



AGENDA

City Delivery Committee Workshop Thursday, 7 August 2025

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

Date: Thursday, 7 August 2025

Time: 1:00 PM

**Location: Tauranga City Council Chambers
L1 90 Devonport Road
Tauranga**

Please note that this meeting will be livestreamed and the recording will be publicly available on Tauranga City Council's website: www.tauranga.govt.nz.

**Marty Grenfell
Chief Executive**

Order of Business

1 Business..... 4

1.1 OPEN WORKSHOP - City Delivery Committee - Annual Report 2024/25 -
Sections 1-4 4

1 BUSINESS

1.1 OPEN WORKSHOP - City Delivery Committee - Annual Report 2024/25 - Sections 1-4

File Number: A18616140

Author: Caroline Irvin, Governance Advisor

Authoriser: Jeremy Boase, Manager: Strategy & Corporate Planning

Presenter(s): Jeremy Boase, Manager: Strategy & Corporate Planning
Joshua Logan, Team Leader: Policy & Corporate Planning
Sheree Covell, Manager: Treasury and Financial Processes

Workshop information

Purpose of workshop

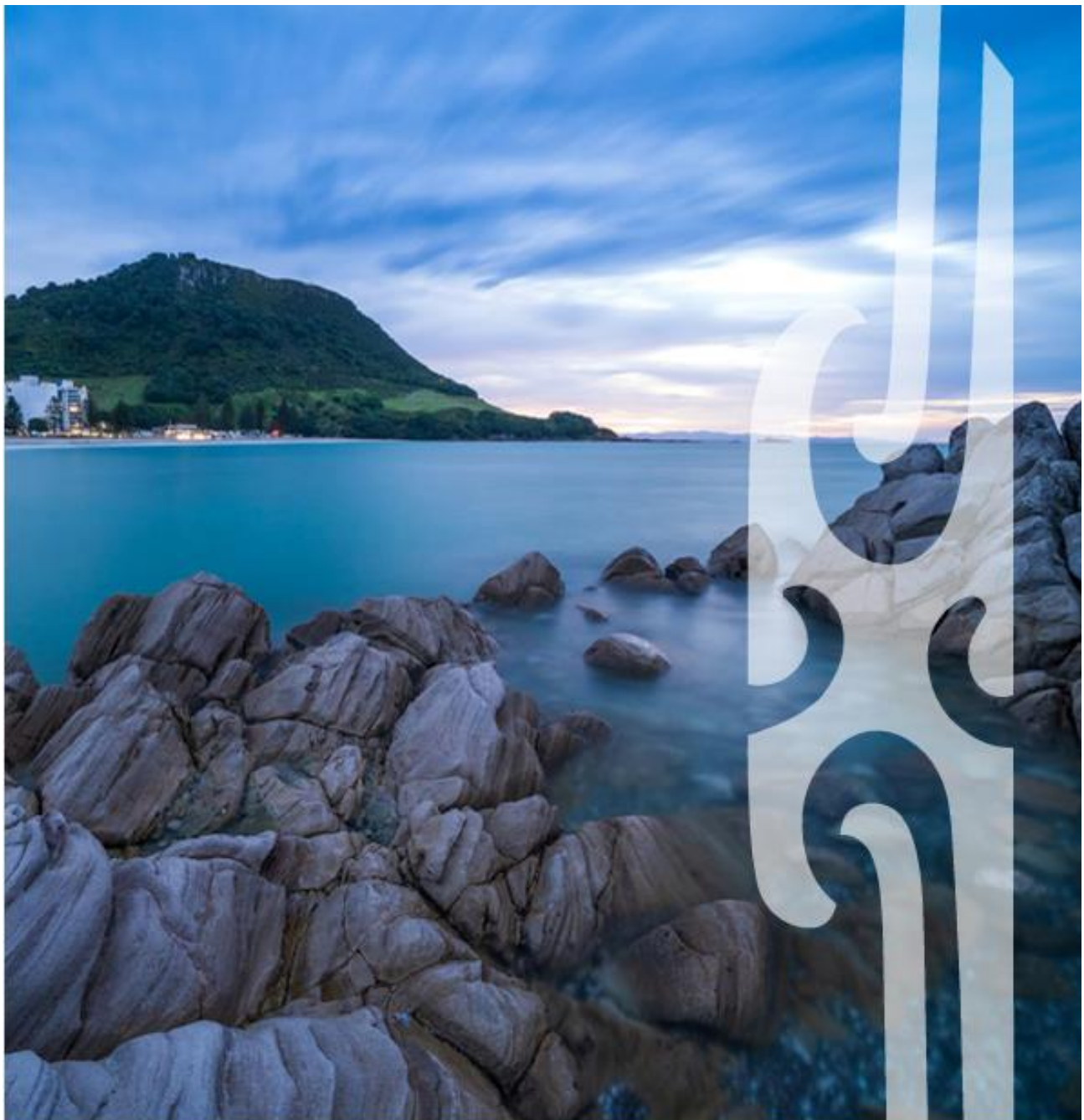
1. The purpose of the workshop is to review sections 1 to 4 of the draft Annual Report, as requested by the City Delivery Committee at its meeting of 22 July 2025.

Executive summary

1. The following document is attached:
 - Word version of the draft Annual Report - sections 1 to 4 (the same as included in the 22 July 2025 agenda).

Attachments

1. ANNUAL REPORT 2024-25 DRAFT SECTIONS 1-4 - A18617166  



**ANNUAL REPORT/
PŪRONGO O TE TAU**
2024/25





01

Introduction/Kupu arataki

Mihi whakatau

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

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

01 | INTRODUCTION

Tauranga snapshot

Mawhiti mai ki Tauranga



01 | INTRODUCTION

Contents

01 Introduction / Kupu arataki

Mihi whakatau
Tauranga snapshot
About this report
Planning cycle
Our Direction – strategic framework
Mayors message
Statement of compliance
Who we are

02 Year in Review / Te tau kua hipa

Highlights, opportunities and challenges
An inclusive city
A city that values, protects and enhances
the environment
A well planned city
A city we can move around easily
A city that supports business and
education
Approaches
City events and calendar
Awards and recognition
Our performance
Non-financial performance snapshot
Non-financial performance summary
Financial summary

03 Civic Leadership / Te whiri mātārae

Our Mayor and Councillors
How we govern

04 Our Organisation / Te āhua o te kaunihera

Organisational leadership
Organisational structure
Developing our people
Community engagement
Managing risk
Health, Safety and wellbeing

05 Groups of Activities / Ngā mahi katoa

Groups of activities

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

Bay Venues
Tauranga Art Gallery Trust
Western Bay of Plenty Tourism and Visitors Trust,
trading as Tourism Bay of Plenty
Te Manawataki o Te Papa Charitable Trust
Te Manawataki o Te Papa Limited
Local Government Funding Agency
Bay of Plenty Local Authority Shared Services

07 Financial Statements / Pūrongo pūtea

Financial prudence
Funding impact statement – whole of council
Auditor's report

08 Glossary / Kuputaka me ngā kuputohu

Glossary

About this report

Te tikanga o tēnei pūrongo

Each year, the Tauranga City Council produces an annual report to provide the community, Tauranga City Council leadership, and staff with a clear and transparent summary of the work we have completed over the year. The report offers insight into our operations, decision-making processes, and achievements.

The 2024/25 Annual Report covers the period from 1 July 2024 to 30 June 2025, marking the first year of the Long-term Plan 2024–2034 (LTP) which was adopted by the Commissioners in April 2024. In addition to the Annual Report, we also provide regular updates to the City Delivery Committee, ensuring ongoing tracking of our progress against targets and budgets.

This annual report is relevant to a broad range of stakeholders including residents, ratepayers, local iwi and hapū, businesses, non-government organisations, partners, and government agencies. It provides a performance overview, highlights how our work contributes to our vision, and outlines expectations for the year ahead.

We recognise that Te Tiriti o Waitangi forms the foundation of our mana whenua relationship, and the Tauranga City Council operates in accordance with its principles. We also acknowledge the dedication of staff and stakeholders who have contributed to this report.

Planning cycle

Te huringa mahi whakamahere

Planning Cycle

Every three years, we develop an LTP in consultation with our community. This sets out the council's vision, direction, budgets, and work plans for the next 10 years. On 22 April 2024, the Commissioners adopted the LTP, our lead document outlining all council's activities. It details our financial strategy, performance measures, and the rationale behind service delivery. This Annual Report will assess our progress against the LTP.

Annual Plan

In the two years between LTP cycles, we develop annual plans to update what was agreed upon in the LTP. These plans reflect any changes to budgets and work programs for the specific year. For significant or material changes, we consult with the community, ensuring our budgets and plans remain flexible and responsive to community needs and the demands of growth.



Our Direction – strategic framework Te huringa mahi whakamahere

Community outcomes

Community outcomes set the direction for our Long-term Plan (LTP) and guide our decision-making. They are the goals we set ourselves that shape the activities we undertake to improve the wellbeing of Tauranga and provide you with the city you want.



An inclusive city – Tauranga Matarauui

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



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

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



A well-planned city – Tauranga Tātai Whenua

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



A city we can move around easily – Tauranga Ara Rau

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



A city that supports business and education – Tauranga a Te Kura

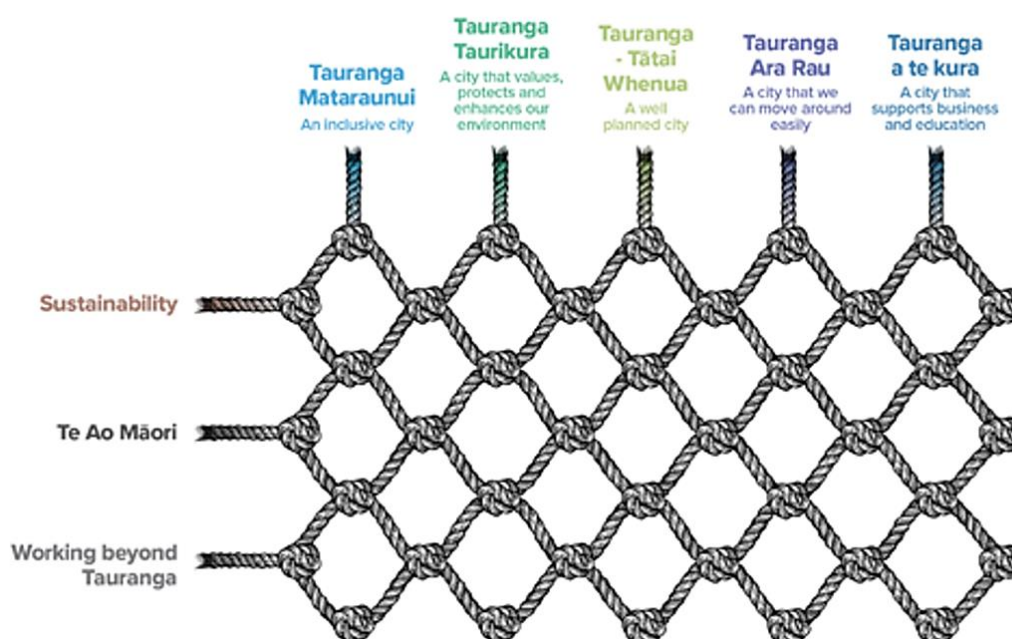
Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.

For more information on Our Direction, see
<http://www.tauranga.govt.nz/our-future/our-direction>

01 | INTRODUCTION

Our Direction

These eight interwoven elements form Our Direction, Tauranga City Council's strategic framework, provides the structure that enables us to clearly see where we are going and what is needed to get there. Our Direction is visually represented by the kupenga (a type of fishing net), which weaves together council's five community outcomes (what we are trying to achieve for our communities) and three approaches (how we will do everything).



The Tauranga City Council has one primary strategy for each community outcome, spelling out our goals and high-level actions to deliver on that outcome. Our action and investment plans (AIPs) then set out what we will do to deliver on each of our primary strategies once the actions within each AIP are funded through the long-term plan. Many AIPs contribute to more than one primary strategy, and often also contribute to delivery of other AIPs. For more information, go to: www.tauranga.govt.nz/our-future/our-direction.

01 | INTRODUCTION

Mayor's Message**<Te Reo Heading to be inserted here>**

[Photo of the mayor to be included to the right at the design stage]

Kia ora koutou

This Annual Report summarises Tauranga City Council's financial and service provision performance for 2024/25, a year which also saw a return to democratic arrangements for the city following local body elections in July 2024.

The new Council took up its duties in August 2024 and has immediately brought a sustained focus on delivering value for money for ratepayers, together with a review of the city's priority needs, as set out in Council's Long-term Plan 2024-34.

One of our early decisions was to endorse Te Manawataki o Te Papa – our Civic Precinct redevelopment – because it holds the key to the revitalisation of the city centre. Council's \$306 million commitment to this project was a catalyst to private and public investment totalling some \$1.5 billion, which will transform and breathe new life into this area over the next decade, ensuring that it once again becomes the economic, cultural and social hub of the city.

We also cast a cost efficiency lens over a number of other planned capital projects, including the proposed Memorial Park Aquatic Centre. This is going through a review and further site investigations to ensure it will deliver good value and outcomes for our people.

At the heart of all of our decision making has been a commitment to ensuring that all Council projects deliver great outcomes for the people of Tauranga and real value for money for ratepayers. That approach has continued through the development of our Annual Plan 2025/26, which forms the second year of the city's Long-term Plan 2024-34. While much of the plan focuses on an inherited work and investment programme, Council and staff have worked hard to reduce costs across all our activities, so that the savings provided are locked-in for future years.

During the past 11 months, our Council has changed the direction of travel with financial prudence and rigour being core to our decisions. 2024/25 was a transition year from the direction set by the Commissioners to the new Council. While some of those changes have filtered into this year's Annual Report, most of the impact won't be fully seen until the Annual Report 2025/26 and beyond.

Two key priorities which have been progressed during the past year have involved projects which deal with the city's housing shortage and traffic congestion issues. Work has advanced on construction of the Papamoa East Interchange, which will improve access for this fast-developing area to and from the rest of the city. In that regard, the early opening of the SH2 expressway eastbound off-ramp later in 2025 will make a real difference.

Work also continues to open-up significant housing and commercial development opportunities in the west of the city, with transport infrastructure being a key enabler.

While this Annual Report is essentially a backward-looking snapshot, the workplan it relates to is very much future-focused. The investment decisions we make today will determine what kind of city our kids and grandkids will live in, and that reality has guided, and must continue to guide, all of our decisions.

Your input into that process is highly valued. For readers of this report, please keep providing us with your feedback on the direction of travel and on the priorities you see for the city we all love.

Ngā mihi nui

Mayor Mahé Drysdale

01 | INTRODUCTION

Statement of compliance
Te tūtohu a te kaunihera

[Yet to be included]

01 | INTRODUCTION

Who we are Tauranga Moana - Tauranga Tāngata



Our location

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

The city extends over 141.91km² and encompasses the communities of Bethlehem, on the southwestern outskirts of the city; Greerton, on the southern outskirts of the city; Mātua, west of the central city overlooking Tauranga Harbour; Maungatapu; Mount Maunganui, located north of the central city across the harbour; Otūmoetai; Pāpāmoa, Tauranga's largest suburb; Tauranga City; Tauranga South; and Welcome Bay.

01 | INTRODUCTION

Our history

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

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

In Māori tradition, Mauao, at the harbour's edge, was once a nameless peak in the Hautere Forest. Spurned by the beautiful mountain Pūwhenua, he asked the Patupaiarehe (supernatural beings) to drag him to the ocean to dull his pain. Not being able to withstand sunlight, at sunrise they fled, leaving him forever at the shore, revealing the

nature of his name, Mauao – 'caught in the light of day'. The earliest settlers to this area were Māori. The ancient people of Ngāmārama were followed by those who arrived in Tauranga upon the Tākitimu and Te Arawa waka in the 12th century, followed by the coastal migration of descendants of the Mātaatua waka. There are strong traditions of conflict, reconciliation, and resolution, held still in a rich culture of spoken stories. The arrival of Europeans from the early 1800s had a major effect on these early communities. The Treaty of Waitangi was signed in 1840 which established British law and described a partnership with tangata whenua in governance, to protect Māori and their rangatiratanga (chieftainship) over their traditional domain. This however was not adhered to, with the continued unsanctioned taking of Māori land throughout the country.

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

Following the land wars, because of Tauranga iwi support of the Kīngitanga, 50,000 acres of land would be confiscated by the Crown. This included the Te Papa block which includes the central Tauranga city we know today. Tauranga continued to grow and in 1882 was made a borough with its first mayor. During the 1900s water supply and electricity were introduced and the town began to prosper. In 1950 Tauranga was chosen as an export port for the Bay of Plenty, creating many jobs and increasing the population dramatically. In 1978 the Kaimai tunnel improved connections between Tauranga and the Waikato region with

growth further boosted by horticulture – particularly kiwifruit growing in the surrounding districts – and from lifestyle appeal. The completion of the harbour bridge in 1988 brought Tauranga and Mt Maunganui closer. The areas were amalgamated in 1989 and growth has occurred in both parts of our enlarged city.

Our city's future relationship and partnership with tangata whenua of Tauranga is vital. This relationship saw us formally recognise the long-standing grievances associated with the ownership of our central city land, which lead to investigating and solidifying a joint ownership pathway. This pathway means that all of us – Tauranga City Council, mana whenua and the community - can progress with the exciting plans to restore our rapidly growing city's heart with certainty, confidence, and mana.

City profile

Our city has experienced increasing population growth. Currently it is home to approximately 164,550 people and is now considered to be a large and growing city. Tauranga means 'place of rest or anchorage' in Māori and while the sparkling harbour and magnificent views make it a great place to relax and recharge, there is also plenty to help keep busy. Our city is virtually surrounded by water – and is popular for fishing, diving, swimming or simply enjoying the stunning views from the top of our famous iconic volcanic cone known as 'the Mount' or Mauao. With developing arts, culture, and sports focus, along with the climate and environment our city is quickly becoming a vibrant and creative city while also offering a wonderful lifestyle. Something we are very proud of.

Our economy

Over the past decade, Tauranga has delivered a strong, growing and increasingly diversified economy. However, recent economic headwinds have contributed to a slight rise in unemployment, the rate remains lower than previous years. Economic growth in Tauranga City averaged 5.0% per annum over the 10 years to 2024 compared with of national average of 3.0% per annum. Although growth has been more subdued in the last year, it remains positive – largely driven by Tauranga's service sector, particularly professional, scientific and technical services, as well as

healthcare and professional services. Despite broader economic pressures, the local economy has continued to perform well with growth in key economic

wellbeing indicators such as mean annual earnings tracking above New Zealand's growth (6% over 2024, compared with 5.8% in New Zealand).

The Port of Tauranga, New Zealand's largest port, has helped underpin the local economy, providing a critical link in the upper North Island and national supply chain. The Port is served by both rail and road networks; currently handling 32% of all New Zealand cargo, 49% of New Zealand exports and 38% of all shipping containers. Similarly, the Kiwifruit industry provides another backbone to the local economy with 82% of production originating from the Bay of Plenty and significant volume and value growth being forecast.

Our environment

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



02

Year in Review/Te tau kua hipa

Highlights, opportunities and challenges

During 2024/25, Tauranga has experienced many highlights, opportunities and a range of challenges. These are summarised under the below community outcomes and approaches:

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

Our city is one of the most attractive in New Zealand with abundant potential to be the most liveable city. In 2024/25 we delivered our work programme in key areas to meet our community outcomes and move towards becoming New Zealand's most liveable city. We are all proud of our city and while we have several challenges still to contend with, we continue to bring bold and innovative solutions to the table to overcome these challenges with our community.



An inclusive city – Tauranga Matarauui

Tauranga Matarauui is a city that recognises and embraces everyone's differences, where the many diverse faces of Tauranga are respected and acknowledged, providing equal opportunity for Tauranga Tangata to engage actively, contribute and benefit. Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities, and backgrounds are included and feel safe, connected, and healthy.

Opening of the Haumarū Sport and Recreation Centre

In May 2025, we proudly opened the Haumarū Sport and Recreation Centre and welcomed the University of Waikato as the naming rights sponsor. A landmark achievement in delivering quality community infrastructure in a cost-effective and timely way.

Haumarū, formerly a Warehouse retail site, has been transformed over the past 18 months into a modern indoor arena at a cost of \$28 million—a fiscally prudent alternative to the estimated \$40 million for a new build at Memorial Park. Centrally located in the Te Papa peninsula, with excellent access and on-site parking, Haumarū meets a growing need for indoor court space and is set to become a hub for sport, recreation, and community activity.

