the residents of Tauranga are stupid. 5. I object to having my movements recorded 6. Trying to remember all the rules around when & how to use the road is very difficult, iinconvenient & hard to explain to visitors plus it is an infringement of my rights to use a road I pay taxes & rates to maintain. 7. I object to the restrictions applying to school & public holidays & The speed bump by Spur Avenue is excessively harsh & damaging to carstotally unnecessary. 9. The changes to the speed limit add more inconvenience & don't even start on the hour absolutely ludicrous 10. I strongly object to the amount of fines collected from users of the road especially in these hard economic times. 11. The ongoing changes to Links Ave & lack of consultation has been an ongoing stress & taken away my right to enjoy & to live peacefully on what should be a residential street. 12. It is galling to me when I see multiple empty or near buses with one or two passengers knowing the buses will be using the street/bus lane I liv
		they laugh at ludicrous decision making & say they are pleased they don't live on the street aka bus lane. As always signing off as a disgruntled resident & rates payer
	1	710 divayo digining on as a disgrantica resident a rates payer

38	Support	As an offshoot resident of links ave I am relatively happy with the current arrangement of the road setup although I do have suggestions: 1. Keep the restricted access at the concord end of links ave, but I feel the time restrictions can be narrowed further. Say 7:30-9:30am, 2-4pm is fine. 2. I believe that it has always been about keeping the bus schedules on time, "child safety" was just a cover. Opening the road back up an adding a bus lane the whole length of the road will make it dangerous for cyclists and pedestrians and will undo all the hard work you have put in. Keep links ave as 2 lanes and leave the bus restriction there. 3. Continue the widened path the entire length of links ave, just like you have done for Maunganui road. It doesn't make sense to divert walking/cycling traffic down the offshoots and alleyways of ascot road etc. I am happy to clarify any of the above points if needed. Cheers
39	Support	I am writing in regards to the upcoming review of Links Avenue. We live on Berwick Place, off Links and Ascot Road, and need to use Links Avenue frequently. I was disappointed to hear that Links Avenue is again going to be reviewed by the council after a lengthy and probably expensive consultation process that involved resident consultation, a bit of trial and error and in our views resulted in a good compromise. We use the road and cycle path and feel that safety has been improved, resulting in more frequent use of the bicycle. I am pleased to see so many more children cycling to school since the changes and improvements of surrounding walkways which has lead to a safer environment for all road users.
		I again would like to voice my concern that the council might embark on another lengthy, expensive remodel when the current arrangement seems to be a good compromise. Yours sincerely

40	Support	Dan McLean, former Links Ave Panel member (requested to be named in submission)
		I have been made aware of a proposal to change Links Ave again.
		I am a resident and former member of the Links Ave Community Panel that was put in place by the commissioners to help get local residents onboard with proposed changes when the councils lack of communication failed.
		I can't understand why this matter is being back tracked by the council.
		Traffic flow is not an issue Kids are safely using the bike lanes to get to and from school The buses are safely using the current setup There is a great opportunity to integrate some new technology that allows better circumstances for all local residents while potentially opening up the timeframes even further for those that don't live locally.
		Who are the concerned groups? • Papamoa Rate Payers Association – What should it matter to them? They can now use the B2B without the congestion concerns (even when Links was open) • A councillor from Matua – He doesn't even live locally nor does he have a mandate here.
		I'm certainly not in favour safety measures being installed everywhere but having been a witness to how it was • Dangerous bus lanes with a number of near misses with kids involved • High volumes of traffic forced to use Links as a "rat run" from Papamoa (prior to the B2B) • Which then caused high average speeds
		My biggest concern for the Council, if this goes ahead is they listen to the voice of a few that don't live locally (1%) make the changes then cop the wrath of many that live in this area day to day.
		Current traffic volumes surrounding the Links area don't justify this change to make it better !!!
		More than happy to discuss further.

41	Support	
	Сирроп	Prepared by: Teresa Killian (Links ave resident) Links Ave Community Panel member. Tauranga City Council Candidate 2024 – Arataki Ward. (requested to be named in submission)
		With regard the discussion around FULL OPENING of Links ave which is currently in discussion with the new City Council. A couple of the councillors are pushing for this to fully open (they do not live or represent the Ward – which is Mount Maunganui ward)
		We are currently experiencing an increase in traffic on the road – possibly from closure of Oceanbeach Road. I live at 1 Links ave – virtually on the corner of Golf road – this is very busy with the school traffic and bus-stops.
		After a couple of years of working towards resident access and public access whilst addressing traffic levels and safety concerns for both residents/schools and public I feel we eventually landed at a good point. Especially with the recent advent of cameras each end to give full resident access to homes (not withstanding any rat- runs during the closure times) It was positive to see the comments from the children biking to school that they felt safer and this was one of our main targets. Certainly the speed limit also a factor in safety for the cyclists as well.
		I believe we have an optic issue with regards Links as most people I spoke to during my election campaign all said "its closed – I don't go down there anymore" Whilst this is ultimately what we wanted to achieve it has also been a double edged sword as now everyone is pumping for it to OPEN UP – when in reality it is fully open 85% of the week and as stated above resident access much improved, including as Brendon noted full access now to the Football club.
		I think maybe the confusing comms re the new camera access may have contributed to some negative rhetoric (although I would say quite a few of them don't even live in the area!)
		In conclusion I support the status quo for Links ave.
42	Support	As a resident of the Links Ave and off-shoots community, my thoughts are that the changes made to Links Ave have been positive for our community. Some of the reasons as follows; Improved safety for everyone using the footpaths and roads on Links Ave A quieter street that feels like a residential street again No trucks or heavy vehicles using Links as a through road More kids walking, biking, skating to school rather than getting dropped off in cars Better travel times for residents during peak times, especially with the opening of the new Baypark toBayfair Link Better access for emergency vehicles when they are most needed (i.e. they can use Links Ave in anemergency rather than Maunganui Road or Ocean Beach Road) A good solution as there
		was wide consultation with locals and a long trial period

43	Support	Hello, I have heard that the council may want to make changes to the Links Ave road again. I think that the current road situation is good and does not need to be changed. I bike to work down Links ave (even in the rain) every day and it is great the way it is. I like the separated cycle lane on the Eastern side. The physical barriers at the north end of the street keep me from being run over by a distracted driver. I am a confident cyclist and don't mind biking on the road when it's safe and there is enough space. Unfortunately the behavior of some motorists means that I prefer using the footpath in some areas. I think that Tauranga has made some great improvements to cycle lanes recently, Links Ave being one of them. Please don't change the road again. Kind regards
44	Support	I would like to express my support for the current system in place for Links Ave. Through a lot of trial and error I feel that the current set-up is the best outcome. Residents are able to access and leave their streets at peak times, children getting to and from school are much safer without the rat runners cutting through Links Ave and buses have good accessibility. Thank you TCC for working through this.
45	Support	I am a parent of 3 boys who ride, scooter or skate board to school on links ave through to Mt Mauganui Intermediate and Omanu Primary School. My wife and I are very concerned that the council is considering opening up the links ave during the peak traffic times. The current restrictions are working very well to keep kids & other riders safe and avoid traffic bottle necking up at the end of links ave & golf road. The new bayfair round about and overpass is also working well so find it concerning that the main motivation of some people who are advocating for Links Ave to be opened is to avoid traffic else where. I also use the bus regularly which are now running to time to get into Tauranga CBD. There would definitely be delays if Links Ave was to opened up during peak times. This could encourage more people in the area to use their vehicles to get to school or work and would add more traffic to the street. I would also like this email to be included in any submission or report to Councilors regarding the status of Links Ave and surrounding streets and also liked to kept updated on further discussions regarding this in the future.
46	Support	While we have a horrendous few years coping with the often unnecessary changes / restrictions / confussion to Links Ave it finally seems to be working. This is mainly in part to removing the bus lane. There is much less traffic and no longer feels like a race track but a residential street which is safer for all of us. Residents being able to enter/exit at Concord makes life so much easier. It is pleasing there has been community consultation and that the council has taken ideas on board. Please leave Links Ave as is. Cheers
47	Support	Sounds great - thank you This really will adjust in a positive way our experience of living 'within Links' and being able to get from A to B, while still keeping Links a safe place for kids to travel.

48	Support	
	- Cappon	Just sending a comment re the new access rules for Links Ave: If entering and exiting at different ends, 15 minutes between the two is probably too short. Why? Because a 15 minute delay is not enough time to discourage non-residents from using Links in peak time. Right now, they just are not aware of this new access rule. Once awareness of it grows, I suspect there will be a massive increase in peaktime traffic again.
		I know this because I live on Links Ave only 250m or so from Golf Rd, but prior to the cut-de-sac it used to often take me 20+ minutes to travel that distance. If the minimum 'time gap' between entering and exiting stays at 15 mins, eventually more and more people will take this option, leading to traffic congestion and safety risk to students again.
		A 15-minute delay is a small matter compared to the wait at peak time on Oceanbeach Rd it would even be worth entering from Concord in the mornings, driving to the other end of Links and just waiting till the 15 mins have passed.
		My recommendation would be to raise the time minimum to 30 minutes if entering and exiting from different ends.
		Thanks for listening to residents,
49	Support	I'm writing today as an Omanu resident who: 1. catches buses to the city from the Links Ave bus stop closest to Golf Road; 2. bikes along Links Ave to visit friends and Bayfair; 3. has a child at Mount Maunganui Intermediate; and 4. drives along Links Ave to visit the school, friends and Bayfair. I support the current layout and operation of Links Ave as I have found it: 1. much more pleasant to ride along whenever I'm heading that way; 2. way better for the timing of buses to the city, it used to be really frustrating to be standing at the bus stop watching the bus crawl toward the stop; and 3. less stressful to wait for the bus as I watch the kids going to school using the wide footpath on that side of the road, not breathing fumes from idling cars.
		Thanks for persisting and trying different layouts for this road that has so much going on there.

Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 July 2024 – 31 December 2024

This section will only need to be updated when there are changes to report on

Vision:

Core Purpose / Focus areas of Mainstreet Business Plan:

Membership overview:

Summary of highlights:

Selecting 3 – 6 activities to highlight, also include anything else that should be highlighted to Council

Key Activity and Achievements (previous 6 months):

Additional tables can be added if needed

Activity Area: for example: events		
Activity	Explanation	Results / Status / Outcome
Santa Parade	Deliver a community-based activity as a way for Papamoa Retailers to give back to the community.	Successfully held with approx. 20,000+ people in attendance.
AGM	Annual requirement	Successfully held and completed and audited financials delivered.
Targeted business rate	Increase of 10% sought at AGM with further increases to be sought in following budget years.	10% increase approved at AGM.
Incorporated Society Changes	Review the Papamoa Unlimited constitution to align with the TCC agreement and new incorporated society changes.	In progress

Key issues:

Are there any particular current issues that need to be highlighted to Council? What is happening to resolve these issues, if the issues relate to Council activity what is the next step? On a rolling basis close issues that were raised in previous reports.

Issue	Explanation	Status

Future activities (coming 6 months):

Identify, adapt, and deliver – 4 iconic events to the Papamoa community in 2024 and build on the success of the events we have held in the past i.e., Matariki & Santa Parade.

Objective ID: A6750689

Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 July 2024 – 31 December 2024

Award Finalists – Event Excellence, Western Bay of Plenty Community Awards for Matariki Light Up the Waterways Event, 2nd year running Matariki, Light Up the Waterway – Friday 20th June 2025

Polar Plunge – in collaboration with Papamoa Surf Life Saving Club

Activity	Explanation	Status
Expansion to Targeted	Policy and process from TCC	Planning stages
business rate area	confirmed	
Creation of Website	Website to host membership	Underway
	database and event activity for	
	the community	
Strategic Planning	Requirement with funding	Underway, draft plan produced
	from council provided	

Financials:

Six Monthly Financial Statements & AGM documentation supplied to Kendyl Sullivan

KPI's for 2025/26:

	Status
Enhance event participation: Focus on increasing turnout at our events by building on previous attendance figures and engaging the community.	Achieved
Promote Transparency and Awareness: Strengthen efforts to promote Papamoa Unlimited, ensuring that all eligible members and the wider Papamoa community have access to clear and transparent information, and highlighting Papamoa as the premier destination.	Work in progress
Expand Membership Engagement: Extend our membership boundaries to include more local businesses, fostering greater engagement and collaboration within the association.	Work in progress
Launch a Comprehensive Website: Develop and launch an informative website that serves as a resource for our targeted ratepayers, the local Papamoa community, and beyond, featuring key information and updates.	Work in progress

Objective ID: A6750689

Financial Statements

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

Prepared by Bennetts Proactive Accountants Limited

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Compilation Report

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

Compilation Report to the Directors of Papamoa Unlimited Incorporated

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Papamoa Unlimited Incorporated for the year ended 31 December 2004

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilties

The Committee is solely responsible for the information contained in the financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence

We have no involvement with Papamoa Unlimited Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

Bennetts Proactive Accountants Limited

8 Queen Street

Dated: 14 January 2025

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025

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Directory

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

Nature of Business

Non-Profit Community Group

Address

7 Gravatt Road Papamoa Beach Papamoa

Incorporated Society Registration Number

2613906

Members

Chairperson: L Sutton Deputy Chairperson: N Butler

Chartered Accountant

Bennetts Proactive Accountants Limited 8 Queen Street Te Puke

Auditor

Absolute Auditing Limited Tauranga

Bankers

ANZ Bank New Zealand Limited

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025

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Statement of Profit or Loss

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

	DEC 2024	FY 30 JUN 2024
Income		
Business Income		
Grant Income	18,000	36,500
Targeted Rate Levy Income	33,000	60,000
Total Business Income	51,000	96,500
Total Income	51,000	96,500
Expenses		
Operating Expenses		
Advertising	4	350
Event Costs	29,727	112,119
General Expenses	2,586	2,586
Total Operating Expenses	32,313	115,055
Administration Expenses	No.	
Accountancy Fees	3,628	3,740
Audit Fees		2,700
Bank Charges	65	65
Computer Expenses	-	200
Total Administration Expenses	3,693	6,705
Standing Charges		
Insurance	938	888
Total Standing Charges	938	888
Total Expenses	36,944	122,648
Net Profit (Loss) Before Adjustments	14,056	(26,148)
Business Net Profit (Loss)	14,056	(26,148)
Other Income		
Interest		
ANZ	203	329
Total Interest	203	329
Total Other Income	203	329
Net Profit (Loss) for the Year	14,259	(25,819)

These financial statements should be read in conjunction with the accompanying notes to the financial statements

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025

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Statement of Changes in Equity

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

	DEC 2024	FY 30 JUN 2024
Equity		
Opening Balance	(7,835)	17,983
Plus Revenues and Contributions		
Profit (Loss) for the Period	14,259	(25,819)
Total Plus Revenues and Contributions	14,259	(25,819)
Total Equity	6,424	(7,835)

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

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025

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Balance Sheet

Papamoa Unlimited Incorporated As at 31 December 2024

	NOTES	31 DEC 2024	YE 30 JUN 2024
Assets			
Current Assets			
Cash and Bank			
ANZ (00)		8,398	1,606
Total Cash and Bank		8,398	1,606
Accounts Receivable			23,225
GST Receivable			3,416
Total Current Assets		8,398	28,247
Total Assets		8,398	28,247
Liabilities			
Current Liabilities			
Accounts Payable		-	36,082
GST Payable		1,974	
Total Current Liabilities		1,974	36,082
Total Liabilities		1,974	36,082
Net Assets		6,424	(7,835)
Equity			
As per Schedule		6,424	(7,835)
Total Equity		6,424	(7,835)

The Financial Statements have been approved by the Executive Committee

Chairperson

15 th January 2025

Date

Deputy Chairperson

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

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025

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Notes to the Financial Statements

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2024

1. Reporting Entity

Papamoa Unlimited Incorporated is an Incorporated Society established by a certificate of incorporation dated 6th of October 2014. Papamoa Unlimited Incorporated is engaged in the business of Non-Profit Community Group.

2. Statement of Accounting Policies

Accounting policies are as detailed below:

Basis of Preparation

These financial statements have been prepared in accordance with the Special Purpose Framework for use by For-Profit Entities (SPFR for FPEs) published by Chartered Accountants Australia and New Zealand.

The financial statements have been prepared for the Executive Committee of Papamoa Unlimited Incorporated for funding

Historical Cost

These financial statements have been prepared on a historical cost basis, (except for certain assets which have been revalued as identified in specific accounting policies below). The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Going Concern

These financial statements have been prepared on the basis that this society is a going concern.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured.

Interest income is recognised as it is received, gross of refundable tax credits received, unless interest recognised as it accrues would give a significantly different result, in which case interest will be accrued.

Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant. Government grants requiring specified future conditions to be met are recognised as a liability on receipt. The grants are recognised as income over the period that the specified conditions are complete and the associated costs are recognised.

General Income Risk

The entity is exposed to annual grants approval risk in that the on-going requirements of Papamoa Unlimited Incorporated are dependent upon grant approvals from the Tauranga District Council. This financial report has been prepared on a going concern basis, the validity of which depends on the renewal and continuation of the contract with the Tauranga District Council.

Income Tax

Papamoa Unlimited Incorporated is exempt from Income Tax as per the letter from Inland Revenue dated 19 October 2018.

Financial Statements

Papamoa Unlimited Incorporated

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Notes to the Financial Statements

Goods and Services Tax

All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

3. Contingent Liabilities

The entity does not have any known contingent liabilities at balance date that have not been disclosed (Last Year: \$nil)

4. Subsequent Events

There have been no significant events occurring after balance date (Last year: \$nil)

5. Name Change

Promote Papamoa Incorporated has changed their name to Papamoa Unlimited Incorporated on the 2nd of June 2021.

Financial Statements Papamoa Unlimited Incorporated 14 Jan 2025 Page 9 of 9

Definetes processing | Charles to Accountain

- 1. Vision: No changes to this section
- 2. Core Purpose / Focus areas of Mainstreet Business Plan: No changes to this section
- Membership overview: an awareness of the ever-increasing diversity in our membership cohort has triggered some wider discussions around our day-to-day operations and also a medium term view to a re-assessment of the organic blueprint of our Strategic Plan. This is likely to impact points 1 and 2 above in turn. Further information will be provided in March 2025.

Summary of highlights:

- The 'Spring Fling'
- · Christmas in Greerton events and promotions
- New opportunities to re-assess our Strategic Plan

Key Activity and Achievements (previous 6 months):

Activity Area: Events & Initiative	25	
Activity	Explanation	Results / Status / Outcome
Lighting and Yarn Bomb Installs	Friday 28 June— 20 August 16 trees covered in fairy lights, which remained in place and additional lights added as they were popular.	There was positive feedback on the lights and a request that the lights installation be expanded – this has been tabled for 2025.
	Yarn bombing was not engaged this reporting period due to mixed enthusiasm and the need to re-divert resources.	
Cool Christmas Cash 1 – 21 December	A community-focused cash- giveaway to reward shoppers in Greerton's stores with a chance to win one of three cash prizes (\$250, \$750 and \$1000)	Huge engagement with 1620 entries from participating shoppers. A great opportunity for people to commit to shopping locally and exploring Greerton. A festive community feel with our announcements of the winners. Low time-and-effort cost to business with a straightforward admin process for the GBA to run. Project is complete.

