



AGENDA

City Delivery Committee meeting Tuesday, 2 September 2025

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

Date: Tuesday, 2 September 2025

Time: 9.30am

**Location: Tauranga City Council Chambers
Level 1 - 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**

Terms of reference – City Delivery Committee

Common responsibility and delegations

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

Responsibilities of standing committees

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

Delegations to standing committees

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

Terms of reference – City Delivery Committee

Membership

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

Role

The role of the City Delivery Committee is:

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

Scope

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

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

Power to Act

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

Power to Recommend

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

Chair and Deputy Chair acting as Co-Chairs

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

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

Order of Business

1	Opening karakia	9
2	Apologies	9
3	Public forum	10
3.1	Public Forum - Darach Cassidy - Parking at Mount Maunganui.....	10
4	Acceptance of late items	11
5	Confidential business to be transferred into the open	11
6	Change to order of business	11
7	Confirmation of minutes	12
7.1	Minutes of the City Delivery Committee meeting held on 22 July 2025.....	12
8	Declaration of conflicts of interest	27
9	Business	28
9.1	Status Update on actions from prior City Delivery Committee meetings	28
9.2	Tauranga Māori Business Association End of Year Report	37
9.3	Mainstreets' Monitoring Report for the period 1 January to 30 June 2025	45
9.4	Annual Residents Survey Report 2024/25.....	53
9.5	Presentation of Draft 2025 Annual Report	60
9.6	Full Year Treasury Update	66
9.7	Annual Report on Dog Control Policy and Practices.....	75
9.8	Major Projects Update - Transport.....	89
9.9	Capital Programme Performance	95
10	Discussion of late items	129
11	Closing karakia	129

1 OPENING KARAKIA

2 APOLOGIES

3 PUBLIC FORUM

3.1 Public Forum - Darach Cassidy - Parking at Mount Maunganui

ATTACHMENTS

Nil

- 4 ACCEPTANCE OF LATE ITEMS**
- 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**
- 6 CHANGE TO ORDER OF BUSINESS**

7 CONFIRMATION OF MINUTES

7.1 Minutes of the City Delivery Committee meeting held on 22 July 2025

File Number: A18637246

Author: Caroline Irvin, Governance Advisor

Authoriser: Clare Sullivan, Team Leader: Governance Services

RECOMMENDATIONS

That the Minutes of the City Delivery Committee meeting held on 22 July 2025 be confirmed as a true and correct record.

ATTACHMENTS

1. Minutes of the City Delivery Committee meeting held on 22 July 2025



MINUTES

**City Delivery Committee meeting
Tuesday, 22 July 2025**

Order of Business

1	Opening karakia	3
2	Apologies	3
3	Public forum	4
3.1	Public Forum - Mr Matt McHardy - Harbour Drive	4
3.2	Public Forum - Mr John Miller - Whai Basketball	5
4	Acceptance of late items	5
5	Confidential business to be transferred into the open	5
6	Change to order of business	5
7	Confirmation of minutes	6
7.1	Minutes of the City Delivery Committee meeting held on 4 June 2025	6
8	Declaration of conflicts of interest	6
9	Business	6
9.1	Status Update on actions from prior City Delivery Committee meetings	6
9.2	Hairini Slip Lane Trial - Survey Results and Recommendations	7
9.3	Major Projects Update - Transport	9
9.4	Resource and Building Consent: Update on Performance and Continuous Improvement Programmes	9
9.5	Local Government Funding Agency - Final Statement of Intent 2025/28	9
9.6	Action and Investment Plan Operational Expenditure for 2025/26	10
9.7	Fourth Quarter and Full Year Financial Performance Monitoring	10
9.8	Presentation of Draft Annual Report 2024/25	11
9.9	Value for Money in Capital Delivery	12
9.10	25/26 Capital Programme	12
10	Discussion of late items	13
11	Closing karakia	14

**MINUTES OF TAURANGA CITY COUNCIL
CITY DELIVERY COMMITTEE MEETING
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, LEVEL 1 - 90 DEVONPORT ROAD,
TAURANGA
ON TUESDAY, 22 JULY 2025 AT 9.30AM**

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

IN ATTENDANCE: Marty Grenfell (Chief Executive), Paul Davidson (Chief Financial Officer), Barbara Dempsey (General Manager: Community Services), Nic Johansson (General Manager: Infrastructure), Sarah Omundsen (General Manager: Regulatory & Compliance), Christine Jones (General Manager: Strategy, Growth & Governance), Alastair McNeill (General Manager: Corporate Services), Gareth Wallis (General Manager: City Development & Partnerships), Kurt Graham (Project Manager), Chris Barton (Programme Director: Major Projects), Alex Miller (Manager: Environmental Planning), Steve Pearce (Manager: Building Services), Caroline Lim (CCO Specialist), Sam Fellows (Manager: City Partnerships), Tracey Hughes (Financial Insights & Reporting Manager), Sheree Covell (Treasury & Financial Compliance Manager), Rachel Burt, (Corporate Planner), James Woodward, (Manager: Performance, Monitoring & Assurance), Nick Chester (Principal Strategic Advisor), Bradley Duncan (Commercial Manager: Civil and Construction), Caroline Irvin (Governance Advisor), Coral Hair (Manager: Democracy & Governance Services)

Timestamps are included beside each of the items and relate to the recording of the meeting held on 22 July 2025 at [Council You Tube website](#).

CO-CHAIR TO CHAIR THE MEETING

The City Delivery Chair, Deputy Mayor Jen Scoular, vacated the chair in order for the Committee's Co-Chair, Cr Kevin Schuler, to chair the meeting.

1 OPENING KARAKIA

Cr Hautapu Baker opened the meeting with a karakia.

2 APOLOGIES

Nil

3 PUBLIC FORUM

3.1 Public Forum - Mr Matt McHardy - Harbour Drive

Key Points

Mr McHardy provided Councillors with a handout of photo evidence (attached) and provided the following comments:

- He represented the residents of Harbour Drive who were very concerned about the issues that had plagued the street for many years which included skids, burn outs, drug use, accidents, rubbish fires, tagging, pot holes that become muddy and cars recently being impounded by local police.
- Residents frequently picked up drug paraphernalia and rubbish and endured incidents of threatening behaviour when they had approached people to ask them to move on.
- The footpath was a shared space, but cars were frequently parked on it, which meant the public had to walk around them. Drivers had lost control when trying to attempt skids on the grass, and gone over the footpath and been lodged on the rocks.
- The primary issue that residents wanted to bring to Council's attention was centred around safety, as the waterfront was frequently used by families, the elderly, cruise ship passengers, bikers, dog walkers and runners and was a major thoroughfare for commuters.
- The residents requested that Council considered the following 'stage one' solutions that were thought to be relatively cost effective: a one way system of traffic which would enable police to look in the right direct straight away when incidents were reported, reduce the speed limit from 50 to 40ks, temporary speed bumps at regular intervals and placing large rock boulders along Harbour Drive which most importantly would force people to park behind one another.

In response to questions

- There was no silver bullet to fix these issues, however the suggestions put forward by residents were options to start somewhere and to take action. Taking no action was not an outcome for the residents. Safety was of utmost importance.
- It was felt the boulders would stop burnouts, the grass being ripped up and the risk of vehicles running over the footpath and getting lodged on the rocks. This was a major safety issue.
- A CCTV camera had been installed about two years ago. It was at one end of the street and drivers slowed down when approaching it after speeding along the road. Police were called frequently and told there was CCTV camera footage that they could potentially get access to. However, to date, this did not appear to have been effective.
- The first priority needed to be centred around safety for legitimate users of the footpath. To widen the footpath without a safety barrier was not an option and could perhaps heighten the risk to pedestrians.
- Given Council's funding restrictions, a multi stage approach was needed. The first main win would be to create a barrier that stopped vehicles from going onto the grass, supported by New Zealand Police visiting the road more frequently than they have been.

Action

- That staff work with residents of Harbour Drive to consider options to solve the issues they currently face and report back to this Committee.

Attachments

- 1 Mr Matt McHardy - Handout for Harbour Drive

3.2 Public Forum - Mr John Miller - Whai Basketball

Key Points

Mr Miller spoke to a PowerPoint presentation (attached) and provided the following comments:

- Mr Miller represented Wai Basketball, a not for profit organisation who endeavoured to build a vibrant and socially connected city so that young people had more opportunity in their lives.
- Wai Basketball held home games, shaped as affordable, family friendly events that brought people together. The men's and women's games were live on Sky Sport, which showcased Tauranga on a national stage every week for eight months of the year.
- The academy had helped local athletes progress into New Zealand teams such as the New Zealand Three on Three Team, the Junior Tall Blacks, the Tall Ferns and the Tall Blacks.
- Wai Basketball had connected with over seven thousand young people across school visits, holiday camps, and grass roots basketball programmes.
- Wai Basketball was keen to partner with Council and others to help grow their work and invited Council to see what was already underway within this organisation.

In response to questions

- Basketball was very popular with people under 30 years of age, but particularly with 18 to 24 year olds.
- Wai Basketball co-founders visited Christchurch where community basketball events were held and many young people attended. It formed a sense of pride in their city and provided inspiration and a pathway where local children could develop and progress to other teams.
- Tauranga needed to be providing big events like this, particularly for young people, but also from people from all walks of the community.
- The Christchurch basketball community partnered with the Christchurch City Council.
- One of the main differences between Basketball New Zealand and Wai Basketball was that Wai Basketball had a broad vision to create a vibrant and social city that brought the community together and create opportunities for Tamariki, whereas Basketball New Zealand was tasked with the development of basketball within a region.
- Wai Basketball provided a pathway for local players. There were children with education and life opportunities both nationally and internationally in the form of scholarships. They had achieved this by being seen in events such as rapid league, which had full television coverage.

Attachments

- 1 Wai Basketball Presentation

4 ACCEPTANCE OF LATE ITEMS

Nil

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

Nil

6 CHANGE TO ORDER OF BUSINESS

Nil

7 CONFIRMATION OF MINUTES

7.1 Minutes of the City Delivery Committee meeting held on 4 June 2025

COMMITTEE RESOLUTION CDC/25/4/1

Moved: Cr Steve Morris

Seconded: Cr Kevin Schuler

That the Minutes of the City Delivery Committee meeting held on 4 June 2025 be confirmed as a true and correct record.

CARRIED

8 DECLARATION OF CONFLICTS OF INTEREST

Nil

9 BUSINESS

TIMESTAMP: 39.05

9.1 Status Update on actions from prior City Delivery Committee meetings

Staff Alastair McNeil, General Manager, Corporate Services

Actions

- That staff include the Stellar pathway to closed items in the status section.
- That staff clarify what is meant by 'usual channels' when explaining how the action had been carried out.
- That staff provide more information on how an action that states 'will be provided in future reporting' is to be reviewed to ensure being implemented.

COMMITTEE RESOLUTION CDC/25/4/2

Moved: Cr Hēmi Rolleston

Seconded: Cr Kevin Schuler

That the City Delivery Committee:

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

CARRIED

TIMESTAMP: 44:24

9.2 Hairini Slip Lane Trial - Survey Results and Recommendations

Staff Kurt Graham, Project Manager
Nic Johansson, General Manager Infrastructure

A MOTION WAS PROPOSED

- Mayor Drysdale put forward a motion to amend b (iv), to reduce the cost of the trial to \$40,000, due to there being no serious safety concerns known at this stage so therefore no need to spend money on this aspect of the trial at this time.

