



AGENDA

City Delivery Committee meeting Tuesday, 28 April 2026

**I hereby give notice that a City Delivery Committee meeting will be held
on:**

Date: Tuesday, 28 April 2026

Time: 9:30 am

**Location: Tauranga City Council Chambers
Level 1 - 90 Davenport Road
Tauranga**

**Marty Grenfell
Chief Executive**

Terms of reference – City Delivery Committee

Common responsibility and delegations

The following common responsibilities and delegations apply to all standing committees.

Responsibilities of standing committees

- Establish priorities and guidance on programmes relevant to the Role and Scope of the committee.
- Provide guidance to staff on the development of investment options to inform the Long Term Plan and Annual Plans.
- Report to Council on matters of strategic importance.
- Recommend to Council investment priorities and lead Council considerations of relevant strategic and high significance decisions.
- Provide guidance to staff on levels of service relevant to the role and scope of the committee.
- Establish and participate in relevant task forces and working groups.
- Engage in dialogue with strategic partners, such as Smart Growth partners, to ensure alignment of objectives and implementation of agreed actions.
- Confirmation of committee minutes.

Delegations to standing committees

- To make recommendations to Council outside of the delegated responsibility as agreed by Council relevant to the role and scope of the Committee.
- To make all decisions necessary to fulfil the role and scope of the Committee subject to the delegations/limitations imposed.
- To develop and consider, receive submissions on and adopt strategies, policies and plans relevant to the role and scope of the committee, except where these may only be legally adopted by Council.
- To consider, consult on, hear and make determinations on relevant strategies, policies and bylaws (including adoption of drafts), making recommendations to Council on adoption, rescinding and modification, where these must be legally adopted by Council.
- To approve relevant submissions to central government, its agencies and other bodies beyond any specific delegation to any particular committee.
- Engage external parties as required.

Terms of reference – City Delivery Committee

Membership

Chair	Deputy Mayor Jen Scoular
Deputy chair	Cr Kevin Schuler
Members	Cr Hautapu Baker Cr Glen Crowther Cr Rick Curach Cr Steve Morris Cr Marten Rozeboom Cr Rod Taylor Cr Hēmi Rolleston Mayor Mahé Drysdale (ex officio) Jacqui Rolleston-Steed - Tangata Whenua Representative
Non-voting members	(if any)
Quorum	<u>Half</u> of the members present, where the number of members (including vacancies) is <u>even</u> ; and a <u>majority</u> of the members present, where the number of members (including vacancies) is <u>odd</u> .
Meeting frequency	Six weekly

Role

The role of the City Delivery Committee is:

- To ensure and report delivery against agreed targets and benchmarks across capital investment, operating activity, and engagement.
- To ensure community involvement in, and support for, Council projects, proposals, initiatives and services.
- To monitor delivery of activity by community-led organisations receiving Council funding, partnering with, or otherwise contracted to, Council.
- To determine the reporting frequency for financial performance targets across the organisation, and to measure and regularly report on delivery against those.
- To review and improve public confidence and participation in Council decision making processes.
- To measure delivery of projects by ensuring that approved projects are effectively planned and delivered in full, on time, in scope, and within budget.
- To determine the reporting frequency for performance measures for non-financial activity and regularly report against those measures.
- To ensure the Annual Report provides relevant, transparent and accurate information.

Scope

- All projects, both capital and operating, where the business case has been approved are included in the scope of the Delivery Committee.
- Develop and monitor delivery of a council-wide engagement and communications strategy.
- Lead the development of relationships with community organisations, schools, businesses and other groups to broaden Council's reach into the community and use of available resources.

- Receive and consider feedback from the community including, but not limited to, the annual residents' survey.
- Review statements of intent and receive reporting of the Local Government Funding Agency.
- Receive reporting from all other Council-controlled organisations.
- Receive reporting from Priority One.
- Receive reporting by Mainstreet organisations as appropriate.
- Receive reporting against partnership agreements with key cornerstone organisations (as per the Community Funding Policy) and from other community-led organisations as appropriate.
- Assess the organisation's processes to ensure these are not constraining the organisation in delivering value for money.
- Review the proposed approach and options for procurement processes that the Committee considers significant having taken into account value, risk, and public interest.
- Take necessary steps to ensure that procurement processes provide value-for-money.
- Approval of tenders and contracts that are outside of approved staff delegations.
- Ensure that where projects have a potential negative environmental impact, appropriate mitigation is considered in design, delivery, and eventual operations.
- Monitor the delivery of projects. (Note that the development of future strategic and growth-related projects, including future strategic transport projects, will be monitored by the City Future Committee until the project purpose definition, business case, and funding are in place).
- Review regular financial performance reporting, including reporting against strategic outcomes, the Long-term Plan, the Annual Plan, and other strategic and implementation documents.
- Review non-financial performance reporting.
- Provide oversight on the preparation of the Annual Report and other external financial reporting required by legislation to ensure it not only meets legislative requirements, but that it provides transparent, relevant and accurate information.
- To reassess financial reporting targets for the next Long-term Plan process and make recommendations to Council accordingly.

Power to Act

- To make all decisions necessary to fulfil the role, scope and responsibilities of the Committee subject to the limitations imposed.
- To establish sub-committees, working parties and forums as required.

Power to Recommend

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

Chair and Deputy Chair acting as Co-Chairs

- While the Chair and Deputy Chair of the Committee roles are separately appointed it is the intention that they act as co-chairs.
 - Only one person can chair a meeting at any one time. The person chairing the meeting has the powers of the chair as set out in standing orders and has the option to use the casting vote in the case of an equality of votes.
 - The rotation of the meeting chairs is at the discretion of the Chair and Deputy Chair and subject to their availability, however it is expected that they will alternate chairing meetings when possible.
 - When the Deputy Chair is chairing the meeting, the Chair will vacate the chair and enable the Deputy Chair to chair the meeting. The Chair will be able to stay and participate in the meeting unless they declare a conflict of interest in an item, in which case they will not participate or vote on that item.
 - The Chair and Deputy Chair will attend pre-agenda briefings and split any other duties outside of meetings, e.g. spokesperson for the Committee.

- The Chair and Deputy Chair will jointly oversee and co-ordinate all activities of the Committee within their specific terms of reference and delegated authority, providing guidance and direction to all members and liaising with Council staff in setting the content and priorities of meeting agendas.
- The Chair and Deputy Chair will be accountable for ensuring that any recommendations from the Committee are considered by the Tauranga City Council.

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- 1 OPENING KARAKIA**
- 2 APOLOGIES**
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- 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**
- 6 CHANGE TO ORDER OF BUSINESS**

7 CONFIRMATION OF MINUTES

7.1 Minutes of the City Delivery Committee meeting held on 10 March 2026

File Number: A19916848

Author: Caroline Irvin, Governance Advisor

Authoriser: Sarah Holmes, Team Leader: Governance & CCO Support Services

RECOMMENDATIONS

That the Minutes of the City Delivery Committee meeting held on 10 March 2026 be confirmed as a true and correct record.

ATTACHMENTS

1. Minutes of the City Delivery Committee meeting held on 10 March 2026



DRAFT MINUTES

**City Delivery Committee meeting
Tuesday, 10 March 2026**

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**MINUTES OF TAURANGA CITY COUNCIL
CITY DELIVERY COMMITTEE MEETING
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, LEVEL 1 - 90 DAVENPORT ROAD,
TAURANGA
ON TUESDAY, 10 MARCH 2026 AT 9:30 AM**

MEMBERS PRESENT: Deputy Chair Kevin Schuler (Chair), Deputy Mayor Jen Scoular, Mayor Mahé Drysdale, Cr Hautapu Baker, Cr Glen Crowther (online), Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Rod Taylor, Cr Hēmi Rolleston, Tangata Whenua Representative Ms Jacqui Rolleston-Steed

IN ATTENDANCE: Marty Grenfell (Chief Executive), Sarah Omundsen (General Manager: Regulatory & Community Services), Craig Rice (Chief Operating & Financial Officer), Reneke van Soest (General Manager: Operations & Infrastructure), Kathryn Sharplin (Head of Finance), Tracey Hughes (Manager: Organisational Financial Performance and Corporate), Sheree Covell (Treasury & Financial Compliance Manager), Susan Braid (Finance Lead Capital Performance and Community Investment), Alex Johnston (Capital Programme Assurance Division - Team Lead), Ana Hancock (Team Leader: Design), Emily McLean (Manager: Urban Centres Development), Sonya McCall (Open Space & Community Facilities Planner), Ross Hudson (Manager: Strategic Planning and Partnerships, Spaces and Places), Alison Law (Head of Spaces & Places), Chris Barton (Portfolio Manager: Infrastructure), Alex Miller (Head of Environmental Planning), Karen Hay (Manager: Transport Strategy & Assurance), Mike Seabourne (Head of Transport), Graeme Frith (Major Projects Director), Kurt Graham (Project Manager), Josh Logan (Team Leader: Policy & Corporate Planning), Clare Sullivan (Senior Governance Advisor), Caroline Irvin (Governance Advisor).

EXTERNAL:

Bay of Plenty Regional Council staff:

- Reuben Fraser, General Manager Regulatory Services
- Scott Robinson, Maritime Operations Team Leader
- Annabel Taylor, Manager Special Projects
- Dan Rapson, Deputy Harbour Master

Timestamps are included at the start of each item and signal where the agenda item can be found in the recording of the meeting held on 10 March 2026 on [Council's YouTube Channel](#).

1 OPENING KARAKIA

Cr Steve Morris opened the meeting with a karakia.

2 APOLOGIES

Nil

3 PUBLIC FORUM

Nil

4 ACCEPTANCE OF LATE ITEMS

That the City Delivery Committee:

accepts the following late item for consideration at the meeting:

- TMOTP Landscaping Report

The above item was not included in the original agenda because it was not available at the time the agenda was issued, and discussion could not be delayed until the next scheduled meeting of the Committee because a decision was required in regard to this item.

ACCEPTANCE OF A LATE ITEM

COMMITTEE RESOLUTION CDC/26/0/1

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Rod Taylor

That the City Delivery Committee:

Accepts the following late item for consideration at the meeting:

- TMOTP Landscaping Report.

CARRIED

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

Nil

6 CHANGE TO ORDER OF BUSINESS

Nil

7 CONFIRMATION OF MINUTES

7.1 Minutes of the City Delivery Committee meeting held on 15 December 2025

COMMITTEE RESOLUTION CDC/26/0/2

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Hautapu Baker

That the Minutes of the City Delivery Committee meeting held on 15 December 2025 be confirmed as a true and correct record.

CARRIED

8 DECLARATION OF CONFLICTS OF INTEREST

Nil

9 DEPUTATIONS, PRESENTATIONS, PETITIONS

Timestamp: 8 minutes

9.1 Presentation: Strand Extension - Oil Spill Response Project Update from Bay of Plenty Regional Council

Bay of Plenty Regional Council (BOPRC) staff:

- Reuben Fraser, General Manager Regulatory Services
- Scott Robinson, Maritime Operations Team Leader
- Annabel Taylor, Manager special Projects
- Dan Rapson, Deputy Harbour Master

PowerPoint Presentation: Waterfront Development for Emergency Response Facility (attachment).

BOPRC staff provided the Committee with an overview of the project and answered questions:

- The project aimed to improve emergency response capabilities for oil spills in the harbour area and involved upgrading maritime facilities, including a safer boat ramp, a berthing area for emergency response vessels, and improved access for rapid deployment.
- There was an increased risk to the environment due to the shipping industry reverting to using low-sulphur fuel oil, which was harder to clean up. Last year, the team responded to 74 oil spills, with only one requiring full deployment of recovery gear.
- Current response times for deploying oil spill recovery equipment were two to three hours, mainly due to logistical challenges in accessing and assembling gear at the port. There was no space available to store equipment at the Bridge Marina.
- The project would permanently moor two main response vessels and the oil skimmer at a new pontoon, reducing response time to as little as 15 minutes. Other upgrades included a boat wash-down bay (for salt removal only), improved rock revetment to mitigate erosion, and public access to the improved boat ramp.
- The project was fully funded by the Bay of Plenty Regional Council, with no exclusion of public use for the boat ramp.
- Consultation had been undertaken with iwi, local residents, and recreational users, including rowers, to address concerns about environmental impacts and access. Based on feedback from iwi, design changes had been made to avoid seabed drilling and the use of a floating pontoon.
- The project was awaiting a license to occupy from Tauranga City Council (TCC) before proceeding to the consent process. If granted, construction was expected to begin at the end of the year, following tendering. If not, alternative options would be considered.

Attachments

- 1 Bay of Plenty Regional Council Presentation - Maritime Emergency Response Facility

10 BUSINESS

Timestamp: 29 minutes

10.1 Status Update on Actions from prior City Delivery Committee Meetings

Staff Craig Rice, Chief Operating & Financial Officer

Action Follow-Ups

- Communication to Residents:
 - Ensure clear communication to the community about positive developments, especially reductions in Annual Plan costs, consultant expenses, and in-housing of city operations.
 - Waiting on the new communication and engagement strategy before closing this action.
- Tauranga Māori Business Association Engagement:
 - Staff to connect with Councillor Rolleston and Councillor Schuler regarding a 'business after 5 event'.
 - Action remains in progress; follow-up required to confirm completion.

Actions requested

- Cost Saving Working Group:
 - That staff ensure the breakdown of cost savings is distributed to all Elected Members, not just the working group, and reported at every City Delivery Committee meeting.
 - That the updates and cost breakdowns be shared with all Elected Members for transparency.

COMMITTEE RESOLUTION CDC/26/0/3

Moved: Cr Hautapu Baker

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "Status Update on Actions from prior City Delivery Committee Meetings".

CARRIED

Timestamp: 36 minutes

10.2 Quarter 2 Financial Monitoring

Staff Kathryn Sharplin, Head of Finance
Tracey Hughes, Manager: Organisational Financial Performance and Corporate
Sheree Covell, Treasury & Financial Compliance Manager
Susan Braid, Finance Lead Capital Performance and Community Investment

COMMITTEE RESOLUTION CDC/26/0/4

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

That the City Delivery Committee:

- (a) Receives the report "Quarter 2 Financial Monitoring".
- (b) Agrees that any additional spend in operating costs in 25/26 are met by reductions in other areas unless approved by Council.

For: Deputy Mayor Jen Scoular, Mayor Mahé Drysdale, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed.

Against: Cr Kevin Schuler, Cr Marten Rozeboom and Cr Rod Taylor.

CARRIED 8/3

Timestamp: 1 hour and 22 minutes

10.3 2nd Quarter 2025/26 Capital Programme Performance

Staff Alex Johnston, Capital Programme Assurance Division - Team Lead

COMMITTEE RESOLUTION CDC/26/0/5

Moved: Cr Marten Rozeboom

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "2nd Quarter 2025/26 Capital Programme Performance".

CARRIED

Timestamp: 1 hour 28 minutes

10.4 Wharepai Domain

Staff Ana Hancock, Team Leader: Design
Emily McLean, Manager: Urban Centres Development

Actions Requested:

That staff :

- Engage with local health and social service providers to offer the fallen trees as firewood to community members in need, prior to the material being removed from the site.
- Look at options for working around the power box.
- Follow up with the arborist team regarding the London Plane trees (directly outside the Court House) and their removal.

COMMITTEE RESOLUTION CDC/26/0/6

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Wharepai Domain".
- (b) Endorses **Option 2** for the upgrade of the Wharepai and Tauranga Domain frontage.
- (c) Notes that components may be delivered in stages depending on budget availability.
- (d) Notes that the FY26/27 budget is currently proposed for de-prioritisation, which impacts delivery timelines.

For: Cr Kevin Schuler, Cr Hautapu Baker, Cr Steve Morris, Cr Marten Rozeboom, Cr Rod Taylor, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed

Against: Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Glen Crowther and Cr Rick Curach

CARRIED 7/4

At 11.44am the meeting adjourned.

At 12.16pm the meeting resumed in open.

Timestamp: 2 hours and 49 minutes

10.5 Play Space Investment Programme - FY26-27

Staff Sonya McCall, Open Space & Community Facilities Planner
Ross Hudson, Manager: Strategic Planning and Partnerships, Spaces and Places
Alison Law, Head of Spaces & Places

RECOMMENDATIONS

That the City Delivery Committee:

- a) Receives the report "Play Space Investment Programme - FY26-27".
- b) Agrees the priorities for the FY27 play investment programme, noting implementation timeframes will depend on the finalisation of Annual Plan 2027.
- c) Agrees to progress with the development of a new major play space at Sydenham Botanic Park and to engage on an alternative option at Lees Park that does not include a young children's playground.

A MOTION WAS PROPOSED

Moved: Cr Morris
Seconded: Cr Curach

That the following sentence is added to resolution (b):

- i. Aligns the play space and enhancement works at Hopukiore / Mount Drury with the timing of future access arrangements for Mauao.

For: Deputy Mayor Jen Scoular, Mayor Mahé Drysdale, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Rod Taylor, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed.

Against: Cr Kevin Schuler and Cr Hautapu Baker.

CARRIED 9/2

The substantive motion was put as follows:**COMMITTEE RESOLUTION CDC/26/0/7**

Moved: Deputy Chair Kevin Schuler
Seconded: Cr Rod Taylor

That the City Delivery Committee:

- a) Receives the report "Play Space Investment Programme - FY26-27".
- b) Agrees the priorities for the FY27 play investment programme, noting implementation timeframes will depend on the finalisation of Annual Plan 2027; and
 - i. Aligns the play space and enhancement works at Hopukiore / Mount Drury with the timing of future access arrangements for Mauao.
- c) Agrees to progress with the development of a new major play space at Sydenham Botanic Park and to engage on an alternative option at Lees Park that does not include a young children's playground.

CARRIED

Timestamp: 3 hours and 34 minutes

10.6 Major Projects Update - Transport

Staff Chris Barton, Portfolio Manager: Infrastructure

COMMITTEE RESOLUTION CDC/26/0/8

Moved: Cr Steve Morris
Seconded: Cr Hautapu Baker

That the City Delivery Committee:

- (a) Receives the report "Major Projects Update - Transport".

CARRIED

Timestamp: 3 hours and 51 minutes

10.7 Resource and Building Consent: 6-monthly update

Staff Alex Miller, Head of Environmental Planning
Sarah Omundsen, General Manager: Regulatory & Community Services

At 1.20pm, Mayor Mahé Drysdale withdrew from the meeting.

At 1.26pm, Mayor Mahé Drysdale re-entered the meeting.

COMMITTEE RESOLUTION CDC/26/0/9

Moved: Cr Marten Rozeboom

Seconded: Cr Rick Curach

That the City Delivery Committee:

- (a) Receives the report "Resource and Building Consent: 6-monthly update".