Random Acts of Christmas	Participating retailers offered	A nice surprise for local
1 – 21 December	gifts at random to selected	shoppers and a good
	shopper(s) throughout the	opportunity for businesses to
	Christmas shopping period	set their own spend on
		Christmas promos and receive
		social media representation
		from the GBA.
		The optional nature of the
		promo made it popular with
		businesses.
		Project is complete.
Santa in the Square	A traditional meet-and-greet	Unfortunately, the event was
21 December	with Santa in the Square	called off due to inclement
	comprising festive	weather but we were able to
	entertainment and photo	pivot to do a 'Santa Walkabout'
	opportunities.	– the first of its kind in
		Greerton! – which enabled us
		to surprise happy shoppers and
		retailers alike with free lollies,
		and capture lots of great
		images of the Village for both
		festive reminders and content
		images to boost our social
		media postings for a couple of
		additional months

Activity Area: Marketing		
Activity	Purpose	Results / Status / Outcome
Website rebuild and	A new-look and functionality	This project is under new
redevelopment	for the website was settled on	direction, with the support of
	as a key part of the marketing	the Board, to ensure the best
	strategy. Initial work was	technical and content assets
	commissioned but this led to	are produced to work for our
	further consultation to deliver	members and also as part of
	a truly effective and	the promotion of Greerton.
	worthwhile upgrade.	
Social Media	The engagement of an out-	As part of our new structure
	sourced Social Media manager	for the Mainstreet
	saw a really great uptick in	Management service
	engagement across Facebook	provision, further work with
	and the profile of Greerton	the contractor will be engaged
	raised significantly. Year-on	on a more permanent footing
	year data will be available	to enable us to build on
	shortly.	success to date.
NZME Radio	No use of radio this year.	Previous years have shown
4 x local stations		that the cost/benefit analysis
		does not support use of radio

		advertising for GBA at this time.
Advertising space taken with SunLive for all events	Promotion of events held to engage interested parties — both members and members of the public - who are not fully operating in, or comfortable with, the on-line world	Generally a good response received and we continue to enjoy a great working relationship with SunLive – often obtaining editorial presence alongside our advertising. With the continuing focus on Social Media and also a wellestablished events/promos program we aim to enjoy regular, value for money, positioning.

Activity Area: Member Communication					
Activity	Purpose	Results / Status / Outcome			
Newsletters	A vital method of	On account of staffing			
	communication to our	difficulties Newsletters have			
	members to alert them to key	been used more functionally to			
	issues that will impact their	engage for immediate			
	bottom lines, dates for their	promotions and urgent			
	diaries and to ensure a two-	matters. A great new look,			
	way street for communication,	timetable, and commitment is			
	i.e., we are here, we are	due to be rolled out in 2025 to			
	listening.	really get the dialogue flowing.			
BA5 Network Evenings	To encourage our Business	The BA5's meetings were put			
	owners to garner a sense of	on hold whilst the new			
	community, learn from each	Mainstreet Manager was			
	other and to explore what	learning their role, and then			
	being a Greerton Business	pending due to absence.			
	means	Recent feedback shows great			
		enthusiasm amongst			
		businesses and so the tradition			
		will be re-started in March.			
Greerton Business Group					
Facebook page	A private Facebook page for	This was a sure and the d			
	members where business-	This page was created			
	specific messages, information	alongside the community-			
	and updates can be shared.	focused page to aid with more			
	Opinions are listened to and	operational functions and to provide a further opportunity			
	feedback noted for action, where appropriate, by the	for members to connect in an			
	Mainstreet Manager	organised forum.			
Greerton Business Association	To communicate events to the	Increased interest and likes.			
Facebook page	public and promote members'	There has been a marked			
racenous hage	public and promote members	There has been a marked			

businesses via regular posts and reels, enabling an easy-to-	increase when our promotions
use platform.	are ramming

Key issues:

people communication with local Police and Community Patrol in order to keep everyone abreast of issues as they arise and as the tide on this matter changes. Keeping up communication between all stakeholders remains key to tackling the problems from all angles. are encouraging all business owners to dial 111 in the eve of abuse or aggravated approaches on their customs and for all incidents to be logged via 105 so that a picture of the ongoing/reper patterns of behaviour can be captured and acted upon. A WhatsApp group specifica dealing with safety and	Issue	Explanation	Status
I due to be launched first	Rough sleepers and transient	We are in regular communication with local Police and Community Patrol in order to keep everyone abreast of issues as they arise and as the tide on this matter changes. Keeping up communication between all stakeholders remains key to tackling the problems from all	Backed by our local Police, we are encouraging all business owners to dial 111 in the event of abuse or aggravated approaches on their customers and for all incidents to be logged via 105 so that a picture of the ongoing/repeat patterns of behaviour can be captured and acted upon. A WhatsApp group specifically dealing with safety and antisocial behaviour matters is
guarter of 2025.			due to be launched first

Future activities (coming 6 months):

- We are working on a voucher book program
- A restructuring of the Mainstreet Manager role means that we will aim to commit to 3 or 4
 main events in a year alongside more frequent promotions in 'non-event' months.
 - The details of this new model, the objectives and the hiring process are all under immediate discussion within the scope and parameters of our Funding Agreement and our obligations set out thereunder. Further detail will be shared once plans are finalised.
- A new recruitment drive for new board members will be launched from quarter 1 2025
 alongside the release-for-consultation of the new Constitution, reflective of the
 amendments to the Incorporated Societies Act. Re-registration is scheduled for completion
 by the end of quarter 2 2025 and we look forward to increased engagement with our
 members in the running and shaping of the GBA.

Financials:

Budget Variance

Greerton Village Community Association For the month ended 31 January 2025 Cash Basis

	JAN 2025	2024/2025	VARIANCE	VARIANCE %	2025	2025 2024/2025	VARIANCE	VARIANCE %
Trading Income								
Levy Income	2				77,950.00	77,950.00	-	100
Total Trading Income	•	- 8			77,950.00	77,950.00		-
Gross Profit	-	*		100	77,950.00	77,950.00	0.00	(*)
Other Income								
Interest Received	-	100.00	(100.00) 🕹	-100.00% 🗸	537.29	700.00	(162.71) 🔱	-23.24%
Total Other Income	-	100.00	(100.00)	-100.00%	537.29	700.00	(162.71)	-23.24%
Operating Expenses								
Accountancy Fees	¥	100.00	(100.00) 👃	-100.00% 🕹	800.00	700.00	100.00 个	14.29%
Advertising	-	650.00	(650.00) 🕹	-100.00% 🕹	5,030.00	4,550.00	480.00 个	10.55%
AGM Expenses					237.38	500.00	(262.62) 🕹	-52.52%
Audit Fees		-	15.	-	2,462.42	2,500.00	(37.58) 👃	-1.50%
Autumn Promotional Expenses					1,325.00	(*)	1,325.00 ↑	
Bank Charges	-	5.00	(5.00) 👃	-100.00% 🕹	10.00	35.00	(25.00) 👃	-71.43%
Business After 5			-		-	300.00	(300.00) 👃	-100.00%
Community Gifts		50.00	(50.00) 👃	-100.00% 🕹	15.	350.00	(350.00) 👃	-100,00%
Computer Expenses	-	100.00	(100.00) 👃	-100.00% 🗸	117.37	700.00	(582.63) 👃	-83.23%

Budget Variance | Greerton Village Community Association | 28 Jan 2025

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	JAN 2025	JAN 2025 2024/2025	VARIAN	ICE	VARIANCE	%	JUL 2024-JAN 2025	JUL 2024-JAN 2025 2024/2025	VARIANCE	VARIANCE %
Consultancy		50.00	(50.00)	4	-100.00%	4		350.00	(350.00) 👃	-100.00%
Donations Paid	-	120		-	-	-	TE.	3,000.00	(3,000.00)	-100.00%
General Expenses		20.00	(20.00)	4	-100.00%	4	390.65	140.00	250.65 🛧	179.04%
General Promotional Expenses	-	50.00	(50.00)	4	-100.00%	4	-	350.00	(350.00) 👃	-100,00%
Insurance		-	-	-	-	-	1,033.64	1,500.00	(466.36) 👃	-31.09%
Interest Other	100	100		-	-	-	0.01	-	0.01 🛧	
Legal Expenses	-	50.00	(50.00)	4	-100.00%	4	2,007.50	350.00	1,657.50 ↑	473.57% 1
Meeting Expenses	28.00	50.00	(22.00)	4	-44.00%	4	28.00	350.00	(322.00) 👃	-92.00%
Minor Assets	-	50.00	(50.00)	4	-100,00%	4		350,00	(350.00) 🕹	-100.00%
Office Expense	621.29	50.00	571.29	1	1,142.58%	1	1,133.46	350.00	783.46 🛧	223.85% 1
Postage		20.00	(20.00)	4	-100.00%	4		140.00	(140.00) 👃	-100.00%
Printing & Stationery	4.96	50.00	(45.04)	4	- 90.08%	4	1,466.99	350.00	1,116.99 🛧	319.14%
Rent	800.00	850.00	(50.00)	4	-5.88%	4	6,000.00	5,950.00	50.00 🛧	0.84%
Repairs & Maintenance		10.00	(10.00)	4	-100.00%	4	-	70.00	(70.00) 👃	-100.00%
Shop Front Maintenance	-	450.00	(450.00)	4	-100.00%	4	-	3,150.00	(3,150.00) 🕹	-100.00%
Social Media Marketing	1,000.00		1,000.00	1	-	-	8,000.00	6,000.00	2,000.00 ↑	33.33%
Spring Promotional Expenses				-	-	-	13,224.24	15,000.00	(1,775.76) 👃	-11.84%
Staff Expenses		50.00	(50.00)	4	-100.00%	+	210.43	350.00	(139.57) 👃	-39.88%
Staff Training		100.00	(100.00)	4	-100.00%	4		700.00	(700.00) 👃	-100,00%
Subscriptions	100	50.00	(50.00)	4	-100.00%	4	506.00	350.00	156.00 1	44.57%

Budget Variance | Greerton Village Community Association | 28 Jan 2025

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Budget Variance

	JAN 2025	JAN 2025 2024/2025	VARIANCE	VARIANCE %	JUL 2024-JAN 2025	JUL 2024-JAN 2025 2024/2025	VARIANCE	VARIANCE %
Summer Promotional Expenses	1,058.81	-	1,058.81 ↑		8,295.29	2,000.00	6,295.29 \uparrow	314.76% 1
Telephone, Tolls & Internet	39.55	40.00	(0.45) 🕹	-1.13% 🕹	252.95	280.00	(27.05) 👃	-9.66%
Travel Local		20.00	(20.00) 👃	-100.00% 🕹	83.48	140.00	(56.52) 👃	-40.37%
Wages & Salaries	7,121.12	5,040.00	2,081.12	41.29%	49,865.12	38,780.00	11,085.12 个	28.58%
Website Expenses		10.00	(10.00) 👃	-100.00% 🕹	103.74	1,410.00	(1,306.26) 👃	-92.64%
Winter Promotional Expenses	-	(2)			1,345.65	5,000.00	(3,654.35) 👃	-73.09%
XERO Subscription		33.00	(33.00) 🕹	-100.00% 🕹		231.00	(231.00) 👃	-100.00%
Total Operating Expenses	10,673.73	7,948.00	2,725.73	34.29%	103,929.32	96,276.00	7,653.32	7.95%
et Profit	(10,673.73)	(7,848.00)	(2,825.73)	-36.01%	(25,442.03)	(17,626.00)	(7,816.03)	-44.34%

Budget Variance | Greerton Village Community Association | 28 Jan 2025

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Below is the equity statement for the period.

Statement of Changes in Equity

Greerton Village Community Association For the 6 months ended 31 December 2024

Tot the officials chided 31 December 2024		
	JUL-DEC 2024	JUL-DEC 2023
Retained Earnings		
Opening Balance	80,017	86,537
(Decreases) / Increases		
Executive Committee's (Loss) / Income for the Period	(4,589)	675
Total (Decreases) / Increases	(4,589)	675
Total Retained Earnings	75,428	87.212

 $\label{thm:comparison} The accompanying \ Notes \ and \ Independent \ Auditor's \ Report form \ part \ of \ the \ Financial \ Statements.$

Annual Accounts | Greenton Village Community Association | 5 Feb 200

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MAINSTREET MONITORING REPORT

MAINSTREET TAURANGA INC. (DOWNTOWN TAURANGA) Reporting Period: 1 Jul 2024 – 30 Jun 2024

Chair Comments

The second half of 2024 marked several notable wins for Downtown Tauranga and the city centre, reaffirming the positive move to a new business model that continues to develop its capacity of supporting the businesses and city centre to thrive and flourish.

Downtown Tauranga now has a strong contingency of board members, having recruited seven new passionate & knowledgeable faces at the Annual General Meeting (AGM) in October last year, taking the board to maximum capacity, as well as a committed Manager and support staff. The board members give their time and skills on a voluntary basis to support the Mainstreet Team to execute the Annual Plan to ensure that the members and businesses benefit utmost. It continues to be a fine balancing act between the needs of the businesses, the requirements and commitments to Tauranga City Council (TCC) and stakeholders as well as the resources and capacity of the Mainstreet Team. Something we do because of our passion to see the city centre succeed and also to support a flourishing Bay of Plenty.

The focus remains the same for Downtown Tauranga - to support the city centre members and businesses to ensure there is increased foot traffic and revenue for the benefit of the entire city centre and the greater Bay of Plenty region.

We have strategically aligned ourselves with several key stakeholders sharing the same vision for Tauranga, forming closer connections with the likes of Tourism Bay of Plenty and Priority One, to name a few to continue to build the 'positive' narrative. We are also feeling renewed positivity with the appointment of Mayor Mahe Dysdale and the new Councillors who have shown commitment and support with the shared vision for the city centre. There is now a sense more than ever that we have the 'right ingredients' in place to succeed.

This reporting period outlines successes in the following areas:

- Board & Governance recruitment of new board members & AGM progress
- Marketing & promotion Release of the ATARA film promotion & NEAT places contract
- Targeted Christmas activations Our most successful 'Santa's Southern Hemisphere Grotto'

Thank you for the opportunity to provide this six month update. We are excited for the future of the Tauranga city centre and working collaboratively with Council to keep the dream alive as the 'best city centre in New Zealand'.

Kind regards,

John Dewes-Hodgson – Chair – Mainstreet Tauranga

Membership

Mainstreet Tauranga is a membership organisation spanning the area bounded by the Tauranga Harbour to the east, Cameron Road to the west, 1st Avenue to the south, Harrington Street, and part of McLean Street to the north. We interface with and represent the property owners, business owners and operators (along with the staff) that live, work, and conduct business within these geographic boundaries. Mainstreet Tauranga is proactively inclusive in our day-to-day operations and seeks to involve as many of our members as possible as we strategise and make decisions.

Vision

Tauranga City Centre: The best City Centre in New Zealand

We envision the Tauranga City Centre to be vibrant, diverse, and thriving, and definitively known as the region's commercial, cultural, and civic hub. A City Centre that boasts remarkable attractions, amenities, and offerings that enrich, inspire, and meet the needs of the people who live, work, learn, eat, shop, and play there.

This Vision is encapsulated in both our long-term (3-5 year) strategy, and our short-term strategy (Annual plan).

Our Mission

Externally: Mainstreet Tauranga initiates, facilitates, and supports events, activities, activations, and other offerings that have been purposefully chosen to ensure our City Centre is viewed as a highly desirable place to live, work, learn, eat, shop, and play. We actively promote the City Centre as a destination to the greater community and region. We proactively communicate positive news stories about the City Centre, including the vibrant, engaging, and progressive activities that are occurring, and the transformational change that is already underway.

Internally: We support and nurture our members, advocate on their behalf and champion their ability to do better and more profitable business in our City Centre.

KPIs

Our KPIs for the current financial year are:

- An engaged membership Measurably grow an inclusive and united membership that is informed & supported.
- Advocacy Submit on areas of concern, provide feedback on behalf of our members & instigate change.
- Effective promotions & marketing Effectively promote our city centre, support and communicate to our members using efficient marketing tools, events, and promotions.

This report illustrates how we are working towards these KPIs.

Reporting Timeframe: July – Dec 2024

KEY HIGHLIGHTS & ACHIEVEMENTS

1. NEW BOARD MEMBERS & AGM CONSISTENCY



7 NEW BOARD MEMBERS & 40+ ATTENDEES

OCTOBER – FIRST TIME IN 10 YEARS WITH 7 NOMINATIONS & 40+ ATTENDEES SECOND YEAR IN A ROW.

Board members & AGM - Never before in the history of Downtown Tauranga have we seen such interest and passion for Downtown Tauranga's board and were blown away to receive **seven nominations** prior to our AGM which were all accepted. This takes the board to 12 (maximum capacity) including a fantastic mix of skills and expertise across hospitality, retail & services. We are still receiving inquiries for board consideration and are now in a strong position to carefully consider the right people to support the city centre. For the second year in a row we also achieved 40+ attendees at the AGM, noting optimism and positivity in the room, even after another year of upheaval and development. Our guest speaker, Gareth Wallis, City Development and Partnerships Lead at TCC was well received and we also showcased the ATARA film production 'Tauranga's gotta a good thing coming'.

2. PROMOTIONS & MARKETING



ATARA FILM PRODUCTION RELEASED

NOVEMBER - 65,000K IMPRESSIONS TO DATE

Downtown Tauranga in collaboration with ATARA film's productions 'Tauranga's gotta a good thing coming' – The Film has been shared across multiple platforms, including socials (Facebook, Instagram & LinkedIn) and now sits on the Downtown Tauranga website events page. Paid advertising has also been undertaken via ATARA films. It is now playing as an opening piece at Luxe Cinemas prior to all movie viewings. The film had 65,000K impressions by the end of November 2024 with an average view time of 51 seconds (waiting on further data beyond November). The largest demographic to take interest was the 35-44 year age group and Wellington showed the highest engagement outside of Tauranga. There has been no negative commentary. Overall this is a very positive start and Downtown Tauranga will be meeting again with ATARA FILMS in the coming weeks to discuss the second wave of promotions.



NEAT PLACES – NATIONAL PROMOTION

201K+ REACH IN TEN MONTHS ACROSS NEW ZEALAND

Neat Places – In April 2024 Downtown Tauranga secured a contract with Neat Places, a nation-wide marketing platform, thanks to funding from TCC. Neat Places is a website that celebrates the best of New Zealand's (NZ) food, drink and retail scene. NZ cities can advertise commercial businesses here. They have 185k worth of visits a month and reach over 100k on social media. In ten months since been showcased by Neat Places, Downtown Tauranga has had a reach of 201,000 across NZ. Feedback from businesses featured is that the extra marketing has helped them generate more revenue. A meeting is scheduled mid-February to discuss extending the contract for another year.

4. City Centre Activations



SANTAS GROTTO

DECEMBER - 200 + KIDS A DAY, 32% INCREASE ON 2023

Santa's Southern Hemisphere Grotto — Building on the success of the 2023, Downtown Tauranga delivered the cities first 'Southern Hemisphere Santa's grotto' which included a stunning southern hemisphere 'Tauranga feel' mural by local talented artist Millie Pidwell. This grotto was a huge success with an extra positive spin with the mural which attracted a great deal of attention from bystanders and the public. The location of 41 Devonport road was more strategic than the former Grey street grotto, enabling more foot traffic and utilising a large space that would of otherwise be vacant. The grotto had 200 plus kids a day, a 32% increase on 2023 attendance and the space was utilised for 'Wellness Sessions' in collaboration with the local business Health Quarters for January. We are now considering eight locations for the relocation of the mural, thanks to many in the public expressing interest. Priority will be given to three city centre locations currently in serious consideration.

GROTTO MEDIA

- 28 November, Newsbeat TCC, Santa's grotto: https://newsbeat.tauranga.govt.nz/news-article/artmid/24836/articleid/12965/christmas-arrives-in-city-centre-with-a-sleigh-full-of-festive-activities
- December, Whats On Tauranga, Santa's grotto: https://www.whatsontauranga.co.nz/event-details/tctl/24198_eventdetails/event/34e9cff4-d74d-4090-8877-8016694bcb6e
- December, NZME promotion via BOP Times, Santa's grotto CLICK HERE
- Note: The Santa's Grotto article only ran in print due to no avails in the Digital space. The
 Digital upload is free of charge to Downtown Tauranga and only available when there is space.
 Typically there would always be space but December is always a really challenging month.