The facility will host everything from casual court hire and school programmes to major tournaments and sessions like Tumble Time for preschoolers. It's a cornerstone of Tauranga's city centre revitalisation, supporting a city where people can live, learn, work, and play. Delivered through strong partnerships with mana whenua, the University of Waikato Apollo Projects, and Bay Venues who will be the facility operator, Haumarū reflects collaboration and community spirit.

The centre officially opened on 12 May 2025, celebrated with a community open day featuring games, food trucks, and activities for tamariki and their whānau.

02 | YEAR IN REVIEW

Reopening of upgraded Waitaha Reserve

Waitaha Reserve is a cherished space at the heart of the Welcome Bay community. The upgrades provide a safer, more vibrant place for people of all ages to connect, relax, and enjoy the outdoors.

The reserve is now fully upgraded and open for the community to enjoy. The transformation, which began in May 2024, has introduced a range of new features including a basketball court, modern playground, shaded picnic areas, paved walkways, bike racks, and a refreshed skate park. Enhanced accessibility for prams and wheelchairs, a new grassed amphitheatre, and additional planting have created a more inclusive and inviting space.

In collaboration with local hapū Ngāti Hē and artist Jason Porter, the reserve's design also reflects cultural narratives, linking features of the landscape with elements of Māori mythology. Generous funding support was received from the Akarana Community Trust.

Te Manawataki o Te Papa documentary series

On 29 April 2025, the anniversary of the Battle of Pukehinahina (Gate Pā), we launched *Te Manawataki o Te Papa – Restoring Our City's Beating Heart*. A three-part documentary series exploring Tauranga's complex past, the journey of reconciliation, and a shared vision for the future.

The series brings to life the transformative Te Manawataki o Te Papa civic precinct, which will include a museum, civic whare, exhibition gallery, and a new library and community hub (opening in 2026), along with major upgrades to Baycourt and the Tauranga Art Gallery. Due for completion in 2028, the project is designed to honour our history while creating a vibrant and inclusive city centre.

Through the voices and stories of Tauranga Moana, the series reflects on the past and celebrates our collective aspirations for a city built on unity, identity and connection.

Memory Meadow Takes Root at Yatton Park

In May 2025, council staff, alongside community members, planted 5,000 daffodil bulbs at Tutarawānanga – Yatton Park in Parkvale to establish a Memory Meadow. This initiative aimed to create a vibrant tribute in time for Daffodil Day in August.

The community planting day encouraged locals to purchase bulbs through the Cancer Society website, with all proceeds benefiting the Cancer Society Waikato / Bay of Plenty. The display promises to be a beautiful and poignant addition to the park, brought to life by community generosity and support.

02 | YEAR IN REVIEW

Libraries and Baycourt Adopt Hidden Disabilities Sunflower Initiative

In time for World Autism Awareness Day, we proudly adopted the Hidden Disabilities Sunflower initiative across our five Te Ao Mārama libraries and the Baycourt Community & Arts Centre. This globally recognised programme supports people with hidden disabilities such as autism, anxiety, or sensory impairments, by enabling them to discreetly signal the need for additional assistance through wearing a sunflower lanyard, wristband, or badge.

Staff at the libraries and Baycourt received specialised training to better recognise and assist sunflower wearers, offering support such as extra time, clear communication, and the option to stay with their support networks. Sunflower items are available to the public via the Hidden Disabilities Sunflower website, allowing anyone who benefits from this support to participate and feel respected in public spaces.

Te Awanui Māori Ward By-election 2025

In April 2025, Tauranga City Council reaffirmed its commitment to inclusive governance with the by-election for the Te Awanui Māori Ward. This election followed the resignation of Councillor Mikaere Sydney due to illness.

The by-election drew five strong candidates—Suaree Borell, George Ngatai, David Ratima, Hēmi Rolleston, and Ange Webster—each bringing deep roots and vision for Māori advancement in Tauranga. Campaigns emphasised whanaungatanga, equitable growth, and authentic cultural representation.

Held under the Single Transferable Vote (STV) system, voting opened on 7 April and closed on 29 April, with final results released on 5 May 2025.

The by-election was more than just a procedural milestone—it was a vivid reflection of the community's voice and the vibrancy of local Māori leadership. As the elected councillor Hēmi Rolleston will serve the remainder of the council's 2024–28 term, carrying forward aspirations and accountability in Te Awanui.

02 | YEAR IN REVIEW

Waterfront Playground

Opened in December 2024, the Waterfront Playground in Tauranga city centre is a destination play space that blends Māori heritage, nature-inspired play, and modern design.

Developed as part of Tauranga City Council's waterfront transformation, this bold, interactive play area celebrates culture, creativity, and connection while enhancing Tauranga's liveability.

This landmark attraction continues to draw locals and visitors alike, revitalising the waterfront as a hub of recreation and exploration. In recognition of its innovation and impact, the playground was awarded Playspace of the Year (Over \$500,000) at the 2025 Recreation Aotearoa Parks Awards—a testament to its role in redefining public space and enriching community wellbeing.

[Placeholder for photo of waterfront playground to be added at the design stage]

02 | YEAR IN REVIEW

New pavilion at Gordon Spratt Reserve opens for Pāpāmoa sports clubs

A major milestone was celebrated with the official opening of the new Alice Johnson Oval Pavilion at Gordon Spratt Reserve. The facility serves as the home base for the Pāpāmoa Cricket and Football Clubs, providing much-needed infrastructure for the growing community.

The 265-square-metre pavilion includes accessible toilets, changing rooms, storage areas, umpire facilities, a reception area, and a fully equipped kitchen. While primarily used by the sports clubs, the facility also supports wider community use, encouraging social connection, active recreation, and inclusive participation.

The oval itself honours a legacy dating back more than 40 years, when the Johnson family gifted the land to the community. The opening event was well attended, with elected members, club representatives, and families gathering for a morning of junior cricket, food, and celebration.

The pavilion is part of broader improvements at the reserve, which include new netball facilities, expanded fields, skatepark upgrades, and additional parking.

Tauranga Moana's first rainbow crossing

Tauranga Moana became the latest city in Aotearoa New Zealand to install a rainbow crossing in its city centre, as part of Council's commitment to celebrating diversity and fostering an inclusive community.

The decision was made at a meeting of the Community, Transparency and Engagement Committee, following a public petition signed by more than 900 people in support of a rainbow crossing in the city centre. Tauranga's rainbow crossing was installed at 21 Devonport Road, adjacent to He Puna Manawa, the council's temporary library and customer service centre.

The initiative reflected council's continued efforts to promote visibility, inclusivity and a sense of belonging for all members of the community.

02 | YEAR IN REVIEW

Pāpāmoa shared pathway

As of December 2024, completion of a section of boardwalk over the Dunes near Alexander Place, saw the completion of stage one Pāpāmoa Shared Pathway. The Pathway connects Papamoa Domain with Parton Road. This connection enhances access to the coastline and improving connectivity across the suburb. The project represents a significant step in promoting active transport and providing safe, accessible infrastructure for the local community.

[Placeholder: Photo of shared pathway to be added at design stage]

Merivale Community Centre

The construction of a new Merivale Community Centre is underway, providing a more modern and functional space for the community. The old building was demolished in August 2024, with construction on the new centre kicking off soon after. The grand reopening is set for late 2025. Improvements include larger multi-purpose rooms, an upgraded digital hub, and better support services, ensuring the centre remains a welcoming space for learning, wellbeing, and community connection.

Gate Pa Community Centre

A new community centre is planned to be constructed in Gate Pā to better support cultural and social initiatives. Construction is scheduled to begin in late 2025 once resource consent has been obtained, and the project is set to be completed by mid - late 2026. The new centre will feature a flexible meeting space, and dedicated kaumātua services, helping to





foster education, engagement, and wellbeing. Through the provision of this centre, the council is creating inclusive spaces where locals can gather, learn, and take part in community activities.

02 | YEAR IN REVIEW

Outcome Measure Results

The following table provides results for reporting on the 'An inclusive city' outcome measures included in our 2024-34 Long-term Plan.

For more information about each outcome measure, the method of measurement, and the data sources please see the Outcome Measures Baseline Report 2024, found under 'Resources' [here](#).

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

#	Measure	Result	Trend	Data Source
ODM1	Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics)			Vital Update
ODM2	Housing metrics (dwellings consented, code of compliance certificate issued)			SmartGrowth Development Trends, Building consent data
ODM3	All Tauranga City Council new builds and refurbishments of places and spaces embedded with universal design at the start of the planning process			

and implemented throughout to the completed project

ODM4	Residents feel they can access all the information they need so they can fully participate in society, in the way that best suits their needs	Residents Survey
ODM5	Mana whenua are meaningfully engaged with from the outset of planning and design of key places and spaces, with Tauranga Moana Design Principles embedded throughout	
ODM6	Delivery on our commitment as an accredited Welcoming Community will ensure that residents and newcomers alike feel that they are welcomed, included, and celebrated in Tauranga	Vital Update
ODM7	Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community)	Tauranga City Council
ODM8	Residents rate their feelings of personal safety as safe or very safe	Residents Survey
ODM9	Drowning education metrics (Measure of people engaged in water safety and 'learn to swim' programmes)	BaySwim, Aquatic Survival Skills Trust
ODM10	Strongly agree or agree feeling a sense of community in their local neighbourhood	Quality of Life
ODM11	Residents feel they can access the services they need within their local community	Vital Update

02 | YEAR IN REVIEW



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

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

As a growing coastal city, Tauranga must plan and prepare for the significant impacts we are experiencing now and in the future from a changing climate. These impacts affect the systems that our communities depend on to support their lives and livelihoods. Our role at Tauranga City Council is to understand the challenges our city faces, and work with our communities to reduce emissions while planning and preparing for the effects of Tauranga's changing climate.

Preparing for climate change

Building an understanding of natural hazard and climate risk

We have been working to understand how risk from natural hazards will impact our city and its communities, including how this risk will be exacerbated by climate change. Understanding how the systems we rely on in our day-to-day lives will be affected by climate change enables us to plan and respond to these risks.

Over the past year we have carried out risk assessments on Tauranga City Council-owned facilities, spaces and assets such as playgrounds and toilet blocks. (High level results from assessment to be included here in late July.) This will enable us to better understand how we can maintain level of service for our communities, as impacts from our changing climate pose risks to amenity and recreation. We will seek to ensure that our parks, green spaces, and biodiversity remain a key part of many people's health, wellbeing and culture.

02 | YEAR IN REVIEW

Community-led adaptation initiatives

We supported community-led adaptation planning by ringfencing funding specifically for Tauranga-based groups applying to the Bay of Plenty Regional Council's Community-Led Adaptation Fund. This fund enables communities to undertake proactive adaptation planning activities, including climate and natural hazard risk assessments, geotechnical investigations, wānanga, and other planning initiatives. In 2024/25, three local projects received funding.

In addition, we supported 15 Tauranga schools to implement small-scale resilience-building projects such as installing rainwater tanks, establishing food gardens, and running sustainability programmes through the Regional Council's School Sustainability and Resilience Fund.



Ōtūmoetai Primary School was one of the schools funded in FY25. Their project includes capturing rainwater, creating a composting system, building a mud kitchen, offering a community food shed for families to take kai home, and continuing to build knowledge of sustainability and resilience actions amongst the children.

02 | YEAR IN REVIEW

Community engagement on our changing climate

In September 2024, we supported the delivery of the Climate Action Festival in the Bay of Plenty. The festival focused on sharing knowledge and practical skills to strengthen resilience to climate impacts, with events and activities showcasing sustainable practices and highlighting the essential role of young people in climate action through education and youth-led initiatives.

Throughout the year, we have worked to empower youth-led projects aimed at building climate resilience and exploring low-carbon solutions. More than 150 rangatahi in the Bay of Plenty were supported and upskilled through knowledge sessions and workshops as part of the Impact Challenge, and we also participated in the Instep Young Leaders Joint Council Meeting.

Reducing emissions in the city**Reduction / Increase in city-wide emissions during the year**

Emission trend based on latest city-wide emissions data and specifics on what impacted our emissions profile last year. Will be updated after 9 June. Tauranga's city-wide emissions trend for 2024/25 reflects ongoing efforts to reduce greenhouse gas emissions while managing urban growth and infrastructure demands.

Key Emissions Trends and Influences

- Overall emissions – Tauranga's emissions have been influenced by transport, industrial activity, and urban expansion.
- Transport sector – A significant contributor, with ongoing efforts to reduce vehicle emissions through public transport improvements and active transport initiatives.
- Urban growth – Increased construction and infrastructure development have impacted emissions, though sustainability measures are being integrated.
- Climate adaptation – The city is focusing on resilience-building to mitigate environmental pressures

02 | YEAR IN REVIEW

Green buildings in the city centre

Tauranga City Council's leased office at 90 Devonport Road is the largest mass timber building in New Zealand. By replacing traditional concrete and steel elements with engineered timber, the building's all-of-life carbon emissions are around 60% less than that of a typical commercial building. It has achieved a NZGBC 6 Green Star Design rating and features rainwater harvesting, electric vehicle charging and end-of-trip facilities to encourage active commuting options. Te Manawataki o Te Papa, the civic precinct, is also targeting a 6 Green Star rating by using a mass timber hybrid structure. The project was recently approved as a Green, Social & Sustainability Loan by New Zealand's Local Government Funding Agency's (LGFA) under the green building category, which provides Council with a discounted margin to help undertake the project (see financials on page XX). These sustainable developments in the city centre represents Council's commitment to leadership for a low carbon, resilient future.

Launch of Eco Design Service for warmer and more energy-efficient homes

During the year we launched an Eco Design Advisor Service providing residents with two hours of free consultation where we give practical, cost-effective home design solutions with a focus on improving comfort and energy efficiency. Whether they were designing a new home or improving an existing one, over 30 residents received a home assessment in the first six months of the initiative. Most recommendations given by the Eco Design Advisors were related to hot water systems, windows, heating, insulation, ventilation and energy efficiency. 88% found the advice extremely relevant and useful, and the remaining 12% found it mostly relevant and useful based on our follow-up survey. 100% of residents said they are likely to take action from the advice received.

Food resilience and local growing

Thanks to the recently launched Climate Action Fund, we have been able to support a wide range of community-related initiatives which reduce emissions, build resilience to our changing climate and foster community development. A large focus for 2024/2025 was to improve food security and ensure that people have access to affordable food grown in an ecologically sound way. This includes new or improved community gardens, workshops, knowledge sharing, and the creation of a digital guide on setting up a community garden.

[Placeholder: photo to be added at the design stage]

Improving Nature and Biodiversity

Free tree day

To celebrate Arbor Day and help boost tree canopy coverage, Tauranga City Council held its Free Tree Day on June 7th. This initiative offered residents the opportunity to receive one free native tree per household to plant on their property. Residents could choose from a variety of native tree species including Pōhutukawa, Tōtara, and Kōwhai. The aim of Free Tree Day was to enhance tree canopy coverage across Tauranga, support local biodiversity, and provide a fun, whānau friendly outdoor activity.

Kopurererua Valley Stream Realignment

The three-year realignment of the Kopurererua Stream has been completed. This significant ecological restoration project reconnects the stream with its natural floodplain, helping to restore native wetland systems and improve biodiversity. The project enhances flood resilience and stormwater management in the surrounding urban environment, contributing to the long-term sustainability of the valley. It is one of the largest stream realignment projects of its kind undertaken in New Zealand.

[Placeholder of free tree day or valley stream realignment to be included at the design stage]

Sustainability and Waste

Kerbside Services

Since the introduction of kerbside rubbish, recycling, glass, and food scraps collection, we have diverted over 10 million kilograms of food scraps from landfill, composting them instead for use on local farms and orchards. In addition, 22 million kilograms of garden waste have been collected and composted.

Uptake of the garden waste service continues to grow, with more than 19,000 households now participating. By reducing the amount of organic waste sent to landfill, we are also helping to lower our city's greenhouse gas emissions.

Resource Wise

This year, the Resource Wise Programme engaged with 12 schools and 65 businesses, with 17 of these participants undergoing waste audits to identify problematic materials and inform tailored recommendations for waste reduction. The programme remains a key initiative in supporting organisations to redesign products and reduce waste to landfill.

In 2024, the Resource Wise Community Fund achieved its highest level of participation since its inception in 2018, supporting 10 local initiatives focused on waste minimisation and sustainability. The Fund is funded through the Ministry for the Environment's Waste Levy, without impact on general rates. This year's recipients included an aged-care facility trialling reusable incontinence underwear to reduce single-use products, and the Good Neighbour Food Rescue team, who recover surplus edible food and redistribute it to local communities.

Circular economy

Over the past year, Tauranga City Council has made significant progress in advancing circular economy principles to reduce waste, particularly concrete and plastics, from key sectors such as construction and demolition, food and beverage, and healthcare. Tauranga City Council supported the establishment of the Circular Construction Collective, led by Priority One, which brings together construction and demolition professionals including architects, civil contractors, and builders. The collective has led several pilot projects, including GIB plasterboard recycling in partnership with Winstone Wallboards, and the Mutu Pilot, which diverted over 100 tonnes of material from landfill through an app-based material reuse system.

To further support the sector, Tauranga City Council has developed resources such as a Site Waste Management Plan and practical tools to enable waste reduction on construction sites.

Outcome Measure Results

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

#	Measure	Result	Trend	Data Source
ODM12	An increase in the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time			State of the Environment Report
ODM13	An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city			Tauranga City Council
ODM14	Residents rate their satisfaction with opportunities to access and experience nature in Tauranga as high or improving			Residents Survey
ODM15	Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets			Tauranga Community Carbon Footprint
ODM16	Value of TCC assets assessed as having climate or natural hazards risk during the past five years that have adaptation measures in place where required			Tauranga City Council
ODM17	An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions			Quality of Life Survey
ODM18	Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature)			
	The percentage of residents who are aware of ways they			

ODM19	can conserve water, and have taken steps to do so, increases over time	Residents Survey
ODM20	Average daily consumption per capita of drinking water across all uses (residential, commercial, industrial) reduces over time	Tauranga City Council
ODM21	Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time	Tauranga City Council
ODM22	Organic waste to landfill reduces over time	Tauranga City Council, SWAP
ODM23	Recycling rates of construction and demolition waste improves over time	Tauranga City Council
ODM24	Tauranga City Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes	
ODM25	The Urban Design Panel includes sustainability skills and considerations, including biophilic principles	Tauranga City Council



A well-planned city – Tauranga – Tātai Whenua

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

Te Manawataki o Te Papa

In 2024, the Mayor and Tauranga City Councillors made two significant decisions to progress the construction of Te Manawataki o Te Papa, a civic precinct designed to revitalise the city centre and honour Tauranga's cultural heritage.

In August, council approved the construction contract for the Library and Community Hub, marking the first major step in delivering the project. The total project budget is \$92.4 million, with \$72 million covered the construction phase, with the remainder allocated to design, consenting, contingency, and fit-out.

In December, council made the decision to sign off on the \$128 million Civic Whare, Exhibition and Museum (CWEM) construction contract—of which \$92.4 million covering the construction phase, with the remainder allocated to design, consenting, contingency, and fit-out.

Developed in partnership with mana whenua, the precinct reflects a commitment to reconciliation and community engagement, and will feature a civic plaza connecting the museum, exhibition gallery and civic whare and the library and community hub. Together, these projects form the heart of the civic precinct—blending historical preservation with urban renewal to shape Tauranga's evolving identity.

Situated within the area bounded by Willow, Wharf, Hamilton and Durham Streets, this transformational project aims to create a vibrant, accessible, and thriving city centre. With enabling works already nearing completion – including site preparation, foundations and material procurement. Further information can be found [here](#).

[Placeholder: Photo of Te Manawataki o Te Papa to be inserted at the design stage]

02 | YEAR IN REVIEW

Library and Community Hub

This modern, multi-purpose facility will provide library services to house the comprehensive book collection and historical archives, flexible community spaces, meeting rooms, innovation and digital learning resources, designed to foster education, creativity as well as the Council's Customer Services function and a refreshment hosting space. The i-SITE kiosk is set to be integrated into the building's footprint, centralising visitor services within the civic precinct.

Construction began in 2024, with completion expected in October 2026. The facility incorporates Mātauranga Māori principles, ensuring cultural storytelling and sustainability are embedded in its design. Its modern archive facility will preserve heritage materials, including artefacts, artworks, and oral histories, contributing to Tauranga's rich historical record. This state-of-the-art community hub is a cornerstone of Tauranga's city centre revitalisation, creating an inclusive space for learning, social connection, and innovation.