Moved: Mayor Mahé Drysdale

Seconded: Cr Glen Crowther

That the City Delivery Committee:

- (a) Receives the report "Hairini Slip Lane Trial - Survey Results and Recommendations".
- (b) Supports the implementation of a trial reopening of the slip lane:
 - (i) For a three-month period, provisionally planned for October to December 2025
 - (ii) At all times except the morning peak (remains bus only from 6.30am to 9.30am weekdays)
 - (iii) With the inclusion of Traffic Calming on Hairini Street
 - (iv) At a cost of up to \$40,000 in FY26

For: Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Kevin Schuler, Cr Hēmi Rolleston and Tangata Whenua Member Jacqui Rolleston-Steed

Against: Cr Rod Taylor

CARRIED 10/1

AN AMENDMENT WAS PROPOSED

- Cr Hautapu Baker put forward an amendment that staff develop a resident only option, with associated costs, to be brought back to the City Delivery Committee for consideration when the trial data was reported back. This spoke to and acknowledged the mana whenua who had been significantly impacted by the entire Hairini Lane process, and who had brought it to the table some time ago, as well as the other residents who were generally in favour of keeping Hairini Lane closed and for residents only.

Moved: Cr Hautapu Baker

Seconded: Cr Steve Morris

That the following resolution (c) be added:

- c) For staff to develop a resident only option with associated costs, and be brought back to the City Delivery Committee for consideration when the trial data is reported back.

For: Mayor Mahé Drysdale, Schuler, Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther,

Cr Rick Curach, Cr Steve Morris, Cr Kevin Cr Rod Taylor, Cr Hēmi Rolleston and Tangata Whenua Member Jacqui Rolleston-Steed

Against: Cr Marten Rozeboom

CARRIED 10/1

THE SUBSTANTIVE MOTION WAS THEN PUT TO THE MEETING

COMMITTEE RESOLUTION CDC/25/4/3

Moved: Mayor Mahé Drysdale

Seconded: Cr Glen Crowther

That the City Delivery Committee:

- (a) Receives the report "Hairini Slip Lane Trial - Survey Results and Recommendations".
- (b) Supports the implementation of a trial reopening of the slip lane:
 - (i) For a three-month period, provisionally planned for October to December 2025
 - (ii) At all times except the morning peak (remains bus only from 6.30am to 9.30am weekdays)
 - (iii) With the inclusion of Traffic Calming on Hairini Street
 - (iv) At a cost of up to \$40,000 in FY26
- c) Requests that staff develop a resident only option with associated costs, to be brought back to the City Delivery Committee for consideration when the trial data is reported back.

CARRIED

For: Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Kevin Schuler, Cr Hēmi Rolleston and Tangata Whenua Member Jacqui Rolleston-Steed

Against: Cr Rod Taylor

CARRIED 10/1

At 11.10am the meeting adjourned.

At 11.25am the meeting reconvened.

TIMESTAMP: 1:41:58

9.3 Major Projects Update - Transport

Staff Chris Barton, Programme Director: Major Projects
Nic Johansson, General Manager Infrastructure

COMMITTEE RESOLUTION CDC/25/4/4

Moved: Cr Glen Crowther

Seconded: Cr Rick Curach

That the City Delivery Committee:

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

CARRIED

TIMESTAMP: 1:52:20

9.4 Resource and Building Consent: Update on Performance and Continuous Improvement Programmes

Staff Alex Miller, Manager: Environmental Planning
Steve Pearce, Manager: Building Services

Action

- That staff add the number and status of consents with MBIE determination and appeals, statistics on consents on Māori land and updates on any fast track proposals being considered under the FTAA to their reporting going forward.

COMMITTEE RESOLUTION CDC/25/4/5

Moved: Mayor Mahé Drysdale

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Resource and Building Consent: Update on Performance and Continuous Improvement Programmes".

CARRIED

TIMESTAMP: 1:16:00

9.5 Local Government Funding Agency - Final Statement of Intent 2025/28

Staff Caroline Lim, CCO Specialist
Gareth Wallis, General Manager: City Development & Partnerships

COMMITTEE RESOLUTION CDC/25/4/6

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Glen Crowther

That the City Delivery Committee:

- (a) Receives the report "Local Government Funding Agency - Final Statement of Intent 2025/28".
- (b) Receives the LGFA's final SOI 2025/28 (**Attachment 1**).
- (c) Receives the LGFA's Letter to its Shareholders on its final SOI 2025/28 (**Attachment 2**).

CARRIED

TIMESTAMP: 2:22:01

9.6 Action and Investment Plan Operational Expenditure for 2025/26

Staff Carmen Norris, Project Manager: Growth & Urban Planning
Christine Jones, General Manager: Strategy, Growth & Governance

COMMITTEE RESOLUTION CDC/25/4/7

Moved: Cr Glen Crowther

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Action and Investment Plan Operational Expenditure for 2025/26".

CARRIED

TIMESTAMP: 2:35:25

9.7 Fourth Quarter and Full Year Financial Performance Monitoring

Staff Tracey Hughes, Financial Insights & Reporting Manager
Paul Davidson, Chief Financial Officer

Action

- That staff provide Councillors with the resolution in relation to carrying forward the Papakāinga grant budget unspent in a financial year and ringfenced in a reserve.

COMMITTEE RESOLUTION CDC/25/4/8

Moved: Cr Rod Taylor

Seconded: Cr Glen Crowther

That the City Delivery Committee:

- (a) Receives the report "Fourth Quarter and Full Year Financial Performance Monitoring".
- (b) Notes there is an indicative favourable operating result to annual plan budget of \$8.8m for the year before year-end adjustments, and \$18.6m against approved budget (including additional budget of \$5m for Digital software as a service), with the amount of rates surplus still to be clarified.
- (c) Notes that not all of this surplus equates to rates surplus because a portion of the underspend relates to loan-funded opex, user fee funded activities, and ring-fenced revenue.
- (d) Notes that there will be year-end adjustments relating to the unfunded write-back of categorised capital expenditure to operational expenditure estimated at \$8-\$9m.
- (e) In order to maintain Council's principle of a balanced budget,
 - (i) Confirms that written back expenditure from capital to operational categories, that should have been funded by rates in an earlier year, should be funded by available rates surplus in this financial year to avoid stranded debt.
 - (ii) Confirms that if there is further available rates surplus it should be applied to any unfunded depreciation other than 51% of transportation depreciation.
- (f) Approves the carry forward of budget and where appropriate rates funding to complete work in 2025/26 as outlined in **attachment 3**.
- (g) Notes that the final result will be confirmed after year-end review and adjustments have been made by council and the year-end audit process has been completed in October 2025.

CARRIED

At 12.33pm the meeting adjourned.

At 1.07pm the meeting reconvened.

TIMESTAMP: 3:24:15

9.8 Presentation of Draft Annual Report 2024/25

Staff Tracey Hughes, Financial Insights & Reporting Manager
Josh Logan, Team Leader: Policy & Corporate Planning
Paul Davidson, Chief Financial Officer

Action

- Councillors to provide feedback to staff on the draft Annual Report 2024/25

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Presentation of Draft Annual Report 2024/25".
- (b) Notes that the full year financial performance will be reported to this committee in a separate report at this meeting.
- (c) Notes that the attachments provided are subject to changes as a result of review and audit and further inclusions of taxation and consolidated accounts.
- (d) Notes that a full, designed version of the annual report will also be presented to the 2 September 2025 City Delivery Committee meeting for further review.

TIMESTAMP: 3:33:53

9.9 Value for Money in Capital Delivery

Staff James Woodward, Manager: Performance, Monitoring & Assurance
Nick Chester, Principal Strategic Advisor
Bradley Duncan, Commercial Manager: Civil and Construction
Alastair McNeil, General Manager: Corporate Services

Action

- That a workshop be held at the earliest possible time to consider the value for money approach for capital delivery prior to endorsing the approach at a subsequent meeting.

COMMITTEE RESOLUTION CDC/25/4/9

Moved: Cr Kevin Schuler

Seconded: Deputy Mayor Jen Scoular

That the City Delivery Committee:

- (a) Receives the report "Value for Money in Capital Delivery"

CARRIED

TIMESTAMP: 4:45:43

9.10 25/26 Capital Programme

Staff James Woodward, Manager: Performance, Monitoring & Assurance
Alastair McNeil, General Manager: Corporate Services

Actions

- That similar current design of the Waterfront Central Plaza is delivered at a significant lower cost of \$2 million or less.
- That the Pyes Pa Memorial Park Crematorium be installed at a significantly lower cost per

square metre. Target at under \$4000M2.

- That a breakdown of costs of the Tauranga Waterfront Railway Crossings project be provided before any decisions are made, with options for value for money.
- That Councillors review a breakdown of current tenders and the Tauranga Wharewaka Pavilion value for money options to deliver as a similar design.
- That Infrastructure provide a paper to Council outlining the cost of upgrading the Stormwater system at Maleme Street to meet consent conditions for green waste services only, at weekends.
- That staff request from Councillors any additional projects of a minor or ancillary nature for consideration in this years' Annual Plan.
- That staff present a prioritisation approach for the next Annual Plan.

COMMITTEE RESOLUTION CDC/25/4/10

Moved: Cr Steve Morris

Seconded: Cr Glen Crowther

That the City Delivery Committee:

- (a) Receives the report "25/26 Capital Programme".
- (b) Approve to include the Papamoa Shared Pathway – Parton Road Reserve with a budget of \$1m, offset with a recalculation and reduction in the Public Art Framework budget for 2025/26.

CARRIED

AN AMENDMENT WAS PROPOSED

- Cr Crowther put forward the amendment that staff bring a report back to a future Council meeting on the issue of the public art expenditure. He advised 90% of submitters to the Annual Plan wanted less money spent on city centre development. Due to this he wanted to retain the public art fund at .25% instead of .5%. It was felt more information was needed in order to make an informed decision.

Moved: Cr Glen Crowther

Seconded: Cr Rick Curach

- c) That staff bring a report back to a future Council meeting on the issue of the public art expenditure.

For: Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Tangata Whenua Member Jacqui Rolleston-Steed and Cr Hēmi Rolleston

Against: Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Marten Rozeboom, Cr Kevin Schuler, Cr Rod Taylor

LOST 5/6

10 DISCUSSION OF LATE ITEMS

Nil

11 CLOSING KARAKIA

Cr Hautapu Baker closed the meeting with a karakia.

The meeting closed at 3.42pm.

The minutes of this meeting were confirmed as a true and correct record at the City Delivery Committee meeting held on 2 September 2025.

.....
Cr Kevin Schuler
CHAIR

Unconfirmed

8 DECLARATION OF CONFLICTS OF INTEREST

9 BUSINESS

9.1 Status Update on actions from prior City Delivery Committee meetings

File Number: A18669031

Author: Caroline Irvin, Governance Advisor

Authoriser: Alastair McNeil, Head of Commercial

PURPOSE OF THE REPORT

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

RECOMMENDATIONS

That the City Delivery Committee:

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

BACKGROUND

2. This is a recurring report provided to every City Delivery Committee meeting. The next report will be to the 4 November 2025 meeting.
3. The attached update includes all open actions and actions completed since the last report to the 22 July 2025 Committee meeting.
4. Once reported, completed actions are archived and made available in the Stellar library¹.