IN PROGRESS PROJECTS

Strategic Plan - Implementation of the 3-5 year strategy — The draft strategic plan is now with our Strategy Consultant for final editing and will then be shared with businesses for consultation before submission to TCC in June. This process has also included talking with Stacey Mareroa-Roberts, Manager Strategic Māori Engagement at TCC to understand the sensitivities and cultural significance to consider in this process. The project was delayed due to some internal challenges that have now been resolved. We are confident the final strategy will support the needs of the city centre businesses and stakeholders.

ANALYSING CITY CENTRE FOOT TRAFFIC

Downtown Tauranga gains insights into foot traffic for the City Centre via Bellweather data as well as the TCC monthly assessments. The data for this report is from both sources.

Of note: There was a good spike in foot traffic for Devonport road in the week 16-22th December, 2024 when compared to 2023 volume for the same dates, showing a **6% increase** (13,269 verse 14,049). This coincided with our biggest week at the grotto on Devonport road, as well as the recent waterfront playground opening the previous weekend driving more people into the city centre. Overall, 2024 foot traffic for the first half of the year verses the second half reflects a slight decrease by 2.5% when assessing the month by month traffic flow, however **October was the highest month recording for the entire year, with 535,580 people visiting the city centre**.

Without the sales data it is difficult to draw concrete conclusions, but the ongoing push for the 'positive city centre narrative', increase in city centre attractions such as Red Square, Masonic park and the waterfront are certainly having beneficial outcomes and signify a steady increase in interest in the city

centre. It also reflects that when there are good activations and activities in the city centre, the people will come.

SALES DATA

Sales data is usually shared via TCC who obtain this information from Priority One. Unfortunately for this reporting period we have not been supplied the data. Ongoing conversations around obtaining this data continue. This information is critical to understand the foot traffic correlations and economic situation for the city centre businesses.

CHALLENGES AND ACTIONS

Resources within Downtown Tauranga — The new business model for Downtown Tauranga was the right decision to support the city centre businesses. We now need to get the structure within this correct. There are 597 city centre businesses being supported by a team of 1.5 people also taking direction and guidance from a voluntary board. We need to consider further administrative support, and/or contracting out events, particularly in light of a potential boundary expansion in order to ensure all businesses are supported properly.

LOOKING AHEAD

Expanding Downtown Tauranga boundaries – 2025 marks the start of an exciting project to reconsider the boundaries of Downtown Tauranga. The current boundaries, starting at 1st Ave through to Harrington Street were set 20 years ago and are outdated with the goals and ambitions that Downtown Tauranga and stakeholders have for the city centre . This is not a 'quick fix' process. We are currently making inquiries with appropriate contacts at Council as to the means to get this underway which will no doubt involve a period of consultation with businesses in and outside the bounded area.

Financials

Of note: Several small invoices for 'Christmas in the city' were processed in January 2025, taking actual costs to 35,695 for the activation. The same can be said for 'advertising' which takes actual costs to 3229.00. NZME advertising was delayed till October 2024, hence the one year contract costs being slightly behind schedule.

Profit and Loss

Mainstreet Tauranga Incorporated For the 6 months ended 31 December 2024

	YTD	BUDGET YTD	BUDGET FULL YR
Income			
Council Levies	193,376	193,376	386,752
Interest Received	2,540	-	
Total Income	195,916	193,376	386,752
Operating Expenses			
Staff & Board			
ACC Levies	171	252	504
Car parking	607	1,500	3,000
Computer & IT	396	1,998	3,996
Rent	5,960	8,220	16,440
Wages	64,314	62,820	125,640
Telephone & Tolls	486	600	1,200
Board Training	-	1,500	3,000
New board member induction programme	-	1,000	1,000
Training Courses & Conference (staff)	-	1,248	2,496
Total Staff & Board	71,935	79,138	157,276
Operational Costs			
Promotions and Management Contract Total Operational Costs	11,800 11,800		
Events & Activations Christmas in the City	30,275	40,000	40,000
Flavours of Plenty	5,000	40,000	5,000
Jazz Festival	-		5,000
School Holiday Promotions	7,640	7,500	10,000
Photographic Exhibition	1,197	1,300	10,000
Buskers Festival	1,151	2,000	2,000
Escape Festival	2,000	2,000	2,000
Matariki	2,000	2,000	8,000
Garden & Arts Festival	5,000	5,000	5,000
		-	-
Mini promotional events Total Events & Activations	4,484 55,596	1,667 58,167	5,001 82,001
	33,330	30,201	02,002
Promotion & Subsidies Advertising	1,783	12,852	25,704
Website Hosting Expenses	670	516	1,032
Electronic Mail Distribution	-	174	348
Rebrand	-	5,000	5,000
Membership Pack	-	3,502	7,004
Bi-Monthly Newsletter	330	1,980	3,960
Member Engagement	330	678	1,356
member engagement		618	1,356

	YTD	BUDGETYTD	BUDGET FULLY
Eat, Shop, Play guide			10.00
Website Maintenance	75	2,496	4,99
Mainstreet Members Database		1,248	2,49
Member Subsidies	2,287	4,998	9,99
Social Media Marketing	6,448	8,100	16.20
Strategic Plan Programme		2,000	5.00
Total Promotion & Subsidies	11,593	43,544	93,08
dministration Costs			
Accountancy Fees	5,667	1,998	3,99
Annual General Meeting	1,968	2,500	2,5
Annual Report	-	312	6.
Audit Fees	6,502	3,252	6,5
Bank Fees & Charges	28	48	
Consultancy Fees	270	1,920	3,8
Depreciation		252	5
Domain name	-	60	1
Email hosting		132	2
Entertainment - Staff	291		
General Expenses	1,277	1,182	2,3
Insurance	2,446	1,500	3,0
Legal Fees	8,353	2,502	5,0
Staff Expenses		550	1,1
Storage Fees	6,600	7,590	15,1
Subscriptions	1,798	1,548	3,0:
Xero Fees	770	426	8
Total Administration Costs	35,970	25,772	49,0
ocket Sized Play	8,000	-	
otal Operating Expenses	194,894	206,621	381,40
t Profit	1,022	(13,245)	5,34

Balance sheet

Balance Sheet

Mainstreet Tauranga Incorporated As at 31 December 2024

31 DEC 2024	30 JUN 2024
258,954	278,588
6,233	
13,311	13,311
6,943	
285,441	291,899
2,900	1,869
-	8,512
2,900	10,381
282,541	281,518
1,022	147,577
281,518	133,941
282,541	281,518
_	258,954 6,233 13,311 6,943 285,441 2,900 - 2,900 282,541 1,022 281,518

Accounts Receivable - All current

Accounts Payable - All current.



Mainstreet Monitoring Report Mount Business Association

Reporting Period

July to December 2024

Vision

The place to be.

Purpose

To support our business community to thrive.

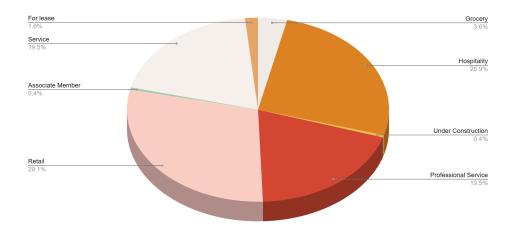
Membership Overview

Our membership is a mix of retail, hospitality, services and professional service businesses along Maunganui Road from Pacific Avenue to Tawa Street. We also include landlords in our membership, but they are not represented in the below graph.

We currently have 249 businesses operating within our boundaries.

Since last reporting we have had a decrease in buildings for lease, although there has been some movement across sites.

Mount Mainstreet Member Breakdown



KPI's

Our KPI's for 2024-25 are detailed in our Strategic Plan 2023-28 and align across our "5 Pillars".

The initiatives used to achieve these KPI's will be based on our Final Annual Plan 24/25.

Our Five Pillars are below, with a key initiative from the approved final annual plan 24/25. For an exhaustive list of initiatives please see our final annual plan on the TCC website.

1. Safety & Security

a. Continue to add members into our street WhatsApp group

Progress: We are currently at 159 members out of 248 businesses in our group security chat. An increase of 11 since last reporting. We have excellent engagement and support within this group.

2. Member Community:

a. **Member Engagement:** increase our level of member engagement to 30% by the end of the year. * *Measures as per strategic plan.

Progress: We have for the first time hit our goal of 33% member engagement based on our measures. This is due to the effort and value provided to our member community and hugely increasing attendance and engagement at our events. Our AGM in 2024 attendance grew from 35 attendees, to 58 attendees. 51 were members, and 7 notable dignitaries. Our Xmas drinks grew from 43 attendees to 73 attendees counted.

3. Advocacy

 External Funding: Begin to seek external funding opportunities to boost initiatives. including asking TCC to launch a capability and security fund.

Progress: We have engaged and hired external support from Socialink and SOS to provide additional admin support to apply for external funds.

We have also hired someone for 300 hours per annum who is well connected in the funding space and her remit is to grow the capability of Mount Mainstreet.

4. Placemaking

a. **Bring amazing events down to Mt Mainstreet:** Bring better and more attractive events down to our town centre to improve vibrancy and footfall

Progress: We have hosted or sponsored many events, including Xmas movie in the Park, Busking Festival, Winter carnival and Roaming Tapas event

5. **Promotion**:

a. Ongoing Brand Building: Since undertaking a brand strategy review, we have now identified what archetype of customer is most valuable to the businesses on our street (Visiting Families, Local Families and Older & Indulgent are our key groups to attract).

Progress: We have now changed our online and marketing strategy to speak to these people more and build our own brand as a destination. I can present our brand strategy document on request.

Highlights

- Winter Mini Carnival
- Christmas Decorations
- Brand Strategy Review
- Huge growth in member engagement

In Review:

Key Events & Promotions

Activity	Purpose / Details	Result / Status / Outcome
Christmas Activity	Activated our street to get into the christmas spirit	Great turnout and feedback from the community. Our Christmas decorations also gathered fantastic feedback from the community. We could only afford the lights this year, but we have the ability to build on this as they have a longer life span.
Christmas Movie in the Park	We sponsored this event with The Hits radio station. It's the event's third year running.	Held on Dec 2nd in Coronation Park, we had approx. 400 people in attendance, these were very light on numbers due to poor weather.
School Holiday Winter Carnival	A giant slide, face painting, sweet treats and a kombi train were moved into Porotakataka to bring families down over the weekend.	Over 1400 entries onto the rides were counted not including the families that came down. This is a great turnout.
Roaming Tapas Event	Mt Mainstreet tested a new initiative with the intention to gather feedback and grow it in coming years called Roaming Tapas, a roaming degustation event where all our hospo	This worked well initially, and is something we will invest into more in the coming year. A good way to bring people into our hospitality venues and hits a market of money conscious consumers.

	put on under \$10 dishes to try	
Customer EDM		Our customer database has grown to 2766 from our last reporting of 2140.

Security & Governance

Activity	Purpose / Details	Result / Status / Outcome
WhatsApp Group Chat for Members on Street Safety & Security.	Ongoing communication with members.	Membership in the group has increased to 159 from 148 since last reporting.
Direct engagement with retail and hospitality members who were targeted by "the Mount Crawler"	Had security meetings with Mark Sanders (Our community Constable) with key members who were prime targets for the criminal known as the Mount Crawler, because he would break in efficiently and steal cash and goods.	Break Ins decreased until the suspect was arrested.
Mainstreet Meetup	Michael attended the Mainstreet yearly meetup in Hawkes Bay. The day was spent there learning about other Mainstreets and the challenges we all face.	 Key takeaways were Member engagement is very low across the country so not a unique problem to us. Landlord apathy also seems common Many are moving away from hosting events Member events have moved to less about providing value, and more about connecting or "having a whinge" together.

Advocacy

Activity	Purpose	Result / Status / Outcome
Plan Change 33	MBA's voice on Plan Change 33 and the impacts for our town centre.	We provided a formal submission and also spoke to our submission at the hearings. We held community events on the topic and have spoken to

		incoming councillors about our position.
Mount Maunganui Parking Management Plan	MBA's voice on parking management for the Mount Mainstreet.	We have successfully submitted not to have paid carparking on our mainstreet. Council agreed to enforce the current time limits which is a great result for us.
New toilets proposed for Porotakataka	MBA's voice on new toilets proposed for Porotakataka	We invited neighbouring businesses to attend a session to learn about the options. We attended and provided our feedback to the design team. We are looking forward to this project starting to make the area safer and more user friendly for customers and visitors.
Street Dining Fees	MBA's voice on Licence to Occupy Policy and the impacts for our town centre.	We will be making a submission after the Council meets for the Annual Plan
Capability + Security Funding	Tauranga Mainstreets have requested the council set aside funds to grow Mainstreet capability and security	Submitted to councillors and requests made to meet Jen Scoular. We will submit on this during the annual plan review in April

Member Community

Activity	Purpose	Result / Status / Outcome
Member EDM newsletter	Keep members up to date with news and events	Four member newsletters were sent with an average open rate of 56.2%.
Member events	Networking, upskilling, or information sharing opportunities for members.	Five Events were held, and there were huge increases in attendance to previous years. Xmas event increase from 43 to 73 attendees, AGM increased from 35 to 58.

Key Foot Count Data

This is unable to be reported on due to historical issues from footcounter cameras.

The data is coming back through now but can't show any trends against older data

Spend Data

We are unable to report on this due to Priority1 discontinuing sales data.

The cost of having this data is out of budget for mainstreets.

Note: this is across all categories of spending for the Mount Maunganui area.

Looking Forward

Mount Business Association is currently undertaking a review of its strategic plan and is excited to have fresh faces join our association. We are excited for the ideas they will bring and look forward to providing further detail in the presentation to Council.

Financials

At the end of the 2024 calendar year we closed out in a great position. We have a net loss of \$32768, however, this takes into account our approved spending of built-up funds. Without the use of built-up funds our budget would have finished with a surplus of \$2543.23, which is a significant saving on the \$209 surplus we had budgeted for. MBA is trying to bring our built up funds down to an appropriate level to where we can apply for external funding, as having too much built-up funds means our applications are rejected more often.

Profit and Loss

The Mount Business Association Incorporated For the 6 months ended 31 December 2024

Interest Income	2,177
Other Revenue	1,869
Targeted Rate	98,993
Urban Market stallholder fees	1,504
Total Trading Income	104,545
ost of Sales	
Events - Family event	4:
Events - Member Events	3,28
Events - Member Events: Xmas/Midwinter	1,32
Events - micro-activations	1,36
Events - Music	83
Events - school holiday activations	3,30
Events - Urban Market Musicians	67
Events - Urban market site manager	1,40
Events - Urban Market Site Rental	1,03
Events - Winter School Holidays	6,66
Events/Promotions - other	90
Total Cost of Sales	20,83
	83,71
perating Expenses	
perating Expenses Accounting	1,90
perating Expenses Accounting Advertising - Social Media	1,90 53
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide	1,90 53 1,59
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign	1,90 53 1,59 1,91
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees	1,90 53 1,59 1,91 4,00
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees	1,90 53 1,59 1,91 4,00
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations	1,90 53 1,59 1,91 4,00 9
Derating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects	1,90 53 1,59 1,91 4,00 9 22,94 5,70
Derating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Placemaking Projects	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58
Derating Expenses Accounting Advertising - Social Media Advertising - Visitor guide Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Banik Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Placemaking Projects Built up Funds: Signage	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built up Funds: Signage Consulting Consulting Consulting Consulting Consulting	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66
Accounting Accounting Advertising - Social Media Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built Up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Signage Consulting Contractor - Destination Marketing Manager	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66
Perating Expenses Accounting Accounting Advertising - Social Media Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built Up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Signage Consulting Contractor - Destination Marketing Manager Contractor - Destination Marketing Manager Contractor - governance/operations	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66 21 31,49 5,61
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built up Funds: Consulting/Special Projects Built Up Funds: Placemaking Projects Built Up Funds: Signage Consulting Contractor - Destination Marketing Manager Contractor - governance/operations Contractor - governance/operations	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66 21 31,49 5,61 1,59
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Placemaking Projects Built up Funds: Signage Consulting Consulting Contractor - Destination Marketing Manager Contractor - governance/operations Contractor: Board Secretary Contractor: Social Media	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66 21 31,49 5,61 1,59
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built up Funds: Placemaking Projects Built up Funds: Signage Contractor - Destination Marketing Manager Contractor - governance/operations Contractor: Board Secretary Contractor: Social Media Depreciation	1,90 53 1,59 1,91 4,00 9 22,94 5,70 4,58 6,66 21 31,49 5,61 1,59 9,65
perating Expenses Accounting Advertising - Social Media Advertising/Marketing - Visitor guide Advertising/Marketing Targeted campaign Audit Fees Bank Fees Built up Funds: Christmas Decorations Built Up Funds: Consulting/Special Projects Built Up Funds: Placemaking Projects Built Up Funds: Signage Consulting Contractor - Destination Marketing Manager Contractor - Governance/operations Contractor: Social Media Depreciation Design Collateral Donations	83,716 1,90 533 1,59 1,91 4,000 9 22,94 5,70 4,588 6,66 21' 31,49 5,61 1,59 9,655 20 833

Profit and Loss | The Mount Business Association Incorporated | 31 Jan 2025

	JUL-DEC 2024
Freight & Courier	64.12
General Expenses	94.78
Health and Safety	7,304.16
IT Support & Webhosting	1,126.01
Loss on sale/disposal of fixed assets	2,247.48
Meeting Catering	109.97
Office Expenses	29.50
Outdoor Games Replacement/Procurement	450.70
Printing & Stationery	192.78
Rent (Desk Rental)	2,362.96
Software & Subscriptions	826.72
Staff & Board Training	294.80
Storage Containers	1,697.42
Total Operating Expenses	116,479.68
et Profit	(32,768.94)

Areas of Concern / Support requested

Issue	Explanation	Status
Little Big Markets	The use of council land for commercial activities has significantly hurt our businesses, such as the Little Big Markets, which operates with very little costs, and now operate every weekend in a commercial centre, with some markets even operating on both Saturday and Sunday, the busiest trading days for our retail and hospitality businesses.	MBA requests an early review of the Use of Council Land policy to include a competition clause for commercial entities to be limited to one market per month to create a fair competition environment while looking after the community amenity.
Additional car parking	We have identified an area of car parking which we believe could be changed from parallel parks to angled parking to increase the number of parks on our Mainstreet.	We have discussed this option with TCC and Reece Wilkinson has passed it on to the relevant teams to review. We would like to see this change supported and implemented before next summer.

Capability + Security Funding	Tauranga Mainstreets have requested the council set aside funds to grow Mainstreet capability and security	Submitted to councillors and request made to meet Jen Scoular. We will submit on this during the annual plan review in April
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Open Action Items

Issue	Explanation	Status
Safety on Laneways	We still see this as an area where improvements can be made to ensure the safety of all users.	Open
Street safety	This is an ongoing area of concern and work for us.	Continue to support our members where and how we can.
New streetlights	Getting a commitment to replacing our street poles and rubbish bins	We were told they were in good condition, only to have some replaced a couple months later due to being unsafe, and they were replaced with non-identical poles, making the placemaking on our street objectively worse.

Acknowledgments

I'd like to thank Kendyl for her support of Mount Mainstreet, her guidance has made us considerably more effective as an organisation. I'd like to acknowledge the work of the Space and Places team at TCC, especially Peter for his support and engagement.