Tauranga Museum, Exhibition and Civic Whare

The Museum and Civic Whare buildings are under construction in the civic precinct and are key components of the Te Manawataki o Te Papa project, designed to create a vibrant cultural and community hub in the Tauranga city centre. The Civic Whare will serve as the new Council chamber and a public meeting space, providing a venue for civic functions, cultural events, museum programmes and community gatherings. The Museum will showcase the rich history and heritage of Tauranga as well as hosting touring exhibitions and visiting collections, with programmes aimed at local, domestic and international visitors of all ages. The Museum and Civic Whare are scheduled for opening in mid-2028.

Tauranga Art Gallery

Tauranga Art Gallery will benefit from new exhibition spaces, enhanced climate control systems, and improved accessibility features, allowing for larger, more diverse collections and a more inclusive visitor experience. These upgrades aim to strengthen Tauranga's cultural identity, providing modern, engaging spaces for artistic expression. The significant upgrade is due for completion by late-2025.

(Placeholder; photo to be inserted at the design stage)

02 | YEAR IN REVIEW

Baycourt Community & Arts Centre

Baycourt Community & Arts Centre is receiving performance space refurbishments, along with improved lighting and sound system. Community engagement programmes are expanding, ensuring high-quality productions and increased access for local creatives. The refurbishment is expected to be completed by December 2025.

90 Devonport Road**Bringing staff together under one roof**

On 29 April 2025, 90 Devonport was officially blessed with karakia led by mana whenua Ngai Tamarawaho, Ngai Tukairangi, and Ngati Tapu hapū, marking the formal handover of the building from Willis Bond to Tauranga City Council. This significant milestone heralded the long-awaited reunion of council's city centre staff, a decade after the closure of the old Willow Street offices due to black mould.

The privately developed project, delivered on time and under budget despite post-COVID construction challenges, showcases sustainable design with engineered timber construction reducing carbon emissions by around 60% compared to typical commercial buildings. It also achieved a NZGBC 6 Green Star Design rating and includes features such as rainwater harvesting, electric vehicle charging, and active commuting facilities.

Mana whenua played a key role in integrating mātauranga Māori principles into the building's design, creating a welcoming environment that reflects Tauranga Moana's heritage. Council staff began transitioning into the new offices from 30 April 2025, while the customer service centre continues to operate from He Puna Manawa Tauranga Library and satellite locations across the city.

This move strengthens Tauranga City Council's values of whanaungatanga and collaboration, further contributing to the city centre's revitalisation alongside recent developments like the waterfront playground and the Te Manawataki o Te Papa civic precinct.

02 | YEAR IN REVIEW

90 Devonport Road official community open day

Council welcomed the community into its new civic administration building at 90 Devonport Road with a special open day on Monday, 23 June 2025. The event featured a formal opening ceremony at 3pm, followed by guided tours every 10 minutes.

Visitors got a behind-the-scenes look at the council chambers, staff cafeteria, contact centre, and even had the chance to meet the mayor in his office. Due to health and safety requirements, attendance was by pre-registration only, and spots filled quickly due to high public interest.

In addition to the open day, key city partner groups—Priority One, Urban Task Force, and the Tauranga Property Investors Association—visited the new civic building during the week of 23 June as part of a special event.

All up, around 350 people saw the space during this week, and the response was overwhelmingly positive. People appreciated the chance to see the building, commenting on the benefit of having our people together in one building in the city centre, and that that it was great to see council taking a lead in showing what modern development in our city could look like.

[Placeholder for photo of 90D Road Building to be included at the design stage]

City Centre Waterfront Redevelopment

Masonic Park

Masonic Park, located at 59 The Strand, Tauranga, has undergone a major transformation, reopening to the public in September 2024. This revamped urban space serves as a crucial link between the Te Manawataki o Te Papa civic precinct and the Tauranga Moana waterfront. The opening of Masonic Park was an exciting milestone to the realisation of the city centre transformation and provides a vibrant and welcoming space.



Masonic Park (September 2024)

02 | YEAR IN REVIEW

Greenspace Development

In November, the Northern Waterfront Reserve was completed and officially opened for the community to enjoy. The new reserve features a green space for events and relaxation, a shared pathway, a half basketball court, and a living seawall enhanced with innovative sea pods.

This development builds on a series of recent milestones delivered through the city centre transformation programme, including the successful openings of Masonic Park in September, the Southern Waterfront boardwalk, the upgraded railway underpass and the waterfront playground.

The addition of the Northern Waterfront Reserve has created a vibrant recreational hub on the edge of the harbour, offering accessible public amenities that support community wellbeing, outdoor activity, and future events in the heart of the city.

[Placeholder: Photo of Northern Waterfront Reserve/Southern Waterfront Boardwalk to be included at design stage]

Harbourside Walkway

The new waterfront boardwalk and rail underpass opened in October 2024, connecting The Strand to Te Awanui Tauranga Harbour. This 170m shared pathway features seating areas, pathway lighting, and scenic viewing platforms, creating a more accessible and inviting waterfront experience.

[Placeholder photo of new harbourside walkway section to be included at the design stage].

02 | YEAR IN REVIEW

Aquatic Network Plan

On May 29, 2025, Tauranga City Council reviewed three options under the emerging Aquatics Network Plan, that will outline a strategy for improving and providing new aquatic facilities citywide.

Key areas of focus:

- Memorial Park Aquatic Centre – a new aquatic facility at Memorial Park. Council is reviewing the location within the park, scope and cost to ensure value for money.
- Ōtūmoetai Swimming Pool – The council has committed to keeping the pool operational, with planned upgrades in 2028 with the intention that the pool can stay open and be well-used into the future.
- Mount Maunganui College 50m Pool – An expanded outdoor training pool is proposed, offering Olympic-size swimming and aquatic sports facilities, through a cost-effective, quick-to-delivery partnership with the Trust that runs the pool at the school.

The next phase involves drafting the plan, followed by public consultation to refine development priorities.

Tauriko West Plan Change to enable development of housing

The Tauriko West Plan Change was adopted by Tauranga City Council on 3 March 2025, following recommendations from the Independent Hearing Panel. It officially became operative on 17 March 2025, rezoning the area from rural to medium-density residential to enable housing development.

This milestone paves the way for up to 4,000 new homes in Tauranga's western corridor, supporting the city's long-term growth. The rezoning is part of the Tauriko for Tomorrow project—a collaborative effort involving SmartGrowth partners, Waka Kotahi NZ Transport Agency, mana whenua, landowners, and the wider community.

To ensure a well-connected and sustainable neighbourhood, the plan includes key infrastructure upgrades, such as internal roads, water and wastewater systems, neighbourhood reserves, and commercial centres. Transport improvements, particularly to State Highways 29, 29A, and 36, will be essential to supporting future residents and businesses.

The first homes are expected to be available from 2027, marking an exciting step toward Tauranga's long-term housing strategy.

02 | YEAR IN REVIEW

Plan Change 27 Operative

In 2025, Tauranga City Council made Plan Change 27 (PC27) operative, introducing updated flood hazard mapping and planning provisions to reduce risks to life, property, and infrastructure.

Developed in response to climate change projections, PC27 addresses the increasing frequency and intensity of extreme rainfall events. The plan ensures new developments account for potential flood hazards, improving long-term resilience for Tauranga's communities.

For property owners and developers, PC27 introduces new standards for flood-prone areas, including building elevation requirements and enhanced stormwater management practices. Tauranga City Council continues to support residents with guidance on these changes, ensuring informed decision-making.

This milestone reinforces Tauranga's commitment to sustainable urban planning and climate adaptation, safeguarding the city's future against evolving environmental challenges.

Memorial Park Aquatics and Recreation Hub

In October 2024, Tauranga City Council made the decision to pause the Memorial Park Aquatics and Recreation Hub project to allow time for further community engagement and a review of the design and funding options. While the previous Commission had approved \$123.5 million for the new aquatic facility in December 2023, the newly elected Council sought to ensure the project delivered value for money and aligned with community expectations. A public survey, which closed in November 2024, received over 5,200 responses, showing strong support for additional aquatic facilities but mixed views on the proposed scale and cost. The Council has requested the Project Team undertake additional geotechnical investigations at the old Memorial Park pool to assess the suitability of the ground conditions as an alternate location.

Waters

Local Waters Done Well – Update

An indicative business case was presented to Elected Members in December 2024 that assessed the strategic case for the future of water services delivery for Tauranga City. The assessment followed a multi criteria analysis assessing seven different options. The modelling showed the most beneficial structure was to establish a multi council-controlled organisation.

Public consultation was undertaken 28 March - 28 April 2025 in accordance with the Local Government (Water Services Preliminary Arrangements) Act 2024, presenting both the proposed delivery model, a stand-alone TCC only CCO option and the status quo. The engagement material named Western Bay of Plenty District Council as a potential partner and other “mutually beneficial councils”

Tauranga City Council formed an executive oversight group to assess the viability of establishing a multiple Council-Controlled Organisations (CCOs) to manage water services that is financially ring-fenced from any CCO partners. (i.e. to prevent any cross-subsidisation, revenue that is collected in Tauranga is spent in Tauranga, and Tauranga's debt remains with Tauranga)

Elected Members are carefully considering the future delivery model for water services, taking into account community feedback, regional collaboration opportunities, and long-term sustainability. The proposed option involves establishing a standalone, independent board-led Water Organisation (WO).

Work is currently underway to draft the Water Services Delivery Plan (WSDP), which will be submitted in September 2025. This WSDP will ensure compliance with new legislative standards, demonstrate financial sustainability, and investment sufficiency for growth council, and outline the preferred delivery model.

The next phase for the city is to progress to a due diligence phase that will be undertaken with agreed Water Organisation (WO) partners.

Fluoridation of drinking water

At an Extraordinary Council Meeting held in 2024, the Mayor and Tauranga City Councillors confirmed that Tauranga City Council would comply with the Director-General of Health's directive to fluoridate the city's water supply, effective from 24 October 2024.

While the council had expressed a preference to wait for the outcome of ongoing court proceedings in New Zealand and for personal assurance from the Director-General of Health regarding the safety of fluoride and its compatibility with human rights, the decision to proceed was made to ensure legislative compliance.

The fluoridation of Tauranga's water supply was part of a broader directive issued by the Director-General of Health in July 2022, requiring 14 local authorities across New Zealand to

introduce fluoride to their public water systems. In Tauranga, the specialised fluoridation equipment, valued at approximately \$3 million, was fully funded by central government.

02 | YEAR IN REVIEW

Stormwater

The Tauranga City Council is enhancing its stormwater modelling to provide more accurate flood hazard mapping and improve urban resilience. Using LIDAR (light detection and ranging) technology, the updated models incorporate detailed land contours, flow paths, and infrastructure data, ensuring a comprehensive understanding of flood risks.

These improvements support Plan Change 27 which addresses flooding from intense rainfall. The updated maps will help property owners, developers, and planners make informed decisions, ensuring sustainable urban growth while mitigating flood risks.

Wastewater

Upgrades to the Te Maunga Wastewater Treatment Plant are well underway, strengthening Tauranga's wastewater system for long-term resilience. Key improvements include pipeline reinforcements, capacity expansions, and environmental safeguards, ensuring better wastewater management as the city grows.

Recent work has focused on outfall pipeline upgrades, with the final 225 metres undergoing essential maintenance to extend its lifespan. Construction has been carefully timed around low tide to reduce disruptions and allow efficient access for workers.

The upgrades are scheduled for completion in late 2025, aligning with the 30-year Wastewater Strategy, which outlines further plans to future-proof essential infrastructure, prioritising efficiency, sustainability, and environmental protection. These upgrades reflect Tauranga City Council's commitment to responsible urban development and resilient infrastructure.

Emergency management

Over the 2024/25 summer, Tauranga's Emergency Management team took an innovative and interactive approach to community preparedness by bringing virtual reality (VR) technology to coastal hotspots. Staff visited popular beachside locations to give residents and visitors the opportunity to experience a realistic earthquake and tsunami scenario affecting the Mount Maunganui coastline – all through the use of a VR headset.

The 10-minute immersive experience simulated the predicted local impacts of a significant event and prompted participants to make key decisions in real time to keep themselves and their families safe. Users were guided to use local evacuation maps and encouraged to reflect on their preparedness, including evacuation routes and actions they would take in a real emergency.

This initiative supported Tauranga City Council's ongoing commitment to strengthening community resilience by helping people better understand local hazards and practise their response.

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

Outcome Measure Results

#	Measure	Result	Trend	Data Source
ODM26	Housing affordability index			Transport System Plan
ODM27	Improving perceptions of affordable housing.			New Zealand Transport Agency
ODM28	Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.			Residents Survey
ODM29	Resident satisfaction with the city centre as the commercial and cultural heart of Tauranga.			Quality of Life
ODM30	Residents who say they have some or lots of knowledge of Tauranga's history.			Tauranga Community Carbon Footprint

- ODM31 Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes.

02 | YEAR IN REVIEW



A city we can move around easily – Tauranga Ara Rau

Tauranga of many pathways. This concept is derived from the tuna (eel). The tuna has many pathways to the sea. Tauranga Ara Rau identifies the development of roads, cycleways, pathways, and transport options across our city, that we may move as freely and effectively as the tuna moves. Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.

New bus stops improve city centre access

In April 2025, six new bus stops were installed on southern Durham Street, improving access to Elizabeth Street, the lower avenues, and the University of Waikato. These stops replace temporary ones a block north, reducing walking distances and making public transport a more attractive option.

Designed with low-impact, street-friendly shelters, the stops provide weather protection while ensuring easy access to shops and hospitality venues. They integrate into Tauranga's wider city centre transport network, supporting Tauranga City Council's goal of creating a connected, accessible, and vibrant urban space.

This initiative is part of a broader collaboration between Tauranga City Council and Bay of Plenty Regional Council, focused on enhancing public transport infrastructure and encouraging sustainable travel choices.

SH29 Tauriko Enabling Works

The SH29 Tauriko Enabling Works are a major infrastructure upgrade designed to improve safety, connectivity, and access for Tauriko West and the wider region. This project, led by NZ Transport Agency Waka Kotahi in partnership with Tauranga City Council, will enable the

development of 2,400 new homes while supporting freight movement and business growth. Construction began in March 2024 and is expected to be completed in late 2025/early 2026.

02 | YEAR IN REVIEW

SH29 access upgrades for Tauriko West:

As part of the Tauriko Enabling Works, several key road improvements are underway to enhance access and safety:

- A new roundabout at SH29/Redwood Lane connects to the Tauriko Business Estate and unlocks southern access to Tauriko West.
- A new signalised intersection at SH29/Tauriko Village supports access to the northern residential area.
- The SH29/Cambridge Road intersection is being upgraded with traffic lights and a new connection to Whiore Avenue—providing safe passage for buses, pedestrians, and cyclists.
- Additional works include new footpaths, shared walking and cycling facilities, and provision for future bus stops.

These upgrades lay the groundwork for a smarter, multi-modal transport network that makes it easier and safer to move through the growing Tauriko area.

A safer, more welcoming bus hub in Arataki

With more than 40,000 passengers each month, Arataki is Tauranga's second busiest bus hub. In response to strong community calls for a safer and more welcoming environment, the hub underwent a significant upgrade in 2024.

New, well-lit, high-capacity shelters featuring decorative cultural elements designed in collaboration with local hapū were installed on both sides of the road. Enhanced wayfinding signage and updated information boards were also added.

Other key improvements included additional streetlighting, new CCTV monitoring, open seating, bike parking, rubbish bins, and landscaping. Pedestrian safety and accessibility were also enhanced through the installation of improved crossings, wider footpaths, and a new shared user path.

Together, these enhancements have made Arataki a more inviting and functional transport hub, encouraging greater use of public transport in the area.

[Placeholder: New Bus Hub Photo to be added in design stage]

02 | YEAR IN REVIEW

Trial underway to reduce road cone use on Tauranga roads

Tauranga City Council is trialling a new approach to temporary traffic management in an effort to reduce the visual clutter and disruption caused by excessive road cone use. While road cones are essential for keeping both workers and drivers safe, their overuse can be frustrating for motorists and create unnecessary congestion.

The trial introduces an innovative method that reduces reliance on traditional static signs and cones, aiming to streamline road works while maintaining safety standards. The new approach has already been successfully tested at two local sites and continued to be monitored until July 2025 to assess its effectiveness.

All road works in Tauranga must follow an approved traffic management plan, and this innovation presents an opportunity to improve efficiency and public satisfaction. The trial is being delivered in partnership with Tauranga-based Complete Traffic Services, helping to support local business while exploring smarter ways to manage city infrastructure.

Maunganui Road upgrades improve safety and accessibility

The completion of the Maunganui Road safety improvement project marks a significant step forward in creating a safer, more accessible environment for all users of this key transport corridor. The project, which has progressed in stages from Tawa Street to Golf Road over several years, was finalised this month with the completion of the section between Central Parade and Tui Street.

Upgrades include new roundabouts, dedicated cycle lanes, and improved pedestrian crossings. Direct access to Heath Street from Maunganui Road has been removed to enhance safety, though access remains available via a slip lane and adjacent carpark.

Long known for speeding issues, Maunganui Road connects eastern Tauranga, Te Puke, Mount Maunganui town centre, and State Highway 2. The redesigned layout encourages

lower speeds, contributing to calmer traffic and safer conditions. With more people choosing to cycle or walk, these improvements support safer and more sustainable travel choices in a growing urban environment.

02 | YEAR IN REVIEW

Papamoa East Interchange

The Papamoa East Interchange is in its final phase of construction, set to provide direct access to the Tauranga Eastern Link (TEL) and support future urban development.

In May 2025, a community planting day saw 2,600 native shrubs placed near the site, reinforcing environmental sustainability while enhancing the surrounding landscape. The eastbound off-ramp is expected to open later this year under traffic management, with a formal interchange opening planned for mid-2026.

This project is a collaboration between Tauranga City Council and Waka Kotahi NZ Transport Agency with support from Bay of Plenty Regional Council and Western Bay of Plenty District Council.

Working with our iwi partners Te Kapu o Waitaha, Tapuika Iwi Authority, Ngā Pōtiki a Tamapahore Trust and Te Rununga o Ngāti Whakaue ki Maketū. This partnership includes capturing and documenting stories from tangata whenua that relate to the area and its history, cultural monitoring during earth works and incorporation of cultural design elements and artwork.

This project is a key milestone in Tauranga's urban expansion, enabling faster travel between Papamoa East and the wider city while supporting future residential and commercial growth.

[Placeholder photo for PEI site photo / planting day /to be added at the design stage]

02 | YEAR IN REVIEW

Hewletts Road / Hull Road / Totara Street Upgrades improving safety and connectivity

Resurfacing works on Hewletts Road began in March 2025, improving key intersections and enhancing traffic flow for freight and commuters. The upgrades will support Port of Tauranga operations and local businesses.

These projects aim to improve traffic flow, pedestrian safety, and cycling infrastructure, supporting Tauranga's long-term transport strategy.

Turret Road / 15th Avenue

The Turret Road Upgrade—part of the broader Fifteenth Avenue to Welcome Bay transport improvement program—has experienced setbacks primarily due to ongoing funding challenges. Although New Zealand Transport Agency has approved \$5.2 million for the project's design phase, and Tauranga City Council has allocated a further \$5.1 million, the overall cost is estimated at \$140 million. As full funding is yet to be secured, timelines remain tentative, delaying progress on critical infrastructure aimed at easing congestion and improving access for all commuters. Construction is currently projected to begin in late 2026, contingent on securing the remaining funding. Further information on the project can be found [here](#).

Cameron Road Stage 2

The Cameron Road Stage 2 upgrade was downgraded following a decision by New Zealand Transport Authority to decline funding for the project. The \$164 million proposal aimed to

enhance transport infrastructure between 17th Avenue and State Highway 29, incorporating new cycle lanes, improved public transport corridors, and essential upgrades to aging wastewater systems. However, it was deemed misaligned with the priorities of the 2024–27 National Land Transport Programme, making government funding unlikely.

In response, Tauranga City Council is actively exploring alternative funding mechanisms, including Infrastructure Acceleration Fund (IAF) grants, Infrastructure Finance and Funding (IFF), and Development Contributions. A revised approach is expected to be presented to the City Futures Committee late 2025. Further information on the project can be found [here](#).

02 | YEAR IN REVIEW

Outcome Measure Results

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

#	Measure	Result	Trend	Data Source
ODM32	Jobs accessible within a 15–30-minute morning commute by public transport			Transport System Plan
ODM33	Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians).			New Zealand Transport Agency Waka Kotah
ODM34	Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles.			Residents' Survey
ODM35	Public transport uptake = Increasing number of trips on and access to public transport			Quality of Life
ODM35	Decreasing per capita transport-related carbon emissions.			Tauranga Community Carbon Footprint

- ODM37 Travel time variability for freight movements on key commercial routes (between Tauriko business estate and the Port, and between Rangiuru business estate and the Port).