CARRIED

Timestamp: 4 hours

10.8 Rapidly Deployable Project Endorsement

Staff Karen Hay, Manager: Transport Strategy & Assurance
Mike Seabourne, Head of Transport

COMMITTEE RESOLUTION CDC/26/0/10

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Rapidly Deployable Project Endorsement".
- (b) Endorses delivery of the next tranche of rapidly deployable projects, outlined in Figure 1 of this report, with a total value of \$753K. These include:
 - (i) Tweed Street zebra crossings, which are scheduled for delivery over two financial years.
 - (ii) The Vale Street project to progress through the design phase to position it for consultation and potential delivery in FY27, pending funding approval.
 - (iii) The Monawai Street zebra crossing and the Joyce Road footpath, which are targeted for completion within this financial year.
 - (iv) Close-out of residual works from the previous LCLR programme, including the Maranui Street and Palm Springs Boulevard/Papamoa Beach Road pedestrian crossings.

CARRIED

Timestamp: 4 hours 17 minutes

10.9 Hairini Slip Lane Trial - Update

Staff Kurt Graham, Project Manager
Mike Seabourne, Head of Transport

COMMITTEE RESOLUTION CDC/26/0/11

Moved: Cr Hautapu Baker

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "Hairini Slip Lane Trial - Update".
- (b) Approves extending the current trial until construction of the Fifteenth Avenue to Welcome Bay Upgrade commences.

CARRIED

Timestamp: 4 hours and 25 minutes

10.10 Six-Monthly Non-Financial Performance Report 2025/26

Staff Josh Logan, Team Leader: Policy & Corporate Planning

COMMITTEE RESOLUTION CDC/26/0/12

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Six-Monthly Non-Financial Performance Report 2025/26".

CARRIED

Timestamp: 4 hours and 35 minutes

10.11 Annual Residents Survey 2025/26 - Wave Two Results

Staff Josh Logan, Team Leader: Policy & Corporate Planning

Action Requested:

- That staff look into a replication of table two 'Comparison to Previous Years' based on net scores using change numbers – not exaggerating change in either direction.

COMMITTEE RESOLUTION CDC/26/0/13

Moved: Mayor Mahé Drysdale

Seconded: Deputy Chair Kevin Schuler

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey 2025/26 - Wave Two Results".

CARRIED

11 DISCUSSION OF LATE ITEMS

Timestamp: 4 hours and 47 minutes

11.1 TMOTP Landscaping Report

Staff Graeme Frith, Major Projects Director

COMMITTEE RESOLUTION CDC/26/0/14

Moved: Cr Rod Taylor

Seconded: Cr Hēmi Rolleston

- (a) Receives the report "TMOTP Landscaping Report".
- (b) Notes the cost-reduction options assessed for the Stage 3 (Site A Landscape) and Stage 4 (Willow Street) landscaping scope for Te Manawataki o Te Papa outlined in this report and notes that the resulting cumulative impact is a reduction in the budget of \$4.85m.
- (c) Directs staff to proceed with the Civic Whare roof-planting, Option 1 – full roof planting, noting that the resulting cumulative impact is a reduction in the budget of \$4.85m.
- (d) Notes that, in line with existing delegations, the remaining stages 3 and 4 of the CWEM Contract will be progressed once final tendered costs have been endorsed by the Te Manawataki o Te Papa Limited Board.
- (e) Notes that the commercially sensitive attachments to this report will remain in public excluded and will be considered for release once negotiations have been concluded.
- (f) Attachments 1 and 2 can be transferred into the open when all commercial arrangements have been completed and the contract has been awarded.

CARRIED

12 PUBLIC EXCLUDED SESSION

Resolution to exclude the public

COMMITTEE RESOLUTION CDC/26/0/15

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

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

The general subject matter of each matter to be considered while the public is excluded, the

reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
12.1 - Public Excluded Minutes of the City Delivery Committee meeting held on 15 December 2025	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
12.2 - Partnership Agreement Renegotiation	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

CARRIED

At 2.33pm the meeting moved into public excluded.

At 3.30pm the meeting resumed in open.

13 CLOSING KARAKIA

The meeting closed at 3.30pm.

The minutes of this meeting were confirmed as a true and correct record at the City Delivery Committee meeting held on 28 April 2026.

8 DECLARATION OF CONFLICTS OF INTEREST

9 DEPUTATIONS, PRESENTATIONS, PETITIONS

9.1 Petition: Karen Wardill - Curbing Noisy and Reckless Driving in Mount Maunganui

ATTACHMENTS

Nil

10 BUSINESS

10.1 Status Updates on Actions from prior City Delivery Committee Meetings

File Number: A20121278

Author: Caroline Irvin, Governance Advisor

Authoriser: Craig Rice, Chief Operating and Financial Officer

PURPOSE OF THE REPORT

1. This report provides a status update on actions requested during previous City Delivery Committee meetings.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Status Updates on Actions from prior City Delivery Committee Meetings".

BACKGROUND

2. This is a recurring report provided to every City Delivery Committee meeting. The next report will be to the 16 June 2026 meeting.
3. The attached update includes all open actions and actions completed since the last report on 10 March 2026.
4. Once reported, completed actions are archived and made available in the Stellar library¹.

DISCUSSION

5. The action status update report for the City Delivery Committee, as at 8 April 2026, is provided as **Attachment 1** to this report, and is summarised in the table below.

Status of actions	No. actions
Closed (<i>completed since the last report</i>)	11
Pending (waiting on something)	7
In progress	16
To be actioned	1
Total actions included in this report	35

ATTACHMENTS

1. **Actions from the City Delivery Committee Meeting as at 8 April 2026 - A20139192** [↓](#) 

¹ Stellar pathway: Council & Committees → City Delivery Committee → 2025 → Actions from City Delivery Committee meetings.

City Delivery Committee				Actions status update as at: 8 April 2026			
Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
10 Mar 2026	10.11	Annual Residents Survey 2025/26 - Wave Two Results	That staff look into a replication of table two 'Comparison to Previous Years' based on net scores using change numbers – not exaggerating change in either direction.	Included in Annual Residents Survey - Wave Three Results report to City Delivery Committee 28 April 2026 - refer paragraph 25.	Closed	10 April 2026	Christine Jones
4 Nov 2025	9.1	Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report	That staff communicate the organisational reset to the community. Meeting of 15 Dec 2025 added: That staff work with Deputy Mayor Scoular and Councillor Morris to determine further steps required to ensure the organisational reset is communicated appropriately to the community.	Update 1 Dec 2025: The reset has been communicated through media responses and has received coverage in recent news cycles. Update 15 January 2026 - Email C Jones to Cr Scoular and Cr Morris with summary of communication to date. Request direction on further steps. Update 30 January 2026 - Discussions Cr Scoular and C Jones on incorporating this content in Annual Plan communication document. Update 20 Feb 2026 - Noted as a topic for inclusion in the AP communication.	In progress		Christine Jones
4 Nov 2025	9.5	Council-Controlled Organisations - Annual Reports 2024/25	That staff review the ability to have standardised accounting treatment and reporting across all Council Controlled Organisations.	To be reviewed in 2026 reporting	Pending		Christine Jones
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That Infrastructure provide a paper to Council outlining the cost of upgrading the Stormwater system at Maleme St to meet consent conditions for green waste services only, at weekends.	Staff are commencing the Organics Business Case, which will be due for completion in June-July 2026. This will advise the best option for consolidation and processing of garden waste throughout Tauranga and the wider sub-region. The role of Maleme St will be incorporated into that business case, as well as the Drop-Off Facilities Business Case, also due around the same time.	In progress		Christine Jones

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Jun 2025	9.3	Community Relations Social Media Plan	That staff hold a comms session once a month for an hour with Councillors on how they can participate/engage with additional opportunities across Tauranga City Council.	Community Relations has worked with the Mayors office to develop a 'draft approach to supporting elected members' which we will use as a guiding document in the short to medium term. As part of this plan, we will be working with the Elected Members to understand their priorities and developing a suite of tools, templates and resources that will enable them to communicate directly with their constituents with confidence and ease. This includes social media guidance documents and workshops on how to create and post interesting and engaging social media content. Work is to be done on the structure and delivery of this training. Planning to roll these sessions out to EMs in early 2026. Planning to roll this out in conjunction with the new manager. New Head of Communication and Engagement briefing on this action 30 January 2026.	Pending		Christine Jones
7 Apr 2025	3.1	Public Forum: Barry Scott – Establishment of a Trial Community Committee	Suggest Community Relations undertake a trial of a community committee and that staff hold a workshop for EMs to discuss the benefits.	Staff looking to schedule in a workshop/discussion with elected members in early 2026, where we can discuss the pros, cons, risks and opportunities of community panels/committees. Note, community panels should be part of an authentic engagement programme to determine outcomes before changes within a community are required/implemented. Action to be lead by the new Head of Communication and Engagement. New Head of Communication and Engagement briefing on this action 30 January 2026.	Pending		Christine Jones

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
8 Oct 2024	N/A	Executive Summary	For the executive summary to include these requests: What decisions that staff want the councillors to make, summarise and highlight what the risks are that are outlined in the paper, and give direction to what the Elected members need to be focusing on for the future. Meeting of 15 Dec 2025 added: Believed that this was still a work in progress and requested the status be changed from 'Completed' to 'In Progress'.	Guidance issued to staff (presentation to senior leadership group 7 March 2025, material distributed later that day and then updated and redistributed on 13 March 2025 to better address 'risk' in Executive Summaries). Recent Executive Summaries have been fuller as requested by EMs. GMs to speak to Chairs and Deputy Chairs of the Committees as to whether they are comfortable with the content and completeness of Executive Summaries in reports to their Committees. Meeting scheduled between Cr Scoular and Jeremy Boase to discuss further, deferred by Cr Scoular. Meeting held 23 July. Notes circulated to Cr Scoular 24 July seeking her confirmation before further messaging prepared for senior leadership group and report writers. Follow-up emails sent to Cr Scoular seeking confirmation on 31 July and 8 August. Will proceed with next steps once confirmation received from Cr Scoular. Further emailed received from Cr Scoular 3 November 2025 which has now been communicated to staff.	In progress		Christine Jones
15 Dec 2025	9.1	Status Update on actions from prior City Delivery Committee meetings	That staff highlight current updates for pending/longer term actions in red font (adding the update date) for future reports.	Staff have been advised to use red text for all updates.	Closed	18 February 2026	Christine Jones
10 Mar 2026	10.1	Status Update on Actions from prior City Delivery Committee Meetings	Cost Saving Working Group: That staff ensure the breakdown of cost savings is distributed to all Elected Members, not just the working group and reported on at every City Delivery Committee meeting.	The Cost Savings Working Group do not have any further meetings in the calendar - meetings occur on an as required basis. The action is noted - all future cost savings reports/other information will be shared to EM requests. Note this action to be closed out.	In progress		Craig Rice
4 Nov 2025	9.7	Quarter 1 Financial Monitoring	That staff provide the Committee with more clarity on year end costs, including accruals in the final year operating costs, and underspend in 24/25, the carry forwards, and more clarity on which have been resolved and which are waiting to be resolved.	To be included in the 10 March 2026 Meeting. UPDATE HERE IN RED TEXT	Pending		Craig Rice

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Nov 2025	9.8	1st Quarter 2025/26 Capital Programme Performance	That staff provide the Committee with a further breakdown of balance in their reporting.	Staff interpret this action to mean a further breakdown of the balance of the programme. More details on the balance of the programme will be made available going forward.	In progress	17 March 2026	Craig Rice
4 Nov 2025	9.1	Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report	That staff communicate to our people on what is going well, in particular the reduction on Annual Plan costs for consultants and the in-housing of city operations. Meeting of 15 Dec 2025 added: Staff to clarify the source of the strategic content pillars, and ensure these align with current strategic direction.	Update 1 Dec 2025: A new communications and engagement strategy will be developed by the incoming Head of Communications and Engagement, who joins us in January 2026. Now, we are progressing our Action Improvements Work Programme (established in September 2025) with a strong emphasis on building trust and confidence in Council. As part of this programme, we have: Identified key communications priorities aligned with the Mayor and Council's strategic objectives and developed strategic content pillars to guide content creation and engagement: - Civic Pride - Value for Money - A Well-Planned City - A Thriving City - A Beautiful City Email sent Christine Jones to Elected Members 24 December with updated version of Action Improvement Work Programme incorporating the Outcomes and principles approved at the Council meeting of 18 November 2025, and explaining the source of the content in the Programme.	Closed	24 December 2025	Christine Jones

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
2 Sept 2025	9.9	Capital Programme Performance	Have a column of actuals to date not in the Long Term Plan time period and another long term plan component figure of how much long term plan component changes. <i>From Cr Crowther:</i> <i>showing actuals not in the LTP time period difference between total budgets and LTP budgets 1st column Actuals to start of LTP 2nd column Actuals to Date 3rd column Project Budget in 24-34 LTP 4th column Project Budget in 24-34 LTP updated per 26AP 5th column Total Project Budget = columns 1 + 5 6th column Total Forecast EAC 7th column Total Variance = columns 7-6</i>	A supplementary table for this information is thought to be the best way to present this. Staff will contact Cr Crowther for discussion. Alternative Status Update: "Due to the prolonged gap between the action and the date of the most recent committee, an email was sent to Cr Crowther to confirm requirements. (Insert the date of the email)"	In progress	17 March 2026	Craig Rice
10 Mar 2026	10.4	Warepai Domain	That staff engage with local health and social service providers to offer the fallen trees as firewood to community members in need, prior to the material being removed from the site.	Staff have reached out to Good Neighbour regarding firewood. The arborist can deliver the wood for a fee of \$9,000 to the Good Neighbour processing yard. They process the logs and convert to firewood which are then picked up by the families	Closed		Reneke van Soest
10 Mar 2026	10.4	Warepai Domain	That staff look at options for working around the power box.	Staff have prepared a concept design of the power box being left in place, and the footpath going around. This design removes four carparks. Staff consider this to be a poor outcome, and expect that there will remain a desire to relocate the power box in the future.	In progress		Reneke van Soest
10 Mar 2026	10.4	Warepai Domain	That staff follow up with the arborist team regarding the London Plane trees (directly outside the Court House) and their removal.	There are four Notable Trees on the Court House Property. To prune these trees or remove them would require the Ministry of Justice as the property owner to apply for resource consent	Closed		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	That staff provide the Committee members with a spreadsheet of costs as set out in the report for 2023/2024, 2024/25 actuals, the numbers reported in November 2024, annual plan 2025/2026, current forecast 2025/2026 and draft 2026/2027, including allocations and headcounts for the same periods.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
4 Nov 2025	9.7	Quarter 1 Financial Monitoring	That staff provide the Committee with a full reconciliation of salaries and wages 2025 to Annual Plan 2026 including reduction in roles.	Provided to Council on 10 February 2026.	Closed	10 February 2026	Craig Rice

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
15 Dec 2025	9.2	City Operations Year in review 2024/2025	That staff provide the Committee members with further details on the allocations to City Ops and how they compare with a contract model.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	Provide the Committee with further details on the allocations to City Ops and how they compare with a contract model.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	Provide the Committee members with a spreadsheet of costs as set out in the report for 2023/2024, 2024/25 actuals, the numbers reported in November 2024, annual plan 2025/2026, current forecast 2025/2026 and draft 2026/2027, including allocations and headcounts for the same periods.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff create a master list of all city centre budgets (capex and opex) with a comment outlining the key objective of each budget (and example funded projects) to help clarify the purpose of each of the separate budget.	This master list of city centre budgets will bring together capex and opex budget lines from across four different divisions and is still in progress. Staff will upload to Stellar once list is complete.	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff initiate discussions with the Tauranga Māori Business Association, Toi Kai Rawa and the Pacific Business Hub for opportunities of associated business members to the Vacant Shopfront Strategy that are/may be interested in occupying space in the Tauranga central business district.	Staff connecting with Downtown Tauranga in early 2026 to look at future opportunities for the Vacant Shopfront Strategy including this one.	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff provide further details on one of the initiatives the fund supported between July 2024 and June 2025 – specifically the \$50,000 for 'Feasibility Study' for the development of student accommodation in Spring Street' - who was it done by and what was the result, if any. Meeting of 15 Dec 2025 added: That staff provide the Members with a copy of the feasibility study.	Update 1 Dec 2025: Funding supported 2x feasibility studies for Carrus at 69 and 99 Spring Street specifically looking at student accommodation. The developments have not proceeded at this point.	In progress		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
2 Sept 2025	3.1	Public Forum - Darrach Cassidy - Miro Street Parking	That staff consider the proposal put forward by Mr Cassidy to include Miro Street parking improvements on the infrastructure delivery programme of work for the 2025/2026 financial year.	Allowance has been made for Miro St in FY26 budget. Currently project team is preparing to engage with community re preferred option, with implementation expected to commence in March 2026. Further discussion on this happened at the March City Delivery Committee and this previous action can be closed.	Closed		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That a breakdown of costs of the Tauranga Waterfront Railway Crossings project be provided before any decisions are made, with options for value for money	Underway, has been reallocated to Transport team. Detail provided at EM workshop 26/9 and guidance recieved on preferred options and approach to VFM. Team now progressing accordingly. Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action.	Pending		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That similar current design of the Waterfront Central Plaza is delivered at a significant lower cost of \$2 million or less.	Underway, has been relocated to Spaces and Places team. Workshops have been held with Contractor, designer and Cr Taylor. Updated pricing expected mid December for further discussion. Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action.	Pending		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That the Pyes Pa Memorial Park Crematorium be installed at a significantly lower cost per square metre. Target at under \$4000/m2	Underway, paper to be presented. Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action. Council has given the go ahead to proceed with Construction.	Closed		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a breakdown of consultants by group. Meeting of 4 Nov 2025 added: Staff also requested to send a copy of this report to the Committee.	Further detailed consultants' information has been provided to the cost working group for consideration (as of 1 Aug 2025). This information was provided previously; however, it has now been updated to reflect the full-year spend by activity. The breakdown of consultancy costs by group has also been updated and has been provided to the Cost Saving Working Group via Cashy Ball.	Closed	19 February 2026	Craig Rice
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Look at the playground programme for the forthcoming year and put this in the Annual Plan	CDC endorsed the FY27 programme in April to enable design and engagement to occur in FY26. We will bring it back to CDC for confirmation/amendment prior to formation of draft budgets for AP27.	Pending		Reneke van Soest
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a report at the next meeting about the size and scale of what city operations deal with on a daily basis.	The City Operations Annual Report will be reported at the 15 December Committee meeting and will include this detail. This was presented at the December meeting.	Closed		Reneke van Soest
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide Councillors with information on the total cost of contracts taken in-house and the budget equivalent (using a similar table provided at end of year).	The City Operations Year in Review has been circulated to Councillors and an agenda report will be presented to the 15 December meeting of Council. This was presented at the December meeting	Closed		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
7 Apr 2025	3.2	Public Forum: Deborah Turner - Bus Stop Safety and Road Safety	<p>That Ms Turner be invited to speak at the BOPRC Joint Transport Committee.</p> <p>Meeting of 4 Nov 2025: that staff inform the Committee if Ms Turner has been updated on this matter and provide the Committee with the information provided to her.</p> <p>Meeting of 15 Dec 2025 added: That staff investigate further to determine whether there might be a better bus route option for Ms Turner.</p>	<p>Ms Turner presented at Tauranga/WBOP Transport Cttee 30/05. Staff to update the Committee about the bus stop at the 15 Dec meeting.</p> <p>Ms Turner has been advised that consultation on the proposed relocation of the Commons Avenue bus stop has commenced. Staff met with the adjacent landowner on 11 November to discuss their concerns. Feedback received includes opposition from:</p> <ul style="list-style-type: none"> • Ocean Eleven Apartments: Safety concerns regarding vehicle access and potential public use of private areas for shelter. • Commons Avenue bus user: Opposition due to increased walking distance to the proposed location and the limited service at the existing stop near Mount Maunganui Hot Pools by the "21" bus route, which starts/ends nearby. <p>An alternative option considered was relocating the bus stop to Adams Avenue. However, this would require removing two highly utilised car parks, which is unlikely to be supported by local businesses. While not ideal, staff recommend an alternative for bus users to go directly to Adams Avenue. The "21" bus could be used with a transfer to route 5 at Bayfair bus facility, which then stops at Adams Avenue, close to the hot pools.</p>	In progress		Reneke van Soest
2 Sept 2025	9.2	Tauranga Māori Business Association End of Year Report	<p>That a meeting be held with Tauranga Māori Business Association members to discuss how Elected Members could improve their engagement with Tangata whenua going forward.</p>	<p>We have contacted the Association to make arrangements and are waiting to hear back. Staff will follow up</p> <p>Update 19 February 2026: Staff had a follow-up meeting with the association, and reviewed KPI's and signed the Year 2 agreement. The association would be keen in a "business after 5" type of event where businesses can meet with Councillors and staff, to learn what they can do and where they can assist. Staff will connect with Cr Rolleston and Cr Schuler to discuss further</p> <p>Update 13 April 2026. First meeting scheduled with the elected members was postponed due to council commitments. A second meeting has been requested on 31 March 2026, staff awaiting to receive elected member response.</p>	In progress		Sarah Omundsen