Lastly I want to thank both Paul from TCC Safety Engagement and Mark Sander our Community Constable for doing everything they can to make our town centre safer.

Balance Sheet

The Mount Business Association Incorporated As at 31 December 2024

	31 DEC 202
ssets	
Bank	
97 Business Transaction Account	155.5
Bonus Saver	91,440.19
Business Transaction Account	36,919.60
Online Bonus Saver	707.69
Prepaid Card	432.70
Term Investment	53,089.65
Total Bank	182,745.37
Current Assets	
Accounts Receivable	3,350.00
Prepaid Debit Card	3,500.00
Prepayments	1,432.00
Total Current Assets	8,282.06
Fixed Assets	
Less Accumulated Depreciation on Plant & Equipment	(16,601.03)
Less: Accumulated Depreciation on Website	(21,880.64)
Plant & Equipment	17,890.24
Website - asset	26,847.82
Total Fixed Assets	6,256.39
Total Assets	197,283.82
iabilities	
Current Liabilities	
Accounts Payable	4,781.20
Accrued Expenses	4,000.00
GST	(6,082.46)
PAYE Payable	(1,045.81)
Rounding	(0.49
Sundry Creditors	8,094.22
Wages Deductions Payable	(0.34
Wages Payable - Payroll	1,176.40
Total Current Liabilities	10,922.72
Non-current Liabilities	
Owner A Drawings	284.49
Total Non-current Liabilities	284.49
Total Liabilities	11,207.21
Net Assets	186,076.61
Equity	

Balance Sheet | The Mount Business Association Incorporated | 11 Feb 2025 Page 1 of 2

	31 DEC 2024
Current Year Earnings	(32,768.94)
Member Funds- Opening Balance	251,632.77
Retained Earnings	(32,787.22)
Total Equity	186,076.61

Balance Sheet | The Mount Business Association Incorporated | 11 Feb 2025

Page 2 of 2



TREASURY POLICY

Policy type	Council		
Authorised by	Accountability, Performance & Finance Committee		
First adopted	13 March 2012 Minute reference M12/10.6		
Revisions/amendments	25 February 2015	Minute reference	M15/5.11
	19 December 2017		M17/120.8
	3 November 2020		CO11/20/4
	18 September 2023		
Review date	September 2026		

1. POLICY OBJECTIVES

To ensure investments and liabilities are managed in a prudent, effective and efficient manner that supports the social, economic, environmental and cultural well-being of the Tauranga community. As a net borrower, within the stated statutory and general objectives, to achieve the lowest possible net interest costs obtainable within the policy parameters by proactively managing funding and interest rate exposures.

1.1 Statutory Objectives

 All external borrowing, investments and incidental financial arrangements (e.g. use of interest rate hedging financial instruments) will meet requirements of the Local Government Act 2002 and incorporate the Liability Management Policy and Investment Policy.

1.2 General Objectives

- Minimise Council's costs and risks in the management of its external borrowings.
- Minimise Council's exposure to adverse interest rate movements.
- Monitor, evaluate and report on treasury performance.
- Borrow funds and transact risk management instruments within an environment of control and compliance under the Council approved Policy so as to protect Council's financial assets and manage costs.
- Recognise that investment decisions should be consistent with financial strategy and support the purpose of local government to promote the social, economic, environmental, and cultural well-being of communities.
- Arrange and structure external long term funding for Council at an acceptable margin and cost from debt lenders. Optimise flexibility and spread of debt maturity terms within the funding risk limits established by this Policy statement.

Objective ID:

- Monitor and report on financing/borrowing covenants and ratios under the obligations of Council's lending/security arrangements.
- Comply with financial ratios and limits stated within this Policy.
- Monitor Council's return on investments.
- Maintain appropriate liquidity levels and manage cash flows within Council to meet known and reasonable unforeseen funding requirements.
- Ensure that all statutory requirements of a financial nature are adhered to.

2. PRINCIPLES

Council's management of treasury activities is primarily a risk management function focused on managing financial risks, protecting the Council's budgeted interest costs and stabilising the Council's cash flows.

Council's management of treasury activities will also ensure that Council's investment decisions have regard to Council's role in promoting the social, economic, environmental, and cultural well-being of the Tauranga community.

3. BACKGROUND

This policy provides the policy framework for all of the Council's treasury activities and defines the operating framework within which borrowing, investment and risk management activities are to be carried out.

It specifically covers financial risks such as funding, interest rate, liquidity risk and credit risk arising from investment and liability management, including forecasting future debt through the LTP process. All other relevant operating procedures and associated internal controls are included in the Treasury Procedures document.

4. RESPONSIBILITIES

An effective policy requires a clear understanding and definition of the structure of the treasury function and the responsibilities of all personnel involved in treasury management.

Appendix 2 details the staff roles primarily responsible for the management of the treasury activities of the Council.

5. POLICY STATEMENT

5.1 Liability Management (Section 104 LGA 2002)

Council has a large number of infrastructural assets which have a long economic life and long term benefits. Council also has a significant strategic investment holding.

Objective ID:

Council sees the use of debt as an appropriate and efficient mechanism for promoting intergenerational equity between current and future ratepayers by aligning long-term assets with long-term funding sources (in relation to Council's assets and liabilities) to ensure that the costs are met by those future ratepayers benefiting from the investment.

5.1.1 Interest Rate Exposure (Section 104 (a))

Council is exposed to interest rate fluctuations on existing and future borrowings.

Council will minimise interest rate risk by managing its floating and fixed interest rate exposures as per the following control limits:

Fixed Interest Rate Hedging Profile Limits

Period	Minimum Fixed Rate	Maximum Fixed Rate
0 to 2 years	40%	100%
2 to 5 years	20%	80%
5 to 8 years	0%	60%
8 to 10 years	0%	30%
10 to 15 years	0%	10%

Approved interest rate risk management instruments are detailed in Appendix 1.

5.1.2 Liquidity (Section 104 (b))

Liquidity risk arises when there are insufficient funds to meet obligations in an orderly manner when they fall due resulting from differences in the timing of cash receipts and disbursements. Liquidity risk increases when unanticipated obligations arise and when anticipated receipts do not eventuate.

Cash management (cash receipts and disbursements) activities will be undertaken to ensure that:

- Net cash surpluses will be invested to:
 - optimise investment returns on surpluses; and
 - Ensure Council's overdraft is only utilised in exceptional circumstances.

Debt management activities are undertaken to ensure that:

- External term debt plus committed bank debt facilities and cash or cash equivalent investments must be maintained at an amount of 100% above 12-month peak forecast net external debt.
- Council has the ability to pre-fund up to 12 months ahead of forecast debt requirements including re-financings.
- No more than 25% of debt shall be subject to refinancing in any rolling 12 month period.
- A debt maturity schedule outside these limits requires specific Council approval.

Objective ID:

• Disaster recovery requirements will be met through the liquidity ratio and debt headroom (i.e relative Treasury Policy covenants).

5.1.3 Credit Exposure (Sections 104 (c))

Council will manage its credit exposure to borrowing margins by ensuring that a Strong Issuer Credit Rating is maintained. Council is also exposed to counterparty credit risk which is the risk of losses (realised or unrealised) arising from a counterparty defaulting on a financial instrument where the Council is a party.

Credit exposure will be managed by:

- Compliance with the borrowing limits outlined in 5.1.5 of this policy.
- Compliance with the limits and matrix guide in Appendix 6 of this policy.
- Limits and exposures being spread amongst a number of counterparties to avoid concentrations of credit exposure.

5.1.4 Debt Repayment (Sections 104 (d))

Council will repay borrowings from general funds, proceeds from the sale of investments and assets unless the Council specifically directs that the funds will be put to another use.

Debt will be repaid as it falls due in accordance with the applicable loan agreement. Subject to the appropriate approval and debt limits, a loan may be rolled over or re-negotiated as and when appropriate.

Council will manage debt on a net portfolio basis and will only borrow externally when it is commercially prudent to do so.

5.1.5 Borrowing Limits (Sections 101A(3)(b)(1))

In managing debt, Council will adhere to the following limits:

- Net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual operating revenue will not exceed 20%; and
- Net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual rates revenue will not exceed 25%; and
- Net external debt as a percentage of annual operating revenue (including Bay Venues Limited):

Financial Year	Debt to Revenue Ratio
2023/24	290%
2024/25	285%
2025/26	280%

Objective ID:

5.1.6 Security (Sections 101A(3)(c))

Council will generally offer security for its general borrowing and interest rate risk management activities by way of a floating charge over rates revenue. Council recognises that utilising rates revenue as security lowers the risk involved for lenders and, therefore, will lower the cost of borrowing to the Council.

Council offers security through a Debenture Trust Deed which allows Council to provide security over rates revenue from time to time made by Council under the Local Government (Rating) Act 2002.

There may be occasions where the Council will borrow without offering security.

In the normal course, Council will not offer security over any assets other than rates revenue. However, where doing so would help further the Council's community goals and objectives, Council may offer such security on a case by case basis.

Council may offer security for both long and short term borrowing and for appropriate incidental arrangements (including approved interest rate risk management instruments).

5.1.7 Guarantees

Specific council decision would be required for Council to act as guarantor to financial institutions on loans or enter into incidental arrangements for organisations, clubs, Trusts, or Business Unit. This should only occur when the purposes of the loan are in line with Council's strategic objectives and prudence requirements are satisfied.

Council is not allowed to guarantee loans to Council-controlled trading organisations under Section 62 of the Local Government Act.

Council will ensure that sufficient funds or lines of credit exist to meet amounts guaranteed. Guarantees given will not exceed any amount agreed by Council or an appropriate Council Committee in aggregate.

Guarantees provided to the Local Government Funding Agency Limited ("LGFA") are expressly excluded from the maximum guarantee limit above.

Guarantees are reported on a quarterly basis.

5.1.8 Internal borrowing

Council uses its reserves and external borrowing to internally fund both operating and capital expenditure. The Council approves overall borrowing by resolution during the annual planning and/or LTP process.

The following operational parameters apply in relation to the management of Council's internal loan portfolio:

- All internal borrowing activities are consistent with the principles and parameters, outlined throughout this policy.
- Council seeks to firstly utilise reserve funds and if insufficient reserves are available, utilises external borrowing.
- Interest is charged on the month-end loan balances and interest is also allocated to the specific reserve accounts for funds provided.

Objective ID:

- Interest rates are set annually as part of the annual planning and/or LTP process.
- Internal loan repayment amounts are undertaken on the following basis:
 - Rate Funded Activities:
 - general loan repayment percentages range from 2.00% to 20.00% taking into account each activity's fixed assets portfolio and expected asset lives;
 - ii. generally loan repayments are funded from the Depreciation Reserves; and
 - iii. any specific loan repayments rates are approved by Council.

Self Funded Activities:

- general loan repayment percentages range from 4.00% to 20.00% depending on each activity's fixed assets portfolio and expected asset lives:
- ii. generally loan repayments are funded from the Depreciation Reserves;
- iii. apply any surplus/deficit against the loan balance on an annual basis; and
- iv. any specific loan repayments rates are approved by Council.

Loans Funding Growth:

. Apply both Development Contributions and Financial Contributions revenue to repay loans.

5.1.9 NZ Local Government Funding Agency Limited

Council borrows from the LGFA and, in connection with that borrowing, may enter into the following related transactions to the extent it considers necessary or desirable:

- a) contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA:
- provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself;
- c) commit to contributing additional equity (or subordinated debt) to the LGFA if required;
- d) subscribe for shares and uncalled capital in the LGFA; and
- e) secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.

5.2 Investment (Section 105)

5.2.1 Objectives (Section 101A(3)(d))

Council will seek to:

- Protect the capital amounts invested;
- Optimise returns in the long-term while balancing risk and return considerations;
- Ensure investments are liquid;
- Manage potential capital losses due to interest rate movements if investments need to be liquidated before maturity.

Objective ID:

 Make investment decisions that support the purpose of local government to promote the social, economic, environmental, and cultural well-being of communities.

Council recognises that:

- As a responsible public authority any investment that it holds should be low risk;
- Lower risk generally means lower returns.

5.2.2 Investment Mix and Associated Specific Objectives (Section 105 (b))

Council has a significant portfolio of investments including:

Property:

- Council's overall objective is only to own property that is necessary to achieve its strategic objectives and where it relates to a primary output of Council.
- Investment property may be retained to achieve diversification of investments and to provide flexibility to manage strategic property initiatives.

Forestry:

 Forestry assets are held to protect water catchment areas. These are regarded as long term investments for the benefit of the Water Activity.

Financial:

- The primary objective of financial investing is the protection of its investment. Council
 maintains financial investments primarily to allow:
 - investment of surplus cash; and
 - investment of amounts allocated to special funds and trust funds.

Council may also hold small investments of other types from time to time for the short or medium term, where such investments are convenient for the achievement of Council's other goals (e.g. holdings of co-operative company shares while Council owns land temporarily supporting an activity which requires the holding of such shares).

Council will not hold financial investments other than those involving special funds, trust funds and cash management balances.

Council may only invest in approved creditworthy counterparties. Creditworthy counterparties and investment restrictions are covered in Appendix 6.

5.2.3 Acquisition of New Investments (Section 105 (c))

All acquisitions and disposals of property and forestry assets are as per the Annual Plan / Long Term Plan and or approved by Council on a case by case basis. All property activities are managed by the council team designated with strategic property investment.

All financial investments and interest rate risk management instruments are to be undertaken with institutions that are of high quality credit to ensure amounts owing to the Council are paid in full and on due date.

Objective ID:

All new financial investment acquisitions are:

- Required to comply with counterparty exposure and credit rating requirements criteria outlined Appendix 6.
- Council may only invest in financial instruments as details in Appendix 3.

All bank deposits, registered certificates of deposits, treasury bills and commercial paper investments are limited to a term no greater than six months unless linked to a debt prefunding strategy.

5.2.4 NZ Local Government Funding Agency Limited (LGFA)

Council may invest in shares of the LGFA and may borrow to fund that investment.

Council's objective in making any such investment will be to:

- a) obtain a return on the investment; and
- b) ensure that the LGFA has sufficient capital to become and remain viable, meaning that it continues as a source of debt funding for the Council.

Because of this dual objective, Council may invest in LGFA shares in circumstances in which the return on that investment is potentially lower than the return it could achieve with alternative investments.

If required with the investment, Council may also subscribe for uncalled capital in the LGFA.

5.2.5 Management and Reporting Procedure for Investments and Borrowing (Section 105 (d))

Reporting on property and forestry assets generally on a quarterly or on a case by case basis as appropriate.

Council will, on a quarterly basis, discuss the activity for the previous quarter together with likely activity for the coming months. Council is responsible for approving investment and liability management strategies on at least a semi-annual basis.

5.3 Assessment and Management of risks associated with Financial Investments (Section 105 (e))

Assessment and management of risks associated with property and forestry assets will be reported to Council as required and will be monitored through the Risk Register reported to Audit & Risk Committee

Council's primary objective when making financial investments is the protection of its investment. Accordingly, only credit worthy counterparties are selected on the basis of their current long term S&P credit rating ratings (or equivalent Fitch or Moody's rating) being A-and above and/or short term rating of A-1 or above. A table detailing exposure limits can be found in Appendix 6.

Council will minimise its credit exposure by:

 Ensuring all investments, cash management, interest rate risk management and any foreign exchange transactions are undertaken with entities that comply to the credit ratings below;

Objective ID:

- Limiting total exposure by spreading investments and limiting to prescribed amounts;
- Regular monitoring of compliance against set limits.

Note electricity hedging contracts may be with parties rated lower than this level on approval of the Chief Financial Officer.

Exposures to each counterparty are computed and reported as follows:

- Total amounts invested with that counterparty (i.e. the principal or face value).
- Interest rate contracts determined by adding 3% of the notional 'face' value of the contract to its mark-to-market valuation. If this sum is negative (i.e. the instrument is substantially 'out of the money'), there is no counterparty credit exposure on the contract.
- Foreign exchange contracts determined by multiplying the notional value of outstanding transactions by 10%.
- Electricity price hedging contracts determined by multiplying the notional value of outstanding transactions by 15%.;

Credit ratings are monitored regularly although they may be reviewed more frequently especially if the Council becomes aware of a change to a counterparty's credit rating. If any counterparty's credit rating falls below the minimum specified level in the above table then all practical steps will be taken to reduce the credit exposure to that counterparty to zero as soon as possible.

Counterparty exposures exceeding limits will be reported to Council and approved as a policy exception.

5.4 Foreign Exchange (Section 112)

Council has foreign exchange exposure through the occasional purchase of foreign exchange denominated services, plant and equipment.

Any confirmed commitments for foreign exchange above \$250,000 is to be hedged using foreign exchange contracts, once expenditure is approved and legally committed. Both spot and forward foreign exchange contracts can be used by Council.

Council does not borrow or enter into incidental arrangements within or outside New Zealand in currency other than New Zealand currency. Council will not engage in speculative foreign currency transactions.

Council does not hold investments denominated in foreign currency.

5.5 Electricity hedging

Council is exposed to price volatility of the electricity spot market through its electricity supply contracts. Council manages this risk through transacting electricity hedge contracts and Contracts For Differences (CFD) with the following conditions:

 An electricity hedge contract will be in place for at least the term of any spot physical supply agreement.

Objective ID:

- The price exposure can be hedged via an over the counter electricity swaps contract, a contract for difference.
- The face value of the hedge contract will be in New Zealand dollars.
- The hedge contract will be for a maximum term of no more than three years, and will be signed no earlier than 6 months prior to contract commencement.
- For any given reporting year, the volume will be hedged to a fixed price for at least 90 percent of forecast volume consumption. The hedge ratio will be monitored and reported quarterly.

The credit rating of the hedge counterparty for electricity hedging will be at least investment grade from S&P (or equivalent) at the time of entering into the contract (i.e., a long-term rating of not less than BBB). In the event of the rating falling below the minimum credit rating Council would be advised on a recommended course of action for approval.

If the preferred hedge counterparty does not have an external credit rating, or that rating is below BBB, then the Chief Financial Officer must independently review the financial and credit position of the counterparty and provide a recommendation for approval by the Chief Executive.

6. RETENTIONS

Consistent with the Construction Contracts (Retention Money) Amendment Act 2023, retentions on commercial construction contracts entered into or renewed after 5 October 2023 are held in a separate trust account used solely for holding retentions with Council's transactional banker. Any interest earned on retentions is retained by Council and netted into our operational interest inflows

7. REPORTING

The following reports will also be produced and any exceptions are reported to Council:

Daily
Cashflow monitoring
Monthly Exec Update
Gross and Net Debt Position including forecasts
Current Fixed Debt Levels
Interest Revenue & Expenditure
Borrowing Limit Compliance
Performance against benchmarks
Six Monthly Treasury Strategy Update – reported via APFC
Debt maturity profile
Performance against benchmarks and budgets
Fixed & Floating Debt profile
Liquidity Risk
LGFA - Total debt and TCC debt

Objective ID:

8. MEASURING TREASURY PERFORMANCE

In order to determine the success of Council's treasury management function, performance benchmark measures that provide a direct measure of the performance of treasury staff (operational performance and management of debt and interest rate risk) are used

In order to determine the success of the Council's treasury management function, the following benchmark has been prescribed.

The actual funding cost for the Council taking into consideration the entering into of interest rate risk management transactions should be below the budgeted interest cost. When budgeting forecast interest costs, the actual physical position of existing loans and swaps must be incorporated together with all fees.

Management is granted discretion by the Council to manage debt and interest rate risk within specified limits of this policy, the actual funding rate achieved must be compared against an appropriate external benchmark interest rate that assumes a risk neutral position within existing policy. In this respect, a risk neutral position is always precisely at the midpoint of the minimum and maximum percentage control limits specified within the policy.