02 | YEAR IN REVIEW



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

This term is from an ancient karakia, it reflects the word kura as an inherent treasure, often associated with the learning and sharing of knowledge to be cared for, for generations to come. The term Tauranga here identifies a space where we can empower learning and personal development. Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.

Business

Tauriko Business Estate Extension

The Tauriko Business Estate expansion is unlocking new opportunities for business growth and employment in Tauranga's southwestern corridor. The latest Stage 4 extension adds 43 hectares of industrial land, with 40% already sold or leased, signalling strong demand for commercial space.

The rezoning of 87 hectares ensures long-term availability of employment land, but full development hinges on critical infrastructure upgrades, including the planned four-lane expressway on SH29. Once complete, the expansion is expected to support 16,500 jobs, reinforcing Tauriko's role as a key economic hub for the region.

This milestone marks Tauriko as one of New Zealand's fastest-growing business districts, providing scalability and accessibility for local enterprises and national operators alike.

51

Business Partnerships

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

02 | YEAR IN REVIEW

Tauranga Business Chamber

The Tauranga Business Chamber has continued to provide business support sessions through its funding agreement with Council and exceeded the yearly target of 210 sessions. The Chamber has also been influential in increasing engagement with businesses and providing a Tauranga business perspective when engaging with national bodies and central government.

Tauranga Māori Business Association

The Tauranga Māori Business Association has grown membership in the last year by 11.76%, which will enable it to offset the reducing Council funding, as was the intention of the Partnering Agreement with Council and TMBA. TMBA has also increased the proportion of its members that whakapapa to local Iwi. As with all businesses their members are facing difficulties in the current economic conditions but leveraging the network the association provides to help. One success was seeing 3 TMBA members named finalists in the Farmer Auto Village Tauranga Business Awards. The Tauranga Māori Business Association has also recently signed a Memorandum of Understanding with the University of Waikato, further increasing the strength of the network.

Marine Precinct sale

The precinct, established in 2015 to support growth in the commercial marine sector, has struggled to meet its intended objectives, operating at an annual loss of approximately \$1.5 million. The proposed sale was legally challenged by a marine industry representative, citing concerns about the displacement of working boats and potential impacts on businesses reliant on precinct operations. The case also raised questions about stakeholder consultation in the lead-up to the sale.

Tauranga City Council has finalised the sale of the Marine Precinct at Sulphur Point, following a High Court decision that dismissed legal opposition to the transaction. The ruling marked the conclusion of judicial proceedings that had delayed settlement after an injunction was filed in November 2024.

As part of the transaction, the new owner is required to design and construct a purpose-built marine service facility that aligns with strategic objectives for the sector. Tauranga City Council will continue liaising with marine industry stakeholders and the community to ensure their interests are acknowledged throughout the transition.

02 | YEAR IN REVIEW

Tourism

Our CCO Tourism Bay of Plenty's (TBOP) culinary tourism platform, the Flavours of Plenty Festival, continued to gain momentum in 2024/25 earning national recognition with the Industry Collaboration and Alignment award at the New Zealand Tourism Awards. The Flavours platform is a key building block in destination positioning which puts 'Horticultural Provenance', 'Māori Culture', 'Natural Landscapes' and 'Ocean & Beaches' as the four DNA pillars from our region. The festival ran for an expanded 18 days (28 March–18 April) and delivered a programme of 51 events across the Coastal Bay of Plenty, engaging over 115 Coastal Bay of Plenty food businesses, including 70 within Tauranga city. The festival generated \$162,000 in ticket revenue with over 5,000 attendees. The festival was widely promoted with over 60 media features across publications such as Cuisine, Dish, NZ Herald, Kia Ora, Stuff and Radio NZ with an equivalent advertising value of \$1m. This success reinforces the Flavours of Plenty festival as a cornerstone of culinary tourism promoting the Bay of Plenty's rich food culture, local talent and regional identity.

Education

Travel Safe in schools

The Travel Safe team continued to deliver popular community road safety initiatives, with a strong focus on school-based programmes. This year:

- 2,845 children took part in cycle safety education, gaining essential bike handling and road awareness skills.

- 657 juniors engaged with Ruben the Road Safety Bear, learning safe walking and crossing techniques in an interactive format.
- 996 students entered the Bike Helmet Competition, reinforcing the importance of protective gear for cycling.
- 737 students participated in Safe Travel to School assemblies, promoting awareness of pedestrian, cyclist, and vehicle safety around school zones.

These initiatives highlight Tauranga City Council's ongoing commitment to enhancing road safety education, equipping young people with the skills and knowledge to navigate their surroundings safely.

[Placeholder: photo of educational programme / travel safe helmet winner / to be added at design stage]

02 | YEAR IN REVIEW

Shaping the Future of Waste Infrastructure

In 2024/25, Council advanced work on a citywide Waste Infrastructure Network Business Case, laying the foundation for firm decisions on future investment by the end of December 2025. This includes determining the long-term role of Tauranga's current transfer stations and exploring the development of dedicated Resource Recovery Parks.

These investments are critical to achieving the city's waste diversion and circular economy goals. With approximately 70% of Tauranga's waste still going to landfill, Tauranga City Council is investigating how a more efficient and modern waste network could lift diversion rates to 75% or more.

The outcomes of this work will set a clear direction for how Tauranga manages, processes, and recovers waste across the city—supporting environmental sustainability and smart growth for years to come.

Marine Research Facility at Sulphur Point

As part of its lease conditions, the University of Waikato presented concept imagery to Council in March 2025, with a full project update expected mid-year. The facility remains on track to open within the 2027/2028 year.

Designed to advance marine science, climate resilience, and blue economy innovation, the facility will include research laboratories, classrooms, and public engagement spaces. It also forms part of the wider Sulphur Point Masterplan, which includes upgrades to boat ramps, waterfront access, and landscaping.

By supporting this initiative through land provision, community engagement, and strategic alignment, Tauranga City Council is enabling long-term investment in environmental research, local employment, and knowledge-sharing—contributing to a more resilient and sustainable coastal future.

02 | YEAR IN REVIEW

Zero Waste and Schools Initiative

Tauranga City Council's Zero Waste and Schools initiative for 2024/25 demonstrated remarkable progress and engagement through a series of waste minimisation programs and partnerships. One key highlight was the Waste Free Period School Sessions. Five of the high schools across the Tauranga region participated and 1860 students attended the sessions. The sessions were well-received, providing students with low waste menstrual products such as pads, cups, and underwear, almost 1000 free items were distributed across the participating schools. This initiative not only contributed to waste reduction but also enhanced students' awareness of sustainable practices.

The Zero Waste Education has been a big hit over the last financial year. Zero Waste Education facilitated the teaching of 154 units across 41 schools, reaching over 3200 students.

Council developed new waste educational units for Years 3-4 (Remarkable Recycling) and Years 5-6 (Rethinking Waste) that were launched in at the start of 2025. These units focus on reducing, reusing, recycling, and raising awareness of waste's environmental impact, especially on Papatūānuku (Earth Mother). These units have already been trialled in two schools, reaching 143 students with promising feedback. Teachers appreciated the complementarity of these new units with the existing Zero Waste Education curriculum, valuing the balance of teacher led lessons followed by more in-depth classes facilitated by Zero Waste Educators to reinforce learning. Both units have been developed with qualified education specialists and are aligned with the current New Zealand Curriculum.

(Placeholder: photo to be inserted at the design stage)

Outcome Measure Results

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

#	Measure	Result	Trend	Data Source
ODM38	Residents' perceptions of Tauranga as a business and visitor destination			Residents' Survey
ODM39	Number of tertiary students			Toi Ohomai, University of Waikato
ODM40	Unemployment rate			Infometrics
ODM41	Job creation			Infometrics
ODM42	Mean annual earnings rises to the New Zealand average by 2035			Infometrics
ODM43	Knowledge-intensive employment levels rise to levels			Infometrics

equivalent to other major New Zealand cities

ODM44 Visitor spend (Visitor-spend is distributed more evenly across the year.)

Tourism BOP
- Marketview

ODM45 Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities

Stats NZ

DRAFT

Approaches

Tauranga City Council's three key approaches are about how we work together and are embedded in our community outcomes, consistently running through, and supporting everything we do. Overall, these approaches will commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes. The three approaches are interlinked and complementary, each with their own specific focus area.



Te Ao Māori approach - Te Ahunga Ao Māori

Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi. Te Ao Māori is the Māori world, where the world is perceived holistically, acknowledging the interconnectedness and interrelationships of all living and non-living things. When in balance, this supports healthy environments and healthy communities.

Partnership with tangata whenua

Te Ao Māori Approach

Drawing on Tauranga City Council's Te Ao Māori approach—grounded in our core values manaakitanga, pono, whaia te tika and whanaungatanga - the 2024/25 update reflects genuine accountability and delivers tangible outcomes.

In August, Stacey Mareroa-Roberts was welcomed as our new Manager of Strategic Māori Engagement alongside newly elected members. Her appointment into the Council's Senior leadership Group marks a pivotal step in succession planning and futureproofing our Māori engagement. This is a step to ensure continuity, expertise, and transformative leadership for generations to come.

This year, we formally honoured long-serving Māori leaders, including our Te Pou Takawaenga Team Leader Keren Paekau and the newly appointed Officer of the New Zealand Order of Merit, Puhirake Ihaka.

We strengthened our partnership commitments by appointing three tangata whenua representatives - with full voting rights and equitable remuneration - to Council committees.

02 | YEAR IN REVIEW

We also celebrated the historical appointment of Tauranga's first Te Awanui Māori Ward Councillor Hemi Rolleston, with a pōhiri at Ngāti Hangarau.

Our specialist Te Pou Takawaenga team has continued to lead with engagement, facilitating robust kōrero between mana whenua and elected members. They have initiated induction and cultural capability training for Council staff and elected members and have co-designed joint wānanga to deepen governance and strengthen relationships.

Cultural integration has been further advanced through:

- Te Manawataki o Te Papa
- The renewal of the Memorandum of Understanding with the Mauao Trust,
- The opening of Te Rere o Ōmanawa whakaruruhau (Ōmanawa Falls hub),
- The continued roll-out of wayfinding signage - anchoring mātauranga Māori in our city spaces and places.

These milestones reflect genuine progress in embedding Te Ao Māori wellbeing into our structures, partnerships, and urban fabric - ensuring that Tauranga's future is both culturally grounded and collectively owned ensuring that Te Ao Māori is vibrant, visible and valued in Tauranga City, creating a future our mokopuna will thank us for.

Approach Results

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

#	Measure	Result	Trend	Data Source
ODM46	Increased cultural capability to partner with iwi and hapū to Māori and Pasifika businesses			Tauranga City Council
ODM47	Staff apply a Te Ao Māori lens across their work and decision making			Tauranga City Council

02 | YEAR IN REVIEW



Sustainability approach - Te Ahunga Toitū

To kaitiaki for a better tomorrow, Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities. Sustainability is about considering the interactions and balance points between social, economic, cultural, and environmental wellbeing.

Sustainability considerations in projects and decisions

An improved process for delivery of capital projects

Work is well underway developing a process for council staff to embed our climate and sustainability goals across the delivery life cycle of capital projects, from identification through to construction. The process sets out four key criteria linked to our community outcomes: carbon emissions, climate resilience and natural hazards, nature and biodiversity, and waste and circular economy. Once this process is developed and tested through piloting over the coming year, this will help us achieve a consistent best practice approach to understanding the climate impact of our decisions and developing sustainable and climate resilient solutions for Tauranga's infrastructure.

Climate Impact Statement in Tauranga City Council reports

Since August 2024, a climate impact statement has been included in formal reports to Tauranga City Council and committees. The purpose of this is to align considerations for decision-making with Tauranga City Council's strategic framework, Our Direction. Report writers are asked to give information about how the decision being taken will impact emissions reductions, climate adaptation/resilience and biodiversity outcomes.

We have found there has been variability in the way the climate impact statements have been considered and written within Tauranga City Council reports. Most reports provide broad statements that address sustainability generally but lack specific details of impacts across each of the three areas.

There are opportunities over the next year to build the capability of decision-makers to demonstrate how decisions on different Tauranga City Council business and projects impact our outcomes towards Tauranga City Council's climate and sustainability goals.

Broader Outcomes in procurement

Our procurement policy mandates inclusion of broader outcomes in all tenders going out to market. This can either be as a mandatory requirement in lowest price conforming tenders or as a compulsory attribute to be included in weighted attributes processes (minimum 10% weighting). Since this came into effect in 2023, we can see that most tenders included weighted attributes focussed on environmental broader outcomes, followed very closely by economic broader outcomes. In addition, our commercial team has been holding regular business drop-in sessions for interested local suppliers. Since this initiative began in late 2023, we have held 151 drop-in sessions.

Operational emissions profile

Work is underway to improve our energy performance, reduce our corporate emissions, and save costs in the long term. Council's total Scope 1 and 2 emissions in FY25 were XXXX tonnes of CO₂e. The largest emissions source is the wastewater treatment process. During the year we improved our methodology and accuracy of emissions accounting from the wastewater treatment process, which has improved our understanding of how the emissions can be reduced.

Almost a third of council's emissions are from imported electricity. Ongoing and planned energy saving initiatives at council are estimated to save the council around \$700k per year in reduced energy costs.

[Donut graph of emissions to be included when data available.]

Emissions reduction plan

Tauranga City Council has committed to science-based emissions reduction targets which means that we will need to reduce emissions by 46% by 2030 and 90% by 2040. Our emissions reduction plan outlines what needs to be done to get there. This includes improved wastewater treatment processes, renewable energy generation such as solar panels and small-scale hydro turbines, phasing out natural gas, dimming streetlights at night, and energy-efficiency projects. Implementation of necessary projects to reach the short-term targets are now underway. In 2025 we installed solar panels at the Greerton and Pāpāmoa libraries which are estimated to save Council \$150,000 in reduced energy costs and an avoidance of 145 tCO₂e in emissions over their lifetime.



Solar panels installed at Pāpāmoa Library in May 2025.

Climate Action Loans

Tauranga City Council has been approved as a borrower under New Zealand's Local Government Funding Agency's (LGFA) Climate Action Loans. This loan rewards a borrower through a margin discount if that borrower has adopted an emission reduction plan which sets out science-based targets that are aimed at achieving net zero by 2050 or sooner. Through the Climate Action Loan, Tauranga City Council will save up to around \$200,000 per annum by 2029 if we continue to meet our emissions reduction targets (see financials on page XX).

Embodied emissions

For Tauranga City Council to continue in the Climate Action Loan programme, we need to report our Scope 3 emissions starting in 2026. Our largest source of Scope 3 emissions is embodied emissions associated with materials and construction processes. Cement, steel and asphalt are common carbon-intensive materials used within civil and construction work and services.

Reporting of Scope 3 emissions is underway, supported by an improved sustainability process for capital project (see page XX). Tauranga City Council is currently piloting an approach to collect material-specific embodied emissions data from capital projects to better understand our impact and opportunities to reduce these at a project or programme level.

Approach Results

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

#	Measure	Result	Trend	Data Source
ODM48	At least 5% of the value of all influenceable spend awarded to Māori and Pasifika businesses.			Tauranga City Council
ODM49	Percentage of staff that have completed sustainability training			Tauranga City Council

02 | YEAR IN REVIEW

**Working beyond Tauranga Approach – Ahunga mahi ki tua o Tauranga**

Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural, and environmental well-being of the region and nation. Tauranga is the fifth largest city in New Zealand and is located strategically close to two of New Zealand's other largest cities, Auckland, and Hamilton, forming what is known as the 'golden triangle'. Our city's success is integrally connected to the success of the wider Bay of Plenty region, upper North Island and New Zealand. To respond effectively to our communities' needs and to deliver on our community outcome areas, we need to work effectively with our partners, regionally and nationally. We need to consider how the services we deliver connect with the wider region, and how our mana whenua work with neighbouring iwi and hapū. This requires building strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs. We also need to consider how we contribute to the success of our neighbours and wider New Zealand, by ensuring the decisions we make (or do not make) result in sustainable outcomes both within and beyond our borders.

SmartGrowth Strategy Update

The SmartGrowth Strategy 2024-2074 provides a long-term vision for managing growth in the western Bay of Plenty, ensuring sustainable development while protecting the region's natural and cultural heritage. Key focus areas include housing, transport, infrastructure, employment, and environmental sustainability, shaping resilient, well-connected communities.

In 2024, the strategy underwent key updates, and was adopted on 17 July 2024 ensuring alignment with long-term growth priorities. The Future Development Strategy (FDS) defines growth areas for the next 30 years, while the Implementation & Funding Plan sets out key actions for the next three years, ensuring effective delivery.

These updates reinforce Tauranga City Council's commitment to balanced development, infrastructure resilience, and environmental sustainability, creating a thriving, adaptable city for future generations.

Approach Results

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

#	Measure	Result	Trend	Data Source
ODM50	Increased Central Government recognition of issues faced by growth Tauranga City Councils (including recognition of and response to investment / funding challenges)			Tauranga City Council
	In the city centre, increases in:			Tauranga City Council
ODM51	Football			Tauranga City Council
	Residential offering			Tauranga City Council
	Commercial activity			Tauranga City Council
	Recognition as a 'centre for the Bay of Plenty region'			Tauranga City Council
	Scale of 'regional offering'			Tauranga City Council
ODM52	Increase in economic impact for the city and subregion			Infometrics
ODM53	Our communities feel well informed about and supported through any changes resulting from reform processes that impact local government			Tauranga City Council

City and events calendar

What's On Tauranga

Since its launch on 1 August 2024, the council-run [What's On Tauranga](#) events website has become a valuable resource for our community and event organisers, averaging 1,506 daily views. What's On Tauranga is the city's go-to website for discovering, planning, and sharing events. Supported by dedicated social media channels and marketing campaigns, the website has played a key role in driving awareness of events in Tauranga. Website traffic has been generated primarily by non-paid sources including direct visits, search, and social media, demonstrating effective content and brand visibility.

Zespri AIMS Games

Zespri AIMS Games is a major feature on the annual events calendar every year, with this year celebrating 20 years since the first AIMS Games in 2004. Attracting 26,825 unique attendees to the event generating 79,201 visitor nights and a total visitor spend of \$8.78 million, the economic impact left behind from this event is significant.

The week-long tournament was staged at multiple venues across the city with 12,660 competitors representing 395 schools and 27 different sporting codes. This year's event had more athletes compete than the Paris 2024 Olympic Games.

Results from a Tauranga resident survey said 91% felt the event increased pride in the city, and 80% agreed it made Tauranga a more enjoyable place to live.

Mount Festival of Multisport

In January, Tauranga hosted the Mount Festival of Multisport, attracting 5,221 attendees and generating 5,357 visitor nights. The event contributed \$998,167 in tourism spending and delivered a net economic benefit of \$448,492.

Skate Park Nationals at Destination Skatepark

Tauranga proudly hosted the 2025 New Zealand Skateboard Nationals on 28–29 March 2025 at the new Destination Skatepark in Mount Maunganui. This marked the first time the city welcomed the country's top skateboarders for the premier national event, showcasing talent across park, street, and vert disciplines.