DISCUSSION

5. The action status update report for the City Delivery Committee as at 20 August 2025 is provided as **Attachment 1** to this report, and is summarised in the table below.

Status of actions	No. actions
Closed (completed since the last report)	6
In progress	6
Pending (waiting on something)	13
To be actioned	10
Action for Elected Members	1
Total actions included in this report	36

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

ATTACHMENTS

1. **Actions from City Delivery Committee - status update 20 August 2025 - A18719632** [↓](#) 

City Delivery Committee				Actions status update as at: 20 August 2025			
Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
22 Jul 2025	3.1	Public Forum - Mr Matt McHardy - Harbour Drive	That staff work with residents of Harbour Drive to consider options to solve the issues they currently face and report back to this Committee.		To be actioned		Nic Johansson
22 Jul 2025	9.1	Status Update on actions from prior City Delivery Committee meetings	That staff include the Stellar pathway to closed items in the status section.	Only some actions require documents to be uploaded to Stellar for completion. Where this is the case, the Stellar pathway is now included in the status update section at the time the action is closed.	Closed	20 Aug 2025	Alastair McNeil
22 Jul 2025	9.1	Status Update on actions from prior City Delivery Committee meetings	That staff clarify what is meant by 'usual channels' when explaining how the action had been carried out. <i>(Refers particularly to actions from 4 June 2025 meeting, item no.9.3; and from 5 Nov 2024 meeting, item no.9.8 - highlighted below).</i>		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Status Update on actions from prior City Delivery Committee meetings	That staff provide more information on how an action that states 'will be provided in future reporting' is to be reviewed to ensure being implemented. <i>(Refers particularly to actions from 4 June 2025 meeting, item no.s 9.4 and 9.6 - highlighted below).</i>		To be actioned		Alastair McNeil
22 Jul 2025	9.4	Resource and Building Consent: Update on Performance and Continuous Improvement Programmes	Add the following information to the report in future: the number and status of consents with MBIE determination and appeals, statistics on consents on Maori land and statistics on FTAA – fast track projects	Actioned for the next six-month report.	Closed	20 Aug 2025	Sarah Omundsen

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
22 Jul 2025	9.7	Fourth Quarter and Full Year Financial Performance Monitoring	That staff provide Councillors with the resolution in relation to carrying forward the Papakāinga grant budget unspent in a financial year and ringfenced in a reserve.	Resolution from Council meeting held 14 August 2023 - will be provided to EM's via Stellar 1 August 2025 <i>Stellar pathway: City Delivery Committee / Actions requested by City Delivery Committee meetings / 'Extract of Minutes - Council - 2023, August 14 Open (final signed pdf)'</i>	Closed	29 Jul 2025	Paul Davidson
22 Jul 2025	9.8	Presentation of Draft Annual Report 2024/25	Elected Members to provide feedback to staff on the draft Annual Report 2024/25	N/A - action for Elected Members.			
22 Jul 2025	9.9	Value for Money in Capital Delivery	That a workshop be held at the earliest possible time to consider the value for money approach for capital delivery prior to endorsing the approach at a subsequent meeting.		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That similar current design of the Waterfront Central Plaza is delivered at a significant lower cost of \$2 million or less.		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That the Pyes Pa Memorial Park Crematorium be installed at a significantly lower cost per square metre. Target at under \$4000M2		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That a breakdown of costs of the Tauranga Waterfront Railway Crossings project be provided before any decisions are made, with options for value for money		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	See a breakdown of current tenders and the Tauranga Wharewaka Pavillion value for money options to deliver as a similar design.		To be actioned		Alastair McNeil

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That Infrastructure provide a paper to Council outlining the cost of upgrading the Stormwater system at Maleme St to meet consent conditions for green waste services only, at weekends.	Staff are working on identifying the most appropriate stormwater solution as well as gathering information on most current stormwater monitoring results (and comparing to before it was closed). Strategy, Partnerships & Growth staff plan to present this as an option as part of the business case, with timing TBC.	In progress		Christine Jones
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That staff request from Councillors any additional projects of a minor or ancillary nature for consideration in this years' Annual Plan.		To be actioned		Alastair McNeil
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That staff present a prioritisation approach for the next Annual Plan.		To be actioned		Alastair McNeil
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Look at the playground programme for the forthcoming year and put this in the Annual Plan	CDC endorsed the FY27 programme in April to enable design and engagement to occur in FY26. We will bring it back to CDC for confirmation/amendment prior to formation of draft budgets for AP27.	In progress		Barbara Dempsey
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Hold a workshop on depreciation including how it changes over time and the reason for the large increase.	Workshop is being scheduled for August 2025	Pending		Paul Davidson
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a breakdown of consultants by group.	Further detailed consultants information has been provided to the cost working group for consideration.	In progress		Paul Davidson
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide Councillors with information on the total cost of contracts taken in-house and the budget equivalent (using a similar table provided at end of year).	The City Operations Annual Report will be reported at 2 September committee and will include this detail.	Pending		Barbara Dempsey
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a report at the next meeting about the size and scale of what city operations deal with on a daily basis.	The City Operations Annual Report will be reported at 2 September committee and will include this detail.	Pending		Barbara Dempsey

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Jun 2025	9.3	Community Relations Social Media Plan	That staff hold a comms session once a month for an hour with Councillors on how they can participate/engage with additional opportunities across Tauranga City Council.	Offer of comms session (or alternate depending on time) to be scheduled through usual channels	Pending	30-Jun-2025	Alastair McNeil
4 Jun 2025	9.4	Project Performance End of April 2025	In future reporting add information on risks affecting the capital programme, and mitigations.	Information to be provided in future reports	Pending	30-Jun-2025	Alastair McNeil
4 Jun 2025	9.6	Transport Network Operations Update	In future reporting, add in the state of renewals of assets.	Information to be provided in future reports	Pending	9-Jul-2025	Nic Johansson
4 Jun 2025	9.7	7th Avenue Cul-de-Sac and 12th Avenue Access Options. Parking Options for 6th, 7th and 8th Avenue	That staff provide information around the triggers for the bus lane being operational on Cameron Road as outlined in the Memorandum of Understanding signed by the funding agency, Bay of Plenty Regional Council and Tauranga City Council and status of the contract.	information can be provided via email. Briefing with EMs booked for 21 Aug.	Pending		Nic Johansson
4 Jun 2025	9.8	Procurement Plan: Central Corridor Water Supply Trunk Mains	That staff provide a report to EMs that analyses the impact of deferred renewals in FY25, due to constraints i.e budget, on the FY26 programme and that report should cover both transport and waters.	Timing of water upgrades along Cameron Rd will be reported back as part of the Cameron Rd Stage 2 report to City Futures Committee on 12th August	Pending		Nic Johansson
4 Jun 2025	9.9	Tauranga City Council Consenting Performance - June 2025	That staff provide Councillors with a report at the next meeting on how they intend to continue improving on performance while managing the rise in consent applications going forward, and how they and Councillors could better engage with the development sector to help achieve this.	Completed at 22 July meeting.	Closed	10 Jul 2025	Sarah Omundsen
7 Apr 2025	3.1	Public Forum: Barry Scott – Establishment of a Trial Community Committee	Suggest Community Relations undertake a trial of a community committee and that staff hold a workshop for EMs to discuss the benefits.	Propose to discuss with Elected Members the option of community committees in session regarding additional engagement opportunities.	Pending		Alastair McNeil

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
7 Apr 2025	3.2	Public Forum: Deborah Turner - Bus Stop Safety and Road Safety	That the transport team look at bus stop safety around the Mount Hot Pools.	1.The 2 shelters requested for Papamoa Beach Road are under contract and expected to be installed within 4 weeks. 2.Creating a "Hop off" point for the hot pools is more difficult. There are no "good" locations. The option that has the least impact on parking paces, (without removing loading zones or blocking vehicle accesses) is out side ocean eleven apartments. Note: a.It will result in the loss of two car parking locations. b.It will be approximately 130m from the hot pools (250m closer than the Commons Ave stop. c.It would be ~450m to the next stop (Mount Drury) if the Commons Ave stop is removed to "Give Back" parking. This may not be desirable given the high-density housing in the area. This is yet to be consulted on with the local residents and is expected to receive opposition given the limited parking spaces in the area.	In progress		Nic Johansson
7 Apr 2025	3.2	Public Forum: Deborah Turner - Bus Stop Safety and Road Safety	That Ms Turner be invited to speak at the BOPRC Joint Transport Committee.		In progress		Nic Johansson
7 Apr 2025	9.2	Local Government Funding Agency – Half Year Report 2024/25	That staff provide the link to the 4x sustainability videos out to all EMs.	Link to LGFA's Sustainable Finance Series has been shared with Elected Members.	Closed	20 Aug 2025	Nic Johansson
7 Apr 2025	9.2	Local Government Funding Agency – Half Year Report 2024/25	That staff provide information on LGFA KPI's and whether they are being met in reporting going forward	This will be covered in reporting by the LGFA on its KPI measures as part of year end reporting.	Pending		Paul Davidson

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
10 Mar 2025	8.3	Mount Maunganui Hot Pools Opening Hours	That Councillors be provided with robust financial breakdowns in all decision reports	Request acknowledged and shared across the Executive. In all future papers we will endeavour to improve and feedback would be appreciate. Pending until you let us know we are hitting the mark	Pending		Barbara Dempsey
2024 - Accountability, Performance & Finance Committee							
5 Nov 2024	9.8	Chief Executive Financial Performance Summary First quarter 2024	That staff provide Councillors with the number of vacant staff positions information as at 30 June 2023 and 30 June 2024.	Provided Jun/July through usual channels	Pending	30-Jun-2025	Alastair McNeil
8 Oct 2024		Executive Summary	For the executive summary to include these requests: What decisions that staff want the councillors to make, summarise and highlight what the risks are that are outlined in the paper, and give direction to what the Elected members need to be focusing on for the future.	Guidance issued to staff (presentation to senior leadership group 7 March 2025, material distributed later that day and then updated and redistributed on 13 March 2025 to better address 'risk' in Executive Summaries). Recent Executive Summaries have been fuller as requested by EMs. GMs to speak to Chairs and Deputy Chairs of the Committes as to whether they are comfortable with the content and completeness of Executive Summaries in reports to their Committees. Meeting scheduled between Cr Scoular and Jeremy Boase to discuss further, deferred by Cr Scoular. Meeting held 23 July. Notes circulated to Cr Scoular 24 July seeking her confirmation before further messaging prepared for senior leadership group and report writers. Follow-up emails sent to Cr Scoular seeking confirmation on 31 July and 8 August. Will proceed with next steps once confirmation received from Cr Scoular.	Pending		Christine Jones

Meeting Date	Item No.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
8 Oct 2024	9.2	Draft Annual Report	That staff provide Ems with information on how much money is 'tied up' in strategic property like carparks vs buying land for things such as community centres	Where land is used for the delivery of council services land is transferred to these activities. Further work is required to split remaining land within the property activity between land held for future community use and strategic holdings	In progress		Paul Davidson
2024 - Community, Transparency & Engagement Committee							
15 Oct 2024	9.1	Petition – Reconsideration of TCC's Dog Licence Fees	That staff to look into the ways in which petitions are accepted and bring back some options for Councillors to consider.	User fees and charges review will consider the setting of dog registration fees, and will include the petition information as well as submissions received through the AP process.	Closed	20 Aug 2025	Sarah Omundsen

9.2 Tauranga Māori Business Association End of Year Report

File Number: A18435939

Author: Paula Naude, Manager: Community Development & Emergency Management

Authoriser: Sarah Omundsen, General Manager: Regulatory and Compliance

PURPOSE OF THE REPORT

1. To provide Tauranga City Council with a summary of Year 1 outcomes achieved by the Tauranga Māori Business Association (TMBA) under the current funding agreement.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Tauranga Māori Business Association End of Year Report".
- (b) Notes the positive outcomes achieved by TMBA in Year 1.
- (c) Supports continued collaboration and funding to enable Year 2 delivery.