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
15 Dec 2025	3.1	Public forum: Robyn & Warren Dassler (on behalf of the Dassler family) – 7 Harrier Street	That Cr Taylor & Cr Curach to review the report provided by petitioners and have a discussion with Chief Executive on next steps.	To be actioned by Elected Members.	To be actioned		

10.2 2025/26 Road Resurfacing Update

File Number: A20115513

Author: Martin Taylor, **Manager:** Transport Network Operations

Authoriser: Reneke van Soest, **General Manager:** Operations & Infrastructure

PURPOSE OF THE REPORT

This report is provided to:

- a) Update the Committee on delivery of the 2025/26 road resurfacing programme
- b) Present the indicative 2026/27 resurfacing programme
- c) Outline the staff position regarding the property-owner self-funding option and ask the committee to endorse the recommendations provided below.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "2025/26 Road Resurfacing Update".
- (b) Approves that:
 - (i) confirms that a property-owner self-funding option to retain asphalt surfacing will not be offered as part of the 2026/27 resurfacing programme; and
 - (ii) resolves that the 2026/27 resurfacing programme be delivered as a standard service in accordance with existing asset management practices and approved funding settings.
 - (iii) notes that any future consideration of property-owner-funded asphalt resurfacing will be considered, without commitment, through the 2027–37 Long-term Plan process, as previously signalled.

EXECUTIVE SUMMARY

1. This report provides an update on delivery of Tauranga City Council's 2025/26 resurfacing programme; outlines the indicative programme for the 2026/27 season and options regarding whether to offer a property-owner self-funding option to retain asphalt on roads otherwise programmed for chipseal.
2. Staff recommend option 1 based on very low uptake in 2025/26 and disproportionate administrative effort of approx. 485 letters sent, for 6 sites, 30 responses and 8 affirmatives for around 200k of staff effort.
3. Whilst this cost will be significantly reduced as the process would be more efficient, the scale of the task will quadruple as it encompasses the whole programme noting that any longer-term consideration is intended to occur through the 2027–37 Long Term Plan.
4. The 2025/26 programme resurfaced approximately 28 km of road network across around 180 sites, delivering planned preventative maintenance within the seasonal window and within approved budgets. Currently 20 of these sites are chip-over-asphalt. The programme supports long-term pavement performance, with approximately 51% of costs supported through NZ Transport Agency Waka Kotahi co-funding.
5. Heightened community interest arose where residential asphalt roads were resurfaced with chipseal, particularly in Papamoa. While this required additional communication and staff

effort, the works were completed successfully, and post-construction complaints have been limited.

6. The indicative 2026/27 programme proposes resurfacing approximately 23 km of road network across 195 sites, continuing Council's cost-effective, preventative approach to network maintenance. Chipseal remains the predominant treatment that delivers value for money and meets NZTA funding requirements to manage whole-of-life costs, with targeted use of asphalt and ongoing surfacing trials where appropriate.

BACKGROUND

2. Tauranga City Council's 2025/26 resurfacing programme is part of its ongoing annual maintenance strategy designed to:
 - (a) Extend the life of existing roads
 - (b) Prevent potholes and water damage
 - (c) Maintain safe, reliable transport connections
 - (d) Maximise value for ratepayers through NZTA co-funding
3. The resurfacing season typically runs late September through to the end of March, with asphalt works extending later if temperatures allow.
4. During the 2025/26 season, customer feedback was heavily concentrated in November–December, with significant escalation to elected members, requiring enhanced response processes and senior staff involvement.
5. As part of the response to the work there was:
 - 159 requests for information
 - 122 referring to CoA only
 - 14 CCMs to our contractor
 - 2 drop-in session notices sent via PRRA social media and Council channels
 - Over 60 people from the community attended 2 drop-in sessions at Papamoa Library
6. Council offered residents the option to pay the full cost difference between chipseal and asphalt resurfacing which was explicitly framed as a one-off measure, alongside a commitment to consider a more formal approach through the Long-term Plan 2027–37.
7. For the CoA funding offer:
 - 435 residents were invited to participate,
 - 35 responded and
 - only eight indicated willingness to pay
 - with no street achieving sufficient commitment to proceed.

THE 2026/27 RESURFACING SEASON

8. The 2026/27 season is based on good asset management practice and ensures our road pavements are well protect from water damage. This is the primary cause of potholes and premature failure of the road structure.
9. To keep roads safe and provide a good level of service for drivers, on average 3-5% of the city's road surfaces are renewed annually. For the 2026/27 season, 23km of road network distributed over 195 sites has been identified for resurfacing, comprising the following.

Resurfacing Type	Sites	Lane km
Chipseal over Chipseal	36	8.6km
Asphalt over Asphalt	105 sites	8.5km

Asphalt over Chipseal	9 sites	0.4km
Chipseal over Asphalt	45 sites	5.8km

PROPERTY OWNER FUNDING OPTION TO RETAIN ASPHALT

- 10. As part of the 2025/26 resurfacing programme, Council offered property owners the option to pay the full cost difference between chipseal and asphalt, where their street was currently asphalted. This followed Elected Members direction in November 2025 and was implemented at short notice to avoid delaying the resurfacing programme that was underway.
- 11. The option was explicitly framed as a one-off measure (for 25/26 and 26/27 resurfacing programmes), alongside a commitment to consider a more formal approach through the Long-term Plan 2027–37.
- 12. In addition, Council noted that Staff should review channels used to deliver resurfacing information. Council has published the 26/27 programme on our website and will add an extra targeted letter to homeowners nearer to the programme start followed by a letter immediately before construction.
- 13. For more details, please see Attachment 1

STATUTORY CONTEXT

- 14. Tauranga City Council is authorised under the Local Government Act 2002 and Local Government Act 1974 to maintain and manage the local road network.
- 15. The resurfacing programme is a business-as-usual asset maintenance activity delivered in accordance with Council-approved funding and service levels through the Long-term Plan and Annual Plan, and in line with NZ Transport Agency Waka Kotahi requirements for co-funding.
- 16. This report does not propose any changes to policy or bylaws, and no statutory consultation or special consultative procedure is required.

STRATEGIC ALIGNMENT

- 17. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	<input type="checkbox"/>
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city that is easy to move around	<input checked="" type="checkbox"/>
We are a city that supports business and education	<input type="checkbox"/>
We are a vibrant city that embraces events	<input type="checkbox"/>

- 18. This recommendation supports the community outcome by enabling the timely delivery of a planned, cost-effective resurfacing programme. Maintaining road surfaces through proactive, whole-of-life asset management helps ensure a safe, reliable transport network that supports everyday travel and long-term network resilience.

OPTIONS ANALYSIS

Property owner funding options:

Option 1 – Do not offer property owners self-funding for the 2026/27 season (recommended).

19. Deliver the 2026/27 resurfacing programme as a standard service, without offering property owners on streets scheduled to move from asphalt to chipseal the opportunity to contribute the full cost difference to retain asphalt. Clearly signal that any future consideration of property owner funded asphalt resurfacing will occur through the 2027–37 Longterm Plan, as planned.

Advantages	Disadvantages
Proportionate response to the very low uptake achieved in 2025/26, where 435 property owners were invited to participate, 35 responded and only eight indicated willingness to pay, with no street achieving sufficient commitment to proceed.	Removes a short term option for a small number of property owners
Avoids repeating disproportionate and unrecoverable staff effort across Transport, Finance, Legal, Communications, Customer Services and Elected Member support.	Some continued dissatisfaction until the LTP process
Maintains certainty of delivery for a tendered, integrated resurfacing programme, avoiding risks to sequencing, contractor efficiency and asset condition management that arise from street-by-street opt-in decisions.	
Removes administrative and legal complexity associated with lumpsum contributions	

Option 2 – Offer property owners self-funding for the 2026/27 season.

20. Offer property owners on streets scheduled to move from asphalt to chipseal in 2026/27 the opportunity to contribute the full cost difference to retain asphalt.

Advantages	Disadvantages
Provides continuity with the 2025/26 approach	High staff effort relative to demonstrated and expected demand
Responds to ongoing concern about asphalt retention Signals openness ahead of the LTP process	Roughly estimated unrecoverable staff cost of approximately \$5,000–\$10,000 per week anticipated at minimum 4-6 weeks and a fourfold increase in sites will put the cost over the 100k mark for a smooth process.
Aligns with the original intent of the self-funding option as a time limited measure prior to the LTP - as the appropriate forum for longer term consideration	Introduces delivery, cost and programme risk for the resurfacing programme
	Introduces administrative and legal complexity - including the need for full cost recovery certainty and comprehensive legal agreements within tight timeframes
	High likelihood of low uptake

FINANCIAL CONSIDERATIONS

21. There are no financial implications associated with this report in terms of business-as-usual programme delivery. However, some implications exist associated with options above, including:
- (a) Option 1: avoids additional unrecoverable staff costs and programme risks.
 - (b) Option 2: introduces ongoing unrecoverable staff costs and potential impacts to programme efficiency, with limited likelihood of achieving sufficient contributions to offset these costs.

LEGAL IMPLICATIONS / RISKS

22. There are no legal implications associated with the maintenance programme, however the following risks apply to the self-funding option decision:
- (a) Programme delivery risk: Offering a street-by-street self-funding option could disrupt programme sequencing, contractor efficiency and asset condition management. Mitigation: Deliver the 2026/27 programme as standard service.
 - (b) Staff cost risk: The self-funding option requires disproportionate staff effort across multiple teams, with estimated costs of \$5,000–\$10,000 per week. Mitigation: Do not offer the option outside the formal LTP process.
 - (c) Low uptake / value-for-money risk: Prior experience showed very limited participation, with no streets achieving sufficient commitment to proceed. Mitigation: Defer to the 2027–37 Long-term Plan.

TE AO MĀORI APPROACH

23. This report relates to routine, city-wide road resurfacing within existing road corridors and does not involve new land use or changes to Council policy.
24. No specific engagement with Tangata Whenua has been undertaken for this report, as the programme focuses on standard asset maintenance and does not affect identified sites of cultural significance. Where resurfacing works intersect with areas of known cultural sensitivity, Council's standard internal processes are followed to identify and manage any risks, including engagement where appropriate.
25. The programme supports responsible stewardship of infrastructure by extending asset life, minimising the need for more invasive renewal works, and contributing to safe and reliable transport outcomes for the community.

CLIMATE IMPACT

26. This report has considered climate impacts in accordance with Tauranga City Council's Climate Impact guidance.
27. The resurfacing programme supports climate resilience by protecting pavements from water ingress, reducing the risk of premature failure and improving network performance under more frequent and intense rainfall events.
28. The programme also contributes to emissions reduction through a whole-of-life asset management approach. Chipseal and targeted rejuvenation treatments are used where appropriate as they require fewer materials and have lower embodied emissions than full asphalt resurfacing, while extending pavement life and reducing the frequency of major renewals.
29. The programme involves maintenance within existing road corridors and does not introduce new land disturbance. Environmental and biodiversity impacts are localised and short-term and are managed through standard construction controls.

CONSULTATION / ENGAGEMENT

30. Property owners participated in the 2025/26 programme. Feedback showed strong opinions on surfacing types but little interest in self-funding. The 2026/27 approach will be clearly communicated, noting that long-term policies will be reviewed through the 2027–37 LTP process. Communication and engagement will be included during programme delivery.

SIGNIFICANCE

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

In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.

33. While the matter is considered to be of medium significance, it has high community interest.

ENGAGEMENT

34. Taking into consideration the above assessment, that the decision is of medium significance, officers are of the opinion that no further engagement is required prior to Council deciding
35. However, further engagement is planned for the 2027–37 Longterm Plan process.

Click here to view the [TCC Significance and Engagement Policy](#)

NEXT STEPS

36. Contingent on council decision, staff do not plan to offer the self-funding option for the 2026/27 resurfacing programme, and that the reseal programme continues to be delivered as planned.
37. Any future consideration of property owner-funded asphalt resurfacing will occur through the 2027–37 Longterm Plan process through the consideration of a new policy position.

ATTACHMENTS

1. **Chip over Asphalt Sites 2026/2027 Resurfacing Programme - A20133222**  

Chip over Asphalt Sites 2026/2027 Resurfacing Programme

Road Name	Area	Sub-Area	End Location
AMBERLEY CRESCENT	TAURANGA	BETHLEHEM (E)	Site Specific
BRADLEY AVENUE	TAURANGA	PYES PA	Site Specific
BUCKINGHAM PLACE	TAURANGA	BETHLEHEM (N)	CUL-DE-SAC
CHECKETTS PLACE	PAPAMOA	PAPAMOA (WEST)	CUL-DE-SAC
DENNY HULME DRIVE	MT MAUNGANUI	TE MAUNGA	CUL-DE-SAC
GEORGIA GROVE	TAURANGA	PYES PA	CUL-DE-SAC
HARLECH GLEN	TAURANGA	BETHLEHEM (N)	CUL-DE-SAC
HAWK PLACE	TAURANGA	WELCOME BAY	CUL-DE-SAC
JASON PLACE	TAURANGA	PYES PA	CUL-DE-SAC
KESTREL AVENUE	TAURANGA	WELCOME BAY	Site Specific
LEVERS ROAD	TAURANGA	MATUA (WEST)	Site Specific
MONTEGO DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
PEREGRINE PLACE	TAURANGA	WELCOME BAY	CUL-DE-SAC
PHILLIPS DRIVE	TAURANGA	PYES PA	Site Specific
SANTA BARBARA DRIVE	PAPAMOA	PAPAMOA (WEST)	CUL-DE-SAC
SANTA MONICA DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
SOVEREIGN DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
SUNBRAE GROVE	MT MAUNGANUI	TE MAUNGA	CUL-DE-SAC
THE GARDENS DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
VILLAGE PARK DRIVE	TAURANGA	WELCOME BAY (E)	Site Specific
WAIOROI PLACE	TAURANGA	PYES PA	CUL-DE-SAC

10.3 Q3 2026 Financial Monitoring Report

File Number: A20139449

Author: Caroline Irvin, Governance Advisor

Authoriser: Caroline Irvin, Governance Advisor

BACKGROUND

1. The report accompanying this agenda item, 'Q3 2026 Financial Monitoring Report', will be circulated separately prior to the meeting.

10.4 3rd Quarter 2025/26 Capital Programme Performance

File Number: A20114431

Author: Alex Johnston, Team Leader CPAD

Authoriser: Craig Rice, Chief Operating and Financial Officer

PURPOSE OF THE REPORT

1. To update the Committee on the progress of the capital programme.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "3rd Quarter 2025/26 Capital Programme Performance".

EXECUTIVE SUMMARY

2. Project delivery is aligned with the Revised Budget 2025/26 of \$452.3 million. As at the end of Quarter 3 (31 March), year-to-date expenditure totalled \$280.3 million. Based on forecasts provided by project managers, the estimated expenditure at financial year end is \$403.5 million, being 89% of budget.
3. High-level information on capital project performance is provided in **Attachment 1 – Q3 Capital Programme Performance**. Of the 239 active projects, nine are currently assessed with an overall red status. Most of these projects remain in the planning and design phase, where there are opportunities to achieve value for money through scope refinement and procurement decisions. The most significant risk to delivery of the capital programme continues to be cost escalation, particularly driven by fuel price volatility. Additional details on all red status projects can be found in **Attachment 2 – Red Status Projects**
4. There are 18 projects on hold, pending funding or further decisions. The number of projects on hold has increased since the last quarter by an additional five projects. The list of on hold projects is provided in **Attachment 3 - On Hold Projects**
5. **Attachment 4 – Complete Project List** provides a full list of all active projects including their status for information purposes.
6. Over the past three months, procurement activity has remained steady, with 26 procurement activities completed, totalling approximately \$10.37 million in contract value. The procurement approaches utilised comprised three openly advertised procurements, nine direct appointments, two closed contests, and 12 procurements delivered through established panels. Contract values ranged from \$38,000 to \$2.53 million.

Looking ahead to the forthcoming three-month period, 35 procurements are scheduled, with an estimated total value of approximately \$22 million. Most of this expenditure is expected to be delivered through the CPP and the Waters Framework Panel.

Overall, procurement activity has increased in the recent period, with a further uplift anticipated in the upcoming quarter due to revised budget allocations and the financial year-end approaching. Continued reliance on established panel arrangements is supporting efficient, timely, and compliant procurement delivery.

7. Fuel and petroleum-linked input costs (including diesel, freight, bitumen, fertiliser and petrochemical products) have increased significantly due to international market disruption. While the New Zealand Government has confirmed fuel supply remains stable and the national response remains at Phase 1 – Watchful, sustained price volatility is flowing through to Council delivery activities and creating financial risk across both capital and operational programmes.

The following figures remain a work in progress, subject to continued refinement and challenge through Executive review.

Based on the March 2026 cost escalation forecasts, preliminary modelling indicates potential exposure of up to \$8.8m in FY26 across existing capital contracts, noting many are insulated through contractual terms and conditions. Looking ahead, continued elevated fuel prices could create up to \$20.8m (approximately 5%) of additional pressure on the FY27 capital programme, alongside potential operating cost increases of up to \$4m, primarily within City Operations.