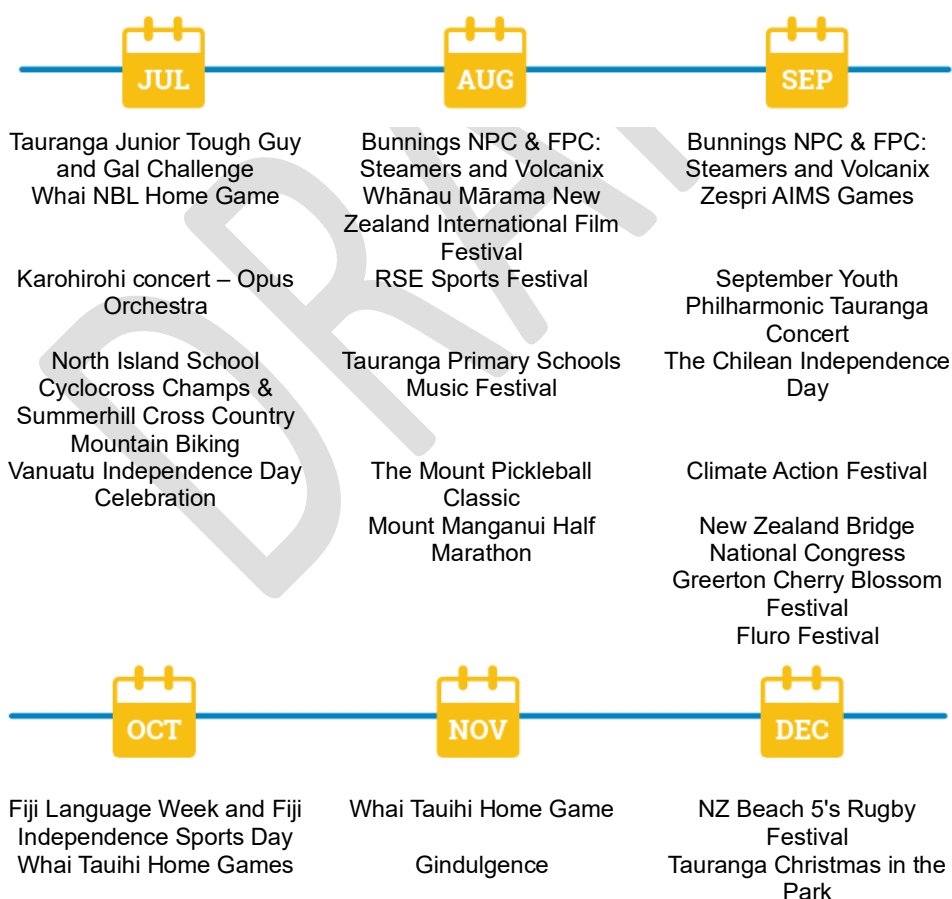
The park and street competitions were held at the Destination Skatepark—located at the corner of Maunganui and Hull Roads—while the vert competition took place at the upgraded ramp in Blake Park. The event also introduced a new Under 13 division, encouraging younger skaters to get involved and spotlighting the next generation of talent. The Nationals were a major milestone for Tauranga's skate scene and a celebration of the council's investment in world-class skate infrastructure.

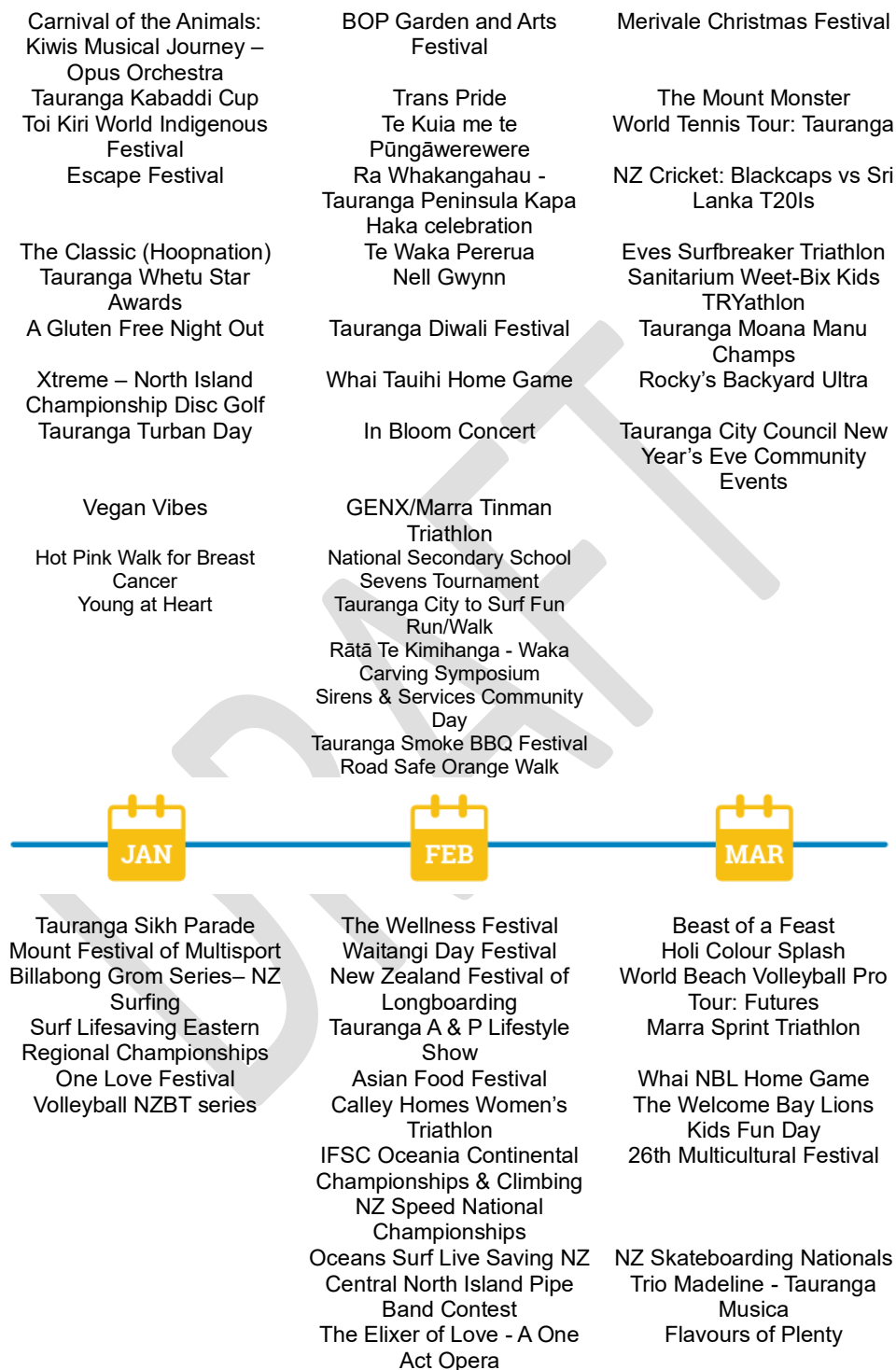
02 | YEAR IN REVIEW

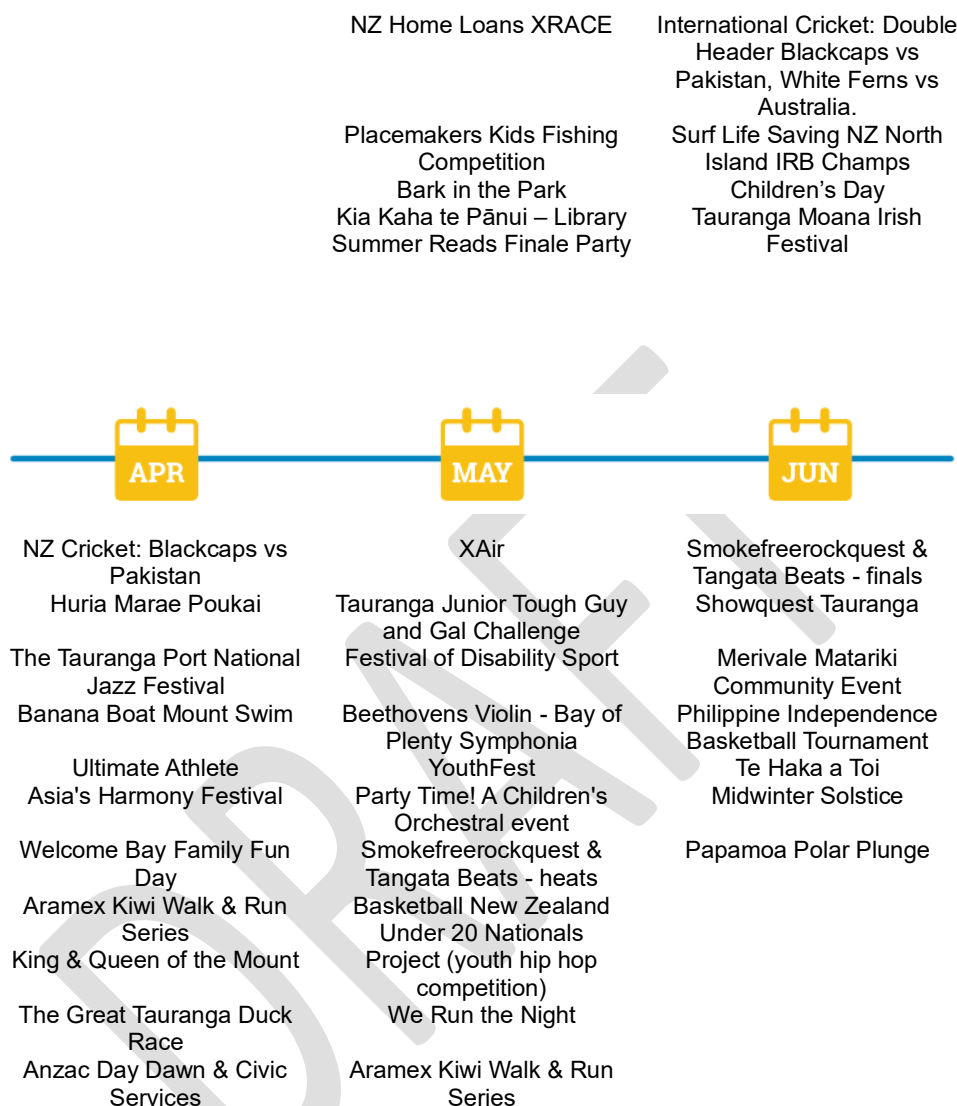
Tauranga Western Bay Community Event Fund

The Tauranga Western Bay Community Event Fund (TWBCEF) enables community groups to host a rich and varied calendar of events, offering residents and visitors alike opportunities to engage with and enjoy vibrant community centric event activity throughout the year.

Specifically for Tauranga City Council boundaries, there was a 17% increase in applications, with 71 events granted funding to a total amount of \$695,075. The TWBCEF is a partnership between key local funding bodies TECT Community Trust, Western Bay of Plenty District Council, Bay Trust and the Acorn Foundation.

Calendar of events 2024/2025





Awards and recognition

We received the following finalist placings and awards during 2024/25. Congratulations to all of our amazing staff!

Awards and Finalists

Association	Award	Name	Outcome
HRN Awards	TCC Leadership & Development - Growing our People and Performance	HR Business Partners	Finalist
2023 Tree Cities of the World	Tree Cities of the World	Spaces & Places Urban Forestry team	Accepted
Mount Holiday Park	4 Star plus rating and Gold Sustainable Tourism Business Award	Mt Beachside Holiday Park	Achieved
Recreation Aotearoa - Outstanding Awards. Outstanding Park category	Recloaking Mauao - Mauao Historical Reserve	Spaces & Places	Mauao was awarded Healthy Park of the Year.
Recreation Aotearoa - Outstanding Awards. Parks Professional of the Year	Josh Clark	Spaces & Places	Won
Taituara Awards	Te Tohu Waka Hourua (The Double Canoe) Te Rere o Ōmanawa - Ōmanawa Falls	Spaces & Places, TBOP, Hapu	Award won
Taituara Awards	Management Team Challenge	Challenge Team	Third Place
WasteMINZ Awards	Best initiative to reduce waste or redesign products category.	Sustainability and Waste Team	Joint 1st Place
Tree of the year / Rākau o te tau	Most interesting tree - Pohutukawa on Pitau Road	Spaces & Places Urban Forestry team	Finalist
Building Officials Institute of New Zealand (BOINZ) Awards	Emerging Leader	Andie Fletcher	Accepted
Building Officials Institute of New Zealand (BOINZ) Awards	Innovator of the Year	Todd Saunders	Accepted

Diversity Works - 2024 Diversity Awards NZ	Respectful Culture Award	Community Development	Finalist
PC33 Landscape Qualifying matters Project	Winner of Technical Documentation RMLA Award	City Planning & Growth	Winner of Technical Documentation RMLA Award
EMPA NZ Awards	Excellence in Emergency Communications for 2024 (for Tauranga City Council Earthquake and Tsunami Virtual Reality Module)	Emergency Management Team	Highly Commended
Water NZ Awards	Golden Shovel, Select Society of Sanitary Sludge Shovels, recognises individuals who have contributed their considerable talents to the success of national water and wastewater organisations the criteria is 'going beyond the call of duty'	Stephen Burton	Awarded
Recreation Aotearoa	Outstanding Project Over \$500k - Te Rere o Ōmanawa Project	Spaces & Places	Won
Recreation Aotearoa	Outstanding Project Over \$500k - Kōpurererua Valley Stream Realignment	Spaces & Places	Won

[Placeholder: Photos of awards to be included at design stage]



02 | YEAR IN REVIEW

Our performance

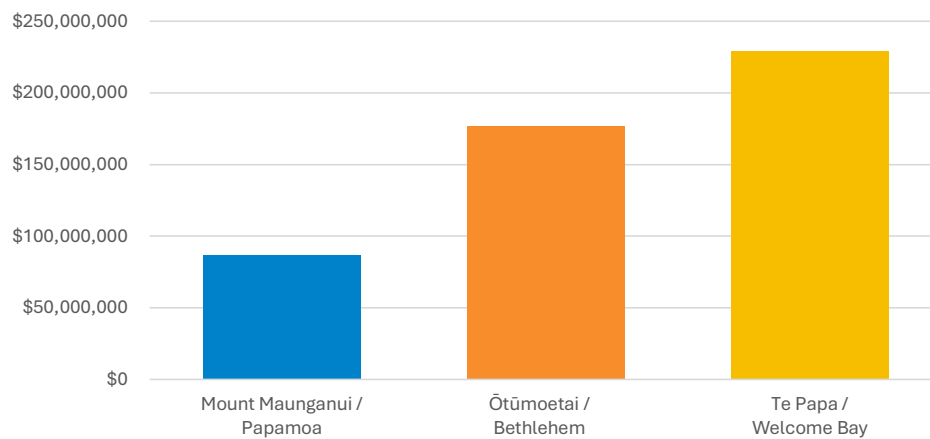
Our city continues to grow



We continue to see commercial investment



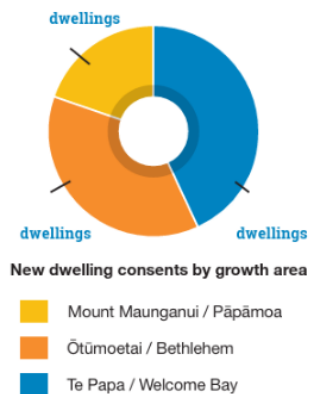
Commercial building consents issued





02 | YEAR IN REVIEW

But the rate of growth is putting pressure on our city



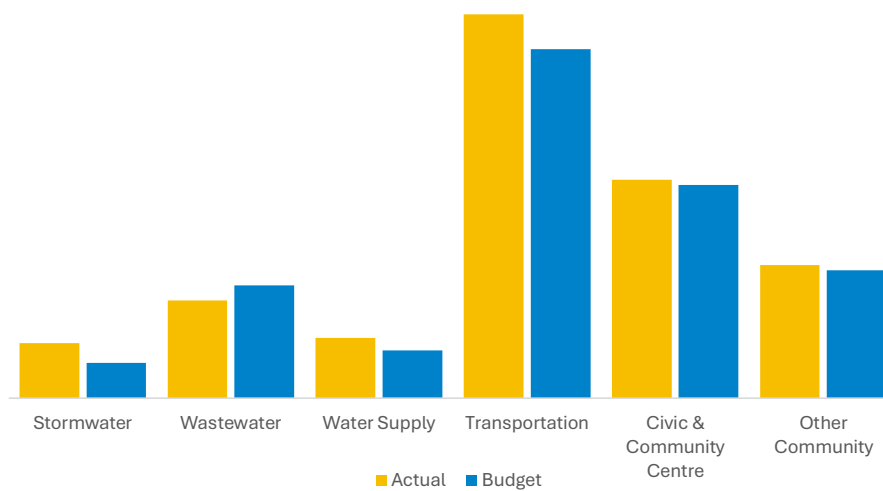
Behaviour change is happening in our community,
industry and Tauranga City Council



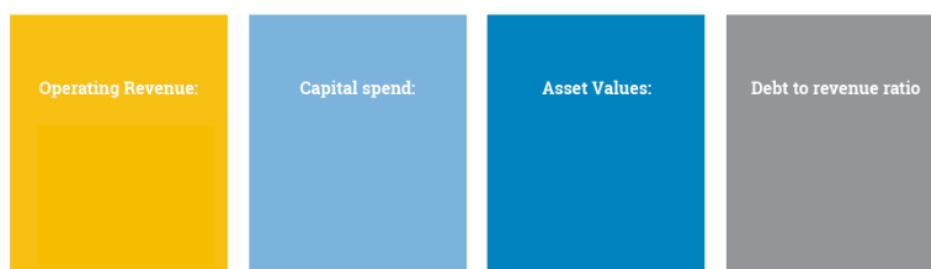


02 | YEAR IN REVIEW

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



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





02 | YEAR IN REVIEW

Our performance

Non-financial performance snapshot

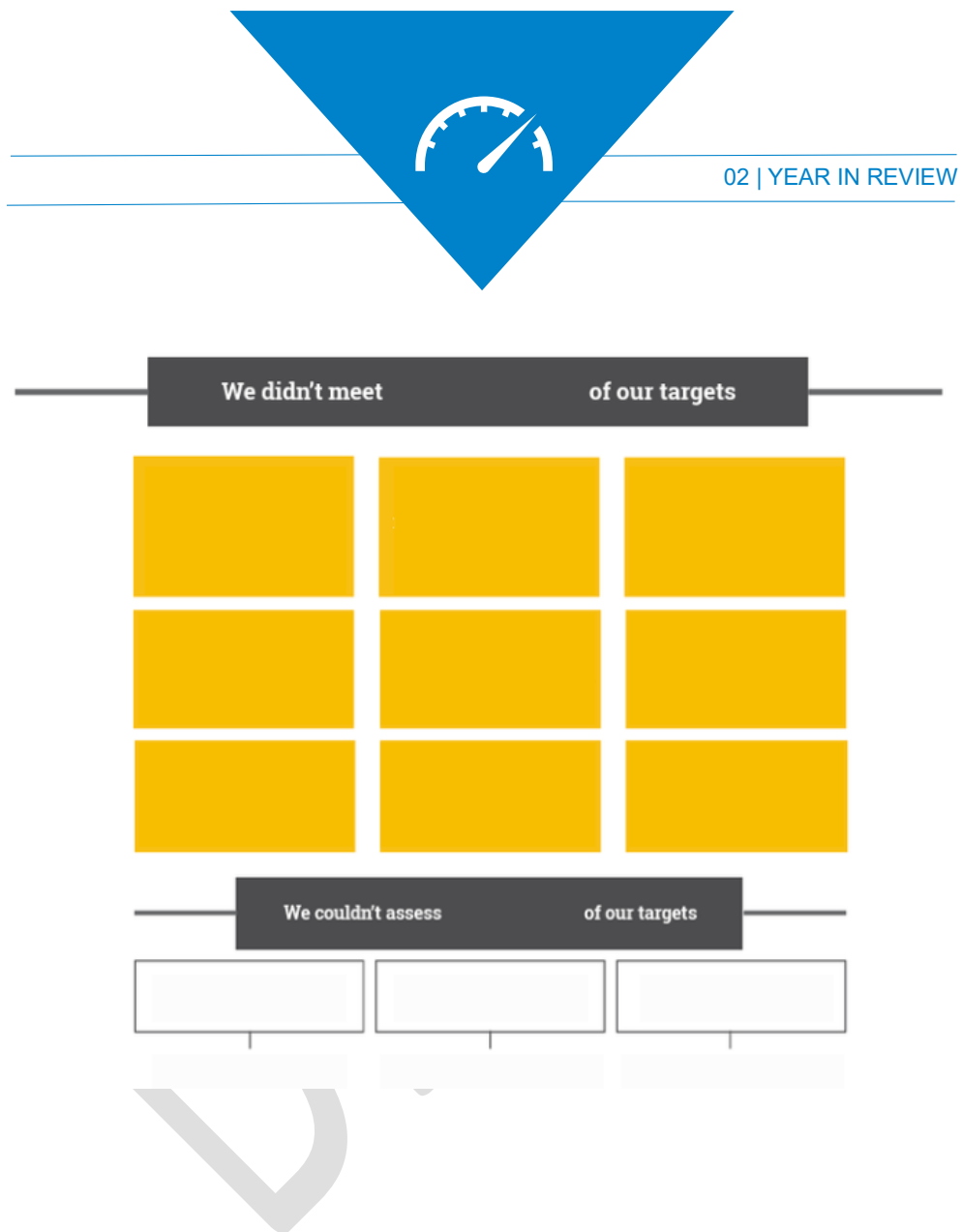
of measures achieved

of measures not
achieved

of measures unable
to be assessed

All targets achieved for

We exceeded a number of our targets



DRAFT

Non-financial performance summary

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

The Local Government Act 2002 stipulates that local authorities are required to report on how well they are performing in delivering these levels of service to their communities as measured by the non-financial performance measures. We measure our performance throughout the year, reporting the results six-monthly and annually.