EXECUTIVE SUMMARY

2. Tauranga Māori Business Association receives funding from Tauranga City Council.
3. For the financial year 1 July 2024 through 30 June 2025, a partnership agreement has been in place with funding of \$50,000.00 (ex GST) granted to undertake the delivery of services.
4. Tauranga Māori Business Association have provided a six-month update report to Council for the first year of funding under the partnership agreement. This report reflects the period 1 July 2024 to 31 December 2024 and provides a half year update.
5. This report provides outcomes for Year 1 for the period 1 July 2024 – 30 June 2025.
6. The funding was granted to Tauranga Māori Business Association to build the capability of Pakihi Māori (Māori businesses) in Tauranga Moana.

BACKGROUND

7. Tauranga Māori Business Association was established to support Pakihi Māori (Māori businesses) in Tauranga Moana through capability building, networking, advocacy, and strategic partnerships.
8. The scope and services in the partnership agreement are to the effect that the Tauranga Māori Business Association will increase membership, increase service delivery and create opportunities for members.
9. The following Key Performance Indicators are being reported:

Annual objective	Annual measure
Increase membership	<ul style="list-style-type: none">• Increase Memberships by 10% per year.• Increase Manawhenua Pakihi Māori members, captured through and onboarding application form (currently 21.33% of members whakapapa to one or more of the three iwi; Ngāti Ranginui, Ngāi Te Rangi and Ngāti Pukenga).

	<ul style="list-style-type: none"> • Increase to 30% or more of members to whakapapa back to one or more of the three iwi of Tauranga Moana.
Increase service delivery	<ul style="list-style-type: none"> • Increase 20 hours to 40 hours for Kaitautoko Role. • Educational/networking events and workshops/events – eight total including collaborative and partnered events. • Marketing members through Tauranga Māori Business Association via social media (Facebook/Instagram/LinkedIn). • Grow partnership opportunities for members – increase MOU (Memorandum of Understanding) by one.
Create opportunities for members	<ul style="list-style-type: none"> • Referral to Whanake organisations – four referrals per month for assistance with becoming tender ready, completing any requirements and/or building their capability. • Create and grow relationship with the three iwi; Ngāti Ranginui, Ngāti Pūkenga and Ngai Te Rangi. • Increase audience on Facebook, LinkedIn and Instagram (currently Facebook – 1863 following (753 based in Tauranga) / Instagram – 71 following / LinkedIn – 330 following.

10. The Tauranga Māori Business Association Year 1 Report to Tauranga City Council can be found at Attachment One. This report is a contractual requirement and provides Tauranga Māori Business Association an opportunity to provide information to Council on the scope of their work.
11. Further information about the Tauranga Māori Business Association can be found [here](#).
12. The partnership agreement was signed 17 June 2024 for financial years 1 July 2024 to 30 June 2027. The total value of funding of the new agreement is \$120,000.00 over those three years.
 - Year 1: \$50,000.00 - 1 July 2024- 30 June 2025
 - Year 2: \$40,000.00 - 1 July 2025- 30 June 2026
 - Year 3: \$30,000.00 - 1 July 2026- 30 June 2027
13. The Head of Community Outcomes and Emergency Management is the relationship manager supporting Tauranga Māori Business Association with the agreement, including Key Performance Indicators (KPI's) and reporting requirements.

YEAR 1 REPORT SUMMARY

14. Tauranga Māori Business Association have met the KPI's outlined in the Partnership Agreement with the exception of the metric for the number of referrals to Whanake organisations. This has been impacted by Central Government funding decisions.
15. Tauranga Māori Business Association has demonstrated strong progress in its first year, with growth in membership, event delivery, member promotion, and strategic partnerships. The association continues to play a vital role in supporting Māori business development in Tauranga Moana.
16. **Membership Growth:** Increased from 85 to 95 members (+11.76%), with Manawhenua representation rising to 29.7%.
17. **Business Support:** Delivered 11 events/workshops focused on capability building, networking, and visibility.
18. **Promotion:** 89 members/partners promoted via social media and monthly pānui.

19. **Partnerships:** New MOU signed with University of Waikato; referrals made to regional support agencies.
20. **Social Media Reach:** Strong growth on Instagram and LinkedIn; Tauranga-based Facebook followers increased.
21. **Iwi Engagement:** Ongoing relationship-building with Ngāti Ranginui, Ngāti Pūkenga, and Ngāi Te Rangi.

NEXT STEPS

22. The Head of Community Outcomes and Emergency Management will meet with Tauranga Māori Business Association to determine KPI's for Year 2.

ATTACHMENTS

1. **TMBA 12 Month Report - A18492194** [↓](#) 

TAURANGA

Māori Business Association 12 Month Report Year 1



PRESENTED TO:

Tauranga City Council

ORGANISED BY:

Tauranga Māori Business Association

WWW.TMBA.CO.NZ



Building the capability of Pakihi Māori in Tauranga Moana

Increase Membership

June 2024 - 85 Members

December 2024 - 93 Members

June 2025 - 95 Members

June 2024 - 21.33% Manawhenua Pakihi Māori

Members whakapapa to one or
more of the 3 iwi Ngāti Ranginui,
Ngāi Te Rangī and Ngāti
Pukenga.

December 2024 - (Awaiting update of Website - new link)

June 2025 - 29.7%

Over the past year, TMBA has experienced a steady membership growth, increasing by 11.76%. This growth is attributed to enhanced outreach initiatives, tailored services/events/workshops for members, and increased visibility in industry events.

We have had in the last 6 months 8 businesses close up business due to various reasons, ranging from contracts finished and not being renewed, financial pressures, and a downturn in sales.





Building the capability of Pakihi Māori in Tauranga Moana

Increase Service Delivery

Kaitautoko ~ currently working 20 hours per week

Educational/Networking events and Workshops/Events.

May 2024 to December 2024 - 6 successfully completed; Te Hekenga, Meet the Candidates, Pakihi Māori & Social Media, Kōtuitui Networking Event, TMBA/Tourism Bay of Plenty - Unlocking Our City's Potential through a New Place Brand, End of Year Celebration and Networking Event.

January 2025 to June 2025;

- x5 Uplift Her (Women in Business) - Women's Breakfast Group
- Farmers Autovillage Tauranga Business Awards - TMBA had 3 members who were finalists.
- Māori & Pacifica Rōpu Celebrations
- UK & NZ Free Trade Agreement Celebrations
- Sunset Solutions Workshop with MSD
- Empowering our Community - Te Awanui Candidates
- TMBA AGM - Shaping our Community
- Tirohia ki Tua - Ringa Hora
- Matariki Sustainable Styling Workshop

Target by May 2025 - 8 (including collaborative and partnered events).

Marketing our members through Tauranga Māori Business Association via Social Media (Facebook/Instagram/LinkedIn), monthly Pānui.

June 2024 to December 2024 - 41 Members/partners promoted on TMBA Socials and via monthly Pānui.

Target by May 2025 - Continue to promote our Members.

January 2025 to June 2025 - 48 Members/partners promoted

Grow Partnership opportunities for our members – Increase MOU (Memorandum of Understanding).

Target by May 2025 - 1

1 - University of Waikato



Building the capability of Pakihi Māori in Tauranga Moana

Create Opportunities for our Members

Referral to Whanake organisations; MBIE, Te Puni Kōkiri, Ara Rau, Pacific Growth, Whaia, Toi Kai Rawa, University of Waikato, Amotai.

Target by May 2025 - 4 Referrals per month for assistance with becoming tender ready, completing any requirements and/or building their capability.

Referred to date;

June 2024 - 6 Referrals

July 2024 - 4 Referrals

August 2024 - 4 Referrals

September 2024 - Discussion/Email with TCC requesting to change this measurable as the majority of those organisations in Whanake have changed direction, still awaiting their KPI's and or budgets have been changed.

October 2024 - Advised to discuss this in our 6 monthly reporting.

November 2024 - 2

December 2024 - 1

Create and grow relationships with the three iwi Ngāti Ranginui, Ngāti Pūkenga and Ngai Te Rangi. - This is ongoing.

Increase audience; You will note a decrease by 30 followers on Facebook, however there is an increase in followers located in Tauranga to 842.

SOCIAL PLATFORM	FOLLOWING JUNE 2024	FOLLOWING DECEMBER 2024	FOLLOWING JUNE 2025
FACEBOOK	1863	1982	1952
INSTAGRAM	71	87	99
LINKEDIN	330	416	463



Building the capability of Pakihi Māori in Tauranga Moana

Create Opportunities for our Members. Cont

The past year has been one of growth and resilience for TMBA, marked by significant achievements in membership, advocacy, and community engagement. As we move forward, TMBA remains dedicated to supporting our members, facing industry challenges head-on, and advocating for a prosperous year ahead.

We appreciate the continued commitment of our members, stakeholders and primary funders Tauranga City Council, which makes all our progress possible.



9.3 Mainstreets' Monitoring Report for the period 1 January to 30 June 2025

File Number: A18226063

Author: Kendyl Sullivan, City Partnerships Specialist

Authoriser: Gareth Wallis, General Manager: City Development & Partnerships

PURPOSE OF THE REPORT

1. For Mainstreet organisations to report to Council on their activities for the period 1 January to 30 June 2025, to highlight issues, provide a financial update, and to outline plans for upcoming activities.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Mainstreets' Monitoring Report for the period 1 January to 30 June 2025".
- (b) Receives the Mount Business Association Report to 30 June 2025, and Annual Plan for 2025/26.
- (c) Receives the Papamoa Unlimited Report to 30 June 2025, Annual Plan for 2025/26, and Strategic Plan.
- (d) Receives the Greerton Village Community Association Report to 30 June 2025, Annual Plan for 2025/26, and updated Strategic Plan.
- (e) Receives the Mainstreet Tauranga Report to 30 June 2024, Annual Plan for 2025/26, and Strategic Plan.