Transport-related activities represent the most significant area of exposure, accounting for approximately 54% of forecast FY27 fuel risk, reflecting the fuel-intensive nature of materials and construction processes. Renewal and Maintenance budgets are particularly sensitive, with an assumed 8% uplift on the \$36m transport-weighted programme potentially increasing costs by around \$2.9m. Some areas, such as Waters, have mitigated impacts through pre-purchasing, though freight-dependent and fuel-intensive services remain exposed.

Executive has directed a centralised control and monitoring approach to manage these risks. Project Managers are required to engage the Commercial Team before agreeing to any fuel-related contractor cost escalation outside Engineer-to-Contract determinations, ensuring early visibility, consistency of treatment, and protection of Council's commercial position. Finance is also assessing the ability to carry forward any unspent FY26 operational budget to offset potential FY27 pressures.

Cross-Council monitoring arrangements have been established, including the rollout of a short Fuel Questionnaire to better quantify contractual exposure and a working group spanning capex, opex, risk and City Operations. A concise fuel-risk update will be included in regular Executive reporting while volatility persists. Should elevated prices continue into FY27, further options may be brought forward for Council consideration, ensuring a proportionate response aligned with national settings and retaining flexibility as conditions evolve.

To date, the Stage Gate Review Committee has reviewed three large projects, all of which have been approved to proceed subject to conditions and improvement actions. The key themes identified through these reviews relate to documentation completeness, risk assessment, and value-for-money considerations.

Over the next three months, a further 15 projects are expected to progress through the Stage Gate Review Committee. While only large and extra-large projects are reviewed by the Committee, all projects are still required to undergo a Stage Gate process in accordance with council governance requirements.

BACKGROUND

This report is for monitoring and reporting purposes to show Council's performance of projects against Annual Plan and Long-Term Plan budgets up to the end of the 3rd Quarter (March).

TE AO MĀORI APPROACH

8. This report has no direct impact on Council's Te Ao Māori approach. It relates to internal project performance monitoring and assurance arrangements, focusing on governance, reporting, and executive oversight of project delivery. The matters addressed do not change policy, decision-making frameworks, service delivery, or engagement practices with mana whenua, and do not affect outcomes, rights, or interests for Māori. As such, no specific Te Ao Māori considerations are triggered by this report.

CONSULTATION / ENGAGEMENT

9. This report is made public.

SIGNIFICANCE









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

ENGAGEMENT

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

Click here to view the [TCC Significance and Engagement Policy](#)

ATTACHMENTS

1. **Q3 Capital Programme Performance - A20136802**  
2. **Red Status Projects - A20136804**  
3. **On Hold Projects - A20136824**  
4. **Complete Project List - A20136822**  

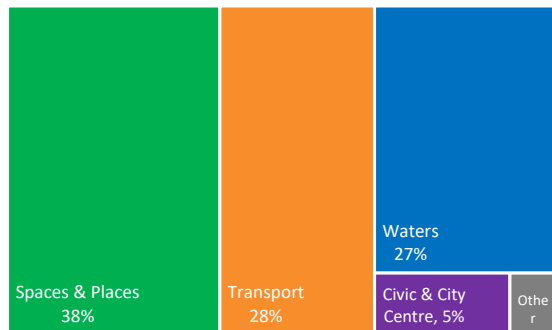


Project Performance March 2026

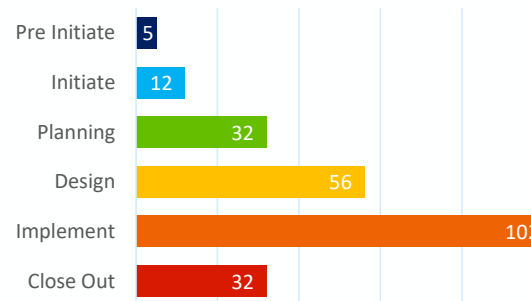
City Delivery Committee 28th April 2026

Capital Programme FY26 Budget

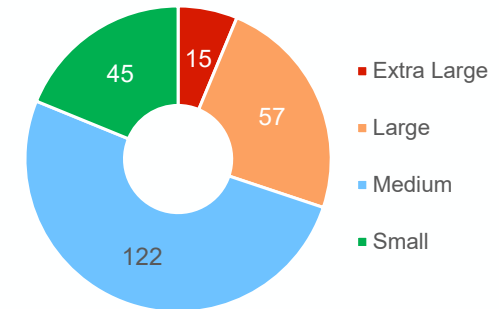
Active Projects by Delivery Groups



Active Project by Lifecycle Stage (Mar)



Active Project by Size



	Overall Status	Actuals (YTD)	Budget (FY)	EAC (FY)	FY Variance	Active	On Hold	Red Status	FY26 Practical Completed Projects
Major Transport		\$ 63m	\$ 92m	\$ 79m	-14%	6	-	1	1
Transport		\$ 35m	\$ 75m	\$ 63m	-16%	61	3	3	27
Waters		\$ 77m	\$ 104m	\$ 112m	7%	65	6	3	15
Spaces and Places		\$ 18m	\$ 52m	\$ 35m	-32%	92	7	-	57
Civic and City Centre		\$ 67m	\$ 91m	\$ 86m	-6%	11	1	2	3
Digital Services		\$ 8m	\$ 12m	\$ 12m	-2%	-	-	-	-
Balance (other)		\$ 12m	\$ 26m	\$ 17m	-34%	4	1	2	3
Overall		\$ 280m	\$ 452m	\$ 404m	-11%	239	18	11	106

FY25/26 revised budget excludes land sales, vested assets and BVL new capital offset



Community Infrastructure Risk & Opportunities

Risks	Opportunities
<ul style="list-style-type: none"> • It is always a challenge to manage stakeholder expectations of what can be achieved and delivered within the available budgets, to ensure the best outcomes for the key stakeholders and wider community are achieved. The delivery team, engages with a wide range stakeholders (including Mana Whenua) through the planning, design and delivery process. This ensures stakeholders are informed and across design changes and the implications on budgets. The team stays focused to ensure the best overall community outcome is reached that balances community expectations with project costs to deliver value. • Providing a secure pipeline of work allows council to have robust discussions with the supply chain around cost and efficiency. Uncertainty in the delivery programme means that council can lose this opportunity. • Uncertainty in the project pipeline may cause funders may reallocate money to other projects, which means the external funding may no longer be available to council, so those projects if they proceed may do so at a higher capital cost to council. • Current cost uncertainty due to world wide supply uncertainly is starting to impact costs, with escalation requests from construction contracts, and some suppliers wanting to charge additional delivery surcharges. Additional escalation is being added as a risk item for future project budgets 	<ul style="list-style-type: none"> • Spaces and Places, has two procurement arrangements to enable good engagement with the supply chain, through both our panel agreements and Construction Project Partnership (CPP). This allows us to have robust conversations about projects with the supply chain and ensure value is delivered to the community • Community Infrastructure projects tend to be attractive to external funding agencies (TECT, gaming trusts etc), due to the positive outcomes that are delivered to the community. This funding is used offset any council funded project budget. Spaces and Places provides updates of potential projects to funders proactively to gauge interest in any funding proposals. • Ensuring the scope of projects are correct and reflect not only the requirements of stakeholders but also the best outcome for the community and reflect value for money. For example, the recent relocation of the waterfront toilets, reused a community asset into an area a high demand (Pacific Park Playground) without purchasing a new toilet block.



Community Infrastructure FY2025/26 Projects

	FY26					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date ¹	Total Project Budgets FY26 to FY34 per 26AP ²	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP ²	Total Forecast EAC	Total Forecast Variance ⁴
Gate Pa Community Centre	0.6m	5.8m	2.5m	1.9m	-0.6m	2.8m	5.8m	8.0m	8.0m	7.8m	-0.2m
Gordon Spratt Master Plan	0.3m	4.8m	2.9m	1.8m	-1.1m	5.8m	4.8m	10.6m	10.6m	10.0m	-0.6m
Baypark Master Plan ³	0.3m	3.8m	2.0m	1.2m	-0.8m	4.1m	43.7m	36.1m	47.4m	13.9m	-33.5m
Links Ave Artificial Turf	2.8m	3.1m	3.1m	2.9m	-0.2m	8.3m	3.1m	8.6m	8.6m	8.4m	-0.2m
Waterfront Central Plaza	0.1m	3.7m	3.3m	0.4m	-2.9m	2.2m	6.1m	10.3m	9.7m	6.4m	-3.3m
Renewals ⁵	4.6m	11.4m	10.5m	7.6m	-2.9m	57.7m	96.0m	145.4m	150.5m	150.5m	0
Balance of Community Infrastructure ⁵	9.7m	31.8m	27.6m	19.4m	-8.2m	147.1m	397.1m	500.5m	538.8m	480.4m	-58.4m
Total	18.3m	64.3m	51.9m	35.2m	-16.6m	228.0m	556.5m	719.4m	773.6m	677.6m	-96.2m

¹ Includes all historic multi-year spend to the end of Mar 2026

² Reflects budgets to the end of FY34 and is subject to future Annual Plan/Long-term plan decision making, impacting phasing and inflationary allowances.

³ Reporting and forecast reflects approved spend as part of council resolution 14 July 2025

⁴ Includes any forecast unspent project contingency and risk allowances that are part of the total project budget.

⁵ Note impacts of organizational structure on budget lines are being worked through, some renewals and balance of programme budgets will move to new reporting cost centers but this was not confirmed at time of generating this report.

Community Infrastructure Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Gate Pa Community Centre	Blessing was held on the 26 Nov 2025, and Asbestos removal and building demolition was completed in Dec 2025. Construction of the building started on 4 March 2026.	●	Implement	Late 2026
Gordon Spratt Master Plan	A revised design has been reviewed by various user groups. TCC has the intent to have a standard design package for TCC provided club rooms for various sporting codes.	●	Design	Late 2026
Baypark Master Plan	The Baypark programme received formal approval to proceed from Tauranga City Council on 14 July 2025. Report on progress and construction budgets will be coming to council in May.	●	Design	Late 2027
Links Ave Artificial Turf	Project is currently in the 12 month defects period .	●	Close Out	Nov 25
Waterfront Central Plaza	Value engineering opportunities have been explored within the design to reduce overall costs, and we now have an approval from EM's to proceed, subject to further discussion on the specifics of the water features. This is an active work in progress.	●	Design	Late 26

Community Infrastructure Highlights



Oropi Forest and Mountain Bike Trail Restoration



New Climate Controlled Storage Facility for Libraries



New Toilet Facility in Monticola Reserve, Papamoa



Kiriwehi Reserve – Playground Development



Community Infrastructure Highlights



Haukore Reserve Playground and Reserve Renewal



Gate Pa Community Centre



Papamoa Shared Pathway Stage 2



Waters Risk & Opportunities

Risks	Opportunities
<ul style="list-style-type: none"> • Resourcing to deliver the current and future programme of works – especially leading up and heading through the impending Local Waters Done Well transition. We need to deliver well through the period of change with a risk of key personnel being required outside of the delivery programme to support transition work fronts. • With the Water Services Delivery Plan being approved and the Draft AP27 programme now understood the resourcing requirement have been confirmed - with required recruitment and onboarding underway for new staff. The LWDW transition resourcing requirements (relating to delivery staff) will be closely monitored and managed. • The City Water's team runs longer term panels and programmes to deliver its programme of works. The panels have a range of expiry dates – before, around and after the proposed Water Organisation transition date. The delivery strategy using these panels and programmes is being worked through. This includes working with the transition team / WBOP to ensure any decisions made will not be detrimental to the possible future organization. 	<ul style="list-style-type: none"> • The Waters Programme consists of a range of various projects and programmes – with many offering great professional experience with scope for 'extension' and development opportunities for our internal staff. Providing we manage this well, through targeted planning and providing adequate support, it can accelerate the building of the team's overall capability. • Continual improvement of our strategic procurement initiatives– with the plan to combine our professional services panels (planning delivery and design delivery) into a single panel – which has the capability for providing greater efficiency / value for money. Providing performance is achieved along the way many projects will have the capability to move from initiation through to detailed design – without having to 're-procure'.



10.5 Major Projects Update - Transport

File Number: A20116363

Author: Chris Barton, Portfolio Manager: Infrastructure

Authoriser: Jane Small, Head of Major Projects

PURPOSE OF THE REPORT

- To provide an update to Committee on the transport major projects in implementation and delivery including Pāpāmoa East Interchange, SH29 Tauriko Enabling Works and Fifteenth Avenue to Welcome Bay.

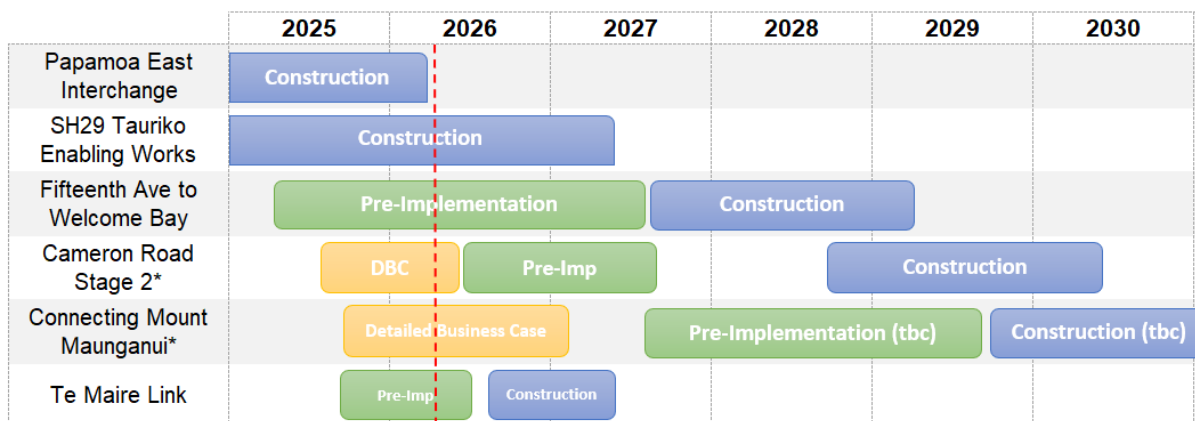
RECOMMENDATIONS

That the City Delivery Committee:

- Receives the report "Major Projects Update - Transport".

EXECUTIVE SUMMARY

- This is an update report on the status and progress on the three major transport projects which are in delivery phase, the Pāpāmoa East Interchange, SH29 Tauriko Enabling Works and Fifteenth Avenue to Welcome Bay projects. The Cameron Road Stage 2 and Connecting Mount Maunganui projects are being reported to City Futures Committee.
- This report is being provided as the projects are high value, complex, and have a high risk profile with potentially significant consequences.
- Overview timeframes for delivery of the five major transport projects are outlined below:



* Reported separately to City Futures Committee

- Overall the construction of the Pāpāmoa East Interchange and SH29 Tauriko Enabling Works projects are progressing well, and are being delivered on time, within budget, safely and without significant stakeholder issues or traffic disruption.
- Construction of the Pāpāmoa East Interchange is now complete, and the new interchange was opened to traffic on 2 April prior to the Easter weekend and school holidays.
- At Tauriko, the SH29 / Kaweroa Drive / Redwood Lane roundabout and Kaweroa Drive connection between SH29 and the Tauriko Business Estate was completed in late 2025, and significant progress has been made at the Tauriko Village and SH29 / Cambridge Road intersection this year, with works on track for completion in 2027.

8. The Fifteenth Avenue to Welcome Bay project is progressing through design development including further assessment of the existing Hairini Bridge to inform structural capacity and design options.
9. Key risks are reflected in project updates with 'amber' status. The key current risk for SH29 Tauriko Enabling Works is continuing to manage traffic and disruption through remaining construction, and for Fifteenth Avenue to Welcome Bay the key risk is scope and cost confirmation particularly regarding the Hairini Bridge as the first phase of the design is developed.

PĀPĀMOA EAST INTERCHANGE

10. The Pāpāmoa East Interchange is a key roading connection to improve network connectivity for existing residents and also enable ongoing growth and continued residential & commercial development.
11. Construction is now complete, with the full interchange opened to traffic on 2 April 2026. Construction was completed ahead of programme and under budget.

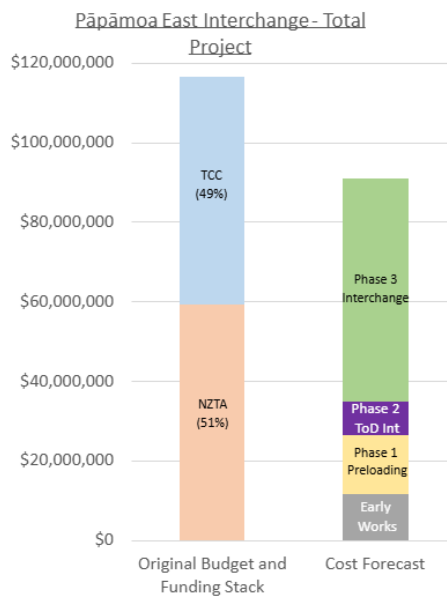


Pāpāmoa East Interchange – aerial perspective from The Sands Ave towards the new overbridge

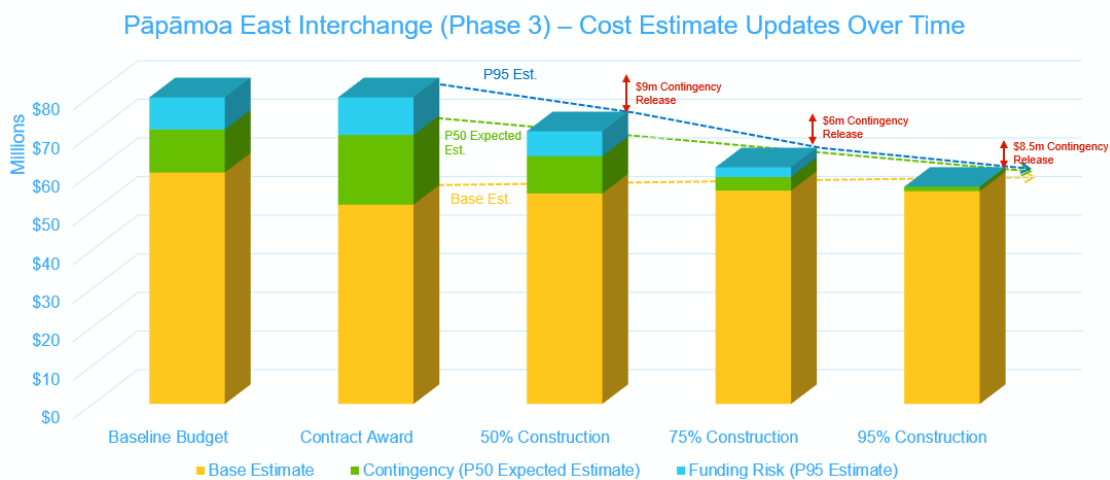


Pāpāmoa East Interchange – aerial perspective from east of the new interchange

12. A completion ceremony and blessing was held on-site on 30 March, where cultural artwork incorporated into the project was also celebrated. This includes a pūhoro design (representing speed, agility and movement) on the bridge abutments, a triangular tāniko design (symbolising the gardens, marae, pā sites, sacred sites and urupā in the area) on the bridge barriers, and pou in the shape of two Huia feathers either side of the road with wooden carvings representing important ancestors from the four local iwi: Tūtānekai of Ngāti Whakaue, Takakopiri of Waitaha, Tatahau of Tapuika and Tamapahore of Ngā Pōtiki.
13. The Papamoa East Interchange total project was budgeted at \$116.4m, with 51% co-funding by NZTA, and supported by a 10-year interest-free Crown loan via the Housing Infrastructure Fund. The project was delivered in four stages – early works (incl. concept development and property acquisition), phase 1 bulk earthworks incl. preloading of interchange ramps and bridge abutments, phase 2 construction of the intersection between The Sands Ave and Te Okuroa Drive, and phase 3 construction of the interchange. The estimated total project outturn cost is \$90.8m



14. For the Phase 3 works, savings of over \$20m of unspent risk and contingency funds have been realised – with an estimated final outturn cost of \$56m against the Phase 3 budget of \$79.2m.