We have measured and reported on XX of the 82 non-financial performance measures, XX (XX%) were achieved and XX (XX%) were not achieved; X (X%) were not measured. Of those XX measures that met their target, XX had improved performance from 2023/24, with X of those measures moving from not achieved to achieved. Of the XX measures that did not meet their target, XX had improved results compared with 2023/24. Also, X measures of the XX were within X% of achieving their target.

We also group the performance measures together under Strategic Measures, which measures our achievement of each of Tauranga City Council's community outcomes, and then also against our stated levels of service. This clearly identifies linkages between what we do and why we do it, with the ultimate goal of working towards Our Direction.



An inclusive city – Tauranga Mātaraunui

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



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

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



A well-planned city – Tauranga Tātai Whenua

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



A city we can move around easily – Tauranga Ara Rau

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



A city that supports business and education – Tauranga a Te Kura

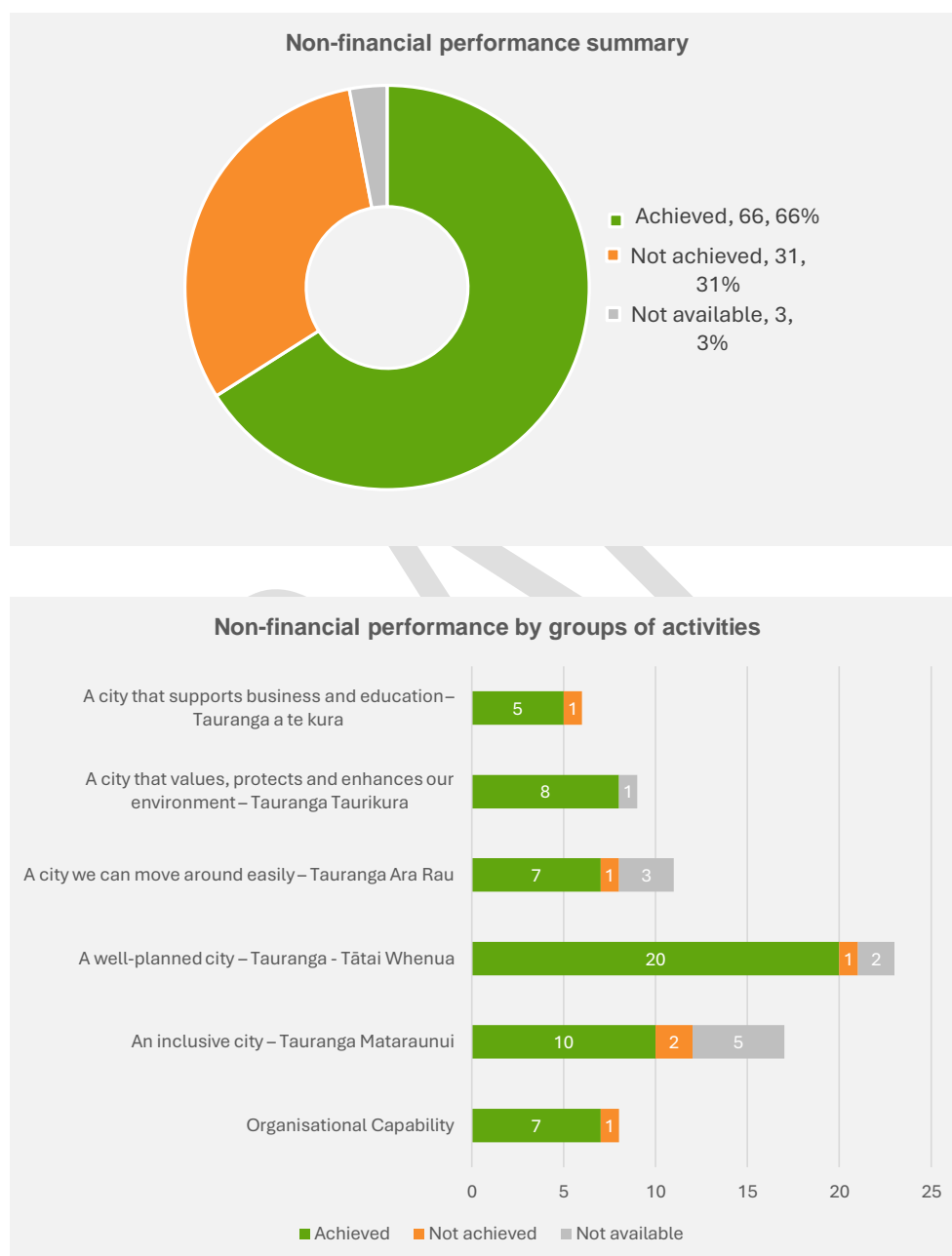
Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.



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

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

02 | YEAR IN REVIEW



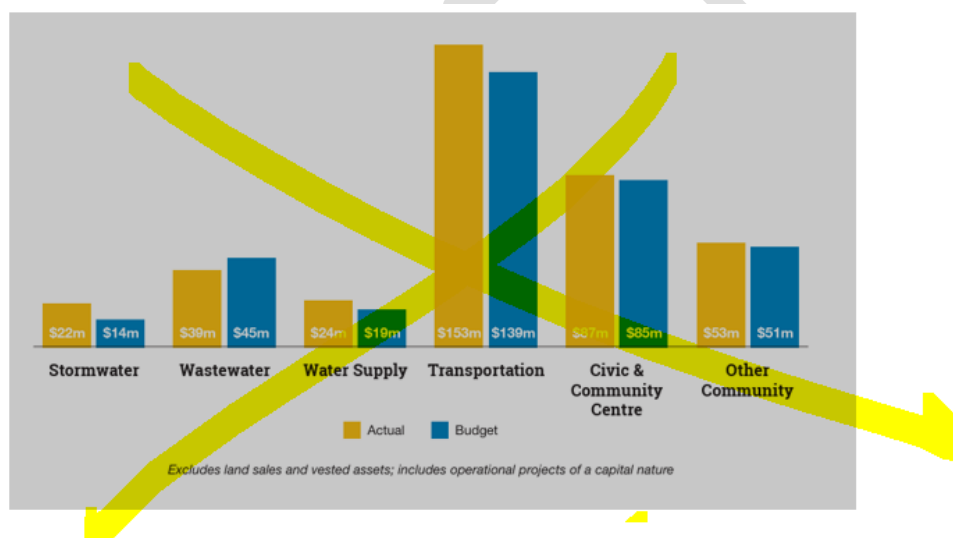
02 | YEAR IN REVIEW

Financial performance summary

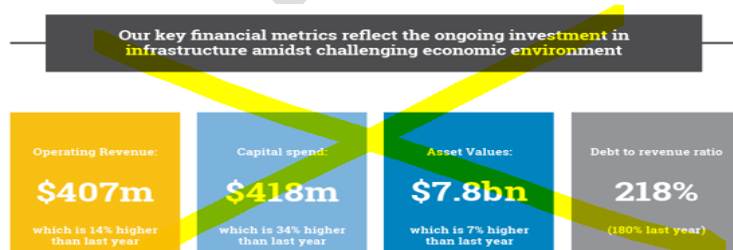
The 2024/25 year is the first year of our new 2024–34 Long-Term Plan (LTP), which sets out a bold and future-focused vision for our city. This plan makes full use of the Council's borrowing capacity to invest in a new civic precinct and continue addressing the backlog of essential infrastructure and community facilities that have not been delivered in previous years ..

Although the LTP was adopted under the governance of Commissioners, it is now the responsibility of the current elected members to implement and report on progress. Early in their term, elected members committed to a guiding principle of delivering value for money and set a clear direction to achieve balanced budget and reduce operational expenditure. These decisions have resulted in variances from the original LTP budget, which will be outlined in more detail in this section.

Graph showing breakdown of Capex by GOA will be below. Graph from 2023/24 Annual Report is provided for reference



Infographics showing key financial metrics will be below. Infographics from 2023/24 Annual report are provided for reference.



02 | YEAR IN REVIEW

Infrastructure Funding and Financing

One of the early decisions made by the elected members was not to proceed with the Infrastructure Funding and Financing (IFF) arrangement, which would have enabled allowed the ratepayer portion of Te Manawataki o Te Papa civic redevelopment to be funded off Council's balance sheet. Instead, the project will now be financed on balance sheet, increasing the forecast debt by \$54 million in 2024/25 and by a total of \$155 million by 2029. However, this approach results in lower overall financing costs over time.

New Zealand Transport Authority – Cameron Road and Turret Road

New Zealand Transport Authority plays a key role in funding both operational and capital transport projects, typically contributing a 51% subsidy for approved initiatives. Due to the timing of NZTA's funding cycle, councils are required to make assumptions in their Long-Term Plans (LTPs) regarding the approval and scheduling of major projects. Following the adoption of Tauranga City Council's LTP, New Zealand Transport Authority declined funding for Cameron Road Stage 2 and 15th Avenue/Turret Road, resulting in a \$37 million reduction in expected capital subsidies. In response, Council chose to defer these projects beyond 2024/25 to allow time for rescoping and updating business cases to support future NZTA funding.

Balanced Budget

The balanced budget, as defined under the Local Government Act 2002 Financial Reporting and Prudence Regulations 2014, is assessed in section seven of this document. This differs from the balanced budget definition adopted by the current Council, which focuses on ensuring that operating revenue is sufficient to cover operating expenditure. The key distinction between the two approaches lies in the treatment of capital grant revenue—such as New Zealand Transport Authority subsidies for approved transport projects—which is included in the Financial Prudence measure in section seven but excluded from the Council's own balanced budget calculation.

Council has, at times, resolved to use loans to fund operational expenditure where the expenditure provides benefits for longer than the current year for example:

- One off grants to community organisations to fund community assets
- The change in accounting treatment for digital development related to software as a service
- Large projects requiring significant up front planning and consultation costs that cannot be treated as capital
- Growth and city planning

Achieving a balanced budget will require a phased approach, as previous funding decisions will need time to unwind. Going forward, the Council has committed to fully funding all depreciation—with the exception of depreciation already funded by New Zealand Transport Authority.

02 | YEAR IN REVIEW

The table below shows the 2024/25 operating deficit along and a breakdown of expenditure which is not funded by operational revenue.

Table showing operating deficit classification will be below. Table from 2023/24 Annual Report is provided for reference.

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

Organisation Reset

The newly Elected Members have confirmed their priorities and focus on value for money which includes balancing the operating budget and driving down projected rates increases. This has meant that the organisation needed to take a closer look at where it was spending money. While the majority of the cost saving initiatives will be realised next year as set out in the 2025/26 Annual Plan, changes were made this year to reflect the change in focus on certain capital projects and to ensure that operational initiatives were already in place for the start of the 2025/26 financial year. Phase one of the organisational reset saw a reduction of 98.4 full time equivalent staff and phase two looking at the form, function and leadership structure which may result in a small number of addition reductions.

City Operations

The in-housing of outdoor maintenance contracts to Tauranga City Council's City Operations team continued this year, further strengthening in-house delivery capability. A total of \$4.6m of operating contracts were brought in-house in 2025 to add to the dedicated team delivering greater efficiencies and community amenity across the city

02 | YEAR IN REVIEW

Key Financial Trends

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

Key Financials (\$m)	2021	2022	2023	2024	2025 Budget (LTP)	2025 Actual	2025 Variance to Budget
Capital Programme*	179	210	312	418	509	0	-
Net Debt	586	701	833	1,067	1,450	0	-
Rates Revenue	189,802	234,259	267,756	295,016	333,230	0	-
Rates Increase	5.7%	23.4%	14.3%	10.2%	24.5%	0	- 0
Operational Revenue	257,690	303,445	357,723	406,582	469,894	0	-
Operational Expenditure	271,304	308,693	403,840	491,700	651,879	0	-
Employee Costs	67,205	75,773	89,511	106,883	118,153	0	-
Full Time Equivalent	xxx	857	1,047	1,148	xxx		-
Debt to revenue ratio	209%	204%	180%	218%	277%	0%	-
Financial Limit on Borrowing (debt to revenue ratio)	300%	300%	295%	290%	285%	285%	-

*Excludes vested assets, land sales and BVL funded new capital investment. Includes operational projects of a capital nature

**Including all operational revenue and capital subsidies as per LGFA definition

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

The table above illustrates an ongoing trend of growth and investment, and the costs associated with that. TCC's Revenue and Financing Policy, accessible on TCC's website, provides comprehensive guidelines on how we fund both operational and capital expenditure.

02 | YEAR IN REVIEW

Tauriko West Transportation Enabling Works is funded by New Zealand Transport Authority and Kāinga Ora, with Tauranga City Council covering operational expenses that are reimbursed through operational grants, lump sums, development contributions, and loans. However, revenue timing does not always align with yearly expenses since some funding, like development contributions – are recovered over many years. This can cause budget variances as detailed below.

Total operational revenue fell **xx%** short of the LTP budget due to timing of Tauriko West grant revenue. In addition, user fees for building consents were below budget because of a construction industry downturn. Wastewater fees also declined due to lower water consumption following the closure of a major commercial user closed. These impacts were partially offset by an increase in finance revenue.. Driven by higher deposit balances from prefunding debt maturities at favourable interest rates.

Total operational expenditure was significantly less than the Long-Term Plan (LTP) budget by **xxx%**. Finance costs are lower than expected due to lower debt opening balances and less debt drawn down over the course of the year. Operating expenses are **xxx%** under budget for the year reflecting savings found across the organisation as it has begun to work in different ways to support the direction of the new council. Roading assets were revalued in the 2023/24 fiscal year, leading to a higher-than-anticipated increase in asset value within the LTP. This has driven an overspend in depreciation in the current financial year.

Waters Reform

Several updates to proposed waters reform have required significant work across the organisation to assess potential impacts, particularly financial impacts. A business case was presented to Elected Members in November 2024, followed by a consultation in March 2025 on establishing a multi-Council Controlled Organisation (CCO), a single owned CCO, or retaining in-house waters management. A decision was made on 15 July **y 2025 to...**

Waters, including storm water, wastewater, and water supply, is a major part of Tauranga City Council's 's business. Waters rates and other revenues constitute **\$xx** of Council's operating revenue, **xx% of current debt**, and **xx%** of operating expenditure. Given this scale, it is crucial that any informed decision about divestment delivers long-term value for money and supports the best outcomes for Tauranga residents.

Council Borrowing Limits

Modelling undertaken for the waters reform process indicated that if water services remained in-house and water charges did not increase significantly, Tauranga City Council's debt-to-revenue ratio would exceed the limits set by the Local Government Funding Agency (LGFA)—the primary source of Council debt funding. To support council's ongoing investment needs, the LGFA agreed to increase TCC's debt-to-revenue limit from 280% to 330%, subject to conditions, including maintaining a balanced budget. Despite this added flexibility, elected members have chosen not to draw on the additional debt capacity in the current financial period. Instead, they have deferred any changes until the next Long-Term Plan (LTP), when they will consider the appropriate internal debt limit based on factors such as capital expenditure requirements, forecast rates increases, and overall debt level.

02 | YEAR IN REVIEW

Housing Equity Fund

TCC has invested part of the proceeds from the sale of several elder housing villages into the BOP Housing Equity Fund, an entity aimed at addressing the need for more housing in the Bay of Plenty. TCC has committed \$20 million towards this fund, which is a ring-fenced investment within Tauranga and attracts additional investment from co-founders and loans. To date, TCC has invested \$2.8 million, with the remaining \$17.2 million held in reserve until the fund identifies development opportunities and calls on capital from shareholders. More information on the fund and current developments can be found [here](#).

Capital Delivery

In the 2024/25 financial year, \$509 million was allocated for city infrastructure investment, with \$416 million spent. The underspend includes deferred transportation projects: Cameron Road Stage 2 (\$30 million) and Turret Road/15th Ave (\$7 million), which require rescoping and NZTA funding approval. Memorial park aquatics (\$20 million) was also deferred to review options.

The below word cloud shows the main areas of spend for 2024/25 which account for the majority of capital spend. The size of the spend is shown in the relative size of the lettering of that programme.

Word cloud from 2023/24 Annual Report is shown below for reference



02 | YEAR IN REVIEW

The following is a description of the 2024/25 capital expenditure across major business areas

A summary of the capital expenditure by key programme and business area will be provided.

The information on the following pages shows the whole of life spend on projects that have been completed in the 2024/25 financial year. The budget and funding information is based on the budget adopted in the 2024/34 LTP.

A breakdown of projects completed in 2023/24 along with funding and budget information will be provided. The table from 2023/24 Annual Report is below for reference.

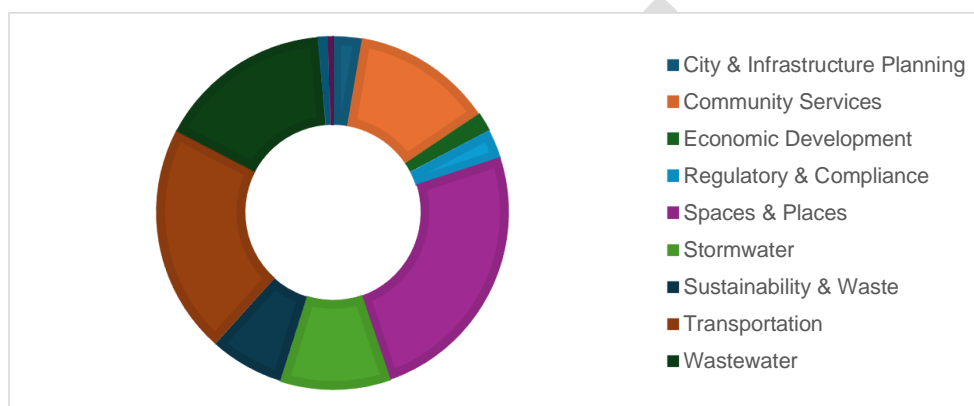
<div> <div>DC</div> <div>Infrastructure Funding & Financing (IFF)</div> <div>NZTA</div> <div>Crown Infrastructure Partners (CIP)</div> <div>Other External</div> </div>							
Capital Project Cost	Expected Final Cost in Future Years incl Close Out Budget	Actual/Expected Funding Stack	Approved Budget per Latest Adopted Plan	Budgeted Funding Stack per Latest Adopted Plan	Approved Budget per 2021-2031 LTPA	Overspend/ (Underspend) against Latest Adopted Plan	Variance Commentary
109.2	112.4		94.1		67.0	18.3	
109.2	112.4		94.1		67.0	18.3	Overspend a result of numerous contract variations due to unforeseen conditions, such as unknown location of underground infrastructure.
73.6	74.3		81.6		110.0	(7.3)	
1.2	1.2		0.0	NA	0.0	1.2	Project was required due to damage caused by a weather event. Budget was reallocated from other retaining wall bulk funds.
1.5	1.5		0.0	NA	0.0	1.5	Unplanned construction of a temporary bus stop due to city centre construction works.
4.5	4.5		3.5		3.5	1.0	Additional costs associated with underground power cables and retaining walls.
0.8	0.8		0.0	NA	0.0	0.8	New safety project required to align with the opening of the destination skatepark facility.
6.7	6.7		3.7		4.2	3.0	Scope and budget adjustment approved via Council to enable growth and development.
0.8	0.8		0.6		0.6	0.2	
36.4	36.4		48.3		91.1	(11.9)	Partial reallocation of LTPA budget to PEI Phase 3 (currently under construction).

02 | YEAR IN REVIEW

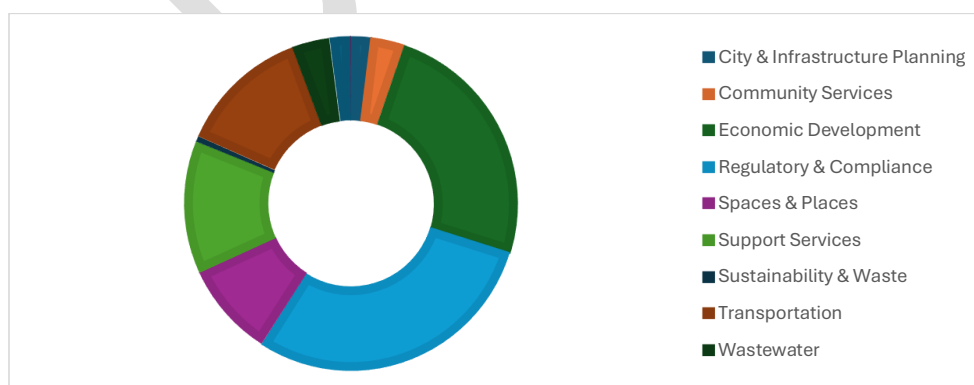
What did our rates pay for over the last year?