EXECUTIVE SUMMARY

2. Council has funding agreements with Mainstreet organisations to deliver services that promote business interests, enhance local environments, and support economic activity.
3. These agreements are funded via targeted commercial rates, totalling \$806,631 for FY 2024/25.
4. An overview of each Mainstreet position can be found in the table below:

	Targeted Rate Grant from TCC (2024/25, paid in two instalments)	Surplus / (deficit) (as @ 30 Jun 25)	Total equity (as @ 30 Jun 25)	Approx. number of members*
Mount Business Association	\$197,978	(\$62,295)	\$156,549	273
Papamoa Unlimited	\$66,000	\$18,692	\$10,857	155
Greerton Village Community Assn.	\$155,900	(\$6,848)	\$73,169	140
Mainstreet Tauranga	\$386,753	\$9,353	\$291,372	655

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

5. As part of Council's agreement with the four Mainstreet organisations, they are required to report every six months on:
 - (a) achievements and activities undertaken and provided;
 - (b) an overview of the next six months' plans;
 - (c) relevant and available statistical data such as visitor numbers;
 - (d) details of Mainstreet's performance in respect of the Services and Deliverables in the funding agreement, and the effectiveness of Mainstreets' role in achieving the funding agreement objectives;
 - (e) options for achieving ongoing sustainability particularly regarding operational costs and funding; and
 - (f) a financial update for each reporting period, and audited financials after the end of the financial year.
6. Mainstreets can also raise any issues they want to bring to the attention of Council.
7. A summary of performance, both financial and non-financial, is provided in the main body of the report for Mainstreet Tauranga, Mount Business Association, Papamoa Unlimited, and Greerton Village Community Association (collectively "Mainstreets").
8. The annual survey of Mainstreet areas was undertaken in June 2025, with key themes and relevant feedback provided at Attachment 1. This was shared with Councillors and Mainstreets in August 2025.
9. At the Community, Transparency and Engagement Committee on 15 October 2024, Papamoa Unlimited expressed their desire to expand their mainstreet targeted rate boundary. Mainstreets that want to commence an expansion of their targeted rate area will follow the expansion process supported at the Community, Transparency, and Engagement Committee on 18 November 2024.
10. As required under their Mainstreet Funding Agreement, we have received strategic plans from Mainstreet Tauranga and Papamoa Unlimited. We had previously received plans from Greerton, who have provided an updated Strategic Plan, and Mount Business Association.
11. Council has collaborated with Mainstreets to provide Eftpos spend data, which is an important data metric for Mainstreets.
12. Mainstreets have kept council staff apprised of potential and actual risks, and issues over this period. Risks are summarised in the body of the report but of note include; public perception of Council vs. Mainstreet responsibilities particularly relating to cancellation of events, organisational changes disrupting service delivery, and ensuring Mainstreets are engaged with as priority stakeholders in their respective areas.
13. All Mainstreet documentation is available for the public to view on the Tauranga City Council Website [Mainstreets page](#).

BACKGROUND

14. There are agreements in place between Council and the four Mainstreet organisations for the delivery of Services. The objectives of the agreements are to the effect that the Mainstreet organisations (in their respective areas) will:
 - a) promote, encourage and advance the interests of the businesses;
 - b) promote and encourage the appearance, ambience and services of the Area to make it more attractive, interesting and inviting to shoppers, visitors and persons carrying on business;
 - c) develop economic activities that benefit, support, and provide value to their members and the Mainstreet business community;

- d) carry out the objects set out in Mainstreet's constitution and rules; and
 - e) meet its obligations to the Mainstreet members and third parties.
15. Council provides funding for these Mainstreet services by way of a targeted rate on commercial property within each of the Mainstreet business areas, subject to the conditions in their funding agreements.
16. Mainstreet organisations are incorporated societies and all business operators and (commercial) ratepayers within their respective targeted rate areas are regarded as being a Mainstreet member.

DISCUSSION

17. Audited financial accounts and Annual General Meeting documentation are due from all Mainstreet organisations by 1 November 2025 and will be included in the next reporting period.
18. All Mainstreet financial statements provided for the period ending 30 June 2025 indicate reserve funds remaining.
19. The financial report from Mount Business Association shows a net loss of \$62,295, which is expected due to spending of reserve funds. The allocated spend of reserve funding is clearly referenced in the profit and loss statement. Total equity is \$156,549.
20. The financial report from Papamoa Unlimited shows a net profit of \$18,692, with total equity being \$10,857 after funding received covered a shortfall in the previous financial year.
21. The financial report from Greerton Village Community Association shows a net loss of \$6,848, which is taken from reserve funds. Total retained earnings are \$73,169.
22. The financial report provided by Mainstreet Tauranga shows a net profit of \$9,353, with total equity being \$291,372.

Mount Business Association

23. The Mount Business Association Monitoring Report, including financial reporting, is provided at Attachment 2.
24. The Mount Business Association Annual Plan and Budget 2025/26 is provided at Attachment 3.
25. The agreement for the delivery of Mainstreet services has been in place since 12 December 2023. Funding of \$197,978 from targeted rates is provided by Council under the agreement for the year ending 30 June 2025.
26. Over this reporting period, Mount Business Association contracted; a Business Improvement Manager working 25 hours per week, serving as primary operational lead responsible for successful execution of the Annual Plan. An Operations Manager working 2-4 hours per week providing a support and oversight role. A Delivery Manager on 10 hours per week driving strategic development and growth, and a Content Manager on 12 hours per week leading digital, marketing, and content strategy.
27. Mount Business Association's Key Performance Indicators (KPIs) for the 2024–25 financial year are guided by their Strategic Plan 2023–2028 and structured around five strategic pillars; safety and security, member community, advocacy, placemaking, and promotion.
28. Highlights over this period include external funding growth, winter initiatives to support members, and the development of a delivery calendar.
29. Areas of concern include the use of council land for commercial activities, the Mount parking management plan, streetscape enhancements relating to licence to occupy fees, and capability and security funding.
30. Mount Business Association are looking forward to finalising a new strategic plan and improving operational and governance systems to ensure organisational sustainability.

Papamoa Unlimited (Visit Papamoa)

31. The Papamoa Unlimited Monitoring Report, including financial reporting, is provided at Attachment 4.
32. The Papamoa Unlimited Annual Plan and Budget 2025/26 is provided at Attachment 5. With their 2025/26 annual targeted rate grant of \$72,600, additional funding or sponsorship will be required to meet their proposed 2025/26 Annual Plan.
33. Council will work closely with Papamoa Unlimited, who have indicated through their Annual Plan, their intention to proceed with initial consultation for an expansion of their targeted rate area.
34. Papamoa Unlimited's Strategic Plan is provided at Attachment 6.
35. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$66,000 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2025.
36. Papamoa Unlimited is managed by a volunteer chair, who engages a contractor to assist with the running of events.
37. Papamoa set four KPIs for the 2024/25 financial year relating to; enhancing event participation, promoting transparency and awareness, expanding membership engagement, and launching a comprehensive website.
38. Highlights over this period include the Polar Plunge, Incorporated Society updates, Visit Papamoa brand launch, forward planning for key seasonal events, and development of new KPIs.
39. There were no issues raised in the report.
40. Papamoa Unlimited is looking forward to their upcoming events and planning for Matariki 2026, furthering the launch of the Visit Papamoa brand, and a new social media engagement and content plan.

Greerton Village and Community Association (Greerton Business Association)

41. The Greerton Village Community Association Monitoring Report, including financial reporting, is provided at Attachment 7.
42. The Greerton Village Community Association Annual Plan and Budget 2025/26 is provided at Attachment 8.
43. Greerton Village Community Association members voted against the proposed 2025/26 budget and corresponding increase to their targeted rate at their AGM. This has been relayed to the appropriate council departments. Their Annual Plan reflects this decision with their targeted rate income remaining the same as the financial year just ended.
44. Greerton Village Community Association held a SGM in March to appoint a new board, approve a name change for the organisation to Greerton Business Association, and ratify the principles of their new constitution. Minutes for this meeting can be found on the [Council website](#). The new board have established a new direction for Greerton moving forward, which is reflected in their Annual Plan.
45. Greerton Village Community Association's updated Strategic Plan is provided at Attachment 9.
46. The agreement for delivery of Mainstreet services has been in place since 14 November 2023. Funding of \$155,900 from targeted rates is provided by Council under the agreement for the year ending 30 June 2025.
47. During this reporting period, Greerton Village Community Association operated without a manager in place. During this time, the chairperson took on a mixed governance/management role to ensure the compliance requirements of the funding agreement were met, alongside baseline levels of service to members. The organisation also had a contractor who delivered both marketing and social engagement, and the Retro Fest.

48. In late July, the recruitment of a new part time Mainstreet Co-ordinator role has been successful, and the organisation looks forward to increased consistency and visibility. It was recommended by Council staff that this role be full-time, but this recommendation was not accepted by the Board of the organisation.
49. Greerton Village set three KPIs for the 2024/25 financial year; gain traction and audiences through social media; continue to learn and grow with governance training; and change events to suit the change in the community.
50. Highlights over this period include Retro Fest, a new board, launch of a safety WhatsApp group, and steady engagement.
51. Greerton raises an issue relating to safety and anti-social behaviour, and include their approach to dealing with this through communication, collaboration with agencies, and encouraging reporting.
52. Greerton is looking forward to onboarding their new Mainstreet co-ordinator, an expanded promotional strategy, planning for future events and promotions, finalising their updated constitution, resuming their networking events, and holding their AGM.

Mainstreet Tauranga (Downtown Tauranga)

53. The Mainstreet Tauranga Monitoring Report including financial reporting, is provided at Attachment 10.
54. Mainstreet Tauranga acknowledge they are carrying forward funding with an action plan in place to address this.
55. The Mainstreet Tauranga Annual Plan and Budget 2025/26 is provided at Attachment 11.
56. The Mainstreet Tauranga Strategic Plan is provided at Attachment 12.
57. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$386,753 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2025.
58. Mainstreet Tauranga employs a manager, and for most of this period, a part time administration and events support person, who are responsible to the organisation's board for the day-to-day delivery of the Mainstreet programme.
59. Mainstreet Tauranga have set KPIs around; advocacy and engaged membership, collaborative partnerships, and finance, operations and governance.
60. Highlights over this period include completion of the strategic plan, event activations, and communication and cross collaboration.
61. A challenge raised in the report relates to parking.
62. Mainstreet Tauranga is looking forward to a rebrand of Downtown Tauranga.

STRATEGIC ALIGNMENT

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

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city	✓
We can move around our city easily	<input type="checkbox"/>
We are a city that supports business and education	✓

64. Mainstreet organisations are considered key strategic stakeholders in Council's plans. They provide a valuable link between businesses and Council, and are involved in several projects including numerous action and investment strategies, and policies.
65. In terms of Council's community outcomes that are outlined in [Our Direction – Tauranga 2050](#), well-run Mainstreet programmes make a worthwhile contribution to vibrancy and to “a well-planned city with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.”
66. Well-run Mainstreet programmes also have a key role in making a significant contribution “to the social, economic, cultural and environmental well-being of the region.”

FINANCIAL CONSIDERATIONS

67. Mainstreet organisations receive a targeted rate through Council, as detailed above, totalling \$806,631 in the 2024/25 financial year across the four organisations.
68. It is difficult to measure the outcomes achieved by the Mainstreet programmes in economic terms. However, informal measures, such as surveys, pedestrian counts, Eftpos data, and estimated numbers of people at events, can be useful to ascertain the effectiveness of Mainstreet events and promotions.
69. Eftpos spend data and multi-modal camera reports are supplied to the Mainstreets, with further data to be supplied if or when available, including updated parking data.
70. Mainstreet organisations are carrying forward funding and council staff have recommended clarity around carry forward funds in proposed annual budgets. The majority of Mainstreets have added this as a line item in their annual budget making this very transparent for members to understand the total amount of money the organisation has to budget with.