15. An independent post-construction safe systems assessment has been completed in April following opening, with no significant issues identified.
16. A project close-out report is planned to be provided to the City Delivery Committee in June 2026.

SH29 TAURIKO ENABLING WORKS

- 17. The Tauriko West Enabling Works project supports both residential and industrial growth - it will directly enable initial development of up to 2,400 new homes in the Tauriko West development area and enable ongoing development of over 100 hectares of industrial land in the Tauriko Business Estate, which is anticipated to provide up to 6,000 additional jobs within the city.
- 18. An overview of the project status is as below:

	Status	Comments
Cost		LTP Budget \$240.8m. Current estimates are within budget.
Time		Construction progressing on programme: - Redwood / Kaweroa / SH29 Roundabout – completed in 2025. - Tauriko Village / Cambridge Rd / SH29 - scheduled to be complete in 2027.
Safety		Continuous safe delivery – approx. 375,000 worker hours to date without any serious harm or lost time incidents.
Scope		Scope confirmed with no substantive changes.
Stakeholders		Actively working with project neighbours and travelling public, however anticipate ongoing traffic disruption during construction. Temporary SH29 single direction detour required in April (for up to 1 week) to facilitate service installation and SH29 road crossings.. Plans currently being confirmed.
Risk		Active management of live risks and contingencies in place, however this remains a high-risk project with significant residual risks. Managing traffic throughout construction to minimise disruption remains a key challenge and risk.

- 19. At the Tauriko Village section of the site, the new large retaining walls are now completed and waters infrastructure installation is largely complete. Installation of significant service across SH29 between Cambridge Road and Takitimu Drive were also completed in early April during a temporary SH29 lane closure.



SH29 / Kaweroa Drive / Redwood Lane Roundabout - Complete



Tauriko Village area construction

- 20. SH29 traffic through the Tauriko Village in front of Tauriko School was switched to the new pavement in mid April. This is a significant milestone for the project, now enabling the construction team to enter the final phase of works upgrading and widening the existing SH29 corridor.
- 21. The infrastructure development timing is well aligned with the Tauriko West residential land development activities where earthworks are underway.

FIFTEENTH AVENUE TO WELCOME BAY UPGRADE

- 22. This project seeks to address current and growing issues with peak hour congestion, poor level of service, access and safety problems, and walking and cycling deficiencies on the key city arterial transport corridor of Fifteenth Avenue to Welcome Bay including the Hairini Bridge.
- 23. An overview of the project status is as below:

	Status	Comments
Cost	Yellow	LTP Budget \$170.2m. Current estimates are within budget. NZTA co-funding approved for pre-implementation phase.
Time	Green	Pre-implementation phase progressing to programme. Next key milestone is bridge go / no-go decision in mid 2026.
Safety	Green	No current issues.
Scope	Yellow	Some scope elements to be further refined through the pre-implementation phase.
Stakeholders	Green	Extensive further engagement is planned through design phase in advance of construction. Noting plans are currently being refined, it is anticipated further stakeholder communication and engagement will be completed as part of the 50% design development in the second half of 2026.
Risk	Yellow	Some key risks remain which will be further addressed through the pre-implementation phase. It is noted that a key project hold point remains confirmation of the Hairini Bridge structural capacity. Managing traffic through construction to minimise disruption and staging works in alignment with other networks activities is a key challenge and risk. This will be further informed as the construction methodology is developed with the ECI contractor. There may be opportunities to advance some construction enabling works in advance of implementation co-funding approval gateway, however confirming NZTA co-funding for these elements

		may be a risk.
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24. The first phase of design works are underway – with a current key focus on the Hairini Bridge structural elements and confirmation of bridge structural capacity. A detailed update on the bridge is planned to be provided to the City Delivery Committee in June.
25. The overall programme is for designs to be complete and construction to commence from 2027, with construction completion indicatively estimated in early 2029.
26. Coordination of construction methodologies, staging and timing with other key projects affecting arterial roading corridors (particularly the Cameron Road Stage 2 upgrade project) will remain a key focus as designs and programmes develop to ensure overall traffic disruption during construction is minimised as much as possible.

NEXT STEPS

27. A major projects update report will be provided to future City Delivery Committee meetings.

ATTACHMENTS

Nil

10.6 Council-Controlled Organisations - Half-Year Reports FY2026 (1 July-31 December 2025)

File Number: A19395100

Author: Caroline Lim, CCO Specialist
Jeremy Boase, Head of Strategy, Governance & Climate Resilience

Authoriser: Christine Jones, General Manager: Strategy, Partnerships & Growth

PURPOSE OF THE REPORT

1. For Tauranga City Council to formally receive the Half-Year Reports FY26 (1 July-31 December 2025) from its Council Controlled Organisations (CCOs) as required by the Local Government Act 2002.

RECOMMENDATIONS





That the City Delivery Committee:

- (a) Receives the report "Council-Controlled Organisations - Half-Year Reports FY2026 (1 July-31 December 2025)".
- (b) Receives the Half-Year Reports 2025/26 for the six months to 31 December 2025 for:
 - i) Bay Venues Limited
 - ii) Tauranga Art Gallery Trust
 - iii) Tourism Bay of Plenty
 - iv) Te Manawataki o Te Papa Limited
 - v) Te Manawataki o Te Papa Charitable Trust
 - vi) Bay of Plenty Local Authority Shared Services Limited; and
 - vii) Local Government Funding Agency
- (c) Receives the Tauranga City Council and Entities comprehensive revenues and expenses financial information Half-Year to 31 December 2025.
- (d) Notes that as joint shareholder of Tourism Bay of Plenty, Western Bay of Plenty District Council will formally receive Tourism Bay of Plenty's Half-Year Report at its meeting scheduled on 28 May 2026.

EXECUTIVE SUMMARY

2. Bay Venues Limited (Bay Venues), Tauranga Art Gallery Trust (TAGT), Tourism Bay of Plenty (TBoP), Te Manawataki o Te Papa Limited (TMoTPL), Te Manawataki o Te Papa Charitable Trust (TMoTP Charitable Trust), Bay of Plenty Local Authority Shared Services (BoPLASS) and Local Government Funding Agency (LGFA) are required by the Local Government Act (LGA) 2002 to provide Half-Year Reports regarding their financial and non-financial performance, against the activities, performance measures and financials outlined in their Statements of Intent (Sols).
3. These reports must be submitted by 28 February each year (statutory deadline) and the City Delivery Committee meeting scheduled on 28 April 2026 is the first suitable meeting for the Half-Year Reports 2025/26 to be formally received.

4. Each CCO's report is provided as Attachments 1 to 7, and the CCOs' half-year performance against their statements of intent targets is summarised in the table below:

Council-Controlled Organisation	Total Target	Target achieved 	Target on track 	Target work in progress 	Target not achieved 
Bay Venues	12	0	7	2	3
TAGT	16	3	12	0	1
TBoP	10	1	8	1	0
TMoTPL	17	0	17	0	0
TMoTP Charitable Trust	7	1	6	0	0
BoPLASS	6	0	6	0	0
LGFA	21	11	8	1	1
On track = indicates this target is on track to be achieved by FY end.					
Work in progress = indicates this target is being worked on but there's no guarantee it will be achieved by FY end.					

5. A CCO's Half-Year Report is a key indicator of how well it's performing for the first half of a financial year, and how it's tracking towards its end of year performance. Overall, for the six months to 31 December 2025, the majority of targets have either been 'achieved' or are 'on track'. The four 'work in progress' targets will be a key focus for the CCOs in the second half of this financial year – more information in the Background section below.
6. These half-year reports have met the legislative requirements outlined in the LGA.
7. There are no identified financial or legal risks associated with this cover report or the half-year reports.
8. The following table (a snippet) presents the consolidated financials for the CCOs where Council has 100% shareholding. This information was requested at the City Delivery Committee meeting on 4 November 2025, with the expectation that it be included in all half-year and annual cover reports going forward. Please refer to Attachment 8 of this report for the full-size version.

Tauranga City Council: Statement of Comprehensive Revenue and Expenses
for the Half year to 31 December 2025

	TCC			BVL			TAGT			TMO TP Ltd		
	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance
	\$000											
Revenue												
Rates	184,631	183,998	633	-	-	-	-	-	-	-	-	-
Fees and Charges	37,908	39,574	(1,666)	16,412	15,521	891	205	15	189	-	-	-
Grants and Subsidies	49,324	41,252	8,072	4,058	3,902	156	1,328	953	376	175	178	(2)
Finance Revenue	4,714	3,071	1,643	465	465	-	39	22	17	0	-	0
Total Revenue from Operations	276,577	267,895	8,682	20,935	19,888	1,047	1,572	990	582	176	178	(2)
Asset Development Revenue												
Vested Assets	4,670	10,390	(5,720)	-	-	-	-	-	-	-	-	-
Development Contributions	16,819	12,266	4,553	-	-	-	-	-	-	-	-	-
Grants and Subsidies, & Other Capital Contributions	21,743	30,730	(8,987)	-	-	-	-	-	-	-	-	-
Total Asset Development Revenue	43,232	53,386	(10,154)									
Total Revenue from Operations	319,809	321,281	(1,472)	20,935	19,888	1,047	1,572	990	582	176	178	(2)
Expenditure												
Operating Expenditure												
Depreciation and Amortisation expense	(63,601)	(62,941)	(660)	(4,827)	(5,090)	263	(89)	(86)	(3)	-	-	-
Personnel Expenses	(65,884)	(62,556)	(3,328)	(9,943)	(9,228)	(715)	(538)	(506)	(31)	-	-	-
Finance Expenses	(32,619)	(32,996)	377	(465)	(573)	108	-	-	-	-	-	-
Other Operating Expenses	(124,426)	(140,515)	16,089	(6,580)	(6,207)	(373)	(558)	(343)	(215)	(176)	(178)	2
Total Operating Expenditure	(286,530)	(299,008)	12,478	(21,815)	(21,098)	(717)	(1,185)	(935)	(250)	(176)	(178)	2
Other Expenditure												
Provision Expense	-	(250)	250	-	-	-	-	-	-	-	-	-
Total Other Expenditure	-	(250)	250	-	-	-	-	-	-	-	-	-
Total Expenditure	(286,530)	(299,258)	12,728	(21,815)	(21,098)	(717)	(1,185)	(935)	(250)	(176)	(178)	2
Operating Surplus/(Deficit) Before Other Gains and Losses	33,279	22,023	11,256	(880)	(1,210)	330	387	55	333	-	-	0
Net other gains/(losses)	2,583	(307)	2,890	1	-	1	(1)	-	(1)	-	-	-
Share of associate's surplus/(deficit)	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) before tax	35,862	21,716	14,146	(879)	(1,210)	331	387	55	332	-	-	0
Income tax (expense) / benefit	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after tax	35,862	21,716	14,146	(879)	(1,210)	331	387	55	332	-	-	0


9. No decision or options analysis is required as this cover report serves to formally present the Half-Year Reports 2025/26 to the City Delivery Committee as part of the CCOs' ongoing reporting responsibilities. Note as joint shareholder of TBoP, Western Bay of Plenty District Council (WBoPDC) will formally receive TBoP's Half-Year Report at its meeting scheduled on 28 May.
10. Once received by the Committee, the next step is to publish these Half-Year Reports on Council's website.










BACKGROUND

Council-Controlled Organisation's performance to 31 December 2025

Bay Venues Limited:

11. Bay Venues report for the six months to 31 December 2025 is included as Attachment 1 of this report:
- Bay Venues has a total of 12 performance targets for FY26.
 - The three Sol targets not achieved related to a serious near drowning incident at Baywave after a 3-year-old entered the leisure pool unsupervised (the child was successfully resuscitated); a higher total energy use reflecting increased venue utilisation, a strong events programme and increased catering activity; and an annual staff engagement score of 63% which was up 5% year-on-year but below the 65% target.
 - Bay Venues is now managing both the Dave Hume Pool in Katikati and the Te Puke Memorial Pool on behalf of WBoPDC.
 - The following is Bay Venues' KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:





Deliverables	2025-2026 performance target	Performance to 31 December 2025
Visitation.	Visitation to facilities is >2.1 million.	Target on track. 













Significant events (500+ people).	Host >75 significant events.	Target on track.	
Customer satisfaction.	An overall customer satisfaction rating >85%.	Target work in progress.	
Preventable serious harm incidents.	Zero incidents.	Target not achieved.	
Preventable unplanned facility closures.	Zero unplanned closures (>4 hours).	Target on track.	
Capital programme budget.	Capital programme v budget (within 5% of budget).	Target on track.	
Energy consumption.	5% reduction at key facilities.	Target not achieved.	
Financial performance.	Net profit before tax.	Target on track.	
Commercial partnerships.	Secure one commercial partnership.	Target work in progress.	
Team engagement.	>65% team engagement score.	Target not achieved.	
Staff turnover.	<30% staff turnover.	Target on track.	
Stakeholder engagement.	Implement stakeholder engagement plan.	Target on track.	

Tauranga Art Gallery Trust:

12. TAGT report for the six months to 31 December 2025 is included as Attachment 2 of this report:

- TAGT has a total of 16 performance targets for FY26.
- The Sol target of *diversity framework completed and advisory group appointed* has not been achieved because of capacity and shifting work programme priorities due to the reopening of the Gallery. This target has been deferred to FY27.
- The refurbished Gallery building opened on 15 November 2025 with a reorientation of the entrance onto the Te Manawataki o Te Papa precinct, seismic and structural strengthening, HVAC systems and refurbishment, with the addition of a retail space and leased cafe to enhance the visitor experience and diversify revenue streams.
- The following is TAGT’s KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:


Deliverables	2025-2026 performance target	Performance to 31 December 2025
Deliver a variety of arts and culture offerings to our local, regional and international visitors.	Annual programme of reopening exhibitions and enhanced experience programmes is delivered.	Target on track. 
	Visitor experience strategy is implemented, and surveys and analytics demonstrate diverse audience engagement and appreciation beyond 2023 reporting.	Target on track. 
Building reopens offering enhanced visitor and art experiences.	Analytics show increased engagement in events, online and audio experiences beyond 2023 reporting.	Target on track. 
Māori Engagement Framework is implemented.	Māori advisory group Te Kāhu ō Hinewa deliver identified outcomes.	Target on track. 


Diversity framework developed.	Diversity framework completed and Advisory Group appointed.	Target not achieved - deferred to FY27. 
Effective storytelling clearly demonstrates how the Gallery provides value for money.	Half-yearly and Annual Reports loaded onto website.	Target on track. 
	Audit report completed.	Target on track. 
TCC is clearly recognised as the principal funder across various platforms.	Public speeches, print and online platforms clearly communicate the role of Tauranga City Council.	Target on track. 
Implement and monitor prudent financial management and processes including a savings of 7% in FY26 to meet operational grant reduction.	Approved annual budget and targets met.	Target on track. 
Establish and diversify revenue streams that will achieve financial sustainability.	Overseas visitor charges implemented.	Target achieved. 
Work closely with Te Manawataki o Te Papa partners to grow the profile of the precinct and city.	Demonstrated collaboration including works from the Gallery collection installed in 90 Devonport Road.	Target on track. 
Complete the upgrade, and work on air conditioning and lighting, as part of the Gallery's redevelopment, in alignment with Tauranga City Council's Climate Action and Investment Plan.	Upgrade completed and reported on.	Target achieved. 
	Building and infrastructure is properly maintained and fit for purpose.	Target on track. 
The Gallery continues to use environmentally sustainable means through better sourcing of resources, reducing waste and recycling, and continuing to provide the ArtBus for students to attend educational programmes.	Waste Reduction Plan implemented and improves effectiveness.	Target on track. 
	ArtBus utilised by schools.	Target on track. 
Host a voluntary board intern to increase diversity and fresh thinking on the board.	Internship successfully completed.	Target achieved. 

Tourism Bay of Plenty:

13. TBoP report for the six months to 31 December 2025 is included as Attachment 3 of this report:


- TBoP has a total of ten performance targets for FY26.
- Note the first Sol target outlined below – currently at risk due to economic and geopolitical challenges impacting both domestic and international visitor spend.
- The following is TBoP's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:



Deliverables	2025-2026 performance target	Performance to 31 December 2025
Economic wellbeing – grow the value of tourism to the western	Increased visitor spend compared to previous year end.	Target work in progress. 



bay economy.		
Social wellbeing – enhance the value of tourism to our community (according to the community).	TCC resident positive impact sentiment at 62%.	Target on track. 
Cultural wellbeing – improving the cultural wellbeing of the community through tourism.	Supported a minimum of three Māori tourism operators to connect their experience offering to a digital platform.	Target on track. 
Environmental wellbeing – improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	Key actions and programmes are in place which build on climate change mitigation and adaptation progress relating to tourism (connecting with Tauranga City Council's Climate Action and Investment Plan, where relevant).	Target on track. 
TBoP organisational wellbeing – enhance TBoP's ability to achieve its goals through high staff engagement.	Employee engagement score of at least 80%.	Target on track. 
Destination marketing – elevate the region's cycling offering.	6,500 cycle trails booklets updated and printed.	Target achieved. 
Destination marketing – elevate the region's food story and proposition.	Continued TBoP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the region.	Target on track. 
Destination management – build operator capability to enhance the quality of the region's tourism offering.	Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification.	Target on track. 
Destination marketing – promotion of the Western Bay region to key target markets including cultural explorers, surf and beach lovers, outdoor adventurers and eco-travellers).	Promote destination to target markets. Deliver on updated domestic marketing campaign which incorporates the destination's DNA elements and is focused on the target markets.	Target on track. 
Destination management – coordinate activity that attracts key business events to the Western Bay region.	Facilitated 30 leads or bids for business events in the region and won 10.	Target on track. 

Te Manawataki o Te Papa Limited:

14. TMoTPL report for the six months to 31 December 2025 is included as Attachment 4 of this report:
- TMoTPL has a total of 17 performance targets for FY26.
 - The following is TMoTPL's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:

Deliverables	2025-2026 performance target	Performance to 31 December 2025
Establish a health, safety, and wellbeing system to ensure all involved with the projects are kept safe and well.	Comply with health, safety, and wellbeing system.	Target on track. 