Rates are used to cover the day-day operational costs of managing our city, including vital services and infrastructure maintenance. This year, around **70%** of our operational spending was covered by rates, with the remainder coming from user fees, charges, and grants from organisations like NZTA.

The graph below shows how rates are distributed across the Council's services. Almost 50% of rates go towards three waters and transport, while the rest support libraries, parks, recreational facilities, and other community services.

**User fees collected**

User fees are charged in areas where individuals receive a direct benefit from the service, such as dog registrations and parking. In some cases, these fees are supplemented by other funding sources to reflect the wider public benefit. This year, we collected \$66.6m (2024: \$64.0m) in user fees, contributing approximately 12% of our operational expenditure. The graph below highlights the areas of the business where these fees were collected.



02 | YEAR IN REVIEW

Council Assets and Debt

As a guiding principle, council primarily uses debt to finance capital projects, recognising the long-term benefits these investments provide to the community. In some cases, debt may also be used to fund operating expenditure, particularly where the benefit extends beyond the current financial year and funding the cost in a single year would be inequitable. In all cases, appropriate debt retirement measures are implemented to ensure repayment over time.

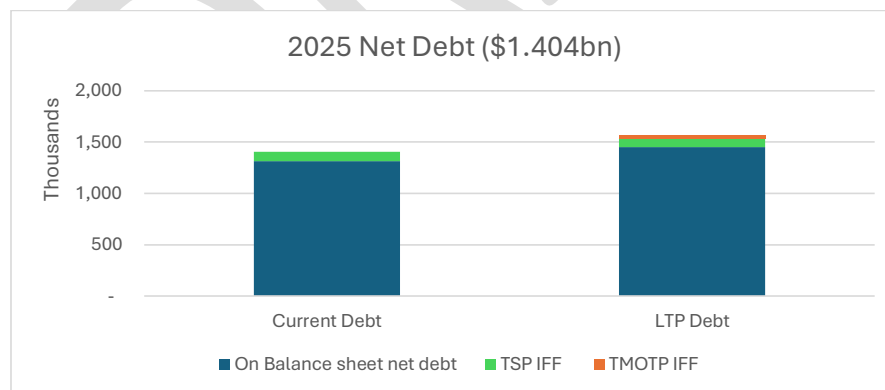
Council assets now total \$xxx (2022: \$7.8 billion). This year, the value of our water assets increased by \$xx, with a new book value for 2024/25 of \$xxx. This increase reflects both revaluations and the addition of completed capital projects.

Council has also made use of the government's Infrastructure Funding and Financing Act (IFF) as an off-balance sheet tool to fund \$177 million in transport projects under the Transport System Plan (TSP), with the full drawdown scheduled by 2032. Of this, \$83 million was budgeted for drawdown by 30 June 2025. While this debt is not reflected in the council's financial statements or included in formal debt metrics used by lenders and credit rating agencies, repayment is made by ratepayers through a targeted levy on their rates bill. As such, it is included in the accompanying graph when comparing budgeted versus actual net debt.

In addition, council had planned to apply the IFF model to fund \$152 million of the Te Manawataki o Te Papa civic redevelopment project by 2029, with \$32 million expected to be drawn by 30 June 2025.

The following graph illustrates net debt at year-end compared with budget, including off-balance sheet IFF funding for both the Transport System Plan and Te Manawataki o Te Papa.

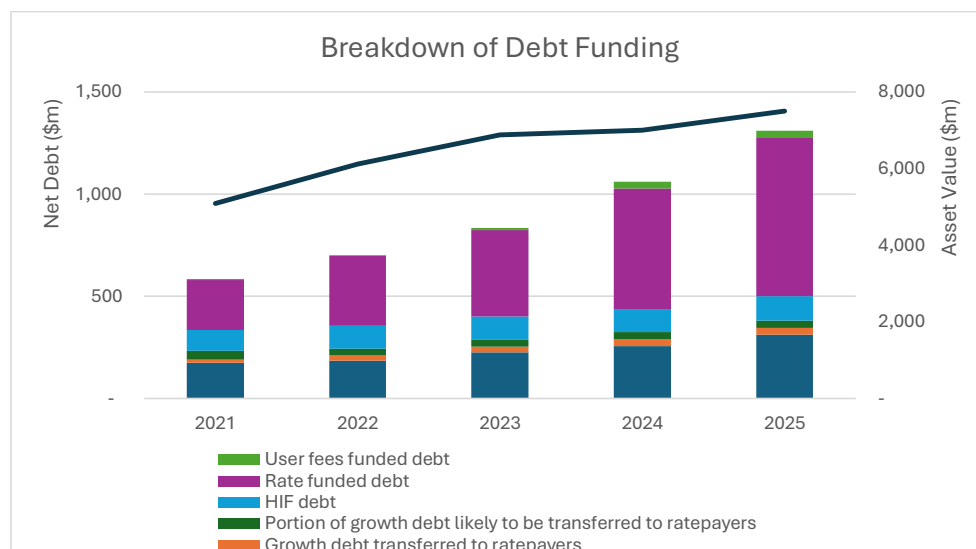
Overall, Tauranga City Council's net debt has increased to \$1.315bn which is \$248m higher than last year. Total net debt, including IFF funding is \$1.404bn which is \$165m lower than budgeted in the LTP.



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

02 | YEAR IN REVIEW

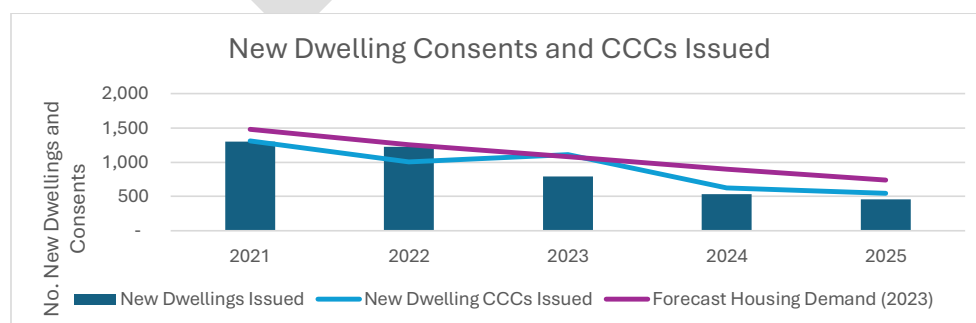
The below graph shows the breakdown of debt funding over time. Rates debt arises from capital investments aimed at enhancing community service levels or upgrading facilities and infrastructure that cannot be fully recovered from development contributions. 39% of total council debt is related growth and financed by development contributions and Housing Infrastructure Loans (HIF). The remaining 61% represents non growth related debt with interest funded through rates and user fees.



Growth and Consents

Tauranga's population continues to grow, now reaching 164,549 residents which is a 1,509 increase since June 2024. Despite this population growth, the issuance of new dwelling consents, code of compliance certificates and collection of development contribution revenue has continue to reduce for several years.

Differing trends for population and dwellings suggest that it is likely not a lack of demand for new houses that is leading to a downturn in new house construction but rather the result of land supply constraints and other market conditions impacting the housing market.

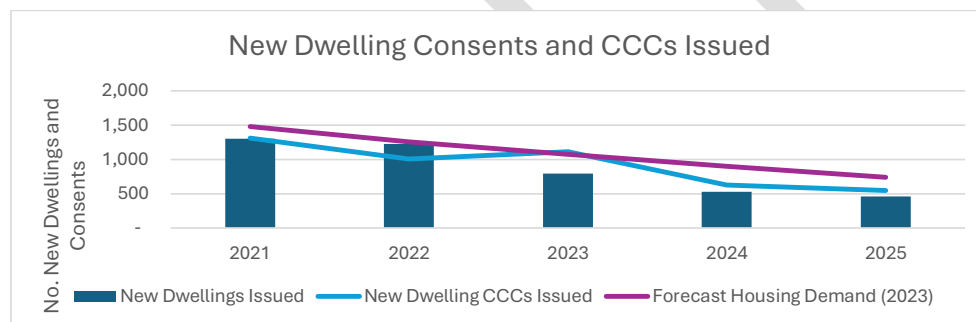


02 | YEAR IN REVIEW

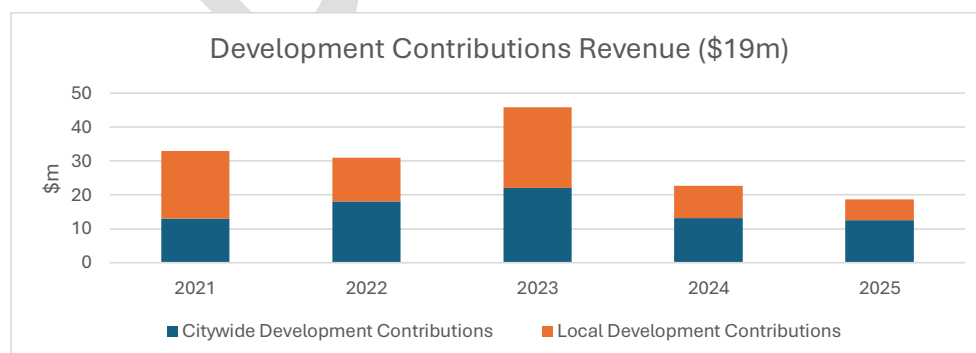
The number of applications for building consents increased by 4% compared with the previous year, however the number of applications for building consent amendments reduced, resulting in an overall 7% decrease in applications processed. The drop in volumes is a result of a deflated market, and the consequential reduction in building projects, and is being seen across the country.

The reduced demand for consenting remains most pronounced in the new dwelling sector. As a result we consented 280 less new dwellings than our forecast demand and granted CCCs for 193 fewer than the forecast demand.

The total value of consented work has dropped this year to \$653, (2024: \$811m). The average consent value is \$495k compared with a record \$637k the previous year, and an average of \$450k in the three years before that. While there hasn't been the same record level of large commercial consents granted this year (which drives the average building value up) the increased average cost compared with previous years, continues to show an increased complexity in the projects being consented.



The reductions in building consents is also evident in development contribution revenue coming in \$15m below budget. Development contributions from primarily from citywide, Pyes Pa West and Tauriko Business Estate.



02 | YEAR IN REVIEW

Risk Management, weathertight and contingency reserves

The risk Management Fund and Weathertight Reserve are reserves created by council to help manage and account for financial risk and to fund unforeseen events and weathertight claims. Previously, this was one reserve, but the two elements were separated in 2021. During annual and long term plans, some rates have been agreed to be collected for these reserves, and past rates surpluses have been directed to address deficits. Since July 2013, these reserves have been used to fund leaky home and weather tight provisions, evacuation of staff from unsafe buildings and Bella Vista operating costs.

Due to the large value of payments recorded through the reserves and the relatively low level of reserve funding, the Weathertight Reserve deficit for 2024/25 is \$xxx (2024: \$52m). The Risk Management Fund has an available balance of \$xxm (2024: \$4m) and the General Contingency Reserve has a balance of \$xxk (2024: \$84k).

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Community Grants and Contracts

Council works with other central government agencies as well as iwi and community organisations to help support and improve our city. In the last year we have provided approximately \$xxm (2024:\$2m) of rates rebates to community organisations. In addition, TCC has also provided the below financial support for various community led initiatives.

02 | YEAR IN REVIEW

Supporting Community Groups and Initiatives	2023/24		2024/25		
	Actual	Budget	Actual	Budget	
Support to council controlled organisations					
Bay Venues Limited		11,941		24,580	This includes capital and operating grants and payments. It includes the renewals grant of \$15.9 which is funded from the BVL depreciation reserve held by TCC, but excludes the rate funded contribution to the depreciation reserve of \$5m 2025
Tourism Bay of Plenty		2,158		1,987	Annual grant towards operating costs
Tauranga Art Gallery Trust (TGAT)		1,048		1,535	Annual grant towards operating costs. Does not include costs associated with renovations which are partially funded by TCC.
Bay of Plenty Local Authority Shared Services (BOPLASS)		358		-	Annual grant towards operating costs. This includes insurance and software licencing and software support.
Te Manawataki o Te Papa Limited		-		600	Annual grant to cover board and support staff
Subtotal	-	15,505	-	28,701	
Rates collected to fund mainstreet organisations					
Tauranga Mainstreet		375		387	Mainstreet organisations are funded from targeted rates on the relevant commercial businesses.
Mount Mainstreet		189		20	
Greerton Mainstreet		148		156	
Papamoa Mainstreet		60		66	
Subtotal	-	772	-	628	
Grants and investments to organisations					
Bay of Plenty Housing Equity Fund (HEF)		-		5,000	Investment in HEF to date. This is funded from the proceeds of Elder Housing Villages which are held in a reserve. Unspent funds are carried forward and held in the reserve.
Priority One		1,574		1,622	Annual grant towards operating costs. This also includes a \$50k grant paid in relation to Daybreak festival
Surf Lifesaving New Zealand		301		314	As requested and budgeted during LTP
Sport Bay of Plenty		427		536	As requested and budgeted during LTP
Badminton BOP		-		505	As requested and budgeted during LTP
Hockey Turf renewal (Tauranga Hockey)		401		450	Turf funding and feasibility study
Bay Oval Trust		3,423		1,940	Underspend from 2024 was carried forward and paid in 2025
Creative Bay of Plenty		175		175	
The Elms Foundation		241		248	
The Incubator Growing Art & Culture Charitable Trust		483		484	
Various Public Arts initiatives		241		120	
Citizens Advice Bureau		65		70	
Tauranga Business Chamber		67		69	
Education NZ		10		12	
Screen Media		100		103	
OTAITI GP Limited (to do with Rena movie)		-		-	One off payment made in FY24 relating to Rena Disaster Documentary
Tauranga Maori Business Association		-		50	Additional funds agreed to be paid during FY25
Welcome school - bike track		-		-	
Youth Strategic Group		20		50	
Community Events Fund		1,349		1,371	This is funded from the event investment fund reserve. Any unspent amounts are carried forward and held in reserve. The balance for FY25 is \$1.1m.
Subtotal	-	8,877	-	13,119	
Other community initiatives receiving council funding					
Climate Action Plan, Recycling/waste minimisation initiatives and contestable grants		686		686	Unspent funds are not carried forward
Community development partnership agreements		415		415	This covers five partnership agreements (Good Neighbour , Here to Help U, Foodbank, Envirohib, Social Link)
Community Development Match Fund		154		158	The Community Development Match Fund aims to support small community led projects that provide community benefit. The projects can be either new initiatives requiring seed funding, or they may be repeat projects seeking funding to enable them to be provided to the community again
Community Development Grants		947		947	Applications are welcomed from community organisations that are registered charities, not for profit iwi, hapū or kāupapa Māori organisations, as well as schools, kura and not for profit early childhood education providers
Community Housing Fund		1,363		994	This is to fully or partially subsidise citywide development contributions for community housing developments by registered community housing providers and accredited transitional housing providers. To be eligible for a grant, building projects need to have been completed in the previous financial year (1 July to 30 June) and be owned by a community housing provider or transitional housing provider. Supporting information will be obtained through the property's building consent records. This includes carryforwards from previous years. Any unspent funds are carried forward.
Papakāinga Grant		1,365		1,267	To be eligible for the grant, the development must be, on Māori Land (as defined by Te Ture Whenua Māori Act 1993), for housing, not for primarily commercial purposes, within Tauranga City Council boundaries. This includes carryforwards from previous years. Any unspent funds are carried forward.
Hapu Management Plans		40		40	These funds are carried forward each year and spent according to Hapu timeframes
Mayoral Emergency Relief Fund		43		32	Discretionary fund for mayor to allocate throughout year
Subtotal	-	5,014	-	4,539	
Total support to community groups & initiatives					
	-	30,167	-	46,988	

[Placeholder; photo to be included at the design stage]

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03

Civic Leadership/Te whiri
mātārae

Our Mayor and Councillors

Tauranga has a mayor and nine councillors. Collectively, they are known as elected members.

Tauranga City Council is made up of nine ward councillors and a mayor. Each councillor represents a distinct ward, ensuring localised and community-focused representation across the city.

Local-government elections are held throughout New Zealand every three years on the second Saturday in October. However, Tauranga is currently operating under a unique arrangement: the term from 2024 to 2028 spans four years. This extended term was approved by central government following the exit of the Commission, which had overseen the city's governance since February 2021. The decision was

made to avoid holding two local elections within 15 months and to allow for greater continuity and delivery of long-term projects. It also aligned the city more effectively with the national election cycle.

The most recent election was held on 20 July 2024, using the Single Transferable Vote (STV) electoral system, and marked the return of democratic leadership in Tauranga.

Elections are conducted under the provisions of the Local Electoral Act 2001, the Local Electoral Regulations 2001, and the Local Government Act 200

Ward boundaries

Tauranga city has eight general wards and one Māori ward.

The eight general wards are: Mauao/Mount Maunganui, Arataki, Pāpāmoa, Welcome Bay, Matua-Otūmoetai, Bethlehem, Tauriko and Te Papa.

The Māori ward, Te Awanui, covers the entire city.



03 | CIVIC LEADERSHIP



Mayor
Tauranga City

Mahé Drysdale

Phone: 07 577 7000

Email: mayor@tauranga.govt.nz



Deputy Mayor
Mauao/Mount Maunganui Ward

Jen Scoular

Phone: 027 292 5639

Email: Jen.Scoular@tauranga.govt.nz



Tauranga City Councillor
Arataki Ward

Rick Curach

Phone: 027 266 3944

Email: Rick.Curach@tauranga.govt.nz



Tauranga City Councillor
Bethlehem Ward

Kevin (Herb) Schuler

Phone: 027 329 1507

Email: Kevin.Schuler@tauranga.govt.nz



Tauranga City Councillor
Matua-Otūmoetai Ward

Glen Crowther

Phone: 027 329 7959

Email: Glen.Crowther@tauranga.govt.nz



Tauranga City Councillor
Pāpāmoa Ward

Steve Morris

Phone: 021 090 01817

Email: Steve.Morris@tauranga.govt.nz



Tauranga City Councillor
Tauriko Ward

Marten Rozeboom

Phone: 027 330 4066

Email: Marten.Rozeboom@tauranga.govt.nz



Tauranga City Councillor
Te Awanui Ward

Hēmi Rolleston

Phone: 027-310 1328

Email: hemi.rolleston@tauranga.govt.nz



Tauranga City Councillor
Te Papa Ward

Rod Taylor

Phone: 027 236 9236

Email: Rod.Taylor@tauranga.govt.nz



Tauranga City Councillor
Welcome Bay Ward

Hautapu Baker

Phone: 027 323 2599

Email: Hautapu.Baker@tauranga.govt.nz

How we govern

The role of Tauranga City Council

Tauranga City Council operates as a representative democracy. Our role is to determine the public interest and prioritise services and activities for the good of the city and its people. Under the Local Government Act 2002, our roles are:

- Enabling democratic local decision-making and action by, and on behalf of, communities.
- Promoting social, economic, environmental, and cultural well-being, both now and in the future.

The Council's chief executive is responsible for strategic direction and operations of the Tauranga City Council. We perform our statutory roles, functions and objectives through a corporate and civic governance structure that comprises:

- The Council (mayor and councillors);
- A chief executive; and
- An executive leadership team.

The elected Tauranga City Council weighs up the issues facing our growing city and ensures that ratepayers' money is allocated to priority areas and spent in the most effective way. This means balancing the needs of the community against the needs of individuals and taking into account the long and short-term implications of decisions.

Together, the Mayor and councillors form the 'Tauranga City Council' governing body. This is a public statutory body constituted under the Local Government Act 2002. Control of day-to-day operations is delegated to the Chief

Executive, while corporate performance is monitored through reports to Tauranga City Council, committees, the community, and this Annual Report.

Tauranga City Council Decisions

Tauranga City Council is recognised as a single entity. The Mayor and councillors only have the authority to make group decisions, when they are acting as 'Tauranga City Council'. At Tauranga City Council and committee meetings, reports from Tauranga City Council staff are submitted, with recommendations for elected members to consider. Depending on the nature of the issue, a committee may have delegated authority to make resolutions that will be implemented by Tauranga City Council staff. If a committee does not have the appropriate delegated authority, the committee will either refer or make a recommendation to Tauranga City Council for determination.

Delegating decision-making

The purpose of the Tauranga City Council is to make decisions on all nondelegable and non-delegated functions and powers.