LEGAL IMPLICATIONS / RISKS

71. Each of the Mainstreet organisations has met their funding agreement requirements by providing Council with their six-monthly monitoring reports (including financials), their annual plans and associated budgets for 2025/26, strategic plans, and confirmed undertaking of deliverables.
72. Mainstreets are asked to consider their organisational risks and how those risks may impact on their relationship with Council, with any risks being raised with the City Partnerships Specialist and/or included in Council's Risk Register. Mainstreets have kept council staff apprised of potential and actual risks and issues over this period.
73. Risks include:
 - (a) Our expectation that Mainstreets will operate according to the requirements of the Incorporated Societies Act and their individual constitutions.
 - (b) Lack of adherence to due dates with compliance documentation.
 - (c) Confusion and perception issues relating to differentiation between Council and Mainstreets for example with cancellation of events.
 - (d) Change in Mainstreet organisational structure, either at governance or management level, can impact the delivery of proposed plans due to the small size of these organisations.
 - (e) Mainstreet boards/ committees are volunteers and could use further support with governance requirements.
 - (f) It is strongly recommended by council staff to use a recruitment company when appointing new staff and ensuring good practices are in place relating to dealing with employees or contractors.
 - (g) Carrying forward money can undermine the perception that the organisation is able to deliver their proposed plans, whilst continuing to increase the targeted rate.
 - (h) Ensuring Mainstreets are engaged with as priority stakeholders in their respective areas.

TE AO MĀORI APPROACH

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

CLIMATE IMPACT

75. Mainstreet reports do not specifically mention climate impacts.

CONSULTATION / ENGAGEMENT

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

SIGNIFICANCE

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













ENGAGEMENT

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

NEXT STEPS

81. Feedback will be provided to the Mainstreet organisations at the City Delivery Committee on 2 September 2025, where representatives from the four Mainstreets will speak to their reports.
82. Council staff will continue to support Mainstreets with their funding agreement reporting and compliance requirements.

ATTACHMENTS

1. **2025 Mainstreet Survey Report - A18649791 (Separate Attachments 1)** 
2. **Mount Business Association - six month report - January - June 2025 - A18624185 (Separate Attachments 1)** 
3. **Mount Business Association Annual Plan 2025 - 2026 - A18624159 (Separate Attachments 1)** 
4. **Papamoa Unlimited - Six Month Report - January - June 2025 - A18624182 (Separate Attachments 1)** 
5. **Papamoa Unlimited Annual Plan 2025 - 2026 - A18553224 (Separate Attachments 1)** 
6. **Visit Papamoa Strategic Plan - A18553205 (Separate Attachments 1)** 
7. **Greerton Village and Community Association - six month report - January - June 2025 - A18624187 (Separate Attachments 1)** 
8. **Greerton Business Association Annual Plan 2025-2026 - A18624157 (Separate Attachments 1)** 
9. **Greerton Village and Community Association Strategic Plan 2025 - 2028 - A18592877 (Separate Attachments 1)** 
10. **Mainstreet Tauranga - six month report - January-June 2025 - A18624188 (Separate Attachments 1)** 
11. **Mainstreet Tauranga Annual Plan 2025-2026 - A18624160 (Separate Attachments 1)** 
12. **Mainstreet Tauranga Long Term Strategy & Strategic Objectives - A18574316 (Separate Attachments 1)** 

9.4 Annual Residents Survey Report 2024/25

File Number: A18486370

Author: Carmen Norris, Corporate Planner

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

PURPOSE OF THE REPORT

1. The purpose of this report is to present the Annual Residents Survey Report 2024/25.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey Report 2024/25".

BACKGROUND

2. The Annual Residents' Survey 2024/25 forms part of a wider set of information we have around engagement with the Tauranga community and their wants, needs and perceptions of Council and of Tauranga as a place to live.
3. Survey results help Council staff assess the performance of Tauranga City Council against a set of predetermined actions and performance levels, including those outlined in the Long-term Plan.
4. Key Research has undertaken an annual residents' survey from 2006 to 2025, on behalf of the Council, by collecting responses via a mail-out with an option to complete the questionnaire online.
5. Data collection for the 2024/25 year took place between 26 August 2024 and 30 May 2025 in four waves. A statistically robust sample of n=603 residents across the Tauranga City Council area was collected.
6. The sample selection was based on a random selection from the Electoral Roll. This method ensures each member within the population (assuming they are on the open Electoral Roll) has an equal probability of selection, thereby minimising bias.
7. Post data collection, the sample was weighted to align with known population distributions for the Tauranga City Council area, based on age, gender, ward, and ethnicity from the latest Census results.
8. At an aggregate level, the sample has an expected 95% confidence interval (margin of error) of +/- 3.9%. The margins of error associated with sub-groups will be larger than this as the results become less precise as the sample size shrinks.
9. The report, included as **Attachment 1**, by Key Research explores the findings in detail, looking at trends and how the results to individual questions contribute to residents' overall perception of Council.

KEY FINDINGS

10. A summary of the high-level survey results and associated net score for the 2024/25 year compared to the previous year, and the trend from the previous year is summarised in the table below:

Measure	2023/2024 Result	Nett Score 2023/24	2024/2025 Result	Nett Score 2024/25	Trend vs previous year
Overall performance	34%	-3%	44%	18%	▲
Overall reputation	26%	-25%	26%	-23%	=
Overall value for money	34%	-8%	30%	-16%	▼
Overall core service deliverables	54%	38%	62%	49%	▲
Overall water management	56%	42%	59%	40%	▲
Overall roads and footpaths	35%	-6%	49%	28%	▲
Overall waste management	68%	55%	76%	68%	▲
Overall outdoor spaces	71%	62%	76%	69%	▲
Overall public facilities	70%	62%	71%	64%	▲

Table 1: 2024/25 results compared to previous year.

11. As seen above, in 2024/25 there was a significant improvement in the overall satisfaction level with Tauranga City Council. The result went from 34% in 2023/24 to 44% in 2024/25. Other positive highlights include:
 - A significant improvement in satisfaction with roading, footpaths, and cycleways 49% (up from 35% in 2023/24).
 - A significant improvement in waste management 76% (up from 68% in 2023/24) with a strong performance in street cleanliness and bin management.
 - High ratings across several public services including libraries (88%), kerbside waste collection (86%), outdoor spaces (75%), playgrounds (78%), and cemeteries (79%).
12. However, the survey also revealed ongoing challenges:
 - Perceptions of value for money declined from 34% in 2034/34 to 30%, continuing a downward trend. Residents cited concerns about high rates, lack of transparency, and spending on non-essential projects.
 - Tauranga City Council's overall reputation remains low at 26%, with leadership (28%), trust (25%), and financial management (20%) also rated poorly. These scores show little, if any change from the previous year.
13. Key demographic trends show that:
 - Residents in the Te Papa ward reported the highest satisfaction across multiple measures, including leadership and reputation.
 - Residents aged 65+ were more likely to be 'champions' of Council and reported high satisfaction with public facilities.
 - Satisfaction levels were also influenced by length of residence, with newer residents (less than two years) reporting higher satisfaction with core services and outdoor spaces.

14. Key Research uses their driver model to assess which measures have the greatest level of impact on the score of satisfaction. They use multiple regression analysis to identify how much different areas of service provided by Council impact overall perception. Impact scores represent how strong the connection is. There is a representation of this on page 18 of Attachment 1.
15. The 2023/24 full year report identified three key drivers of overall satisfaction with Council performance:
 - Trust and confidence
 - Quality of services
 - Perceptions of fairness in annual rates
16. In the 2024/25 report, progress across these areas was mixed. Of the three, quality of services was the only measure to show improvement, increasing by 5%. This positive shift likely contributed to around one-fifth of the 10% increase in overall satisfaction with Council.
17. While the 2023/24 driver analysis identified high-priority areas focused on specific service concerns, in 2024/25, the analysis highlights a more strategic set of priorities. The key drivers of overall satisfaction have shifted to broader themes, with image and reputation featuring as the key influence on how residents perceive Council performance.
18. The 2024/25 report references communication and engagement as part of the image and reputation driver. It notes that many residents feel disconnected or unheard, and that improving consultation, particularly early in decision making, along with clearer, more accessible updates, is important to rebuilding public confidence. Verbatim comments include calls for “clear communication,” “more public consultation,” and “transparency and accountability.”
19. The 2024/25 driver analysis suggests several opportunities for improvement including:
 - Improving communication and financial transparency as these are themes in both reputation and value-for-money concerns
 - Continuing to focus on core services as reputation is tied closely to visible service outcomes. Waste, outdoor spaces, and facilities are performing well and should continue to be prioritised

RATES, RENT, AND LIVING AFFORDABILITY

20. On 9 December 2024, Council resolved to add additional questions on household rates affordability, rental affordability, and the cost of living in Tauranga to the Annual Residents Survey. The year end results show that only 21% of respondents agree that rates are affordable for their household, with 18% agreeing that rent is affordable and 17% agreeing that the overall cost of living is affordable. These results are very similar to those observed in wave three and highlight significant concerns around financial pressure for residents.

Measure	Satisfied	Neutral	Dissatisfied	Sample
Rates in Tauranga are affordable for my household	21%	27%	51%	207
Rent in Tauranga is affordable for my household	18%	20%	61%	39
The cost of living in Tauranga is affordable for my household	17%	21%	62%	265

Table 2: Additional questions on household rates

COMPARISON TO PREVIOUS YEARS

21. To provide the Council with a performance comparison against the last two full-term elected Councils, a summary of the high-level survey results for the 2024/25 is presented in the table below. This responds to an elected member request from a previous committee meeting. Also for comparative purposes is a comparison of the average result from 2015/16 to 2018/19 and how the current results compare. (Refer graphs below and the attachment for information on the wave results over the past 5 years).

	13/14 Result	14/15 Result	15/16 Result	16/17 Result	17/18 Result	18/19 Result	Avg 15/16- 18/19	24/25 Result	Trend
Overall performance	65%	67%	75%	74%	73%	66%	72%	44%	▼
Overall reputation	-	-	55%	51%	53%	44%	51%	26%	▼
Overall value for money	-	-	59%	57%	58%	48%	56%	30%	▼
Overall core services deliverables	-	-	79%	79%	73%	71%	76%	62%	▼
Overall water management	-	-	65%	68%	67%	64%	66%	59%	▼
Overall road and footpaths	-	-	76%	68%	63%	56%	66%	49%	▼
Overall waste management	-	-	75%	75%	61%	66%	69%	76%	▲
Overall outdoor spaces	-	-	83%	86%	82%	81%	83%	76%	▼
Overall public facilities	-	-	76%	79%	78%	73%	77%	71%	▼

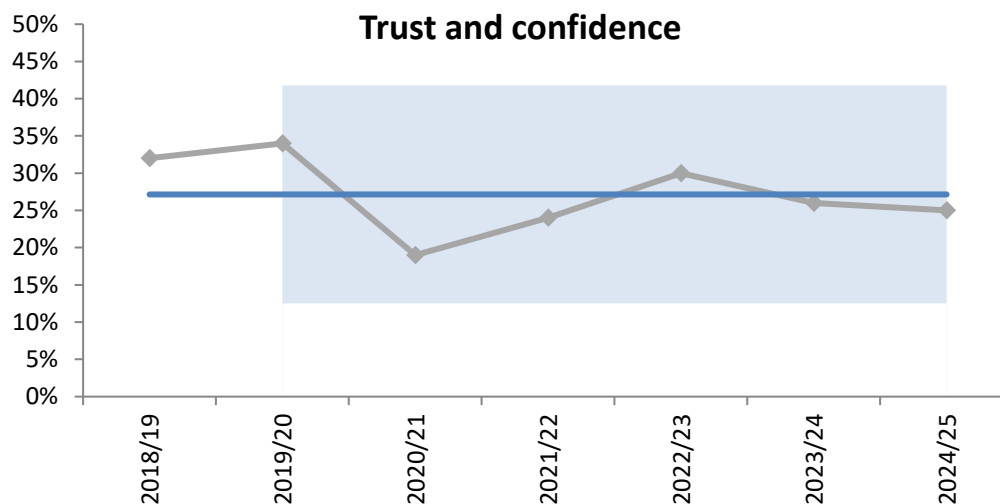
Table 3: 2024/25 results compared to previous years.