Manage critical hazards effectively, with baseline lead and lag indicators monitored.	For all work, the programme of critical risk inspections carried out on schedule and report that the critical controls are in place and are effective.	Target on track. 
Baseline lead and lag indicators are monitored to ensure safety for all.	No serious harm (Level 3 and above) incidents during the PCS and D&C phases.	Target on track. 
Delegations.	Comply with delegations hierarchy.	Target on track. 
Independence.	Comply with the Assurance Programme.	Target on track. 
Recommend project delivery to Council.	Recommend developed and detailed design following stakeholder consultation for each project within the broader Programme of projects.	Target on track. 
Contract management and legal compliance.	Provide oversight of all contracts, expenditure, and progress during all phases in 100% compliance with all standards.	Target on track. 
Source local.	Consider local procurement opportunities through incorporating Broader Outcomes assessments as per Council's Procurement Policy.	Target on track. 
Risk management and lessons learnt.	Proactive risk management through oversight of appropriate risk registers, timely risk workshops and leadership of all delivery risks through the Contract Oversight Group (COG). Complete and review lessons learnt to ensure effective uptake across the lifetime of the Programme.	Target on track. 
Delivery on time and at expected quality.	Ensure that the Programme is delivered within specification, approved budget, and agreed timelines.	Target on track. 
Deliver the Programme on or below budget.	Capital and whole of life costs optimised. Operational implications considered. Future deviations to be proactively communicated to Council on a no surprises basis at the earliest opportunity.	Target on track. 
Reporting and consultation.	Any risk of budget being exceeded must be disclosed to and discussed with Council prior to any approval for increased budget.	Target on track. 
Advocate efforts by Council or other opportunities for third party funding.	Third party funding opportunities advocated.	Target on track. 
Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of all major issues, project progress against PMP and opportunities for further enhancement.	100% compliance with reporting requirements outlined in SIO and major issues are raised on a no surprise basis.	Target on track. 
Nurture respectful, collaborative,	Ensure all stakeholders, key regular	Target on track. 



and open relationships in the best interests of the city and develop close and collaborative relationships.	users, tangata whenua and community receive regular updates on progress towards completion of the Programme. Evaluate, review and adhere to communications plan and strategy.	
Cultural connection.	Consult with mana whenua that cultural design has been delivered.	Target on track. 
Clear sustainability standards developed for the Programme during the PCS and D&C phases.	Best practice sustainability building standards, long-term operational sustainability delivered.	Target on track. 

Te Manawataki o Te Papa Charitable Trust:

15. TMoTP Charitable Trust's report for the six months to 31 December 2025 is included as Attachment 5 of this report (specifically on the financials):
- TMoTP Charitable Trust has a total of seven performance targets for FY26.
 - New chair: Ra Winiata has been appointed by the Trustees as the new chair for the next 12 months, tenure ending November 2026. This appointment was ratified at this CCO's recent AGM on 24 November 2025. As per this CCO's Trust Deed, Trustees can select a new Chair at their AGMs.
 - The work to capture and share the history of the Te Papa Peninsula is progressing well, with meaningful stories being carefully developed to honour the past and preserve it for the future. These stories reflect the people, places, and experiences that have shaped the peninsula over time. By recording these histories now, TMoTP Charitable Trust is ensuring that future generations can understand and connect with their heritage, strengthening a sense of identity, belonging, and pride in the Te Papa Peninsula for years to come.
 - This CCO's financials is \$0 as it is a non-trading charitable trust.







17. The following is TMoTP Charitable Trust's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:

Deliverables	2025-2026 performance target	Performance to 31 December 2025
Support and encourage the development of a vibrant civic precinct.	Quarterly meetings with Te Manawataki o Te Papa Limited Board.	Target on track. 
Ensure that the project respects and reflects the significant history and importance of the area to mana whenua.	Representative of Otamataha Trust to act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.	Target on track. 
Stakeholder relationships.	Nurture respectful and open relationships in the best interest of the community and the city.	Target on track. 
Approach to governance.	Otamataha Trust and Tauranga City Council both have the power, exercisable by deed, to appoint up to two persons as Trustees. Te Manawataki o Te Papa Charitable Trust will have Half-Yearly and Annual board meetings.	Target on track.  AGM took place 24 November 2025. Half-Yearly meeting is coming up on 11 May 2026.
Accounting policies.	Te Manawataki o Te Papa Charitable Trust will adopt accounting practices that comply	Target achieved. 

	with NZIFRS, the requirements of the Local Government Act (2002), and the Financial Reporting Act (1993).	
Financial reporting.	Within three months after the end of each financial year, TMoTP Charitable Trust will deliver audited financial statements in respect of that financial year.	Target on track. 
Ensure that the history of Te Papa is captured and protected for future generations by establishing an archive of stories and knowledge.	Stories are being captured for future generations to access.	Target on track. 

Bay of Plenty Local Authority Shared Services:


16. BoPLASS report for the six months to 31 December 2025 is included as Attachment 6 of this report:
- BoPLASS has a total of six performance targets for FY26.
 - The following is BoPLASS' KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:









Deliverables	2025-2026 performance target	Performance to 31 December 2025
Ensure supplier agreements are proactively managed to maximise benefits for BoPLASS councils.	Contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.	Target on track. 
Investigate new Joint Procurement initiatives for goods and services for BoPLASS councils.	A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.	Target on track. 
Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.	Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.	Target on track. 
Implement Shared Services demonstrating best practice and added value to participating councils and stakeholders.	Initiate at least one new Shared Service each year and no less than two Shared Services successfully implemented within three years.	Target on track. 
Communicate with each shareholding council at appropriate levels.	Information provided to elected members and feedback sought on BoPLASS projects, benefits to local communities and value added to each council.	Target on track. 
Ensure current funding model is appropriate.	Performance against budgets reviewed quarterly. Company remains financially viable.	Target on track. 

Local Government Funding Agency:

17. LGFA report for the six months to 31 December 2025 is included as Attachment 7 of this report:

- LGFA has a total of 21 performance targets for FY26.
- The Sol target not achieved was the market share of council borrowing (79.4% vs. 80% target).
- Paul Anderson has been elected as an independent director following the retirement of Linda Robertson after ten years of service on the board, Sarah Houston Eastergaard is the new Chair of the Shareholders' Council (Kathryn Sharplin has stepped down), and Philip Cory-Wright replaced Craig Stobo as the LGFA Board Chair.
- The following is LGFA's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:

Deliverables	2025-2026 performance target	Performance to 31 December 2025
Comply with the Shareholder Foundation Policies and the Board-approved Treasury Policy at all times.	No breaches.	Target achieved. 
Maintain LGFA's credit rating equal to the NZ Government sovereign rating where both entities are rated by the same Rating Agency.	LGFA credit ratings equivalent to NZ Sovereign.	Target achieved. 
LGFA's total operating income, excluding unrealised gains / (losses) on financial instruments, for the period to 30 June 2026.	>\$44.7 million.	Target on track. 
LGFA's total operating expenses (excluding Approved Issuer Levy) for the period to 30 June 2026.	<\$12.1 million.	Target work in progress. 
Share of aggregate long-term debt funding to the Local Government sector.	>80%.	Target not achieved. 
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	>85% satisfaction score.	Target achieved. 
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	100%.	Target achieved. 
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100%.	Target achieved. 
Health and safety.	No notifiable incidents.	Target achieved. 
Maintain Toitū Carbon Zero certification.	Carbon-zero certification maintained.	Target achieved. 
Meet reduction targets outlined in our carbon reduction management plan.	<8.7 tCO ₂ e annual per person GHG emissions.	Target on track. 
Increase GSS lending book and Climate Action Loans.	Two new GSS loans undertaken. Two new borrowers enter into CALs.	Target on track. 
Develop a sustainable financing option for the water sector.	New sustainable financing option is available to water entities.	Target on track. 

Enhance insight into climate-related risks through council lending.	Climate change is incorporated into LGFA's credit risk assessments.	Target on track. 
Assess required governance skills for LGFA's climate-related risks and opportunities.	Develop a director skills matrix.	Target on track. 
Review each Participating Borrower's financial position.	100%.	Target achieved. 
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	100%.	Target achieved. 
Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA.	Four quarterly updates to councils and CCOs.	Target on track. 
Meet annually with Infrastructure Commission, Local Government NZ, Taituara, Water NZ, Infrastructure NZ, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective.	Nine meetings across stakeholders.	Target on track. 
Support councils with Local Water Done Well by providing timely and responsible advice for on-boarding water CCOs.	On-boarding process is underway for all water CCOs who have requested it.	Target achieved. 
Provide a governance opportunity for a council or CCO staff member under the LGFA Future Director Programme.	One Future Director appointed for an 18-month term.	Target achieved. 

Council-controlled organisations' core purpose:

18. The following table outlines the core purpose of each CCO.

Council-controlled organisation	Core purpose
Bay Venues Limited	To connect the community with exceptional experiences through hosting activities and events at community facilities across Tauranga including aquatic centres, indoor sport and fitness facilities, event venues, community centres and halls, and the Adams Centre for High Performance.
Tauranga Art Gallery Trust	To create and deliver exceptional art experiences that engage, inspire, challenge and educate visitors through exhibitions, public programmes and events.
Tourism Bay of Plenty	To lead the sustainable growth of the Western BoP visitor economy, the management of the region as a visitor destination, and the management of iSITE Visitor Information Centres at Tauranga, Mount Maunganui and the Port of Tauranga (during the cruise season only).
Te Manawataki o Te Papa Limited	To govern the effective delivery of a suite of projects across Tauranga city centre, to benefit the whole community.
Te Manawataki o Te Papa Charitable Trust	To own the land referred to as 'Site A' of the Te Manawataki o Te Papa civic precinct, and to provide certainty on how the land will be used in the future, so that everyone in the community benefits.
Bay of Plenty Local Authority Shared Services	To foster collaboration in the delivery of shared services and joint procurement on behalf of the participating councils, maximising cost savings and developing opportunities for sharing of services.

Local Government Funding Agency	To deliver efficient financing for local government to benefit local communities.
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STATUTORY CONTEXT

19. In accordance with the Sol and the LGA, CCOs are required to report to Council on their financial and non-financial performance six monthly and annually.
20. The Half-Year Reports are helpful with tracking how Council's CCOs have performed for the first six months of the financial year, and how they are tracking towards achieving all of their targets by the financial year end.

STRATEGIC ALIGNMENT

21. The CCOs actively work in partnership with Council, mana whenua and our community to achieve great community outcomes, and this is reflected in their half-year performance:

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	<input type="checkbox"/>
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

22. Examples include providing leisure, arts, cultural, aquatic, and event services that foster connection and participation for people of all backgrounds, operating community facilities sustainably, supporting businesses to be more carbon-conscious, and aligning their work to Council's action and investment plans.

OPTIONS ANALYSIS

23. There are no options as Council is formally receiving the Half-Year Reports 2025/26 from the CCOs.

FINANCIAL CONSIDERATIONS

24. The consolidated financials are included in this cover report and each CCO's financial status is outlined in their Half-Year Reports.

LEGAL IMPLICATIONS / RISKS

25. There are no legal implications.
26. The Half-Year Reports 2025/26 meet the legislative requirements for the CCOs to provide Council with an overview of performance for the first half of the year against their Sols 2025/26-2027/28 on both financial and non-financial measures.

TE AO MĀORI APPROACH

27. Partnership with Tangata Whenua is important to the CCOs. Their mahi in this space are outlined in their Half-Year Reports, for example, TAGT is on track to implement its Māori Engagement Plan through its Māori advisory group, Te Kāhu o Hinewa.

CLIMATE IMPACT

28. Climate issues are important to the CCOs. Their mahi in this space are outlined in their Half-Year Reports, for example, LGFA is on track to approve seven new Green and Social projects, and six new Green and Social loans.

CONSULTATION / ENGAGEMENT

29. It is not required or expected to consult on the Half-Year Reports 2025/26 under the LGA.

SIGNIFICANCE

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









ENGAGEMENT

33. Taking into consideration the above assessment, the half-year reports, that this is a standard monitoring cover report, and that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

34. The CCOs' Half-Year Reports will be made available to the public via Council's website.

ATTACHMENTS

1. **Attachment 1: Bay Venues - Half Year Report 2025-26 - A19953102 (Separate Attachments 1)** 
2. **Attachment 2: TAGT - Half Year Report 2025-26 - A19861778 (Separate Attachments 1)** 
3. **Attachment 3: TBOP Half Year Report - 2025-26 - A19861772 (Separate Attachments 1)** 
4. **Attachment 4: TMoTPL - Half-Year Report 2025-26 - A20102638 (Separate Attachments 1)** 
5. **Attachment 5: TMoTP Charitable Trust - Half Year Report 2025-26 - A19952127 (Separate Attachments 1)** 
6. **Attachment 6: BOPLASS - Half Year Report 2025-26 - A19861744 (Separate Attachments 1)** 
7. **Attachment 7: LGFA - Half Year Report - 2025-26 - A19861758 (Separate Attachments 1)** 
8. **Attachment 8: Tauranga City Council and Entities Comprehensive Revenues and Expenses Half-Year to 31 Dec 2025 - A20083323 (Separate Attachments 1)** 

10.7 Local Government Funding Agency - Draft Statement of Intent 2026/2027-2028/2029**File Number: A19395133****Author: Caroline Lim, CCO Specialist
Kathryn Sharplin, Head of Finance****Authoriser: Craig Rice, Chief Operating and Financial Officer****PURPOSE OF THE REPORT**

1. The purpose of this report is for Tauranga City Council to formally receive the Local Government Funding Agency's draft Statement of Intent 2026/27-2028/29.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Local Government Funding Agency - Draft Statement of Intent 2026/2027-2028/2029".
- (b) Receives the Local Government Funding Agency's draft Statement of Intent 2026/27-2028/29 (Attachment 1 of this report).
- (c) Receives the Local Government Funding Agency's Letter to its Shareholders on its draft Statement of Intent 2026/27-2028/29 (Attachment 2 of this report).
- (d) Notes that Tauranga City Council may provide feedback on the draft Statement of Intent either directly to LGFA, or through the LGFA Shareholders' Council if there are matters it would like to be considered before the Statement of Intent is finalised.

EXECUTIVE SUMMARY

2. Tauranga City Council (the Council) is one of 31 shareholders of the Local Government Funding Agency (LGFA). LGFA is required by the Local Government Act (LGA) 2002 to prepare a draft Statement of Intent (Sol) and provide a copy to each of its shareholders by 1 March each year.
3. The Council's 28 April 2026 City Delivery Committee meeting is the first suitable meeting for LGFA's draft Sol 2026/27-2028/29 to be formally received
4. Feedback on the draft Sol or expectations for the LGFA Board, will be provided to the Board by 1 May 2026, by the LGFA Shareholders' Council. As the Council is one of 31 shareholder members of LGFA, it is not expected that the Council provides LGFA with a letter of expectations or provides direct feedback to LGFA on its draft Sol. However, if there are specific matters the Council would like to raise, LGFA would welcome either direct feedback or feedback through the LGFA Shareholders' Council of which the Council is currently a member.
5. LGFA's draft Sol meets the legislative requirements outlined in the LGA.
6. Overall LGFA's draft Sol (Attachment 1 of this report) emphasises optimising financing for local authorities, supporting sector reform (especially water services), strengthening environmental and social responsibility, and maintaining high governance standards.
7. The draft Sol has been accompanied by a Letter to its Shareholders explaining the performance targets / KPIs and financial projections over the next three financial years (Attachment 2 of this report).

8. The draft Sol outlines the performance targets / KPIs across its five strategic pillars of governance, capability and business practice; optimising financing services; environmental and social responsibility; effective management of loans; and industry leadership and engagement.
9. There are no legal implications / risks associated with this report or LGFA's draft Sol.
10. Once formally received, LGFA will be informed of the Council's consideration of this report, the LGFA Board will finalise and deliver its final Sol to its shareholders by 30 June and the Council will formally receive the final document at the City Delivery Committee meeting scheduled on 4 August 2026.

BACKGROUND

11. The core purpose of LGFA is benefiting communities through delivering efficient financing for the Local Government sector.
12. LGFA has 31 shareholder members (including the New Zealand Government), 77 council members and eight Council Controlled Organisation (CCO) members. The LGFA's 77 members represent all councils except for Chatham Islands District Council.
13. The Council holds an 8.3% shareholding in LGFA, which has a total equity of \$121 million.
14. Feedback on the draft Sol or expectations for the LGFA Board, will be provided to the Board by 1 May 2026, by the LGFA Shareholders' Council.
15. The Shareholders' Council is the body that has been created to monitor accountability and performance. It comprises five to ten appointees from the Council Shareholders and the Government.
16. As this council is one of 31 shareholder members of LGFA, it is not expected that Council provides LGFA with Letters of Expectations (LoEs) or make direct feedback to this CCO's draft Sols. However, it could provide direct feedback if the Council chooses or suggests matters to be considered by the Shareholders' Council of which the Council is currently a member.

Alignment of LGFA's draft Statement of Intent FY7-29 with the Letter of Expectations

17. There was no change to the LGFA Shareholders' Council's LoE from last year, so a new one hasn't been issued.
18. Overall, the draft Sol is aligned to the current LoE in the following areas:
 - Strong governance focus – committed to best-practice governance, sound business operations, and the highest ethical standards;
 - Maintaining high credit quality – targeting and upholding a credit rating aligned with that of the New Zealand Government;
 - Transparent, regular reporting – providing frequent updates and clear, accessible performance reporting to shareholders;
 - Climate action commitments – prioritising emissions reduction and delivering comprehensive climate-related disclosures;
 - Local Water Done Well – ensuring prudent, well-managed participation in water reform and supporting lending needs across the water sector;
 - Prudent lending and risk management – applying robust due diligence, actively monitoring borrower financial health, and effectively managing lending risk; and
 - Sector leadership and engagement – fostering proactive collaboration with councils, the New Zealand Government, and sector organisations.

Things to be aware of with regards to the LGFA's draft Statement of Intent FY27-29

19. LGFA confirms it will finance water CCOs established under the new Local Water Done Well (LWDW) reform framework (this is a major expansion of its borrowing base).
20. LGFA is considering involvement in the Ratepayer Assistance Scheme (RAS) programme including taking an equity shareholding, providing debt facilities, providing support services and managing debt issuance. This is a significant expansion beyond traditional council lending, requiring shareholder oversight. Forecasts currently exclude any impact of RAS.
21. LGFA is formally embedding climate-related risk into credit assessments and scaling Green, Social & Sustainability (GSS) loans and Climate Action Loans (CALs). Targets include two new GSS loans and two new borrowers for CALs.
22. The draft Sol repeatedly highlights material forecasting uncertainty due to the unknown timing and mechanics of water CCO establishment and asset transfers. At the time of the Half-Year Report being released, no Water Services Delivery Plans have been approved yet.
23. LGFA continues to offer an 18-month Future Director governance development role.