Given current fixed/floating risk control limits and fixed rate maturity profile limits as defined in this policy, the market benchmark (composite) indicator rate will be calculated as follows:

•	30%	Average 90 day bill rate for reporting month.
•	10%	2 year swap rate at end of reporting month.
•	10%	2 year swap rate, 2 year ago.
•	10%	5 year swap rate at end of reporting month.
•	10%	5 year swap rate, 5 years ago.
•	5%	7 year swap rate at end of reporting month.
•	5%	7 year swap rate, 7 years ago.
•	10%	10 year swap rate at end of reporting month.
•	10%	10 year swap rate, 10 years ago.

The actual reporting benchmark is the 12 month rolling average of the monthly calculated benchmarks using the above parameters. This is compared to actual cost of funds, excluding all credit margins and fees.

9. POLICY REVIEW

The Policy is to be formally reviewed on a triennial basis, and annually for internal purposes.

The CFO has the responsibility to prepare the annual review report that is presented to the Council. The report will include:

- Recommendation as to changes, deletions and additions to the Policy.
- Overview of the treasury function in achieving the stated treasury objectives and performance benchmarks.
- Summary of breaches of Policy and one-off approvals outside Policy.

The Council receives the report, approves Policy changes and/or rejects recommendations for Policy changes.

Objective ID:

10. REFERENCES AND RELEVANT LEGISLATION

Local Government Act 2002, in particular Part 6 including sections 101,102, 104 and 105.

Local Government (Financial Reporting and Prudence) Regulations 2014, in particular Schedule 4.

Trustee Act 1956. When acting as a trustee or investing money on behalf of others, the Trustee Act highlights that trustees have a duty to invest prudently and that they shall exercise care, diligence and skill that a prudent person of business would exercise in managing the affairs of others. Details of relevant sections can be found in the Trustee Act 1956 Part II Investments.

Objective ID:

APPENDIX 1 - INSTRUMENTS

The following interest rate risk management instruments may be utilised to protect interest costs and to manage the interest rate profile:

- Fixed rate borrowing such as: loan stock, LGFA bonds, debentures, medium term notes, bank term loan.
- Borrowing on a floating basis, for example: short term revolving stock, LGFA bonds, bank borrowing, and short-term borrowing programme. Floating rate debt may be spread over any maturity out to 12 months. Bank advances may be for a maximum term of 12 months.
- Forward rate agreements.
- Interest rate swaps and fixed rate debt. Any interest rate swap or fixed rate debt with a maturity beyond 15 years must be approved by Council.
- Forward start swaps and collar options
- Purchase of interest rate option products including caps, floors, bond options and swaptions. Interest rate options will not be sold outright. Purchased borrower swaptions mature within 12 months.
- Interest rate options with a maturity date beyond 12 months, that have a strike rate (exercise rate) higher than 2.00% above the appropriate swap rate, will not be counted as part of the fixed rate cover percentage calculation.
- Interest rate collar type option strategies. 1:1 collar option structures are allowable whereby the sold option is matched precisely by amount and maturity to the simultaneously purchased option. During the term of the option, the sold side of the collar may be closed out by itself, effectively leaving the bought side of the collar. The sold option leg of the collar structure must not have a strike rate "in-the-money" (i.e. the strike rate cannot be more favourable to the Council than the relevant forward rate)
- Any other financial instrument will be separately approved by Council on a case-by-case basis.

Objective ID:

APPENDIX 2

- Full Council (of elected members).
- Accountability, Performance & Risk Committee (APFC)
- Chief Executive ("CE") or
- Chief Financial Officer ("CFO")
- Chief Financial Officer ("CFO")
- Treasury Manager
- Treasury Support Team
- Finance Manager ("FM")

The respective responsibilities of those personnel involved in the treasury function are detailed below.

Council - or approved committee of council

- Approves total borrowing through the borrowing resolution
- Approves the treasury policy.
- Approves any risk management strategies proposed from time to time outside the delegated authorities outlined in this policy.
- Approves any amendments to the policy as recommended by the executive.
- Approves amendments to existing LGFA agreements
- Approves any new borrowing or financing arrangements outside normal general borrowing as approved under the borrowing resolution including allowable financial instruments.

Accountability, Performance & Finance Committee (APFC)

The role of the Accountability, Performance and Finance Committee is:

- To provide leadership and advice to Council with regard to Council's financial position and its prudent financial management practices.
- To provide leadership and advice with regard to significant strategic and financial opportunities including, but not limited to, potential city or regional deals with the government:
 - o To monitor the financial and non-financial performance of Council.
 - o To monitor the performance of the Chief Executive.

Responsibilities include:

- Consider strategic financing and funding risks and opportunities and report to Council on such for final decision-making.
- Provide oversight on the preparation of the Annual Report and other external financial reporting required by legislation.
- Review and make appropriate recommendations to Council on the adoption of key accountability documents (including, but not limited to, the Long-term Plan, Annual Plan, and Annual Report).
- Oversee Council's investments, debt management, and funds and liaison with key advisors on these matters.
- Act on Council's behalf for all matters related to the Local Government Funding Agency, including all statutory duties as a result of that organisation being a councilcontrolled organisation.
- · Develop and review Council's Treasury Strategy.
- Review regular financial and non-financial performance reporting, including reporting against strategic outcomes, the Long-term Plan, the Annual Plan, and other strategic and implementation documents (including, for instance, action and investment plans adopted as part of Council's strategic framework, Our Direction).

Lead the Chief Executive's performance review process and report on such to Council.

Objective ID:

Executive (CE and CFO)

- Approves any amendments to the Treasury Policy recommended by the treasury manager/ finance manager
- Approves funding from bank facilities and the capital markets including the Local Government Funding Agency ("LGFA").
- Recommends the borrowing resolution to council based on relevant approved annual plan and LTP.

Treasury Manager

- Organises all new or amended borrowing facilities which shall then be submitted to the CE for approval or GM as appropriate per delegation
- Undertake borrowing and investment consistent with Treasury Policy
- Undertake interest rate risk management in accordance with the Treasury Policy.
- Reports quarterly and semi annually to the APFC on treasury risk management activities.
- Manages the funding and liquidity activities of the Council.
- Maintains lender relationships with the banks and the capital markets including the LGFA.
- Monitors and reviews the ongoing treasury risk management performance of the Council to ensure compliance with the policy parameters.
- Responsible for preparation of all treasury reports.
- Determines in consultation with the Finance Manager the level of future core debt to be used for interest rate risk management purposes.

Treasury Support Team

- Undertakes all treasury transactions which will include but not be limited to the following:
 - o Funding from bank facilities and the capital markets including the LGFA.
 - Interest rate derivative transactions relating to the hedging of the Council's debt.
 - o Placing of deposits in the short term money market or fixed interest market.
 - o Investing in bonds in the fixed interest market.
 - Interest rate derivative transactions relating to the hedging of the Council's debt.
 - Undertakes short term borrowing transactions with the bank or from the LGFA.
 - o Invests surplus cash for terms generally not exceeding 90 days.
 - Checks external counterparty advices on treasury transactions to records generated internally by other staff.

Finance Manager

- Provides support and review to Treasury function
- Ensures borrowing resolution and Treasury activities consistent with annual plan/LTP and current business issues and operations
- Maintains lender relationships with the banks and the capital markets including the LGFA.
- Monitors and reviews the ongoing treasury risk management performance to ensure compliance with the policy parameters.
- Reviews performance of Treasury function and overall strategy

Objective ID:

APPENDIX 3

The Council's financial investment acquisitions are restricted to the following instruments:

- Government Issued or Government Guaranteed Investments;
- Registered Bank Investments;
- LGFA issued borrower notes and commercial paper;
- Local authority issued commercial paper;

Approved investment instruments:

- Call bank deposits;
- Short term bank deposits;
- Bank registered certificates of deposit;
- Treasury bills;
- Government bonds;
- Commercial paper.

Objective ID:

APPENDIX 4 – RELEVANT DELEGATIONS

Activity	Delegated to:	Limit
Approve policy document	Council (or appropriate Committee)	Unlimited
Alter policy document	Council (or appropriate Committee)	Unlimited
Acquisition and disposition of investments other than financial investments	Council (or appropriate Committee)	Unlimited
Approving new and reviewing re- financed bank facilities.	Chief Financial Officer or CE	Subject to Policy
Approval of borrowing programme for the year	Council (or appropriate Committee)	Unlimited (subject to legislative and other regulatory limitations)
Approval for charging assets as security over borrowing	Council (or appropriate Committee)	Unlimited
Approve interest rate, foreign currency and electricity price risk management instruments	Council (or appropriate Committee) (outside policy as otherwise delegated to Treasurer through this policy	Subject to Policy
Open/close bank accounts	Chief Financial Officer	Unlimited
Loan and legal derivative documentation	Chief Financial Officer	N/A
Approve authorised cheque/electronic signatories	Treasurer/ Finance Manager or other authorised signatories two required	Unlimited
Maximum daily transaction amount (borrowing, investing, interest rate, foreign currency, electricity price risk management and cash management) excludes roll-overs on existing debt and interest rate swaps.	Council (or appropriate committee) Chief Executive Officer or Chief Financial Officer	Unlimited \$120m
Approve Treasury Strategy	Council (or appropriate committee)	N/A
Amend counterparty limit exposures	Council (or appropriate committee)	Unlimited
Implement Policy	Chief Executive and sub delegated to Chief Financial Officer	Per policy risk control limits
Ensuring compliance with Policy	Chief Financial Officer	N/A
Approving transactions outside Policy	Council (or appropriate committee)	Unlimited
Triennial review of Policy	Chief Financial Officer	N/A

Objective ID:

APPENDIX 5 - DEFINITIONS

Annual Operating Revenue includes earnings from rates revenue, government grants and subsidies, user charges, interest, dividends, financial and other revenue (excluding vested assets and development contributions).

Net External Debt is defined as total external debt less available liquid financial assets/investments (i.e. Cash and Cash Equivalents).

Commercial Paper, is issued by borrowers who usually have a credit rating and standing in the market that is sufficient to enable the paper to be issued without endorsement or acceptance by a bank. The paper is usually supported by financial institutions to ensure that the borrower obtains the desired amount of funds. CP is generally issued with maturities of around 90 days. The face value of the paper is repaid in full to the holder on maturity. CP is negotiable and can be bought and sold in the secondary market.

Bond Options is an agreement between two counterparties whereby the buyer (Call) has the right but not the obligation to buy a specified government bond maturity on an agreed date and time and at an agreed rate.

Cap A series or string of interest rate put options whereby a borrower can have protection against rising short term interest rates, but participate in the lower rates if market rates remain below the "capped rate." A cap is normally for more than one 90-day funding period.

Collars Two option contracts linked together into the one transaction or contract. A borrower's collar is always a "**cap**" above current market rates and a "**floor**" below current rates. Over the term of the collar contract, if rates go above the cap the borrower is protected and pays an interest cost no more than the cap rate. Likewise, if market rates fall below the floor, the borrower pays the floor rate and does not participate in the lower market rates.

Counterparty. The contracting party to a financial transaction or financial instrument.

Credit Risk is the risk that an organisation will suffer a financial loss due to the unwillingness or inability of a counterparty to meet its obligations as they fall due.

Fixed Rate Debt is defined as debt with interest rate repricing beyond 3 months forward on a continuous rolling basis.

Floating Rate Debt is defined as debt with interest rate repricing within 3 months.

Floating Rate The interest rate on a loan, debt or investment instrument is re-set at the ruling market interest rates on the maturity date of the stipulated funding period (usually 90-days).

Floor means Interest Rate Floor. The opposite of a "cap." An investor will buy a floor, or a series/string of call options (the right to buy) to protect against falling interest rates, but be able to invest at higher interest rates if rates move upwards. The buyer pays a fee (premium) for the arrangement.

Foreign Exchange Contracts is an agreement to buy or sell one currency for another for specified future delivery at a specified rate.

Foreign Exchange Risk (also referred to as Currency Risk) is a risk that an organisation may suffer financial loss due to a movement in foreign exchange rates relative to its functional currency (New Zealand dollar for Council).

Objective ID:

Forward Rate Agreements ("FRA") is an obligation to buy or sell a given asset on a specified date at a price agreed at the time of transaction. Generally, the buyer of a FRA is attempting to protect against a rise in interest rates and the seller is protecting against a fall in rates.

Interest Rate Options is an interest rate option (i.e. cap or floor) where the buyer has the right, but not the obligation, to either borrow or invest an amount at an agreed interest rate.

Interest Rate Risk is the risk that profitability in current or future periods can be adversely affected by interest rate movements.

Interest Rate Swaps is an agreement between two counterparties to exchange interest rate obligations from a fixed or floating rate basis. The interest payments and receipts under the interest rate swap contract offset the underlying physical debt to generate the desired final fixed or floating rate position.

Investment is money or capital that Council has committed to achieve an expected return or further the needs of the community.

Liquidity is the ability to access funds at short notice.

Liquidity Risk is the risk that a business will find itself short of funds and unable to meet obligations in an orderly manner when they fall due, resulting from differences in the timing of cash receipts and disbursements. Liquidity risk increases when unanticipated obligations arise and when anticipated receipts do not eventuate.

Stock and Debentures are the debt issued to third parties by an organisation.

Strong Issuer Credit Rating is credit rating issued by S&P Global Ratings (S&P) or equivalent of:

- Short-term A-1 or better.
- Long-term A+ or better.

Swaption is an agreement between two counterparties whereby the buyer has the right, but not the obligation to enter into a predetermined interest rate swap. The buyer pays a premium amount for the contract.

Yield, interest rate, always expressed as a percentage.

Yield Curve is the plotting of market interest rate levels from short term (90-days) to long term 10 year rates on a graph i.e. the difference in market interest rates from one term (maturity) to another.

Objective ID:

APPENDIX 6

Institution	Minimum S&P or equivalent Long Term / Short Term Credit Rating	Investments Maximum Per Counterparty (\$m)	Electricity Price Risk Management Instrument (CFD) Maximum Per Counterparty (\$m)	Interest Rate Risk Management Exposure Maximum Per Counterparty (\$m)	Total Exposure Limit for each counterparty
Government	N/A	Unlimited	N/A	None	Unlimited
Local Government Funding Agency (LGFA) (on balance sheet exposures only)	AA-/A-1	\$50 million	N/A	None	\$50 million
NZ Registered Bank - On balance sheet exposures - Off balance sheet exposures	A+/A-1* A+/A-1*	\$120 million	\$10 million	\$50 million	Total \$180 million
Local authority	A+/A-1	\$10 million	N/A	None	\$10 million
Electricity generators e.g. MRP	BBB/A-2	N/A	\$5 million	N/A	\$5 million

Objective ID:

Authorised Asset Classes	Overall Portfolio Limit as a Percentage of the Total Portfolio	Approved Financial Market Investment Instruments (must be denominated in NZ dollars)	Credit Rating Criteria – Standard and Poor's (or Moody's or Fitch equivalents)	Limit for each issuer
New Zealand Government	100%	Government Stock/ Treasury Bills	Not Applicable	Unlimited
Supranationals	50%	Bonds/MTNs/FRNs	AAA	Maximum of \$10 million
New Zealand Registered Banks	100%	Call/Deposits/Bank	Short term S&P rating of A-1+	Maximum of \$120million
		Bills/Commercial Paper	Short term S&P rating of A-1	Maximum of \$20 million
		Bonds/MTNs/FRNs	Long term rating of A+ or better	Maximum of \$20 million
Rated Local Authorities ("RLA")	50%	Commercial Paper/ Bonds/MTNs/FRNs	Minimum short term S&P rating of A-1 or minimum long term S&P rating of A+	Maximum of \$10 million
State Owned Enterprises ("SoE")	50%	Commercial Paper/ Bonds/MTNs/FRNs	Short term S&P rating of A-1+ or long term rating of A+ or better Short term S&P rating of A-1 or long term	Maximum of \$10 million Maximum of \$5 million
		Bonds/WITHS/TTKNS	rating of BBB to A	Waximum or \$5 million
Corporates	30%	Commercial Paper/	Short term S&P rating of A-1+ or long term rating of A+ or better	Maximum of \$7 million
		Bonds/MTNs/FRNs	Short term S&P rating of A-1 or long term rating of BBB to A	Maximum of \$3 million
Financials	30%	Commercial Depart	Short term S&P rating of A-1+ or long term rating of A+ or better	Maximum of \$5 million
		Commercial Paper/ Bonds/MTNs/FRNs	Short term S&P rating of A-1 or long term rating of BBB to A	Maximum of \$2 million

The combined holdings of entities rated BBB to A shall not exceed \$10 million. The combined holdings of corporates and financials shall not exceed \$10 million.

Objective ID:



Council and CCO Compliance with LGFA Financial Covenants as at 30 June 2024

	Credit	Net Debt / Total	Net Interest /	Net Interest /	Liquidity	
Councils with a credit rating	Rating	Revenue	Total Revenue	Rates	Liquidity	
	Nating	<290%	<20%	<30%	>110%	
Ashburton District Council	AA+	119.5%	4.2%	7.8%	114.6%	
Auckland Council	AA	163.7%	6.5%	12.8%	114.3%	
Bay of Plenty Regional Council	AA-	-2.3%	0.1%	0.2%	157.9%	
Christchurch City Council	AA	145.1%	6.8%	10.8%	118.2%	
Clutha District Council	AA-	141.4%	6.8%	12.8%	133.3%	
Environment Canterbury Regional Council	AA+	21.2%	0.7%	1.1%	133.5%	
Far North District Council	AA	65.7%	2.0%	3.2%	115.5%	
Greater Wellington Regional Council	AA+	139.1%	5.5%	11.9%	137.0%	
Hamilton City Council	AA-	214.5%	10.0%	16.3%	126.1%	
Hastings District Council	AA-	122.7%	5.5%	14.9%	114.7%	
Hawkes Bay Regional Council	AA	-25.0%	-0.1%	-0.3%	243.7%	
Horowhenua District Council	A+	213.7%	9.7%	14.2%	130.1%	
Hutt City Council	AA	156.8%	5.5%	9.5%	117.7%	
Invercargill City Council	AA+	61.7%	3.4%	6.2%	127.5%	
Kapiti Coast District Council	AA	198.5%	7.7%	10.7%	125.3%	
Marlborough District Council	AA	42.5%	1.9%	4.4%	126.1%	
Nelson City Council	AA	133.3%	5.6%	9.8%	120.6%	
New Plymouth District Council	AA+	-72.3%	3.8%	5.8%	242.1%	
Palmerston North City Council	AA	137.8%	5.4%	7.9%	116.7%	
Porirua City Council	AA	149.0%	6.7%	10.2%	122.2%	
Queenstown Lakes District Council	AA-	271.9%	12.8%	24.1%	120.9%	
Rotorua District Council	AA-	206.1%	8.1%	12.3%	117.9%	
Selwyn District Council	AA+	89.2%	2.4%	4.2%	125.6%	
South Taranaki District Council	AA	-2.1%	7.5%	13.6%	215.5%	
Tasman District Council	AA	143.8%	6.0%	11.1%	126.2%	
Taupo District Council	AA+	53.6%	3.9%	5.7%	186.6%	
Tauranga City Council	A+	211.5%	8.0%	13.4%	126.0%	
Timaru District Council	AA-	140.0%	4.4%	7.2%	114.2%	
Upper Hutt City Council	A+	165.2%	6.3%	9.1%	130.6%	
Waimakariri District Council	AA	134.4%	5.6%	8.2%	116.4%	
Waikato District Council	AA+	88.8%	3.4%	5.0%	126.4%	
Waipa District Council	AA-	216.3%	7.6%	12.0%	114.7%	
Whanganui District Council	AA	134.8%	4.8%	7.8%	120.5%	
Wellington City Council	AA+	184.1%	7.7%	12.2%	128.0%	
Western Bay of Plenty District Council	AA	79.8%	3.4%	4.9%	135.6%	
Whangarei District Council	AA+	98.4%	3.4%	5.7%	130.3%	
Average		120.6%	5.4%	9.1%	3.8%	