MEASURES OF INTEREST

22. The 2023/24 full year report highlighted three areas of council performance as measures that have the highest impact on residents' overall perception of the Council combined with relatively low performance. The results for these areas are discussed below.
23. The below graphs used are XmR (Moving Range) charts. An XmR is a type of control chart used in process improvement and statistical analysis to monitor the variation in a single data series over time. The charts below track individual data points, showing how each measurement compares to the overall average and upper and lower control limits (shaded blue area), which define the expected range of natural variation. The XmR chart helps identify trends, shifts, or unusual variations in a process, making it useful for detecting changes and ensuring that processes remain stable and predictable.

TRUST AND CONFIDENCE

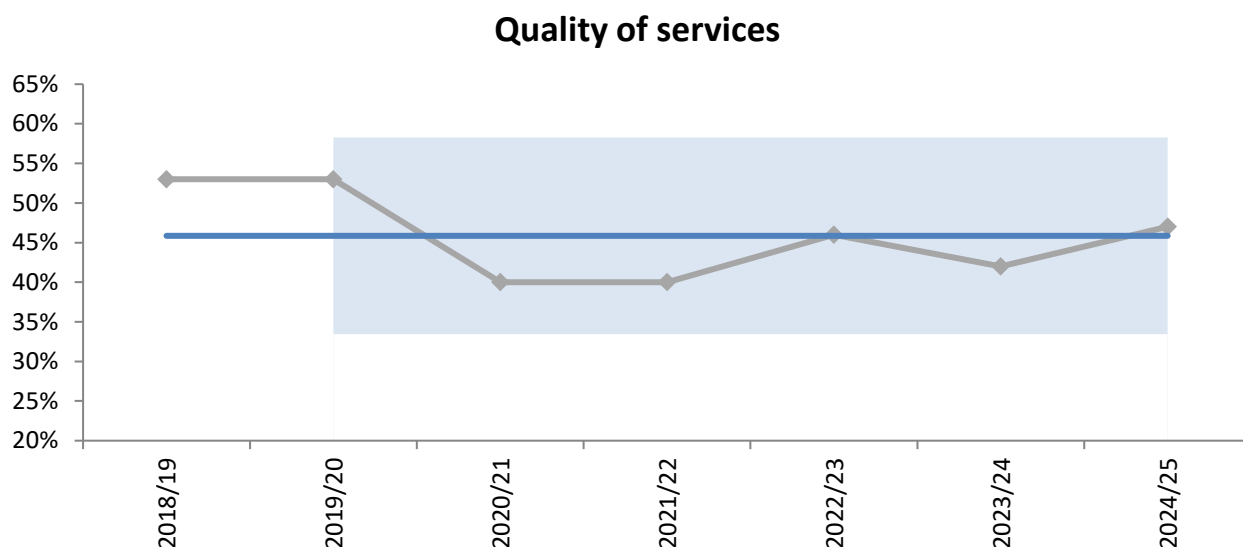
24. Trust and confidence in Tauranga City Council remains a concern among residents, with only 25% of respondents expressing trust with a net score of -22, highlighting ongoing issues around transparency and leadership. Despite these concerns, the XmR Chart below indicates that trust levels have remained steady over the past three years, showing consistency compared to the significant decline experienced in 2020/21.



QUALITY OF SERVICES

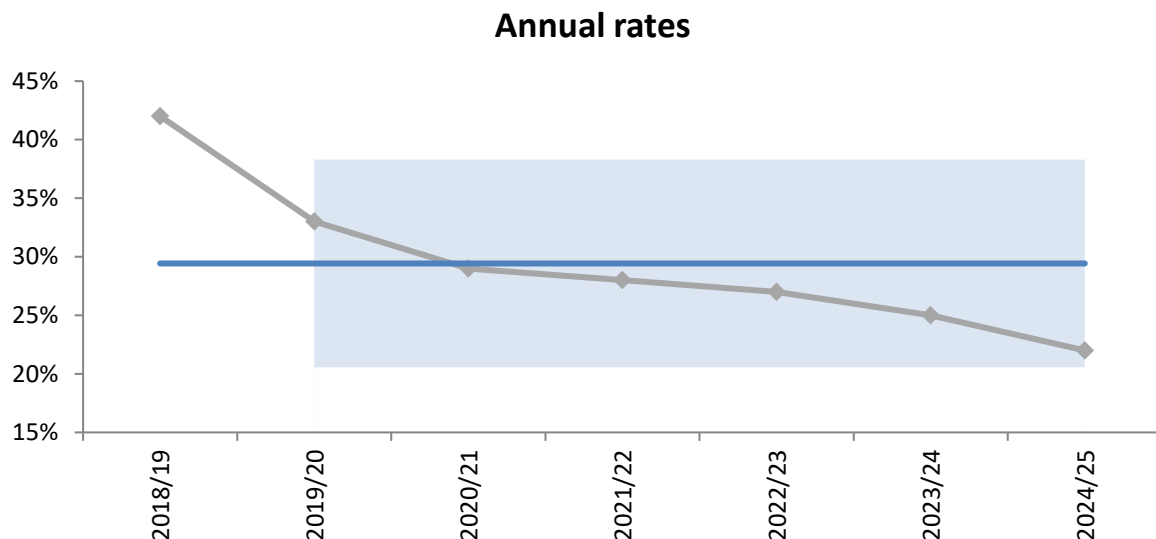
25. A moderate but meaningful improvement in quality of services was observed, with 47% of residents rating the quality of services and facilities positively, an increase of 5% from the previous year. This uplift is reflected in a net satisfaction score of +25.

26.



ANNUAL RATES ARE FAIR AND REASONABLE

27. Concerns around affordability of rates remain prominent. Only 22% of residents rated annual property rates as fair, continuing a downward trend since 2022 as shown in the XmR Chart analysis below.



STATUTORY CONTEXT

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

OPTIONS ANALYSIS

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

FINANCIAL CONSIDERATIONS

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

LEGAL IMPLICATIONS / RISKS

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

CONSULTATION / ENGAGEMENT

32. This report is made public.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

37. The results of the report will inform reporting in the Tauranga City Council Annual Report 2024/25 and will be published on our website.
38. The 2025/26 survey will take place between August 2025 - May 2026, in four waves.
39. The 2025/26 results will be reported to this committee throughout the year with the first report scheduled to come to City Delivery Committee in November/December 2025.

ATTACHMENTS

1. **TCC Annual Residents Survey 2025 Report - A18637574 (Separate Attachments 1)** 

9.5 Presentation of Draft 2025 Annual Report

File Number: A17924604

Author: Sheree Covell, Treasury & Financial Compliance Manager
Rachel Burt, Corporate Planner

Authoriser: Kathryn Sharplin, Manager: Finance

PURPOSE OF THE REPORT

1. The purpose of this report is to provide the committee with a copy of the draft 2024/25 Annual Report ahead of adoption on 29 October 2025.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Presentation of Draft 2025 Annual Report".
- (b) Notes that the full document is in designed format to be presented to Audit NZ as a final draft on 1 September 2025.
- (c) Notes that the attachments provided do not currently include consolidated accounts or taxation, and may be subject to further change through the review and audit process.
- (d) Notes that a final audited annual report will be presented to the 29 October 2025 Council Meeting for adoption.

EXECUTIVE SUMMARY

2. This report and accompanying attachment is presented to the City Delivery Committee for review and feedback.
3. The information contained within this report is an audit-ready draft with changes likely as a result of internal review, tax inclusions, consolidation and audit.
4. The draft will be presented to Audit New Zealand on 1 September 2025 to commence their final audit. The final document will be presented to Council for adoption on 29 October 2025, along with the audit opinion. This aligns with the Local Government Act requirement to have an audited Annual Report adopted within four months of year end.
5. The draft performance measures reporting shows results consistent with those reported in the six-monthly report in February this year. The overall result of the non-financial performance measures for the full financial year shows out of a total of 82 measures, 63 measures were achieved (77%), 14 were not achieved (17%), and five were not able to be measured (6%).

BACKGROUND

Purpose and Presentation of the Annual Report

6. The Tauranga City Council (Group) Annual Report is prepared consistent with requirements of the Local Government Act 2002 (LGA).
7. The purpose of the annual report is to report back to the community on the performance of the Council against its levels of service, budgets and capital programme agreed in the first

year of the LTP 2024-34. It also promotes accountability to the community for the decisions made before and during the year.

8. An early draft of the front sections of the annual report were presented to this committee on 22 July 2025. At that meeting, it was noted that a workshop would be the preferred format for providing feedback. A workshop was held on 7 August 2025 and changes based on feedback from this meeting have been incorporated in the attachment.

Financial Results

9. The annual report, particularly sections five (Groups of Activities) and seven (Financials), presents the year end results for 2024/25. The financial performance to budget has previously been presented to this committee throughout the year as quarterly updates, with the 12-month result presented on 22 July 2025. The audited accounts are presented in a more detailed manner which meets the requirements under the Local Government Act 2002, International Public Sector Accounting Standards (IPSAS) and generally agreed accounting policies (GAAP).
10. The below table is presented in section 2 of the annual report. It contains the key financial metrics that are assessed by council's lenders and credit rating agencies, along with additional information that will be of interest to the reader of council's annual report.