Performance targets FY27-29

24. LGFA has outlined 20 performance targets (pages 4-8), across its five strategic pillars:
 - Governance, capability and business practice – four targets;
 - Optimising financing services – four targets;
 - Environmental and social responsibility – six targets;
 - Effective management of loans – two targets; and
 - Industry leadership and engagement – four targets.
25. Across all the targets, the consistent themes are:
 - A high degree of emphasis on the readiness for the LWDW reforms;
 - A strong integration of climate considerations, not just in lending but also in credit assessments and internal operations;
 - Operational excellence at all times (e.g. zero policy breaches, 100% eligible lending fulfilment);
 - Heavily based on reliability and stability rather than growth (this is consistent with LGFA's risk-averse mandate, e.g. maintaining a credit rating equal to that of the New Zealand Government); and
 - Market leadership expectation i.e. maintaining >80% market share to ensure ongoing dominance in the Local Government sector lending.

STATUTORY CONTEXT

26. The Sol is one of LGFA's key governance and planning documents.
27. Engaging with LGFA throughout the development of its annual Sol is one of the main ways the Council as part of the 31 shareholder members can influence this CCO.

STRATEGIC ALIGNMENT

28. LGFA actively works in partnership with its council and CCO members to achieve great community outcomes, and this is reflected in their Sol and their performance against financial and non-financial measures:

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓

- We are a well-planned city that is easy to move around
- We are a city that supports business and education
- We are a vibrant city that embraces events

29. Being able to access optimal financing conditions enables the Council to better plan and invest in the future infrastructure of Tauranga. Examples include the Marine Parade Coastal Pathway and Te Manawataki o Te Papa Civic Precinct.

OPTIONS ANALYSIS

30. There are no options as the Council is formally receiving the draft Sol 2026/27-2028/29 and the Letter to LGFA's Shareholders on its draft Sol.

FINANCIAL CONSIDERATIONS

31. LGFA has included in its draft Sol, the financial forecasts for FY27, FY28 and FY29. The Council is a guarantor of LGFA as are all borrowers from LGFA above \$20 million. Noting that as total lending grows, the value of the guarantee increases.

LEGAL IMPLICATIONS / RISKS

32. There are no legal implications with this report or the draft Sol.
33. The draft Sol meets the legislative requirements of the LGA i.e. LGFA has provided the Council with an overview of its activities, performance measures and financials across the three-year period of FY27, FY28 and FY29, by the statutory deadline of 1 March.

TE AO MĀORI APPROACH

34. LGFA's draft Sol does not specifically include Māori-focused objectives, or Te Ao Māori approach, or reference iwi/hapū/tangata whenua/mana whenua, or commit to Māori engagement, partnership, or outcomes.

CLIMATE IMPACT

35. LGFA manages two specific loans for borrowers promoting environmental and social wellbeing – Green, Social & Sustainability and Climate Action. This CCO is aiming to expand its environmental lending to its council and CCO members.

CONSULTATION / ENGAGEMENT

36. It is not required or expected to consult on an Sol under the Local Government Act 2002.

SIGNIFICANCE

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

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

ENGAGEMENT

40. Taking into consideration the above assessment, LGFA's draft Sol, and that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

41. LGFA will be informed of the Council's consideration of this report.
42. The final Sol 2026/27-2028/29 is to be provided to the Council by 30 June 2026, and will be formally received at the City Delivery Committee on 4 August 2026.
43. The final Sol 2026/27-2028/29 will be made available on the Council's website.

ATTACHMENTS

1. **Attachment 1: LGFA - Statement of Intent FY27-29 (DRAFT) - A19861836** [↓](#) 
2. **Attachment 2: LGFA - Letter to Shareholders to accompany Statement of Intent FY27-29 (DRAFT) - A19861838** [↓](#) 

10.8 Annual Residents Survey - Wave Three Results

File Number: A19828337

Author: Rachel Burt, Corporate Planner

Authoriser: Christine Jones, General Manager: Strategy, Partnerships & Growth

PURPOSE OF THE REPORT

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

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey - Wave Three Results".

EXECUTIVE SUMMARY

2. The Annual Residents Survey is conducted in four waves each year to capture community perceptions of council services and initiatives. This report presents the Wave Three results for 2025/26.
3. A total of 154 residents participated in this wave, bringing the year-to-date total to 463 responses across three waves. Response numbers remain on track to meet the target of at least 600 responses across all four waves.
4. Overall satisfaction has remained relatively stable at 47% YTD, representing an increase from 44% in 2024/25. This reflects gradual improvement across several service areas, including outdoor spaces (79%, up from 76% in 2024/25) and public facilities (73%, up from 71% in 2024/25). While concerns regarding roading and footpaths persist in verbatim feedback, satisfaction in this area has improved slightly to 51% (up from 49% in 2024/25), indicating a more positive trend overall.
5. Perceptions of reputation (27%) up from 26% in 2024/25, and value for money (31%) up from 30% in 2024/25 continue to show incremental improvement.
6. Waste management remains a consistent area of strength at 76% in both YTD and in 2024/25.
7. Satisfaction with the quality of Council services has increased to 53% YTD (from 47% in 2024/25), indicating improving perceptions of service delivery.
8. Outdoor spaces continue to perform strongly (79%) (from 76% in 2024/25), supported by high satisfaction with access to parks, opportunities for physical activity, and the natural environment
9. However, some areas of decline are evident. Perceptions of cycling safety have decreased significantly to 45% YTD (from 56% in 2024/25), with respondents highlighting concerns about unsafe road conditions and a lack of dedicated cycling infrastructure.
10. The city centre's role as the cultural and commercial heart of the city has also declined to 19% (from 25%), with feedback pointing to vacant shops, limited activities, and visible homelessness, although there is some optimism regarding new civic developments.

ANNUAL RESIDENTS SURVEY

11. The Annual Residents Survey forms part of a wider set of information we have around engagement with the Tauranga community and their wants, needs and perceptions of council and of Tauranga as a place to live.
12. Survey results help council staff assess the performance of council against a set of pre-determined actions and performance levels, including those outlined in the 2024-34 Long-term Plan.
13. Using a post-to-online method, surveys have been undertaken with Tauranga residents during this third wave. An invitation letter, containing an embedded link to an online survey, was sent to a random selection of residents, sourced from the Electoral Roll, with a subsequent reminder follow up.
14. Wave Three fieldwork was conducted from 30 January 2026 – 01 March 2026. The number of participants in Wave Three was 154 bringing the year-to-date total to 463 responses across three waves.
15. A summary of the high-level survey results for 2025/26 year-to-date (YTD) and their trends is shown in the table below:

Measure	2024/2025 Result	Nett Score 2024/25	2025/2026 YTD Result	Nett Score 2025/26 YTD Result	Change from Previous Year (%)
<i>Overall performance</i>	44%	18%	47%	19%	6.8% ▲
<i>Overall reputation</i>	26%	-23%	27%	-22%	3.8% ▲
<i>Overall value for money</i>	30%	-16%	31%	-10%	3.3% ▲
<i>Overall core service deliverables</i>	62%	49%	63%	51%	1.6% ▲
<i>Overall water management</i>	59%	40%	57%	45%	0% =
<i>Overall roads and footpaths</i>	49%	28%	51%	30%	4.1% ▲
<i>Overall waste management</i>	76%	68%	76%	71%	0% =
<i>Overall outdoor spaces</i>	76%	69%	79%	73%	3.9% ▲
<i>Overall public facilities</i>	71%	64%	72%	72%	1.4% ▲

16. Perceptions of Council performance and services show improvement in the 2025/26 year-to-date results:
- Overall, the results indicate steady, incremental gains across most service areas particularly core services while reputation and value for money remain priority focus areas given their still negative net positions.
 - Value for money remained steady at 31%, signalling easing concerns, although affordability remains a key issue.
 - Core service delivery strengthened overall, with incremental gains across infrastructure areas. Roads and footpaths improved slightly to 51% (net +30), reflecting a modest lift year on year, even though respondent feedback regarding infrastructure issues and safety remain a key concern, while water management saw an improvement in net score despite a small decline in result.
 - High-performing areas remained strong, with waste management steady at 76% and outdoor spaces increasing to 79%. Public facilities improved to 72%, supported by strong performance in libraries and mixed results across other facilities, including some declines in pools and indoor sports facilities.
17. Verbatim comments from the third wave reflects a broad range of community priorities across Tauranga these are highlighted below with commentary pulled from the reporting.
- Many comments highlighted the growing visibility of homelessness, particularly in the city centre, and linked this to housing shortages, high living costs, and limited social support. Safety in public spaces was a common theme, with calls for better lighting, CCTV, and community policing.
“Quality lighting upgrades to walkways for evening enjoyment even in the winter months.”
“There is still a lot of homeless people in the city centre. I understand they need some place to sleep but it certainly discourages me from going to the city and the lack of businesses there at present.”
 - Affordability was a recurring concern, with residents calling for better management of rates and fees.
“I would like to see less waste of rate money on projects that get scrapped halfway through. I would also like to see commitment to increasing the city infrastructure, such as hospitals, schools and roads to cope with increasing number of residents. I would like to see future proofing focus, such as the Cameron Road upgrade.”
 - Transport and roading issues were frequently raised, including congestion, poor road conditions, and parking challenges. Cycleway safety was frequently highlighted.
“I feel scared to cycle on many local roads. There’s a real lack of courtesy and dangerous driving.”
 - While Libraries, pools, Historic Village, Baycourt, and the Cargo Shed were generally valued, with suggestions for, broader programming, and improved promotion.
“The Historic Village needs to be celebrated and advertised more. There needs to be a broader range of events to attract more people and visitors. For the cruise ships that go there, it should have a lot more entertainment and in turn, that should attract more locals to the village.”
 - Water management also featured, with comments on stormwater, flooding, and drinking water quality.
“Less reactive stormwater management planning. Better zoning and building rules in flood prone areas. Use better quality data for flood zoning maps, latest survey information to avoid mistakes and reducing public confidence.”

- Waste management and sustainability attracted attention, with suggestions for improved rubbish collection and stronger environmental initiatives.

“Rubbish collection is excellent. This includes green waste collections. I am not aware of specific initiatives to improve climate and sustainability that Tauranga City Council have implemented and the success of these initiatives.”

- Across all topics, residents emphasised the need for clearer communication and transparency from Council, alongside practical investment in core infrastructure and services to support growth.

“I would like to see more public engagement, and clear, accessible advertising happening for key decisions. Currently the only reason I know public consultation is happening is because I’m subscribed to the newsletter.”

“Mt Maunganui and Mauao is a huge drawcard for locals and visitors alike. I would support money being spent in conjunction with consultation with Iwi to get Mauao open again as soon as culturally acceptable. I would support the Mount Hot Pools being reopened and the safer parts of the campground if there are any”

18. Further information on each of the overall sections and the measures within, along with a summary of the verbatim comments, are included in the report as **Attachment 1**.

RATES, RENT, AND LIVING AFFORDABILITY

19. On 9 December 2024, Council resolved to add additional questions on household rates affordability, rental affordability, and the cost of living in Tauranga to the Annual Residents Survey. These have been included since Wave 3 2024/25.
20. Across all three measures, perceptions of affordability have improved year-on-year, though overall sentiment remains negative. The proportion of residents who consider rates affordable increased from 21% (n=207) in 2024/25 (W3–W4) to 23% (n=349) Year-to-date in 2025/26 a 9.5% uplift. However, the nett score eased slightly from -30 to -33, showing that rates are still viewed as unaffordable by most respondents.
21. Rent affordability rose from 18% (n=39) to 20% (n=62) (+9.5%), with a notable improvement in the nett score from -43 to -33. This result should be interpreted cautiously due to the small renter sample.
22. Perceived cost-of-living affordability improved from 17% (n=265) to 21% (n=457) (+23.5%), alongside a nett score shift from -44 to -35.
23. Overall, these year-to-date results suggest modest easing in affordability pressures. However, persistently negative nett scores highlight ongoing strain on households and the need for continued measures to support affordability.

Measure	2024/2025 Result (W3 & W4)	Nett Score 2024/25	2025/2026 Result YTD	Nett Score 2025/26 YTD Result	Change vs Last Year (% and Trend)
Rates in Tauranga are affordable for my household	21% (n=207)	-30%	23% (n=349)	-33%	+9.5% ▲
Rent in Tauranga is affordable for my household	18% (n=39)	-43%	20% (n=62)	-33%	+11.1% ▲
The cost of living in Tauranga is affordable for my household	17% (n=265)	-44%	21% (n=457)	-35%	+23.5% ▲

Table 1: Additional questions on household rates

COMPARISON TO PREVIOUS YEARS

24. To provide the Council with a performance comparison against the last two full-term elected Councils, a summary of the high-level survey results for 2025/26 is presented in the table below. This responds to a request from elected members at a previous committee meeting. For context, the table also includes the average results from 2015/16 to 2018/19, highlighting how the current results compare.
25. At the meeting on 10 March 2026, an action was agreed to include **net results** year-on-year for all available data. Net results are available from 2016/17 onwards. These results are provided in Table 2 below.

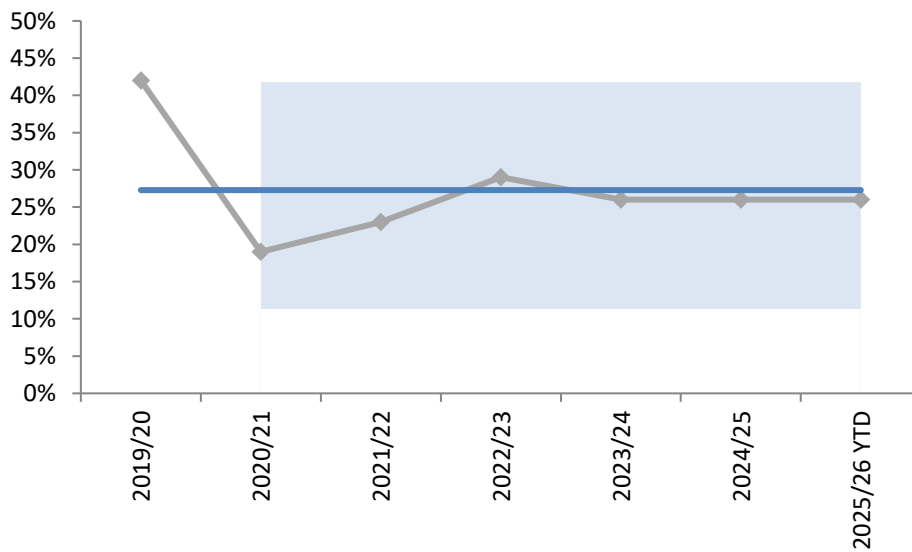
	2016/17 Result	2016/17 Nett Score	2017/18 Result	2017/18 Nett Score	2018/19 Result	2018/19 Nett Score	Avg 15/16- 18/19	25/26 YTD Result	2025/26 YTD Nett Score	Change (% and Trend)
Overall performance	75%	70%	74%	71%	66%	54%	72%	47%	19%	-34% ▼
Overall reputation	53%	43%	55%	41%	46%	23%	51%	29%	-22%	-43.1% ▼
Overall value for money	59%	50%	62%	48%	50%	31%	57%	31%	-10%	-45.6% ▼
Overall core services deliverables	80%	77%	73%	69%	72%	66%	75%	64%	51%	-14.7% ▼
Overall water management	74%	69%	72%	65%	69%	61%	72%	59%	45%	-18.1% ▼
Overall road and footpaths	68%	61%	64%	58%	57%	41%	63%	54%	30%	-14.3% ▼
Overall waste management	77%	71%	63%	49%	69%	57%	70%	78%	71%	+11.4% ▲
Overall outdoor spaces	87%	84%	85%	80%	83%	78%	85%	80%	73%	-5.9% ▼
Overall public facilities	82%	80%	85%	82%	77%	73%	81%	72%	65%	-11.1% ▼

Table 2: 2025/26 results compared to previous years.

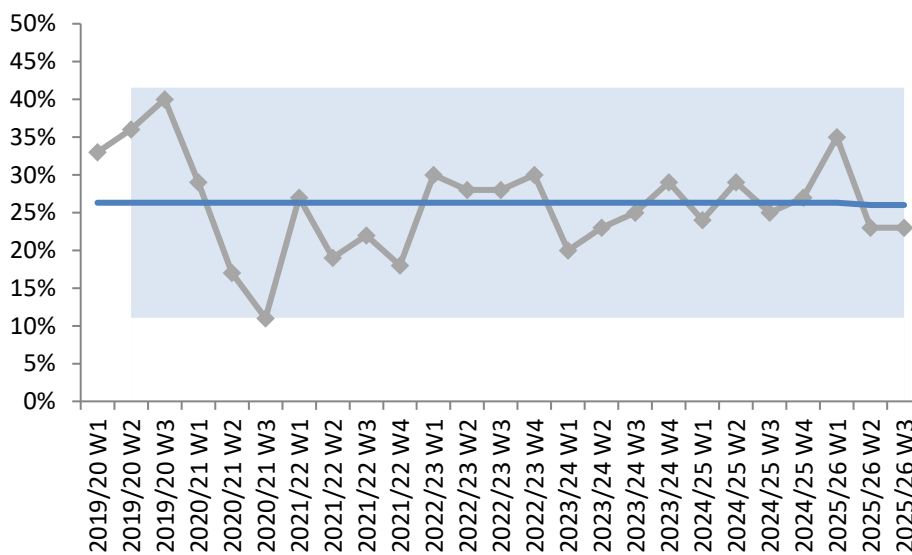
MEASURES OF INTEREST

- 26. The 2024/25 full year report highlighted two areas of council performance as measures that have the highest impact on residents’ overall perception of the Council combined with relatively low performance. The results for wave three for these areas are discussed below and in the attached report.
- 27. The below graphs used are XmR (Moving Range) charts. An XmR is a type of control chart used in process improvement and statistical analysis to monitor the variation in a single data series over time. The charts below track individual data points, showing how each measurement compares to the overall average and upper and lower control limits (shaded blue area), which define the expected range of natural variation. The XmR chart helps identify trends, shifts, or unusual variations in a process, making it useful for detecting changes and ensuring that processes remain stable and predictable.