New Zealand Local Government Funding Agency Limited

Auckland Level 7, The Shortland Centre, 55 Shortland Street
Wellington Level 11, City Chambers, 142 Featherston Street
PO Box 5704, Lambton Quay, Wellington 6145 | Phone +64 4 974 6530
Igfa.co.nz



	Net Debt / Total Net Interes		Net Interest /	
Unrated Councils	Revenue	Total Revenue	Rates	Liquidity
	<175%	<20%	<25%	>110%
Buller District Council	53.3%	2.2%	9.9%	129.7%
Carterton District Council	22.3%	1.8%	2.7%	173.9%
Central Hawkes Bay District Council	49.5%	2.4%	6.3%	124.3%
Central Otago District Council	29.4%	1.4%	2.1%	142.3%
Gisborne District Council	107.7%	4.4%	7.0%	143.1%
Gore District Council	147.0%	6.5%	9.9%	112.6%
Grey District Council	70.5%	3.0%	5.4%	128.9%
Hauraki District Council	136.7%	6.6%	9.3%	127.9%
Horizons Regional Council	46.1%	1.4%	2.4%	115.1%
Hurunui District Council	104.4%	4.8%	10.1%	113.5%
Kaikoura District Council	22.4%	1.1%	2.2%	136.2%
Kaipara District Council	25.2%	1.5%	2.8%	173.6%
Kawerau District Council	6.3%	0.7%	1.0%	391.1%
Mackenzie District Council	51.1%	1.4%	2.4%	131.0%
Manawatu District Council	106.6%	4.4%	7.1%	124.6%
Masterton District Council	40.4%	2.0%	3.7%	164.3%
Matamata Piako District Council	53.9%	2.4%	3.4%	147.9%
Napier City Council	1.3%	-0.4%	-0.7%	186.6%
Northland Regional Council	-63.7%	0.1%	0.3%	435.0%
Opotiki District Council	39.0%	1.6%	2.7%	122.2%
Otago Regional Council	-14.3%	0.1%	0.2%	129.4%
Otorohanga District Council	27.6%	1.6%	2.7%	126.2%
Rangitikei District Council	64.9%	1.8%	2.9%	125.2%
Ruapehu District Council	104.2%	4.8%	8.9%	116.4%
Southland District Council	17.1%	0.3%	0.5%	146.5%
South Waikato District Council	34.5%	3.8%	5.3%	164.3%
South Wairarapa District Council	44.8%	0.9%	1.2%	135.2%
Stratford District Council	111.4%	2.9%	4.5%	122.8%
Taranaki Regional Council	10.3%	-2.9%	-7.6%	182.0%
Tararua District Council	58.7%	2.3%	6.4%	124.5%
Thames Coromandel District Council	43.2%	2.2%	3.2%	138.8%
Waikato Regional Council	-45.8%	-0.1%	-0.1%	483.9%
Waimate District Council	19.1%	0.5%	0.9%	157.9%
Waitomo District Council	64.8%	3.1%	6.6%	123.2%
Wairoa District Council	8.4%	-0.2%	-0.7%	134.8%
Waitaki District Council	38.6%	0.9%	1.5%	114.9%
West Coast Regional Council	36.8%	2.7%	7.4%	134.3%
Westland District Council	80.4%	2.0%	3.5%	123.8%
Whakatane District Council	131.4%	6.6%	11.3%	124.5%
Average	48.4%	2.1%	3.8%	1.4%

Council Controlled Organisations (CCOs)

Dunedin City Treasury Ltd.	Credit Rating	Net Debt / Total Revenue	Net Interest / Total Revenue	Net Interest / Rates	Liquidity
	AA	<290%	<20%	<30%	>110%
		185.40%	7.80%	23.40%	128.40%

Invercargill City Holdings Ltd.	Credit Rating	Gearing <70%	Shareholder fund >80m	
	no	50.90%	\$150.70	

Infrastructure Holdings Ltd.	Credit Rating	Gearing <70%	Shareholder fund >300m
, and the second	no	33.10%	\$384.00



Performance Measures Framework – 2024-2034 Long-term Plan

Council's performance measures enable us to monitor and report against our outcomes and service performance. In previous Long-term Plans and Annual Reports, performance measures were grouped under each activity area of Council which enabled us to provide activity specific information and performance. In this Long-term Plan and within this report, performance measures are grouped by Outcome Measures which measures our achievement of each of Council's community outcomes, or Service Measures which measure our performance against our stated levels of service. This identifies the connections 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.



An inclusive city - Tauranga Mataraunui

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



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

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



A well-planned city - Tauranga - Tātai Whenua

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



A city we can move around easily - Tauranga Ara Rau

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



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

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







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

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

Non-financial Performance Measures Six-Monthly Review Report: July - December 2024

Non-financial performance measures overview

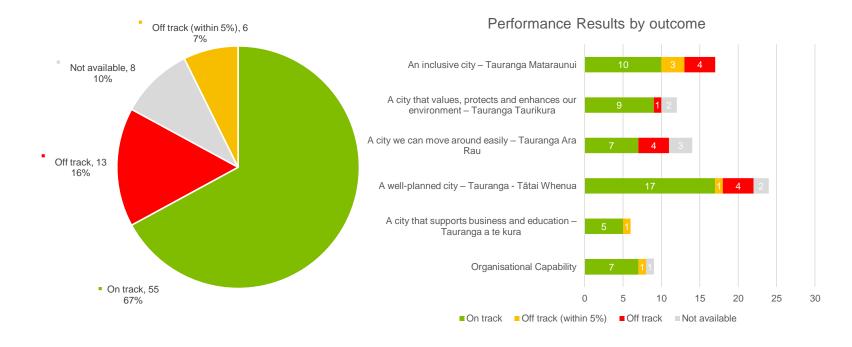
See below for an overview of how we are tracking for the financial year 2024/25. The reporting periods quarter one and quarter two (01 July – 31 December 2024) collate the year-to-date results across the 82 Long-term Plan performance measures that we monitor and report against.

Our performance is shown by the number of measures that are on track to be achieved by the end of the financial year, off track (within 5%), off track, and not available.

Key:

On track Off track (within 5%) Off track Not available

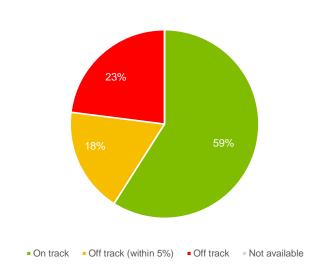
Overall Results



Non-financial Performance Measures Six Month Review Report: July - December 2024



See below an overview of how we are tracking towards the outcome of - An inclusive city – Tauranga Mataraunui for the financial year 2024/25 for the six months from July – December 2024.







Visits to Council libraries (all four combined)

293,927

Level of service: Library spaces are community hubs for place making in the city centre and neighbourhood centres



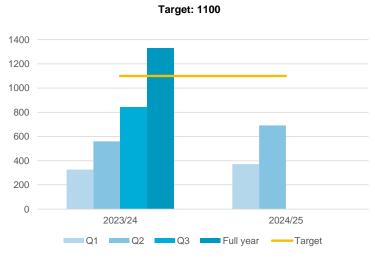
During the period from 1 July to 31 December 2024, council libraries experienced a total of 293,927 visits. This figure represents 53% of the target set for this year. The graph above demonstrates a fairly consistent level of visits to all libraries over the last four years, indicating steady engagement with library services.

Number of stakeholder interactions with community organisations

692



Level of service: We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building



Stakeholder interactions are slightly higher in comparison to the previous year which is positive. We are on track to achieve this measure by the end of the financial year.

Non-financial Performance Measures Six Month Review Report: July - December 2024



Performance Measures			On track	C Of	f track (within 5%) 🌘 Off track 🧶 Not available	
Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Community Services	Arts and Culture	We will facilitate, support, and advocate for the arts, culture and heritage in Tauranga	Percentage of residents satisfied or neutral that Tauranga has a rich and diverse arts scene, culture, and heritage	60%	71%	
Community Services	Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Percentage of available grant funding awarded to community organisations	>95%	59%	Community funding expenditure is on track to be achieved by the end of the financial year. Community grants for the first of the two rounds of the financial year and the six-monthly payments for the partnership agreements have been paid.
Community Services	Community Partnerships	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Number of stakeholder interactions with community organisations	1,100	692	Stakeholder interactions are slightly higher in comparison to the previous year which is positive. We are on track to achieve this measure by the end of the financial year.
Community Services	Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Percentage of residents satisfied with library services	85%	90%	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Community Services	Libraries	Library spaces are community hubs for place making in the city centre and neighbourhood centres	Visits to council libraries (all four combined)	550,000	293,927	
Community Services	Libraries	We will provide programmes, events and learning opportunities that build skills and connect our community	Number of participants in all programmes	Increasing (>34,000)	15,905	The Kia kaha Te Pānui (Summer reading programme) in quarter three is expected to bring the figures back on track, ensuring the target is met by the end of the financial year.
Community Services	Libraries	We will provide digital resources for information, reading, and recreation	Total number of virtual visits	1,000,000	532,943	
Community Services	Venues and Events	We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga	75%	49%	Some of the key events so far were the Garden and Art Festival, the Basketball Classic Tournament, Manu Bomb Champs, Escape Festival along with the start of summer markets and the City Activation program. We are working to ensure we attract and support a diverse range of events to Tauranga that will appeal to the wider community.
Community Services	Venues and Events	We will provide a network of arts, cultural, and events spaces in Tauranga	Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces	75%	50%	With a lack of purpose-built facilities, we work with event organisers to support and retrofit a space to try and make it work for their event which ensures we secure the event for our community but does sometimes require a compromise in quality or accessibility. However, we have a number of building upgrades being

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
						completed at the Historic Village which follow our accessibility guidelines and will be available for events. Te Manawataki o Te Papa will also provide new and improved spaces when it opens in 2026.
Spaces and Places	Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of households that are within 500m of a neighbourhood area open space	95%	86%	Under the current Level of Service policy, neighbourhood open space is defined as including a playground. When considering open space in general we are significantly higher (92% for parks and reserves). Two new reserves (Pāpāmoa East and Pyes Pā/Lakes) will be developed this year which move us closer to the 95% target of neighbourhood open space by the end of the financial year.
Spaces and Places	Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of residents satisfied or neutral with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces	85%	89%	
Regulatory and Compliance	Animal Services	We will provide a prompt response to animal behavioural issues	Percentage of animal complaints involving a rush or attack on a person contacted within 60 minutes where there is an ongoing risk to safety	95%	100%	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Regulatory and Compliance	Animal Services	We will provide an effective dog registration process that supports a safe community	Percentage of known dogs that are registered	95%	96%	Dog registration fees increased by 25% this year. This has resulted in a lower-than-normal registration rate (99.3% compliance rate at the same time last year) and greater resistance from dog owners. There has also been a reduction in known dogs.
Regulatory and Compliance	Environmental Health and Licensing	We will inspect alcohol licenced premises and conduct enforcement as appropriate	Percentage of venues with new or renewed alcohol licences that have been inspected	95%	47%	71 of 152 new and renewed licences have been inspected so far this year. We are slightly behind track to achieve 95% by the end of the year. The team is catching up on licence renewals from the 2023/24 financial year and the impact of the resignation of an inspector in quarter one. This role has recently been recruited.
Regulatory and Compliance	Environmental Health and Licensing	We will verify registered food premises and conduct enforcement as appropriate	Percentage of food premises that have been inspected as required by the Food Act 2014	95%	45%	We began the year strong thanks to contractor support in July. This allowed us to meet our quarter one targets. Unfortunately, we had resourcing issues in quarter two, down one verifier in the first quarter and two in the second quarter. We have since recruited two trainee verifiers, who will become fully operational later this financial year. We are optimistic that we will complete all required verifications by year-end.
Regulatory and Compliance	Environmental Planning	We will provide a noise control service to ensure community wellbeing is protected from excessive and unreasonable noise	Percentage of noise complaints that are attended within 1 hour of the second call to the Contact Centre	95%	92%	During December we updated our contracted measures with our external contractors to align with this level of service. Therefore, going forward, contracted measures will be the same as this internal measure and we will expect to see an improvement in results.

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Regulatory and Compliance	Regulation Monitoring	We will monitor the Freedom Camping Bylaw and provide education and enforcement where appropriate	Freedom camping bylaw patrol completion rate a) Daily patrols of key designated and prohibited freedom camping sites from Nov-April. b) Patrol same sites 4 nights a week from May-Oct.	95%	100%	



Values, protects and enhances our environment – Tauranga Taurikura

See below an overview of how we are tracking towards the outcome of - A city that values, protects and enhances our environment – Tauranga Taurikura for the financial year 2024/25 for the six months from July – December 2024.





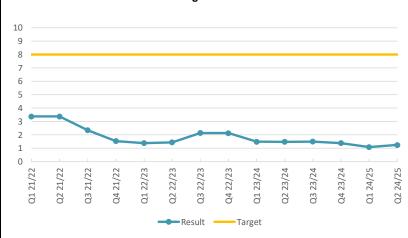
The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel resolve the problem

Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services

1h 25min

Level of Service: We will provide a timely response to a flooding event.

Target: ≤ 8hr

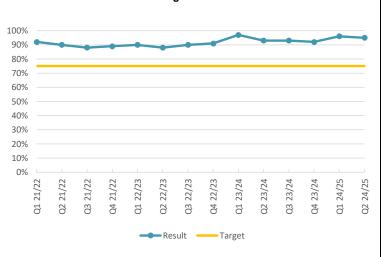


In total, there were 64 notifications related to flooding events, all of which were addressed with a median response time of 1 hour and 25 minutes. The accompanying graph illustrates the trend of how quickly the Council has resolved flooding events over the past years.

95%

Level of Service: We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill.

Target: 75%



For the period July to December 2024, 95% of residents were satisfied with Council's kerbside waste collection services. 85% were satisfied and 10% were neutral. The results for this measure have remained steady, showing consistency with previous quarters and years.

Non-financial Performance Measures Six Month Review Report: July - December 2024

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Performance Measures					k 🛑 O	ff track (within 5%) 🌘 Off track 🧶 Not available
Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Spaces and Places	Spaces and Places	We will value, protect, and enhance our environment	Percentage of vegetation canopy cover in Tauranga	≥21%	22%	
Spaces and Places	Spaces and Places	We will value, protect, and enhance our environment	Percentage of residents satisfied or neutral with the opportunities to access and experience nature in Tauranga	75%	91%	
Stormwater	Stormwater	We will provide a stormwater system that avoids impact on the environment	Council's compliance with resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents DIA Measure	Nil	1	In August, Bay of Plenty Regional Council issued Council with an abatement notice. This notice related to work on a new roundabout under construction at the intersection of Waitaha Road and Welcome Bay Road that the contracted drainage team was undertaking in July 2024, that breached a condition of its stormwater resource consent. As a result, the contractor is requested to provide training to drainage staff and evidence needs to be provided that the training has occurred. The contractor is also requested to update any current Standard Operating Procedure and provide evidence that has occurred. The updated Standard Operating Procedure must contain the requirement to bund any stormwater outlet area and pump discharge to Wastewater network or use sucker truck if contaminants are found. The issue needs to also

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
	•					form part of the next contract liaison meeting so actions can be appropriately recorded.
Stormwater	Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	The number of flooding events. (A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages)).	≤1	0	
			DIA Measure			
Stormwater	Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	For each flooding event, the number of habitable floors affected, expressed per 1000 connections to the stormwater system DIA Measure	≤1	0	
Stormwater	Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site DIA Measure	≤90 min	20 mins	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Stormwater	Stormwater	We will provide a timely response to a flooding event	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel resolve the problem DIA Measure	≤8 hr	1 hr 25 mins	There were 64 notifications regarding some form of flooding event and these were resolved with a median response time of 1hr 25 mins.
Stormwater	Stormwater	We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations	The number of complaints received by Council about the performance of the stormwater system, expressed per 1000 properties connected to the system DIA Measure	≤2	0.36	
Sustainability and Waste	Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill	Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services	75%	95%	Year to date result is 95%, where 85% were satisfied and 10% were neutral.
Sustainability and Waste	Sustainability and Waste	We will provide a waste transfer station that provides opportunities to reduce waste sent to landfill	Tonnes of waste processed at Te Maunga Transfer Station and disposed to landfill	34,960 tonnes	15,658	15,658 tonnes of waste have been processed and we are on track to sit below the target of 34,960 by the end of the financial year.

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Sustainability and Waste	Sustainability and Waste	We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill	Annual per capita household kerbside waste volumes disposed to landfill	130kg	Not available	Annual measure – results available at the end of the financial year.
Sustainability and Waste	Sustainability and Waste	We will do our part in limiting global warming and reach net zero greenhouse gas emissions by 2050	Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels)	21%	Not available	Annual measure – results available at the end of the financial year.



See below an overview of how we are tracking towards the outcome of - A well-planned city – Tauranga - Tātai Whenua for the financial year 2024/25 for the six months from July – December 2024.





Percentage of building consent applications (including amendments) approved within statutory timeframes

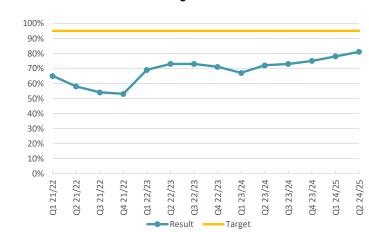
Percentage of new resource consent applications processed within statutory timeframes

81%



Level of Service: We will provide technical advice and consent decisions within substantive timeframes.

Target: 95%



Although we are not yet on track to meet target, we continue to see a steady increase in the timeliness throughout the last six months, receiving the highest result compared to previous years. The most common reasons that consents went over the statutory timeframes are due to the complexity of the works, the number of Requests for Information and delays due to specialist input (particularly engineering). We are currently undertaking projects to improve consistency of Requests for Information and are focusing our efforts on higherrisk areas. We have also engaged additional engineering contractors to better fill any gaps.

95%

Level of Service: We will meet the community's expectations through making professional regulatory decisions.

Target: 95%



Although highly variable from month to month, application volumes remain reasonably stable across the last 18 months. For the financial year to date, Council has received a total of 465 planning related applications, which is a slight increase to the same period of financial year 2024. For the first time, we have successfully met our target, achieving positive results over the last two quarters.

N.B.: Starting from the last financial year, we have refined our calculation method for this measure to enhance accuracy. Consequently, the results are not directly comparable.

Non-financial Performance Measures Six Month Review Report: July - December 2024

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
city and ofrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth	There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	Not achieved**	Not achieved	The 2022 Housing and Business Assessmer identified a short-term (next three years) housing shortfall for Tauranga City as at 30 June 2022 of 724 dwellings, rising to a 1,412 dwelling shortfall when the required National Policy Statement on Urban Development competitiveness margin of 20% was applied. From 1 July 2022 to 31 December 2024, 1,21 less dwelling consents for additional dwelling were issued than projected demand for this period (i.e., 1,581 dwelling consents issued v. 2,876 dwellings projected). While consent issue indicates less dwelling uptake has been realised than projected, and more dwelling supply remains as a result, sh term non-compliance with supply as quantific in the 2022 Housing and Business Assessmeremains. The lower than projected delivery of additional dwellings means that the existing housing supply shortfall increases. Plan Change 33: Enabling Housing Supply, a upcoming Tauriko West and Ohauiti South Changes to enable residential development are expected to assist in reduction-compliance with the National Policy

^{*} While we continue to progress toward an Achieved target, targets are set realistically.