The powers that the Tauranga City Council cannot legally delegate include:

- The power to make a rate
- The power to make a bylaw
- The power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan
- The power to adopt a long-term plan, annual plan, or annual report
- The power to appoint a chief executive

03 | CIVIC LEADERSHIP

- The power to adopt policies required to be adopted and consulted on under the LGA 2002, in association with the long-term plan or developed for the purpose of the local governance statement.
- All final decisions required to be made by resolution of the territorial authority/Tauranga City Council, pursuant to relevant legislation (for example, the approval of the City Plan or City Plan changes as per section 34A Resource Management Act 1991).
- The effectiveness of the Tauranga City Council in meeting its statutory responsibilities for good local government of Tauranga.
- The credibility and accountability of the Tauranga City Council within its community
- Mutual trust, respect and tolerance between all elected members and between elected members and management
- Engagement with the community in a professional and respectful manner.

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

Tauranga City Council meetings

Council and committee meetings are now held at the Tauranga City Council Building, 90 Devonport Road, Tauranga. Meetings are also held at external locations such as marae and community centres. Council and committee meetings are live streamed through YouTube and our website. The meetings are open to the public, though Tauranga City Council may exclude the public if there is a need for confidentiality. All Council and committee meetings are carried out in accordance with standing orders.

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

Code of conduct

The Code of Conduct (the code) provides guidance on the standards of behaviour expected from the Mayor and Tauranga City Councillors. The objective of the code is to enhance:

The code applies to Tauranga City elected members and those appointed to the governance structure of Tauranga City Council in their dealings with:

- Each other.
- The chief executive.
- All staff employed by the chief executive on behalf of the Council.
- The public.

The code also covers the disclosure of information received in their capacity as elected members; and information which impacts on the ability of the local authority to give effect to its statutory responsibilities.

The code sets-out the mayor's and councillors' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the code.

The code also requires elected members to complete a declaration of interest at least annually. These are recorded in a public Register of Interest.

03 | CIVIC LEADERSHIP

How you can have your say

Tauranga City Council encourages community participation through various engagement opportunities:

- Public Forums – Speak at a Tauranga City Council or committee meeting, sharing your views directly with elected members.
- Social Media – Stay connected through Facebook, LinkedIn, and YouTube.
- Consultation and engagement via submissions – Provide feedback on plans, projects, or notified consents through surveys, workshops, drop-in sessions, or via our formal consultation processes at: <https://letstalk.tauranga.govt.nz/projects>.
- Reach out to your elected member within your ward.

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

The mayor and councillors' fees and expenses

Under schedule 7 of the Local Government Act 2002, the Remuneration Authority (the Authority) determines the mayor's salary and makes a separate determination on the total size of the councillors' remuneration pool. This is based on factors including population size. The elected members decide how the pool will be split between them, while considering additional responsibilities for certain

positions. In the past, elected members have opted not to be paid the whole amount in the pool. However, the Authority has since ruled that the full amount must be paid to Tauranga City Councillors.

The Authority also sets maximum amounts for allowances and expenses that can be claimed and approves the mayor and councillor expenses rules. Up-to-date remuneration and expenses rules and claim forms are available on our [website](#).

As stated by the Authority:

In undertaking its duties, the authority is obliged to have regard to the need to minimise potential for behaviour distortion, maintain fair relativity with other levels of remuneration elsewhere, be fair to both mayors and councillors, and ratepayers, and attract and retain competent persons.

The committee structure

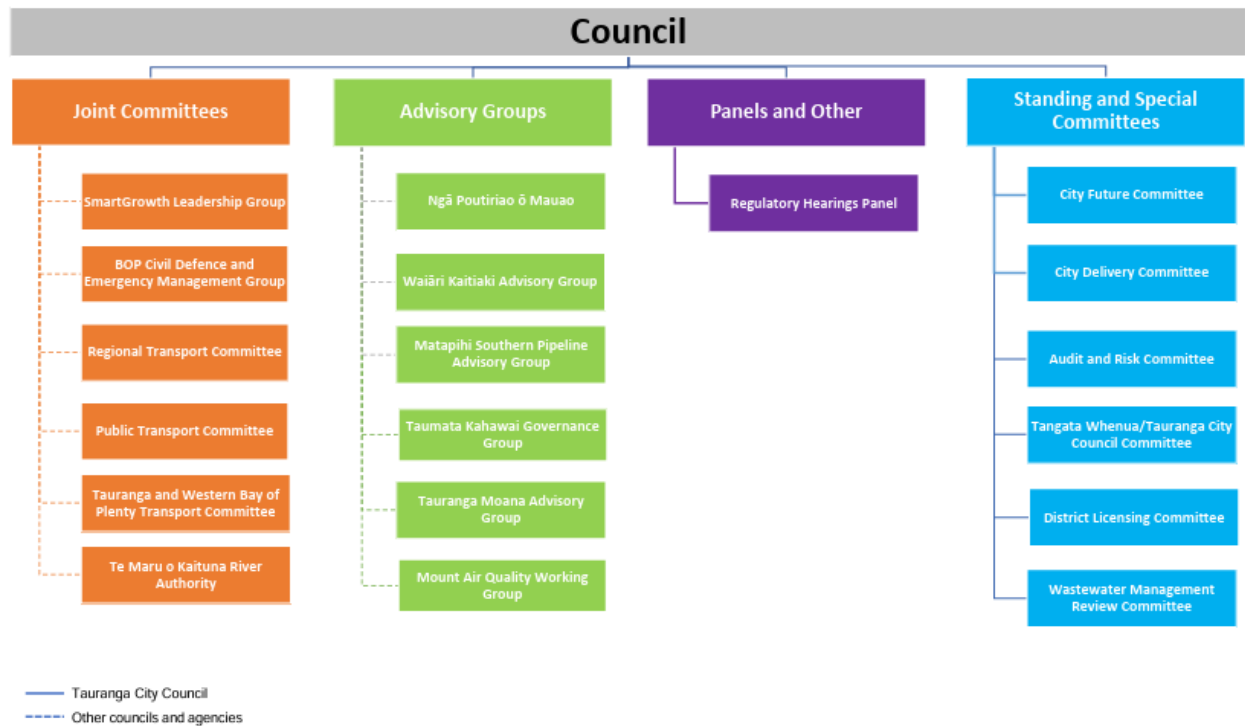
The Tauranga City Council's committee structure was established in August 2024. The committees, their membership and their terms of reference are as follows:



Councillors' attendance at Council and committee meetings for the period 2 August to 31 December 2024 (Previous Committee Structure - Not all Councillors were appointed to all committees)

2 nd August 2024 to 31 December 2024											
Committee	Total meetings	Mayor Drysdale	Scoular	Curach	Schuler	Crowther	Morris	Rozeboom	Rolleston (May 25)	Taylor	Baker
Accountability, Performance & Finance	3	3	3	3		3		3			
Vision, Planning, Growth & Environment	3	3	2	3	3	3	3	3		3	3
Project Planning & Monitoring	3	3	3	2	3	3	3	3		3	3
Community, Transparency & Engagement	3	1		3	3		3			3	3
Meetings	12	7	8	11	9	9	9	9		9	9

On 9 December 2024, a resolution was passed to consolidate committee meetings, optimising the governance structure for more efficient and effective decision-making. The new committee structure came into effect in February 2025, marking the first round of meetings under this updated framework.



03 | CIVIC LEADERSHIP

Councillors' attendance at Council and committee meetings for the period 1 February to 30 June 2025.

1 February 2025 to 30 June 2025											
Committee	Total meetings	Mayor Drysdale	Scoular	Curach	Schuler	Crowther	Morris	Rozeboom	Rolleston (May 25)	Taylor	Baker
Council	24	23	21	23	22	23	23	23	5	23	21
City Future	4	4	4	3	4	4	4	4	2	4	4
City Delivery	4	4	4	4	4	4	4	4	2	4	3
Audit and Risk	2	2	2				2				
Tangata	4	4	4		4					4	4
Whenua / TCC											
District Licensing											
Wastewater Management Review	1			1	1				1	1	
Meetings	39	37	35	31	35	31	33	33	10	28	32



04

Our Organisation/Te āhua o te kaunihera

Organisational leadership

Our executive team is led by our Chief Executive and as of 30 June 2025, was comprised of seven groups.

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

We employ skilled people who are passionate about our city and its future. Within the seven groups there are 38 teams, with 1157 full-time equivalent (FTE) employees working to deliver quality services and projects.

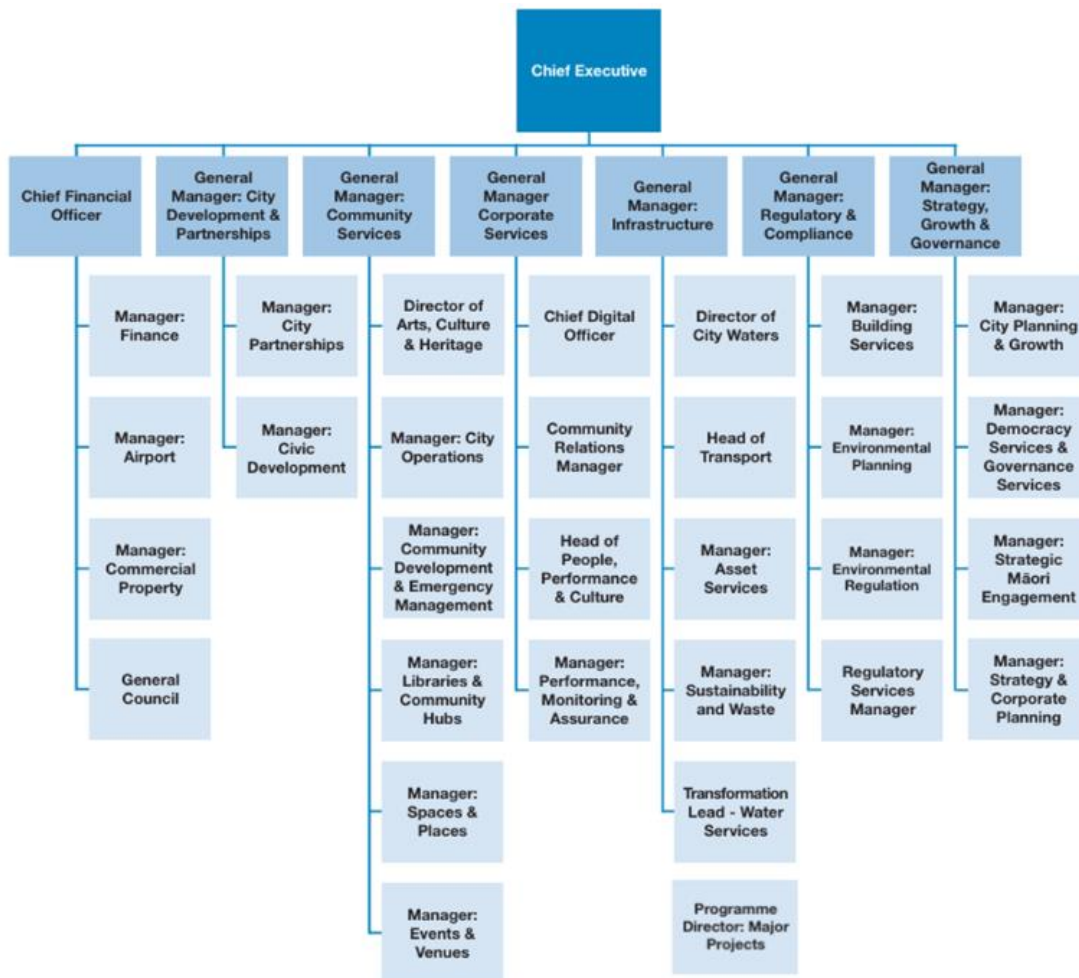
Executive team

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

04 | OUR ORGANISATION

Organisational leadership

As of 30 June 2025



04 | OUR ORGANISATION

Developing our people

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

- Our suite of in-house learning opportunities remains popular – with many courses booking out months in advance. This suite is designed to enhance both personal and professional growth and cover a range of topics including leadership, communication, presentation skills, productivity, and resilience. This year, we are delivering two new programmes for people leaders, aimed at lifting their capability to manage people and performance.
- Piki Ake cadet programme in partnership with the Ministry of Social Development, is about to enter the third year of delivery. This cadetship programme sees unemployed young people supported into our workplace to gain valuable skills and confidence. Outcomes have included further study and sustainable

employment of more than 12 months within council, and externally, in line with their career aspirations.

- Our Summer Intern programme ran successfully for a second year, with 17 summer interns joining a variety of teams across Tauranga City Council. Teams have benefitted from the students' innovations and practical application, while students have recognised the value of their contributions and growing networks as they develop their professional capability.

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

2020/21	1.0%
2021/22	2.1%
2022/23	2.3%
2023/24	1.4%
2024/25	1.0%

Community engagement

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

Currently, Tauranga City Council engages with our community in the following ways:

- Conducting our own general and targeted engagement activities relating to a strategy, project, or issue
- Participating directly in multiple stakeholder relationships and forums
- Responding to all requests for information about our activities, policies, and services. As a matter of course, we engage with a broad range of stakeholders, including individual ratepayers, customers, visitors to our city, businesses, and media representatives.
- are holding their own regular clinics to engage with the community.
- We highly value our relationships with tangata whenua and actively collaborate with regional and national organisations, as well as central government, to develop and implement strategies, policies, and initiatives that shape the future of our city.
- Methods of engagement range from letters, drop-in sessions, workshops, meetings, phone calls, submissions and hearings. Approximately 5% of engagement is supported by paid advertising to promote for the larger scale projects and to ensure maximum reach to drive submissions.

Over the last year, council has sought the community's involvement in, and feedback on, over 130 projects varying in scope and complexity. The largest project in this period was the 2025/26 Annual Plan and Local Water Done Well consultation which led to 968 submissions received and helped inform Tauranga City Council decisions.

- The 2024/25 year also marked the start of the new elected council after the Commission's tenure. During the year, the councillors attended 24 engagement sessions for the Annual Plan/Local Waters Done Well consultation and many councillors



04 | OUR ORGANISATION

Managing risk

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

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

Risk management

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

Business continuity

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

Internal audit

The internal audit function is a key element of our risk management. This involves testing the effectiveness of existing controls and providing the Audit and Risk Committee with a level of assurance regarding the management of risk. Internal planned audits have been completed and reported on to the committee, and we continue to follow-up with risk owners to ensure recommendations are completed in the agreed timeframe.

Audit and Risk Committee

The Audit and Risk Committee ensured that we managed risk appropriately. The committee comprised of an independent chair (yet to be appointed) and Tauranga City Councillor Steve Norris as Deputy Chair. Members of the committee include Deputy Mayor Jen Scoular, Mayor Mahé Drysdale and Rohario Murray as Tangata Whenua Representative.

External audit

Our external auditor was Audit New Zealand. In October 2024 we adopted our 2023/24 Annual Report, which received an unmodified audit statement. The 2024/25 interim audit focused on our internal control environment and systems for financial and non-financial information. The final audit of our year-end results provides transparency into our non-financial information, operations and decision-making processes, whilst providing assurance that our financial statements accurately reflect our financial position.

04 | OUR ORGANISATION

Health, safety and wellbeing

Building on our progress from 2023/24, we have made strides in aligning our Health, Safety and Wellbeing Management system with the ISO 45001 standard, particularly in contract and risk management.

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

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

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

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

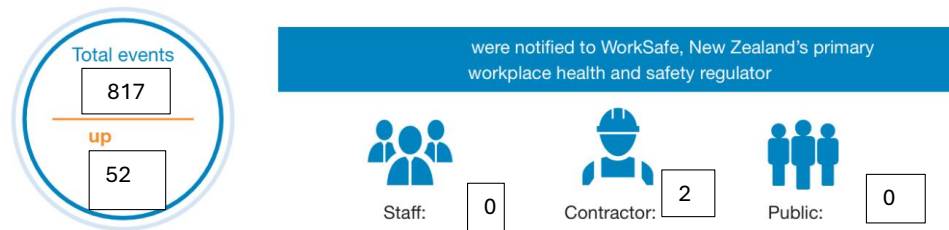
We have seen an increase in recorded events this year because of several factors:

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

Incident Numbers

	Year	Incident	Minor injury	Major injury	Total
Staff	2024/25	558	127	6	691
	2023/24	526	83	13	622
Contractors	2024/25	49	3	4	56
	2023/24	43	8	8	59
Member of public	2024/25	44	22	4	70
	2023/24	57	18	9	84

04 | OUR ORGANISATION



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

Event	Result
During the unloading of a 13-meter Cross Laminated Timber CLT panel from a truck using a crane, the panel slipped from its slings. One end landed on a slab edge while the other remained suspended above temporary props. The incident occurred due to uneven sling placement, wet plastic wrapping reducing friction, and limited access for controlling the load with a tag line.	The contractor halted operations, expanded the exclusion zone, and used a second crane to safely recover the panel. A detailed lift plan and Safe Work Method Statement (SWMS) were developed for future CLT unloading. Additional controls included securing slings with steel angles and pegs, designating a safer unloading area, and improving daily briefings to highlight high-risk activities and exclusion zones.
A vehicle towing a long trailer loaded with construction materials attempted to enter a worksite while another vehicle was exiting. Due to limited space and a partially blocked entrance, the trailer became stranded on a railway crossing. As train warning signals activated, the barrier arm lowered onto the trailer and became lodged between pallets. The driver moved forward to avoid a potential collision, which resulted in the barrier arm being dislodged and damaged.	The rail authority was immediately notified, and a technician was dispatched to inspect and realign the barrier arm. A safety alert was issued reinforcing site entry and exit protocols, including the need for pre-planned deliveries, maintaining clear access routes, and restricting the use of long trailers unless pre-approved. The site's traffic management plan was also reviewed to improve access and prevent similar incidents.
During the installation of a structural column, the column became unstable after a support prop was removed for adjustment. A tie-down strop was used in place of proper support, leading to the column slowly falling and causing a minor injury when a prop swung and struck a worker.	<p>The incident was caused by incorrect prop setup, lack of detailed procedures, and inadequate hazard recognition. Key improvements include enhanced training, development of clear setup procedures, and stricter enforcement of exclusion zones during high-risk tasks.</p> <p>The incident was attributed to distraction and rushing, leading to the handbrake not</p>

A contractor exited a parked vehicle without engaging the handbrake, causing it to roll out of a carpark and onto a public road. The vehicle was promptly retrieved without causing harm or damage.

being properly applied. The contractor conducted a toolbox talk to reinforce safe practices and discourage rushing. No further controls were deemed necessary beyond adherence to standard road safety protocols.

A contractor received an electric shock while switching on a hand dryer after cleaning a public toilet. The incident occurred during routine cleaning following recent renovations. The worker was assessed at a medical centre and hospital, and the affected area was immediately made safe.

The root cause of the shock could not be confirmed, but the site was verified as electrically safe. Additional safety measures, including Residual Current Breaker with Over-Current (RCBO) protection, were installed. The investigation identified gaps in asset handover and communication following the renovation. Procedures are being updated to ensure thorough inspections occur before reopening facilities to the public.

While removing a streetlight pole, the top section separated and fell, damaging a parked car. The incident occurred due to the pole becoming unstable during lifting, with no exclusion zone in place to protect nearby vehicles or pedestrians.

The incident was caused by inadequate planning and procedural gaps, including the reuse of an outdated risk assessment, lack of a safety observer, and improper sling placement. Corrective actions include daily job-specific risk assessments, improved sling attachment methods, use of safety lines for control, and enhanced coordination between teams to prevent recurrence.

While removing a ceiling hatch, a worker was struck on the nose when the hatch unexpectedly fell after the final screw was removed. The incident occurred due to the hatch being heavier than anticipated and lacking fall-prevention features.

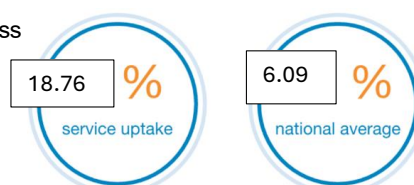
The investigation revealed that hatches were not fitted with safety chains and lacked warning labels about their weight and removal risks. Corrective actions include applying caution stickers to all ground floor hatches and conducting a toolbox talk to explore safer removal methods, including potential latch or chain installations.

A crawler crane rocked back onto its counterweight after being slewed with its tracks retracted. The incident occurred during preparation for transport and was operated by an inexperienced operator unfamiliar with the crane's operational limitations.

The root cause was the operator's lack of familiarity with the crane's operation manual, leading to unsafe slewing while in a transport configuration. Corrective actions include requiring all operators to review the operation manual for each machine they use and implementing a lockout system to prevent slewing when cranes are in transport mode.

Employee Assistance Programme

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



[Placeholder: Photo to be included at design stage]

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05

**Groups of Activities/Ngā Mahi
Katoa**