IMAGE AND REPUTATION



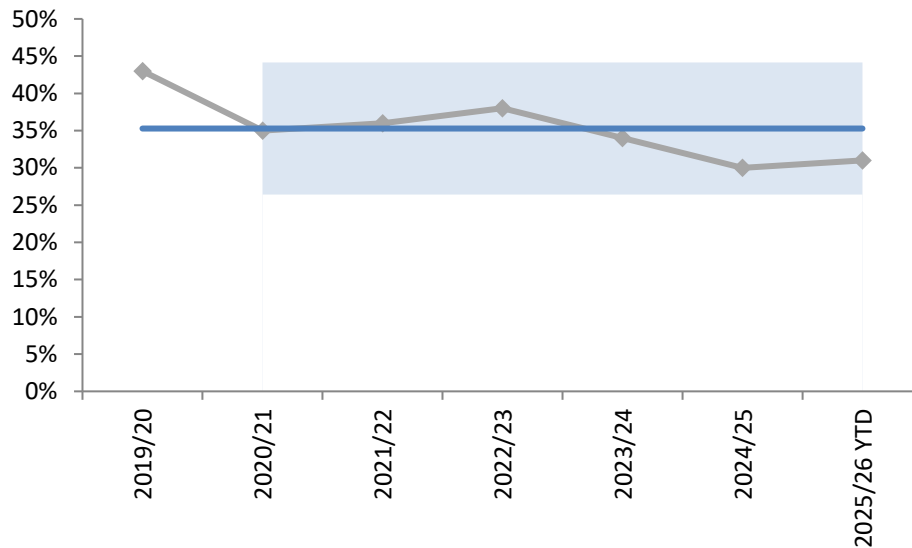
Graph 1: Image and Reputation Year to Date (YTD)



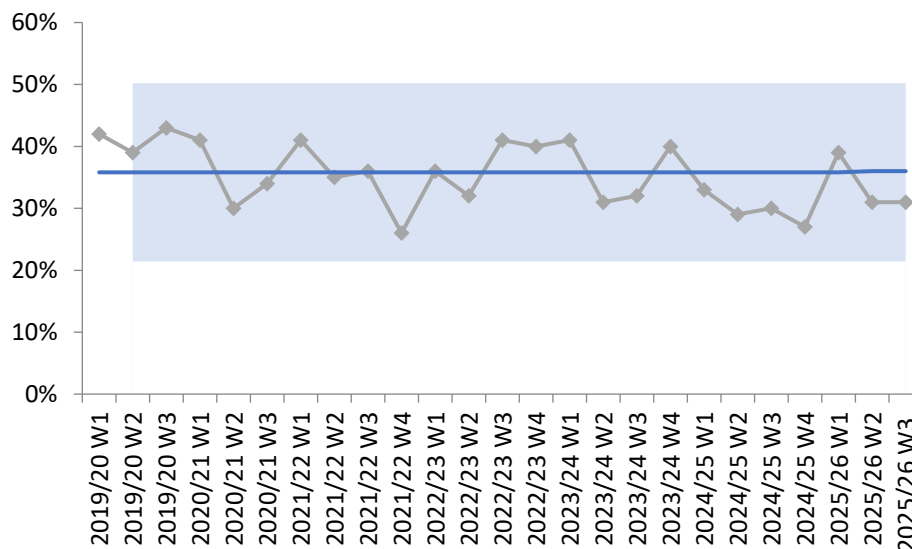
Graph 2: Image and Reputation by wave

28. Image and reputation results have remained relatively stable over recent years, following a sharp decline between 2019/20 and 2020/21. Since that low point, performance has gradually recovered and broadly stabilised, sitting at around the mid-20 percent range. The 2025/26 year-to-date result is consistent with the last two years, indicating no material improvement or deterioration over the period. While the wave-by-wave results show some short-term fluctuation, overall perceptions of image and reputation have remained steady, suggesting that public confidence has not significantly shifted, despite ongoing changes and pressures across the organisation.

VALUE FOR MONEY



Graph 3: Value for Money Year to Date (YTD)



Graph 4: Value for Money by wave

29. Perceptions of value for money have declined over time and now sit below earlier performance levels. Following a relatively strong result in 2019/20, scores dropped in 2020/21 and showed some fluctuation before trending downwards from 2023/24 onwards. The 2025/26 year-to-date result remains lower than previous years, indicating ongoing

concerns about whether services and investments represent good value. While wave-by-wave results show variability, the overall pattern suggests sustained pressure on value-for-money perceptions, likely reflecting broader cost pressures and heightened sensitivity to spending and rates among residents.

STATUTORY CONTEXT

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

STRATEGIC ALIGNMENT

31. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	✓
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

32. The annual residents survey is a legislative requirement which is reported on quarterly and produced as an annual report.

OPTIONS ANALYSIS

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

FINANCIAL CONSIDERATIONS

34. There are no financial implications or risks associated with this report.

LEGAL IMPLICATIONS / RISKS

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

TE AO MĀORI APPROACH

36. The residents' perception survey referenced in this report is drawn from a demographically representative sample of the area. This includes Māori and reflects the area's demographic profile across ethnicity, age, gender, geographic distribution and socio-economic status.

CONSULTATION / ENGAGEMENT

37. This report is made public.

SIGNIFICANCE

38. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
39. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- the current and future social, economic, environmental, or cultural well-being of the district or region
 - any persons who are likely to be particularly affected by, or interested in, the matter.

- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

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

ENGAGEMENT

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

NEXT STEPS

42. The next wave (Wave 4) for 2025/26 is due to be collected during May 2026 with the results of the report will inform reporting in the Annual Report 2025/26 and will be published on our website.

ATTACHMENTS

1. **Annual Residents Survey 2025_26 - Wave 3- Performance Report - A20112584** [↓](#) 

10.9 Mainstreets' Monitoring Report for the period 1 July to 31 December 2025

File Number: A19731380

Author: Kendyl Sullivan, Team Leader: City Partnerships Specialist

Authoriser: Sarah Omundsen, General Manager: Regulatory and Community Services

PURPOSE OF THE REPORT

1. For Mainstreet organisations to report to Council on their activities for the period 1 July to 31 December 2025, to highlight issues, provide a financial update, and to outline plans for upcoming activities.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Mainstreets' Monitoring Report for the period 1 July to 31 December 2025".
- (b) Receives the Mainstreet Tauranga Report to 31 December 2025
- (c) Receives the Mount Business Association Report to 31 December 2025
- (d) Receives the Papamoa Unlimited Report to 31 December 2025
- (e) Receives the Greerton Business Association Report to 31 December 2025

EXECUTIVE SUMMARY

2. Council has funding agreements with Mainstreet organisations to deliver services that promote business interests, enhance local environments, and support economic activity within their area.
3. Council pays for the services delivered by the Mainstreet organisations through specific Mainstreet Grants. These grants are funded by targeted commercial rates from the four Mainstreet centres, to a total of \$834,731 for FY 2025/26.
4. Mainstreet organisations are required to be incorporated societies, which brings specific obligations under the Incorporated Societies Act. Each Mainstreet organisation is governed by its own independent Board, comprising predominantly volunteer roles taken up by members of the organisation.
5. The Mainstreet organisations have a range of obligations under their funding agreements with the council, one of which is to provide half-year and full-year financial and non-financial reports to the council. Half-year reports from each of the four Mainstreet organisations are provided as attachments 1 to 4 to this report.
6. A summary of performance, both financial and non-financial, is provided in the main body of the report for Mainstreet Tauranga, Mount Business Association, Papamoa Unlimited, and Greerton Business Association (collectively "Mainstreets").
7. An overview of each Mainstreet organisation's financial position for the six months to 31 December 2025 is provided in the table below:

	Approx. number of members*	2025/26 Annual Mainstreet Grant from TCC (two instalments)	Operating Surplus / (deficit) (from all sources as @ 31 Dec 25)	Total equity (as @ 31 Dec 25)
Mainstreet Tauranga	655	\$398,355	(\$38,936)	\$246,397
Mount Business Association	273	\$207,876	(\$28,540)	\$125,178
Papamoa Unlimited	155	\$72,600	\$27,773	\$32,178
Greerton Business Association	140	\$155,900	\$22,450	\$85,393

*Members based on number of businesses in each Mainstreet area per ratepayer database, which is subject to change. Ratepayers are also considered members of Mainstreet organisations.

Compliance and operational issues identified by council staff

8. As outlined in paragraph 54 to 63 of this report, issues include; governance and capacity limitations — particularly around funding agreement compliance, clarity of roles between Mainstreets and Council, organisational resilience and succession planning, adequate support and training for volunteer boards and managers, sound recruitment practices, timely delivery of agreed plans and budgets, and consistent engagement as priority local stakeholders.

Upcoming review of the Mainstreets programme

9. Council is currently determining the scope of a review of the Mainstreets programme, which is considered timely now that most recommendations from the previous review in 2021 have been implemented. The Mainstreet organisations are aware of the upcoming review and are aware that they, along with other key stakeholders, will be involved throughout the process.

BACKGROUND

10. There are agreements in place between Council and the four Mainstreet organisations for the delivery of Services. The objectives of the agreements are to the effect that the Mainstreet organisations (in their respective areas) will:
- promote, encourage and advance the interests of the businesses;
 - promote and encourage the appearance, ambience and services of the Area to make it more attractive, interesting and inviting to shoppers, visitors and persons carrying on business;
 - develop economic activities that benefit, support, and provide value to their members and the Mainstreet business community;
 - carry out the objects set out in Mainstreet's constitution and rules; and
 - meet its obligations to the Mainstreet members and third parties.
11. Council provides funding for these Mainstreet services by way of a targeted rate on commercial property within each of the Mainstreet business areas, subject to the conditions in their funding agreements.
12. Mainstreet organisations are incorporated societies and all business operators and (commercial) ratepayers within their respective targeted rate areas are regarded as being a Mainstreet member.

DISCUSSION

Summary of half year reports provided

Overall Financial Compliance Reported

13. Mainstreet organisations held their Annual General Meeting (AGM) during this reporting period and audited financial accounts for the year ending 30 June 2025 have been received.
14. Audited accounts and AGM documentation is available to view on the [council website](#).
15. Audited accounts for all Mainstreet organisations show they ended the financial year with positive equity.
16. Mount Business Association Audit indicates partial non-compliance with reporting standards relating to two key statements, which will be rectified in the current financial year. This is the second year the organisation has been partially non-compliant, and it is a focus of the new board to rectify this.
17. All Mainstreet financial statements provided for the period 1 July – 31 December 2025 indicate reserve funds remaining.
18. Financial statements provided by Mainstreet Tauranga show a net loss of \$38,936 over this period, with total equity being \$246,397.
19. The profit and loss statement from Mount Business Association show a net loss of \$28,540 over this period, with total equity being \$125,178.
20. Financial statements from Papamoa Unlimited show a profit of \$27,773 over this period, with total equity being \$32,178.
21. Financial statements provided by Greerton Village Community Association show a profit of \$22,450 over this period. Total retained earnings are \$85,393.

Mainstreet Tauranga (Downtown Tauranga)

22. The Mainstreet Tauranga Monitoring Report and Financial Statements to 31 December 2025 are provided at Attachment 1.
23. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$398,355 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
24. Mainstreet Tauranga employs a manager and an administration and engagement co-ordinator, who are responsible to the organisation's board for the day-to-day delivery of the Mainstreet programme.
25. Mainstreet Tauranga have set KPIs around; advocacy and engaged membership, collaborative partnerships, and finance, operations and governance.
26. Highlights over this period include collaborative partnerships, bus back campaign, Downtown Tauranga voucher booklet and tote bags, advocacy relating to parking and waterfront central plaza, activations and events including curated work do's, discovery trails, and Santa's grotto, alongside positive sales data through marketview.
27. Challenges for Downtown Tauranga include learnings from the late-night shopping Christmas event, and safety and security.
28. Mainstreet Tauranga is looking forward to how vacant shops could be activated.

Mount Business Association

29. The Mount Business Association Monitoring Report, including financial reporting, is provided at Attachment 2.
30. The agreement for the delivery of Mainstreet services has been in place since 12 December 2023. Funding of \$207,876 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.

31. For most of this reporting period, Mount Business Association contracted; a Business Improvement Manager working 25 hours per week, serving as primary operational lead responsible for successful execution of the Annual Plan, an Operations Manager working 2-4 hours per week providing a support and oversight role and a Delivery Manager on 10 hours per week driving strategic development and growth.
32. Mount Business Association's Key Performance Indicators (KPIs) for the 2025–26 financial year are guided by their Strategic Plan 2023–2028 and structured around five strategic pillars; safety and security, member community, advocacy, placemaking, and promotion.
33. Highlights over this period include external funding growth, and the development of an events delivery calendar.
34. Areas of concern include the use of council land for commercial activities regarding frequency, scale, and parking impacts, the Mount parking management plan, streetscape enhancements relating to licence to occupy fees, and capability and security funding.
35. Mount Business Association are looking forward to finalising a new strategic plan and improving operational and governance systems to ensure organisational sustainability.

Papamoa Unlimited (Visit Papamoa)

36. The Papamoa Unlimited Monitoring Report, including financial reporting, is provided at Attachment 3.
37. Council continues to work closely with Papamoa Unlimited, who have indicated through their Annual Plan, their intention to proceed with initial consultation for an expansion of their targeted rate area.
38. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$72,600 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
39. Papamoa Unlimited is managed by a volunteer chair, who engages a contractor to assist with delivering their annual plan.
40. Papamoa set four KPIs for the 2025/26 financial year relating to; enhancing event participation, promoting transparency and awareness, expanding membership engagement, and launching a comprehensive website.
41. Highlights over this period include the launch and rollout of the Visit Papamoa brand, delivering Halloween on the waterways and the Papamoa Pak' N Save Christmas Parade, lodging event applications for the 26/27 financial year, and compliance obligations relating to AGM and Incorporated Societies completed.
42. There were no issues raised in the report.
43. Papamoa Unlimited is looking forward to their upcoming events including the Polar Plunge, and Matariki Light up the Waterways early in the new financial year, furthering the launch of the Visit Papamoa brand including website development, and ongoing rollout of social media and engagement.

Greerton Business Association

44. The Greerton Business Association Monitoring Report, including financial reporting, is provided at Attachment 4.
45. At the Greerton Business Association AGM in October 2025, a rule change to the proposed constitution was requested, necessitating the holding of a Special General Meeting (SGM) to notify all members of the proposed change. The AGM then dropped below quorum, so the proposed targeted rate and associated budget was also deferred to the SGM.
46. Greerton Business Association held a SGM in December to:
 - (a) Ratify two rule changes in their new constitution relating to quorum at an SGM and adding an associate membership category.

(b) To approve the targeted rate for the 26/27 financial year.

Minutes for this meeting can be found on the [Council website](#).

47. The agreement for delivery of Mainstreet services has been in place since 14 November 2023. Funding of \$155,900 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
48. For a portion of this reporting period, Greerton Business Association operated without a manager in place. During this time, the chairperson took on a mixed governance / management role to ensure the compliance requirements of the funding agreement were met, alongside baseline levels of service to members.
49. In late July, the recruitment of a new part time Mainstreet Co-ordinator role was successful, and the organisation looks forward to increased consistency and visibility.
50. Greerton Business Association set two KPIs for the 2025/26 financial year; increase monthly spend and grow member engagement.
51. Highlights over this period include shop among the blossoms, Christmas in Greerton Village, WhatsApp launch, and steady engagement.
52. Greerton raises an issue relating to safety and anti-social behaviour and include their approach to dealing with this through communication, collaboration with agencies, and encouraging reporting. Greerton also raises an issue related to infrastructure and streetscape concerns with a focus on improving accessibility safety, and amenity.
53. Greerton is looking forward to reinvigorating Greerton through murals, Autumn promotion, digital billboard partnership and focusing on engagement.

Compliance and operational issues Identified by council staff

54. Council's expectation that Mainstreets will operate according to the requirements of the Incorporated Societies Act and their individual constitutions.
55. Lack of adherence to due dates with compliance documentation. There is consistent inability to get compliance documents through by the funding agreement deadlines. Obtaining compliance documentation regularly requires reminding organisations of their upcoming requirements and following up after the deadline has passed. There have been several occasions where funding has been withheld / delayed due to non-compliance.
56. Confusion and perception issues relating to differentiation between council and Mainstreets; for example, in relation to events.
57. Change in Mainstreet organisational structure, either at governance or management level, can impact the delivery of proposed plans due to the small size of these organisations.
58. A lack of succession planning in respect to both staff and boards of organisations.
59. Mainstreet boards are volunteers and could use further support with governance requirements.
60. It is strongly recommended by council to use a recruitment company when appointing new staff and ensuring good practices are in place relating to dealing with employees or contractors.
61. Council staff observe managers experiencing workload stress and lack of clarity of responsibilities and priorities, with little support or training available for these roles.
62. Carrying forward funding can indicate that the organisation is unable to deliver their proposed plans, whilst continuing to increase the targeted rate.
63. Ensuring Mainstreets are engaged with as priority stakeholders in their respective areas and associated communications.

STRATEGIC ALIGNMENT

64. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city that is easy to move around	<input type="checkbox"/>
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

65. Mainstreet organisations are considered key strategic stakeholders in Council's plans. They provide a valuable link between businesses and Council and are involved in several projects including numerous action and investment strategies, and policies.
66. In terms of council's framework that is outlined in Our Direction, well-run Mainstreet programmes can make a worthwhile contribution to "a city that supports business and education."

FINANCIAL CONSIDERATIONS

67. Mainstreet organisations receive a targeted rate through Council, as detailed above, totalling \$834,731 in the 2025/26 financial year across the four organisations.
68. It is difficult to measure the outcomes achieved by the Mainstreet programmes in economic terms. However, informal measures, such as surveys, pedestrian counts, Eftpos data, and estimated numbers of people at events, can be useful to ascertain the effectiveness of Mainstreet events and promotions.
69. Eftpos spend data and multi-modal camera reports are supplied to the Mainstreets, with further data to be supplied if or when available.
70. Mainstreet organisations are carrying forward funding and council staff have recommended clarity around carry forward funds in proposed annual budgets.

LEGAL IMPLICATIONS / RISKS

71. Each of the Mainstreet organisations has met their funding agreement six-monthly reporting requirements by providing Council with their half yearly reports (including financials) for 1 July to 31 December 2025 and undertaking their Annual General Meetings with Audited Accounts.
72. Mainstreets are asked to consider their organisational risks and how those risks may impact on their relationship with Council, with any risks being raised with the City Partnerships Specialist and/or included in Council's Risk Register. Mainstreets have kept council staff appraised of potential and actual risks and issues over this period.

TE AO MĀORI APPROACH

73. Although this is an administrative report, some Mainstreets reference their Te Ao Māori approach in their annual plans.

CLIMATE IMPACT

74. Mainstreet reports do not specifically mention climate impacts.

CONSULTATION / ENGAGEMENT

75. It is not required or expected to consult on Mainstreet organisation half yearly reports under the Local Government Act 2002.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

80. Feedback will be provided to the Mainstreet organisations following the City Delivery Committee on 28 April 2026.
81. Council staff will continue to support Mainstreets with their funding agreement reporting and compliance requirements.

ATTACHMENTS

1. **Mainstreet Tauranga six monthly report July - December 2025 - A20093936 (Separate Attachments 1)** 
2. **Mount Business Association six monthly report July - December 2025 - A20106668 (Separate Attachments 1)** 
3. **Papamoa Unlimited six monthly monitoring report July - December 2025 - A19984798 (Separate Attachments 1)** 
4. **Greerton Business Association six monthly report July - December 2025 - A20094020 (Separate Attachments 1)** 

11 DISCUSSION OF LATE ITEMS

12 PUBLIC EXCLUDED SESSION

Resolution to exclude the public

RECOMMENDATIONS

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
12.1 - Public Excluded Minutes of the City Delivery Committee meeting held on 10 March 2026	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
12.2 - Acquisition of Property	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
12.3 - Activity Group Report	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

13 CLOSING KARAKIA