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
						requirements but not fully address the identified shortage of development capacity. Council has notified the Minister of the Environment about the non-compliance.
City and Infrastructure Planning	City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth	There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	Achieved	Not achieved	The 2022 Housing and Business Assessment identified sufficiency of commercial, retail and industrial land supply, in the short term (next 3 years from June 2021 base) including with the required competitiveness margin (+20%) added on to the base business land demand projection. In the medium and long term insufficiency is identified where the competitiveness margins are applied (+20% to medium term demand, +15% to long term demand). For "commercial and retail" land an insufficiency of 15-18 hectare in the medium term, and 56-64 hectares in the long term has been calculated applying local and general densities. For "industrial" land the respective insufficiency is up to 6 hectares in the medium term and 216-267 hectares in the long term. Private Plan Change 35 - Tauriko Business Estate, has added approximately 110 hectares of industrial land supply though its release will be staged with 50 hectares enabled for development, with the balance of 60 hectares subject to longer term NZTA transport upgrades to be progressed prior to release. This additional supply will address the medium-term industrial land shortfall of 6 hectares and part of the long-term shortfall of 216-267 hectares, leaving a shortfall of 112-163 hectares once the

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
						full 110 hectares at Tauriko Business Estate (Stage 4) is available. The Smart Growth Strategy 2024 seeks to address identified insufficiency in business land provision. It is likely that beyond the Tauriko Business Estate extension, most or all additional industrial land will have to be supplied in the adjoining Western Bay of Plenty District as suitable land is no longer available within the Tauranga City Council boundary. Council has notified the Minister of the Environment about the non-compliance.
Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing	Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga	45%	23%	We are working with city centre businesses and Downtown Tauranga to create activations for the city centre to encourage people into the city during the revitalisation process. We are also incorporating feedback from these surveys to improve the perceptions of safety, parking, and vibrancy in the city centre.
Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing	The average daily number of pedestrian movements in the city centre	10,000	14,982	For the period July to December 2024 across 23 devices within the city centre, the average daily number of pedestrian movements in the city centre is 14,982. The day with the highest foot traffic was 9 October, with 24,705. The busiest time of the day is between 12 and 2pm, with a daily average of 4,825.

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Community Services	City Centre Development and Partnerships	We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing	The number of new civic buildings delivered with a minimum Green Star rating of 5 stars	1	0	Annual Measure – Results available at the end of financial year.
Emergency Management	Emergency Management	We will provide community education initiatives to increase public awareness and preparedness	Percentage of residents that know they need to be self- reliant in the event of a major civil defence emergency	80%	81%	There have been 48 community engagement activities during this reporting period. These include community events and outdoor activations showcasing the virtual reality headsets as part of the summer engagement campaign. A large focus has been on the community engagement associated with the Community Emergency Hub pilot program in the Otumoetai, Matua, Brookfield areas. The emergency management team were also participants in the multi-ethnic community's forum, Young at Heart Festival for the elderly and a climate change forum hosted by EnviroHub.
Regulatory and Compliance	Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications approved within statutory timeframes	95%	81%	Although we are not yet on track to meet the target, we continue to see a steady increase in the timeliness throughout the last six months, receiving the highest result compared to previous years. The most common reasons that consents went over the statutory timeframes are due to the complexity of the works, the number of Requests for Information and delays due to specialist input (particularly engineering).

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Regulatory and Compliance	Building Services	We will provide timely building inspections	Average minimum wait time for a standard building inspection	≤ 4 days	1.3	
Regulatory and Compliance	Environmental Planning	We will meet the community's expectations through making professional regulatory decisions	Percentage of new resource consent applications processed within statutory timeframes	95%	95%	Although highly variable from month to month, application volumes remain reasonably stable across the last 18 months. For the financial year to date, Council has received a total of 465 planning related applications, which is a slight increase to the same period of financial year 2024.
Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	The number of dry weather wastewater overflows from the wastewater system, expressed per 1000 connections to the system DIA Measure	≤2	0.28	
Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	Council's compliance with the resource consents for discharge from the sewerage system, measured by the number of: abatement notices, infringement notices, enforcement orders and convictions received by Council in relation to those resource consents	Nil	0	

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
		'	DIA Measure		•	
Wastewater	Wastewater	We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community	The total number of complaints received by Council about any of the following: sewage odour, sewerage system faults, sewerage system blockages, and the Council's response to issues with its sewerage system, expressed per 1000 connections to the sewerage system	≤10	1.84	
Wastewater	Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property	Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured: a) attendance time: from the time that Council receives notification to the time that service personnel reach the site	≤90 min	32 mins	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Wastewater	Wastewater	We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property	Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured: b) resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault	≤ 5 hr	2 hr 46 mins	
Water Supply	Water Supply	We will manage the average consumption of drinkable water	The average daily consumption of drinking water per resident	≤ 300 litres	252 litres	
Water Supply	Water Supply	We will manage the average consumption of drinkable water	The annual peak daily consumption of drinking water per resident	≤ 400 litres	315 litres	

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Water Supply	Water Supply	We will manage the average consumption of drinkable water	The percentage of residents who are aware of ways they can conserve water and have taken steps to do so	≥ 85%	84%	
Water Supply	Water Supply	We will manage the average consumption of drinkable water	The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft) DIA Measure	≤ 18%	Not available	Annual measure – results available at the end of the financial year.
Water Supply	Water Supply	We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal)	Compliance with the Drinking Water Standards for New Zealand and the Drinking Water Quality Assurance Rules DIA Measure	100%	100%	Requirements to meet the protozoa compliance are monitored and reported in Councils Water Quality Data System - Infrastructure Data which monitors and validates results. To date, the requirements for protozoal compliance have been met. The Council laboratory undertake routine bacterial testing and reporting. The compliance data for protozoa and bacterial compliance is submitted to the Water Regulator - Taumata Arowai on a monthly basis.
Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for	The total number of complaints (expressed per 1000 connections to Council's network) for any of the following: (a) drinking	≤ 10	4.4	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
		clarity, taste, odour, pressure, and continuity	water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply; and (f) the local authority's response to any of these issues			
			DIA Measure			
Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service personnel reach the site: • Urgent callouts DIA Measure	≤ 90 min	41 mins	
Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service	≤ 24 hr	5 hrs 48 mins	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
			personnel reach the site: • Non urgent callouts DIA Measure			
Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption. • Urgent callouts DIA Measure	≤ 5 hr	2 hrs 38 mins	
Water Supply	Water Supply	We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity	Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption. Non urgent callouts DIA Measure	≤ 28 hr	16 hrs 47 mins	



A city we can move around easily – Tauranga Ara Rau

See below an overview of how we are tracking towards the outcome of - A city we can move around easily – Tauranga Ara Rau for the financial year 2024/25 for the six months from July – December 2024.



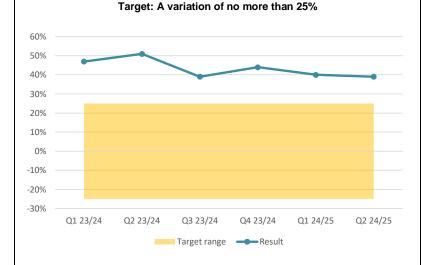


Travel times are reliable during peak hours (95% of travel time should occur within +/- 25% of average duration)

Average weekday city centre on-street and off-street parking occupancy rate

39%

Level of Service: We will provide an efficient transport network, minimising all-day congestion



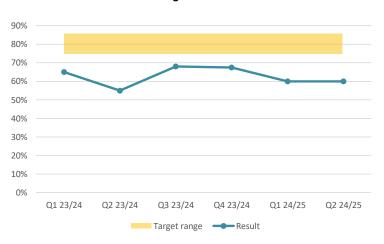
Travel times are reliable during peak hours (95% of travel time occurred within +/-39% of the average duration).

This is a global measure of congestion on the transport network and as such is impacted by multiple factors, within and outside of Council control.

60%

Level of Service: We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking

Target: 75-85%



The average weekday parking occupancy rate, both on-street and off-street, in the city centre was 60%. This lower rate can largely be attributed to public holidays and the festive season, with fewer people in the city for work and more away on holidays. We expect to see an increase over the next two quarters.

Non-financial Performance Measures Six Month Review Report: July - December 2024

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					On track Off track (within 5%) Off track Not available		
Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result	
Transportation	Transportation	We will provide a transport network that is safe to use	The change from the previous year in the number of deaths and serious injury crashes on the local road network expresses as a number DIA Measure	0	Not available	Annual measure – results available at the end of the financial year.	
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Average speed across key parts of the transport network (free flow speed = 59k/hr)	29km/hr	29km/hr	The average speed across key parts of the transport network (free flow speed = 59km/h) was 29km/h. The small improvement we have seen over the last few quarters can be attributed to the completion of some of the major construction projects including the Baypark to Bayfair link and Cameron Road.	
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Duration of peak across the transport network (where traffic is travelling at 50% of free flow speed of 59k/hr)	330min	400 mins	The duration of peak across the transport network (where traffic is travelling at 50% of free flow speed of 59km/h) was 400 min. 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 i.e. 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 e.g. speed limits.	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Travel times are reliable during peak hours (95% of travel time should occur within +/- 25% of average duration)	A variation of no more than 25%	39%	Travel times are reliable during peak hours (95% of travel time occurred within +/- 39% of the median duration). This is a global measure of congestion on the transport network and as such is impacted by multiple factors, in and outside of Council control.
Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	Average quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g. percentage of smooth travel exposure	92-93%	Not available	NZTA conducted High-Speed Road Condition Survey in December 2024. Results to be provided at the end of the financial year.
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised and available city centre parking	Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath) DIA Measure	98-100%	Not available	New condition survey to commence in February 2025. Results to be provided at the end of the financial year.
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised and available city centre parking	The percentage of the sealed local road network that is resurfaced DIA Measure	>4%	2%	The percentage of the sealed local road network that is resurfaced is 2%. Resurfacing season has started in October 2024 and the goal is to complete chipseal works by March 2025, and Asphaltic Concrete works by April 2025. This timeline is dependent on weather and available

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
						resources. We are currently on track to meet the 4% target by the end of the financial year.
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised and available city centre parking	The percentage of customer service requests relating to roads and footpaths responded to within 7 calendar days DIA Measure	85%	93%	
Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	Number of people 16 years or older participating in walking, cycling, and road safety education programmes and initiatives	200	342	
Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	Number of children under 16 participating in walking, cycling and road safety programmes and initiatives	10,000	16,208	
Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by active modes (walking/jogging/cycling)	5%	2%	Although we are not yet on track to meet this target, Council is implementing great initiatives for all ages to boost participation in walking, cycling, and running. This effort is already evident in the significant number of participants in our programs and initiatives mentioned above.

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Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Transportation	Transportation	We will promote safe and sustainable transport options and support walking/cycling programmes	The proportion of people who journey to work by public transport	2%	2%	
Transportation	Transportation	We will provide a well- maintained and fit-for- purpose road and footpath network, and well-utilised and available city centre parking	Average weekday city centre on-street and off- street parking occupancy rate	75-85%	60%	The average weekday parking occupancy rate, both on-street and off-street, in the city centre was 60%. This lower rate can largely be attributed to public holidays and the festive season, with fewer people in the city for work and more away on holidays. We expect to see an increase over the next two quarters.
Regulatory and Compliance	Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate	Percentage of parking complaints responded to within 24 hours	95%	96%	



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

See below an overview of how we are tracking towards the outcome of - A city that supports business and education – Tauranga a te kura for the financial year 2024/25 for the six months from July – December 2024.





The percentage of knowledge-intensive jobs in Tauranga as a share of total jobs

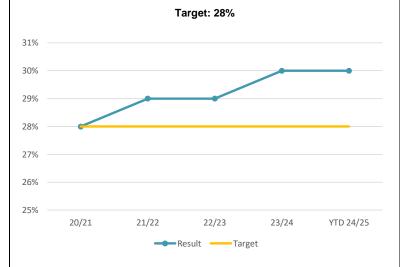
Hardstand occupancy rate

29.7%

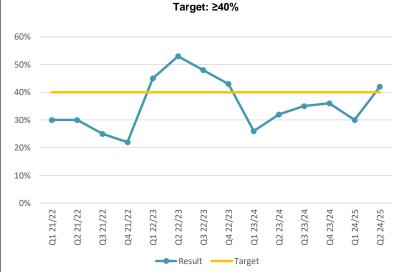
Level of service: With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes.

42%

Level of service: We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice.



Employment in knowledge intensive industries in Tauranga city was 25,528 in 2024, which accounted for 29.7% of total employment. This was lower than in New Zealand (33.0%). Knowledge intensive employment grew by 3.6% in 2024 in Tauranga City, which was higher than in New Zealand (2.5%).



For the period 01 July to 31 December 2024, the average hardstand occupancy was 42%. This is up 10% from the same period in 2023/24. Heightened competition within the commercial marine refit sector continues to impact our operations.

Non-financial Performance Measures Six Month Review Report: July - December 2024

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		_		On track	Off t	rack (within 5%) Off track Not available
Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Economic Development	Airport	We will provide airport customers with fit-for-purpose airport facilities	Percentage of the time airport operational infrastructure is available (safe and fully compliant with CAA regulations)	99%	100%	
Economic Development	Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Percentage of residents who believe the tourism sector makes a positive impact to the community	60%	68%	
Economic Development	Economic Development	We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector	Domestic and international tourism spending in the city	Baseline established	-1%	While year to date visitor spending is down 1% compared to the same time of the previous year due to challenging economic conditions for domestic visitors, quarter two results suggest there is an upward trend for the remainder of the financial year due to a significant increase in international visitor spending. We anticipate that this measure will be met by the end of the financial year.

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result
Economic Development	Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes	The number of business support sessions conducted by the Tauranga Business Chamber with eligible business owners	210	109	Enquiries from business owners are steady and are likely to grow in what will likely be a tough 2025 across many sectors.
Economic Development	Economic Development	With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes	The percentage of knowledge-intensive jobs in Tauranga as a share of total jobs	28%	29.7%	Employment in knowledge intensive industries in Tauranga City was 25,528 in 2024 which accounted for 29.7% of total employment. This was lower than in New Zealand (33.0%). Knowledge intensive employment grew by 3.6% in 2024 in Tauranga City, which was higher than in New Zealand (2.5%).
Economic Development	Marine Precinct	We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice	Hardstand occupancy rate	≥40%	42%	Heightened competition within the commercial marine refit sector continues to impact our operations.



See below an overview of how we are tracking for organisational capability for the financial year 2024/25 for the six months from July – December 2024.







Measures of Interest

Percentage of Land Information Memoranda provided within the 10-day statutory timeframe

Percentage of face-to-face enquiries that are resolved at the first point of contact

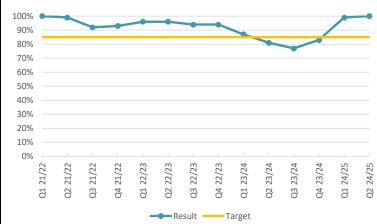
99.6%

97%

Level of 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.

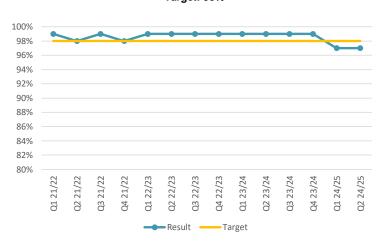
Level of service: We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information.





971 (99.6%) of 974 LIMS were issued within the 10-day statutory timeframe. This is a significant increase in performance from the same period 12 months ago which was sitting at 75% and is attributed to improved efficiencies with a new team structure, a review and implementation of LIM content and processes, and the continued upskilling of LIM staff.





We now have 11 fully cross-trained staff working across all sites. The support and knowledge are growing for our library staff, and we have started adapting our training to be more flexible with partial training, which should see us continue to manage seasonal busy periods and continue to improve our results after the previous year's drop in results.

Non-financial Performance Measures Six Month Review Report: July - December 2024





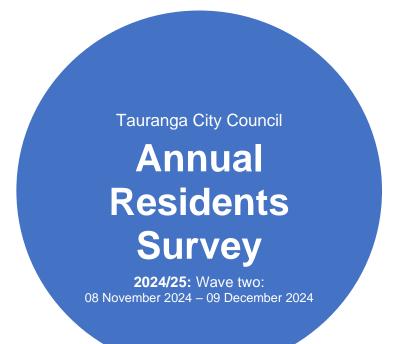
Performance Measures

		_		On track	Off t	track (within 5%) Off track Not available
Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result if measure is off track
Community, People, and Relationships	Community Relations	We will consult and engage with the community	Percentage of residents who are satisfied or neutral with the efforts of the Council in consulting and engaging directly with the community	50%	51%	Year to date result is 51%, where 27% were satisfied and 24% were neutral.
Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of face-to-face enquiries that are resolved at the first point of contact	98%	97%	We now have 11 fully cross-trained staff working across all sites. The support and knowledge is growing for our library staff and we have started adapting our training to be more flexible with partial training, which should see us continue to manage seasonal busy periods.
Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of phone enquiries that are resolved at the first point of contact	85%	90%	
Community, People, and Relationships	Customer Services	We will provide a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Customers satisfaction with the contact centre is excellent (>45 NPS score)	>45	Not Available	NPS is no longer being used in the contact centre due to the implementation of our new Genesys phone system. Our surveys will start again in the next financial year when the new survey system 'Qualtrics' is implemented as part

Non-financial Performance Measures Six Month Review Report: July - December 2024

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result if measure is off track
	'					of the SAP suite that TCC has purchased and is using for other customer survey purposes.
Community, People, and Relationships	Customer Services	We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of Land Information Memoranda provided within the 10-day statutory timeframe	85%	99.6%	971 (99.6%) of 974 Land Information Memoranda were issued within the 10-day statutory timeframe. This is a significant increase in performance from the same period 12 months ago which was sitting at 75% and is attributed to improved efficiencies with a new team structure, a review and implementation of Land Information Memoranda content and processes, and the continued upskilling of Land Information Memoranda staff.
Community, People, and Relationships	Democracy Services	We will make decisions in the best interests of the city	Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city	≥50%	54%	Year to date result is 54%, where 28% were satisfied and 26% were neutral. Although difficult to determine, the following drivers may have contributed for the result: more projects being completed, largely positive media coverage and the return of a Mayor and Councillors. The upcoming consultations on Local Water Done Well and the Annual Plan will give us the opportunity to build community relationships and positively influence the quarter three result.
Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC positions filled	≥60%	100%	

Group of Activity	Activity	Level of Service	Performance Measure	Target	2024/25 year to date result	Discussion and/or action taken to improve result if measure is off track
Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC staff adequately trained	≥60%	99%	
Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Number of training activities or exercises conducted	≥1	5	



Introduction

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

What does this report show?

This report summarises the responses received from the second wave of Tauranga City Council's 2024/25 Annual Residents Survey. In this wave, 150 people responded. Responses are on-track to receiving feedback from at least 600 responses in total across all waves.

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

Research Objectives:

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

Methodology:

The 2024/25 annual study will target 600 responses from the residents in the Tauranga City Council area, with approximately 150 per wave.

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

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

Data collection is taking place in four waves between August 2024 and May 2025 to align with the quarterly reporting of the non-financial performance targets.

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

Annual Residents Survey Wave two: Nov - Dec 2024

Summary results

Overall, the results for overall performance have significantly increased by 10% year to date (YTD) against the full year 2023/24 satisfaction result. All overall performance totals saw an increase in results excluding value for money which experienced a slight decrease. The increase in overall satisfaction can be attributed to the slight increase in reputation and core services such as roads and footpaths, outdoor spaces, and waste management which all saw positive improvements in their results.

Declining satisfaction trends YTD worth noting:

- Overall value for money continued to drop slightly YTD by 3% with respondents becoming more dissatisfied. This overall drop can be attributed to that 'invoicing is clear and correct' which saw a significant difference of -8%. More respondents felt neutral and dissatisfied with Council invoicing.
- Quality of drinking water has dropped significantly YTD by -7%. Based on the comments made by respondents, this could be attributed to the Council's decision to add fluoride to the city's water supply in late October 2024.

Increasing satisfaction trends YTD worth noting:

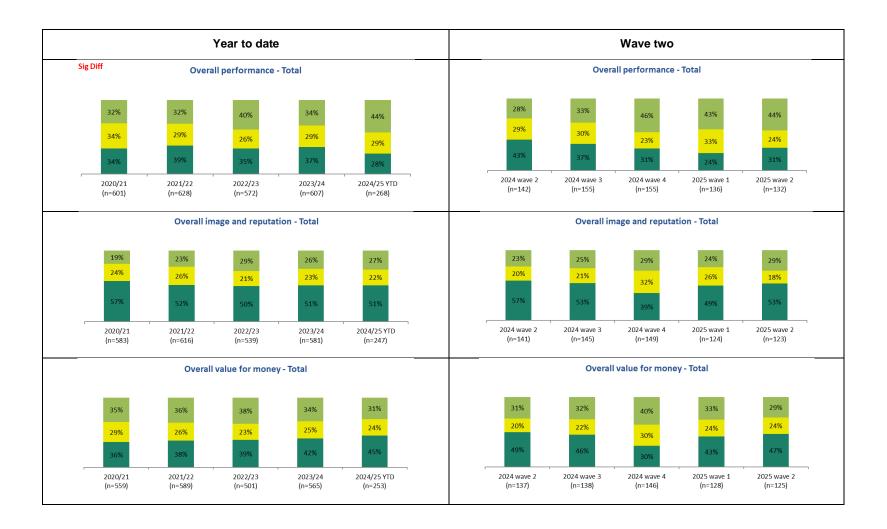
- Overall road and footpaths saw the most significant increase in satisfaction YTD by 15%. Level of safety for driving increased by 18%, safety for cycling increased by 13%, and levels of safety when walking on footpaths increased by 6%.
- Overall reputation has slightly increased overall YTD. Specifically, quality of services provided by Council increased by 7%.
- Overall outdoor spaces YTD has increased by 6%, contributed to by an increase in satisfaction from cemeteries, quality of playgrounds, parks and green spaces.
- Overall waste management has shown good improvement overall and continued strong results in other waste measures.

Further top-level overall details on these are below:

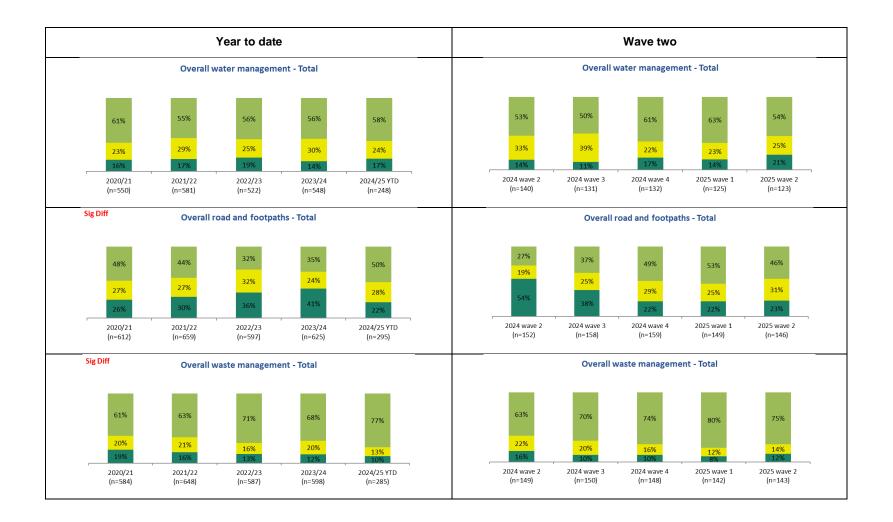
Key

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

Annual Residents Survey Wave two: Nov - Dec 2024

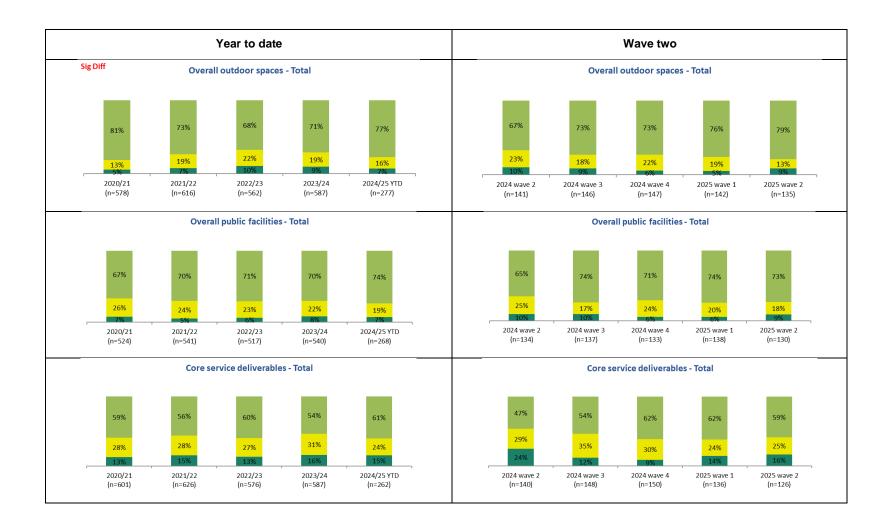


Annual Residents Survey Wave two: Nov - Dec 2024



Annual Residents Survey Wave two: Nov - Dec 2024

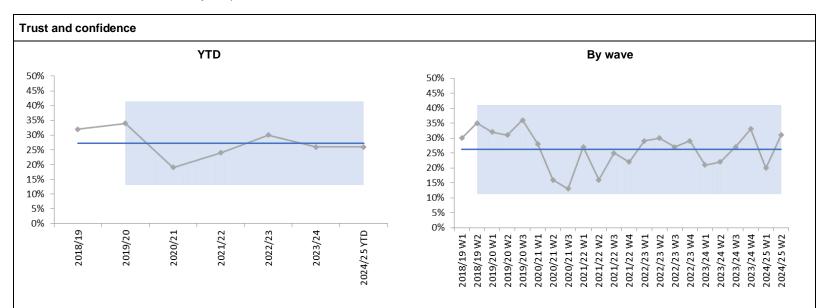
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Annual Residents Survey Wave two: Nov - Dec 2024

Measures of Interest

The 2023/24 full year report highlighted three areas of Council performance as these measures have the highest impact on residents' overall perception of the Council combined with a relatively low performance.



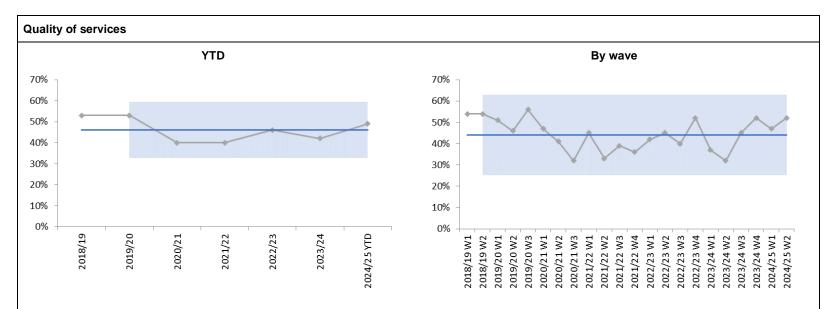
The XmR Charts demonstrate that trust and confidence has remained steady in comparison to the previous three years and remains above the significant drop in trust and confidence in 2020/21.

Analysis of the verbatim comments has seen the following key themes and sentiments:

Respondents made comment that there was distrust in the Commissioners and that there is now public optimism that things will be different with the newly elected Council. Some respondents also added that it was too soon to tell if public trust and confidence in Council has improved, however there are positive signs. The distrust and lack of confidence focused on Council's management of finances and earlier decisions made by the Commissioners and previously elected Councils. In contrast, there are positive comments on the achiements of the Commissioners and a desire that the newly elected Council does not backtrack on the plans made for the coming years.

In addition, there is a lack of confidence that Council is listening to the wants and needs of the commnity and instead are focusing and spending money on other projects. There are calls for more visibility of the Mayor and Councillors to front their discussions and decisions.

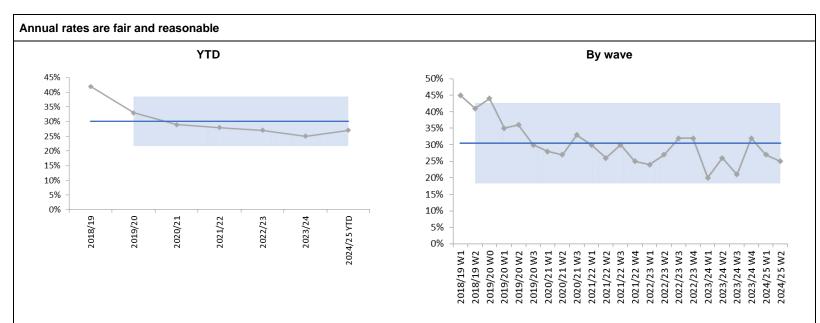
Annual Residents Survey Wave two: Nov - Dec 2024



The XmR Charts above demonstrate that satisfaction levels with quality of services have remained relatively steady since 2019, fluctuating between 40 and 55%. In comparison to the previous year, we have seen an increase YTD which is close to the results experienced in 2019/20. This increase in results this YTD could be attributed to the positive sentiment in respondents' comments around the quality of public sports, recreation facilities and libraries.

Analysis of the verbatim comments has seen the following key themes and sentiments:

There is a continued demand for better maintainance of roads, including potholes, managing traffic and repairs to minimise the impact on businesses. There is strong emphasis on the request for Council to focus on core services and doing these well, taking into consideration the current economic climate. Respondents emphasise the need for the Council to use funds wisely, focusing on essential services and avoiding unnecessary expenditures. Positive sentiment around the high quality of public sports, recreation facilities, and libraries.



The XmR Charts above demonstrate that satisfaction levels with annual rates being fair and reasonable has continued to decline year on year since 2018/19. However, there has been a slight increase in 2024/25 YTD. The variation between the wave data shows that W1 usually sees a drop in the result which corelates to residents receiving the first rates notice of the year. Despite experiencing a drop in satisfaction over the past two waves, the results combined are better than that we experienced in 2023/24, contributing to the improved result for 2024/25 YTD. In that time the median residential rates increase in 2023/24 was 8.9% and the median residential rates increase for 2024/25 is 7%.

Analysis of the verbatim comments has seen the following key themes and sentiments:

Many respondents feel that rates are excessively high and continue to increase without corresponding improvements in services. There is also a strong sentiment that the Council should focus on core services and reducing debt levels, rather than using rates to fund expensive and extravagent projects. There is emphasis the increase in rates are placing both communities and businesses under financial pressure and that high rates are deterring people into homeownership in Tauranga and nationally. A key theme was that respondents felt that their rates were not being directed back into the communities that they lived in and that it was disproportionately focused in other areas.

There is a demand for more transparency in how rates are calculated and spent. Respondents want clear communication about Council spending and better accountability for financial decisions.

Annual Residents Survey Wave two: Nov - Dec 2024

Overall image and reputation

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall	26%	27%	_
Leadership	29%	28%	_
Trust	26%	26%	=
Financial Management	22%	22%	=
Quality of services	42%	49%	_

Comments:

The YTD result shows a slight increase in the overall image and reputation of Council from full year result for 2023/24.

Perception and satisfaction with the quality of services Council provides has increased by +7% which has positively impacted the overall score. As discussed above this measure was identified as being a key driver for improving the overall score for both reputation and council.

Verbatim Summary:

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

In summary, some broad feedback themes included:

Some respondents made comment that there was mistrust in the Commissioners and that there is now optimism that things will be different with the newly elected Council. Other respondents added that it was to early to tell if public trust and confidence in elected members has improved, however there are positive signs. Most of the mistrust and lack of confidence focused on the Council's management of finances and previous decisions made by the Commissioners and previously elected Councils. In contrast, there are positive comments on the achiements of the Commissioners and a desire that the newly elected Council does not backtrack on the plans made for the coming years.

There is also a lack of confidence that Council is listening to the wants and needs of the community and instead are focusing and spending money on other projects. Together with concerns about high rates and calls for more prudent spending on essential services.

Annual Residents Survey Wave two: Nov - Dec 2024

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Overall value for money

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall	34%	31%	-
Annual rates fair and reasonable	25%	26%	•
Water rates fair and reasonable	42%	42%	=
Invoicing clear and correct	72%	64%	•
Payment arrangements fair and reasonable	69%	68%	•

Comments:

The YTD result shows a decline in the overall value for money result from full year result for 2023/24.

The perception of annual rates being fair and reasonable has the greatest impact on the overall score. If this continues to improve there should be an improvement in the overall score too.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There are concerns about the continued high rates increases and that there is not enough visibility on what this is spent on and that it does not always benefit everyone fairly. As such, there are calls for more prudent spending, focused on essential and core services such as water and roading. Common feedback was that there are poor quality roads that are not being prioritised correctly. Demand for better transparency in how rates are calculated and spent, and greater accountability for financial decisions.

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Annual Residents Survey Wave two: Nov - Dec 2024

Community Engagement and Communications

	Result	YTD Result	Trend
Driver	23/24	24/25	
Involves the public in the decisions it makes	25%	30%	_
Decisions being in the best interests of the city	28%	28%	=
Efforts to consult and engage directly with the community	27%	27%	=
Influence the public has on the decisions Council makes	14%	20%	_
Contact council when and how you want	56%	59%	_

Comments:

YTD results remain low, however do show improvements in most areas. The most significant area that has increased in satisfaction was the influence in the decisions Council makes which is a positive improvement from the low result received in 2023/24.

Verbatim Summary:

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

In summary, some broad feedback themes included:

Respondents have a desire for better communication from the Council and often suggested regular newsletters was the best way to communicate with people. There are calls for the Council to listen to the community during consultation with some often feeling that Council has already made a decision before consultation. There is mixed feedback on customer service experienced, with some finding it prompt and helpful. Others finding that they are not often responded to or that it is difficult to talk to particular staff that they need.

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Overall Water management

Driver	Result	YTD Result 24/25	Trend
Overall	56%	58%	_
Protection from flooding	66%	64%	▼
Quality of drinking water	71%	64%	~
Know ways to conserve water	88%	84%	~
Have conserved water in last 12 months	83%	84%	<u> </u>

Comments:

YTD results for satisfaction with overall water management has increased slightly when compared to results from 2023/24. However, sentiment has declined in protection from flooding, drinking water quality, and knowledge on ways to conserve water. Notably, quality of drinking water has decreased in satisfaction by 7%. The verbatim summary below provides some insights around why this score has declined.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There are concerns about the taste and safety of drinking water, with many using filters to improve quality. Several respondents provided comment on Council adding fluoride to the water, with some strongly against it and others in favour.

Issues with clogged drains and flooding, with calls for better planning for new developments and maintenance/clearing of drains before storms.

There are concerns about the level of growth in Tauranga and the pressure this puts on the availability of drinking water, future shortages, and prolonged periods of water restrictions during the summer season.

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Overall Road and footpaths

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall	35%	50%	_
Safety when cycling on roads and cycleways	42%	55%	•
Safety on footpaths	61%	67%	_
General cleanliness of footpaths	64%	69%	•
Safety when driving on roads	39%	57%	•

Comments:

YTD result shows significant improvements in all roading and footpath measures. Notably, satisfaction with the safety of driving on roads has increased by 18%, and satisfaction with safety on cycleways has increased by 13%. The positive increase based on respondents' comments, could be attributed to cycle lanes on Cameron Road, and the roading and footpath upgrades in Mount Maunganui.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There are continued concerns about potholes, uneven footpaths that are trip hazards, and the need for proper and timely repairs. A key theme that emerged is the mixed opinion on cycleways in Mount Maunganui and within the central city, namely Cameron Road. Respondents request that more cycleways are included while others say they are ineffective, costly, and are just as dangerous.

Frustration with traffic congestion and the impact of ongoing roadworks on travel times, including delays and requests to stagger roading improvements that would disrupt peoples travel less.

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Overall Sustainability and waste

Waste Management

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall	68%	77%	_
Rubbish day collection	82%	85%	_
Street afterwards on collection day	81%	81%	=
The management of street litter	67%	71%	_
The management of litter bins in our parks and streets	64%	69%	_
Te Maunga Transfer Station	63%	72%	_

Climate and Sustainability

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall*	-	43%	
Help our city adapt to a changing climate	37%	43%	•
Help our city reduce its emissions	30%	37%	•
Enabling Tauranga residents to live sustainably	34%	38%	•
An organisation that is committed to delivering sustainable outcomes	31%	39%	^

Comments:

YTD the overall result has significantly improved by 9%. With all but one measure increasing in satisfaction compared to 2023/24. Notably, the Te Maunga Transfer Station has increased by 9%.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There is a desire for better recycling facilities, including bins for recyclable materials in public spaces and more frequent green and red waste collection. There are frequent comments that these bins are often overflowing, smell foul, and litter rubbish within the streets on collection days. Specifically, this is a concern in public areas during the summer months when the city is busier. There is also a request to be able to recycle soft plastics from home.

Suggestions for more community involvement in sustainability initiatives, and for Council to lead more public education campaigns, sustainability projects, and incentives. In addition, there are asks for improved cycling infrastructure to reduce the reliability on vehicles.

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^{*}This is a baseline year for the overall climate and sustainability measure.

Overall Outdoor spaces

	Result	YTD Result	Trend
Driver	23/24	24/25	
Overall	71%	77%	_
Enough parks or green spaces	70%	75%	•
Quality of playgrounds	70%	77%	_
Cemetery	75%	82%	_
Boat ramps and associated parking	74%	69%	•

Comments:

YTD result shows an increase in overall satisfaction with outdoor spaces, with improvements in parks and greenspace, playgrounds, and cemeteries. Satisfaction in boat ramps has decreased by 5%. Comments point towards dissatisfaction with the boat trailer parking fees from July 2024 and requests for better maintenance and facilities for users. We will continue to monitor in wave three to see if there are improvements in this measure now that the fee has been removed.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There are requests for gym equipment for adults to use within outdoor spaces and overall requests for better maintenance of parks. Specifically, that parks and berms should be mowed more frequently. There are also requests for additional areas for people to take heir dogs for a walk off leash.

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Overall Public facilities

Driver	Result 23/24	YTD Result 24/25	Trend
Overall	70%	74%	_
Libraries	90%	90%	=
Historic Village	62%	64%	_
Tauranga Art Gallery	61%	53%	-
Baycourt	71%	72%	_
Council swimming pools	76%	72%	•
Council indoor sports facilities	76%	74%	•
Council community centres	66%	63%	•
Community-share indoor sports facilities	67%	70%	•

Comments:

YTD result shows a decline in the art gallery, swimming pools, indoor sports facilities and community facilities. Overall, public satisfaction has slightly increased compared to the previous year.

Verbatim Summary:

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

In summary, some broad feedback themes included:

There is a common interest in more events and better promotion of the Historic Village, with suggestions for updates to make it more vibrant and accessible, that would attract other business. Issues with limited parking at popular facilities such as the Historic Village.

Mixed feedback on existing pools like Baywave, with some stating that it is a great facility for the community. Others citing concerns about overcrowding and the need for an Olympic sized swimming pool, potentially at Memorial Park. There are also multiple comments about the cleanliness of Baywave pools and toilet/changing room facilities.

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