Key Financials	2025 Budget (LTP)	2025 Actual	2025 Variance to Budget
Debt Summary			
Capital programme (\$m) ¹	431	332	(99)
Operational expenditure of a capital nature (\$m) ²	78	76	(2)
Net debt (\$m)	1,450	1,312	(138)
Debt to revenue ratio (Financial Strategy)	277%	246%	-31%
Debt to revenue ratio (LGFA compliance)	234%	224%	-10%
Financial limit on borrowing (debt to revenue ratio - bespoke)	330%	330%	0%
Operational Summary			
Total revenue including all asset development revenue	652	579	(73)
Capital subsidies	120	71	(49)
Total operating revenue	470	474	4
Total operating expenditure	573	584	11
Balanced budget (\$)	16	(39)	(56)
Net gains, losses & provisions	-	(1)	
Balanced budget - LGFA and Financial Prudence requirement (%)	103%	93%	-10%
Employee Information			
Total rates ³	333	334	1
Total rates increase (net of growth & penalties)	13%	13%	0%
Employee costs (\$m) ⁴	118	126	8
Capitalisation of staff time (\$)	24	18	(6)
Full time equivalent staff	1,306	1,157	(149)

1 Net of land sales, vested assets, and new capital investment funded by Bay Venues Ltd.

2 Includes Tauriko West network connections (delivered by NZTA) and digital investment in software as a service. Prior to 2023 all projects were recorded as capital

3 Includes water rates

4 Employee costs are net of capitalisation

11. An early draft of the full year financial results with budget variances and explanations was presented to this committee on 22 July 2025. It was noted at that meeting that the results were prior to year-end adjustments such as write backs from capital to operating expenditure which was expected to increase operating expenditure by \$8-9m.
12. The \$7.7m surplus as presented on 22 July is now a deficit of \$19.9m. The \$27.6 movement includes \$15.7m of write backs and \$11.9m net impact of revaluation of financial instruments, and property assets.
13. The \$15.7m asset write backs includes \$6.7m of cost associated with the Tauranga Art Gallery building renovation project which was not identified for write back at the time of the 22 July report. This was budgeted as capital expenditure but is being recognised as a loan funded capital grant to the CCO as the costs are not generating an asset for TCC. This matter has been reported to Council and the Audit and Risk committee throughout the year. There is still discussion with TAGT and audit on the final treatment and the timing of recognition of the grant. Any changes to the presentation of this transaction will be reported at the adoption meeting. The loan funding is captured in an existing resolution to loan fund city centre operational costs that derive long term benefits for the community, with the debt repaid over 10 years.
14. The remaining \$9m of asset write backs are the amounts that were signalled at the 22 July meeting and relate to digital services for which \$4.9m of SaaS enhancements were held in (work in Progress) WIP but were subsequently assessed to not meet the capitalisation criteria. The digital write back has been funded through allocations to the business so is predominantly rates funded. There is a further \$2.9m write back related to the Te Maunga transfer station redevelopment project which was cancelled this year. This has been funded from a reserve that held grant funding for the project from previous years. The remaining amount is predominantly related to Transportation projects that have been revised from capex to opex as projects progress or are cancelled.

Key Performance Measures

15. As part of the Long-Term Plan (LTP), the levels of service to be delivered by Council are determined through consultation with the community and formally adopted by Council. In accordance with the Local Government Act 2002, local authorities are required to report on their performance in delivering these levels of service. Performance is assessed against a set of agreed performance measures.

In the LTP 24 – 34:

- A total of 82 performance measures were adopted.
- Of these, 23 are mandatory, as prescribed by regulations supporting Section 261B of the Local Government Act 2002.

Council is required to report annually on progress against these measures to ensure transparency and accountability in service delivery.

16. The draft annual report outlines Council's performance in delivering the agreed the non-financial performance measures which reflects the levels of service provided to the community during the financial year.

The following high-level observations can be made for the activity areas:

- Of the 82 total performance measures, 61 measures were achieved (74%), 16 were not achieved (19%), and 5 were not able to be measured (6%).
- Five measures (6%) were not able to be assessed:
 - The Road Smoothness Report was impacted by NZTA high-speed data quality issues, a challenge faced by all local authorities. A new tool is currently being developed to standardise the methodology for Smooth Travel Exposure.

- Water Loss is assessed annually, with the next report due at the end of September 2025. Results will be included in Q1 2025/26.
- The Customer Satisfaction Survey for the Contact Centre was paused due to the implementation of a new phone system which was end of life in October 2025. Surveys will resume in the new financial year using the Qualtrics platform, part of the SAP suite adopted by Council.
- Data for Scope 1 and 2 emissions reduction is not yet available, as this measure is calculated annually, and the results will be updated in Q1 2025/26.
- The Marine Precinct measure was not assessed due to the sale of the precinct in April 2025.

17. The following table provides a summary of performance measures results by groups of activity area.

Group of Activities	Achieved	Not Achieved	Not Measured	Total
Transportation	10	2	1	13
Water Supply	7	2	1	10
Wastewater	5			5
Stormwater	4	2		6
Sustainability and Waste	3		1	4
City and Infrastructure Planning		2		2
Community Services	8	3		12
Community, People and Relationships	5		1	6
Economic Development	4	1	1	6
Emergency Management	4			4
Regulatory and Compliance	8	2		10
Spaces and Places	3	1		4
Total	61	16	5	82

STATUTORY CONTEXT

18. The annual report is a public document that reports to the community on the Council's performance and achievements against what was planned, for both financial and non-financial performance. The annual report must be prepared each year in accordance with generally accepted accounting practice in New Zealand and compliant with the requirements of the Local Government Act 2002.

STRATEGIC ALIGNMENT

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

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city	✓

- We can move around our city easily ✓
- We are a city that supports business and education ✓

20. While approval of this recommendation itself does not go towards achieving the outcomes, within **Attachment 1 and Attachment 2** it describes how Council contributes to achieving the strategic community outcomes. All outcomes are covered in this respect.

OPTIONS ANALYSIS

21. There are no options presented in this report. The committee is able to provide feedback on the presentation of the annual report at this meeting.

FINANCIAL CONSIDERATIONS

22. The financial statements and information presented is for the financial year ended 30 June 2025. The presentation of the financials section is guided by the requirements of the Local Government Act 2002, accounting standards (International Public Sector Accounting Standards (IPSAS)) and generally agreed accounting policies. It is audited by Audit New Zealand. The financial statements and note to accounts are prepared on a going concern basis and any incidence or allegations of fraud, non-compliance or misstatement should be disclosed.

LEGAL IMPLICATIONS / RISKS

23. The audited annual report must be adopted by 30 October 2025, under the Local Government Act 2002.

CONSULTATION / ENGAGEMENT

24. The annual report will be made publicly available after adoption. The 2021-31 Long-term Plan which the years results are measured against was consulted on before being adopted. There is no consultation on the annual report itself.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

29. Any feedback provided by the committee on 2 September 2025 to staff will be incorporated into the document.
30. Audit New Zealand will start its audit of the annual report on 2 September 2025 working with staff to ensure all requirements are met.
31. The final audited annual report will be presented to Council for adoption on 29 October 2025.

ATTACHMENTS

1. **Annual Report 2024-25 - DRAFT - A18732596 (Separate Attachments 2)** 

9.6 Full Year Treasury Update

File Number: A18471082

Author: Sheree Covell, Treasury & Financial Compliance Manager

Authoriser: Paul Davidson, Chief Financial Officer

PURPOSE OF THE REPORT

1. This report provides an update on the performance and status of Council's treasury function and seeks approval for strategies for treasury risk management activities, debt issuances, investments and interest rate hedging activities.

RECOMMENDATIONS

That the City Delivery Committee:

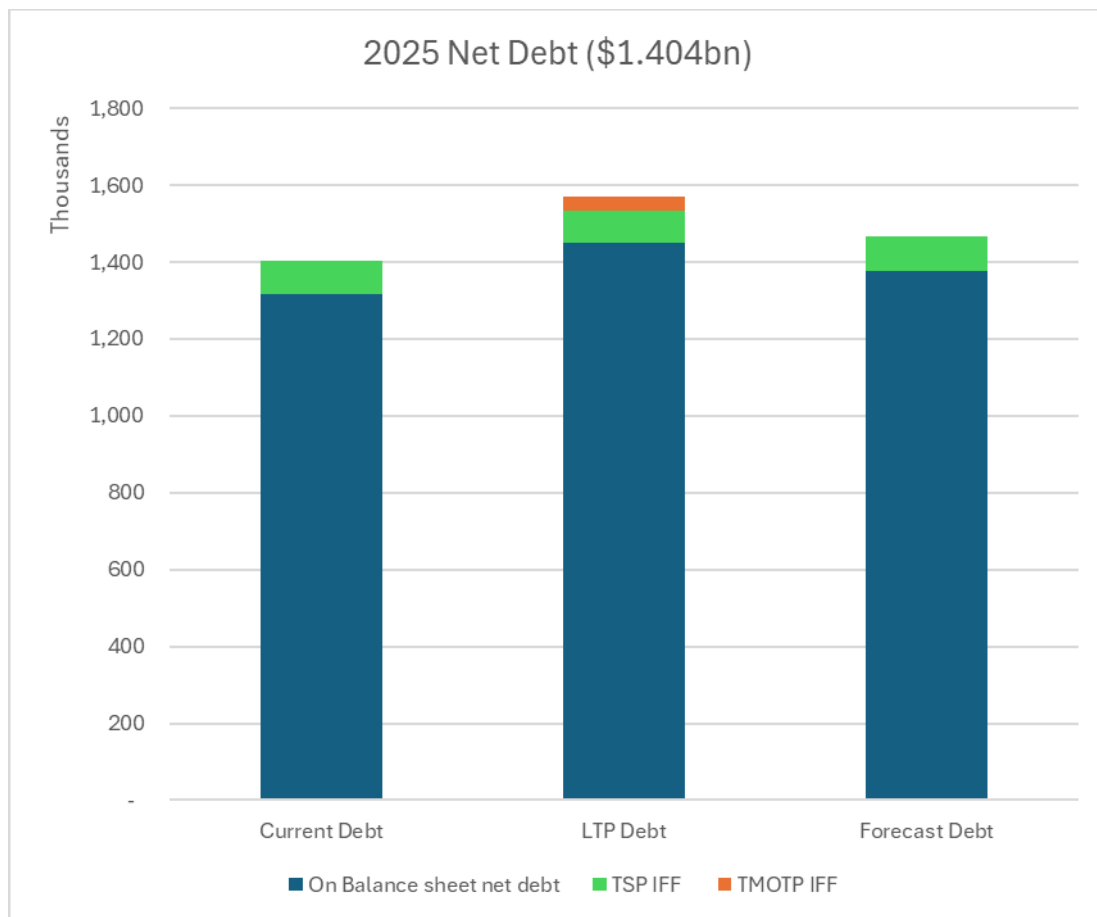
- (a) Receives the report "Full Year Treasury Update".
- (b) Approves ongoing borrowing, hedging and investing in line with the Treasury Policy.

EXECUTIVE SUMMARY

2. This report outlines all significant treasury operational activities and seeks confirmation to continue with existing strategies and approvals for planned strategies.
3. All operational treasury decisions are made in line with the current Treasury Policy which ensures investments and liabilities are managed in a prudent, effective and efficient manner. It also aims to achieve the lowest possible net interest costs obtainable within the policy parameters by proactively managing funding and interest rate exposures.
4. All matters within the treasury function are compliant with the Treasury policy. The attachment details each element of the Treasury Policy as it is assessed at year end.

BACKGROUND

5. TCC's net debt at 30 June 2025 is \$1.3bn which is \$138m lower than budgeted in the LTP and \$62m lower than the forecast opening debt for the 2026 Annual Plan. This is primarily due to the lower capital delivery and land sales that settled this financial year and hadn't been factored into the debt forecast.
6. Total net debt, including debt held off balance sheet under the Infrastructure Funding and Financing (IFF) arrangement is \$1.4bn which is \$165m lower than budgeted in the LTP. The below graph shows the total (on and off balance sheet) debt of \$1.4bn against the LTP budget of \$1.6bn and the forecast closing balances used in the 2026 Annual Plan.

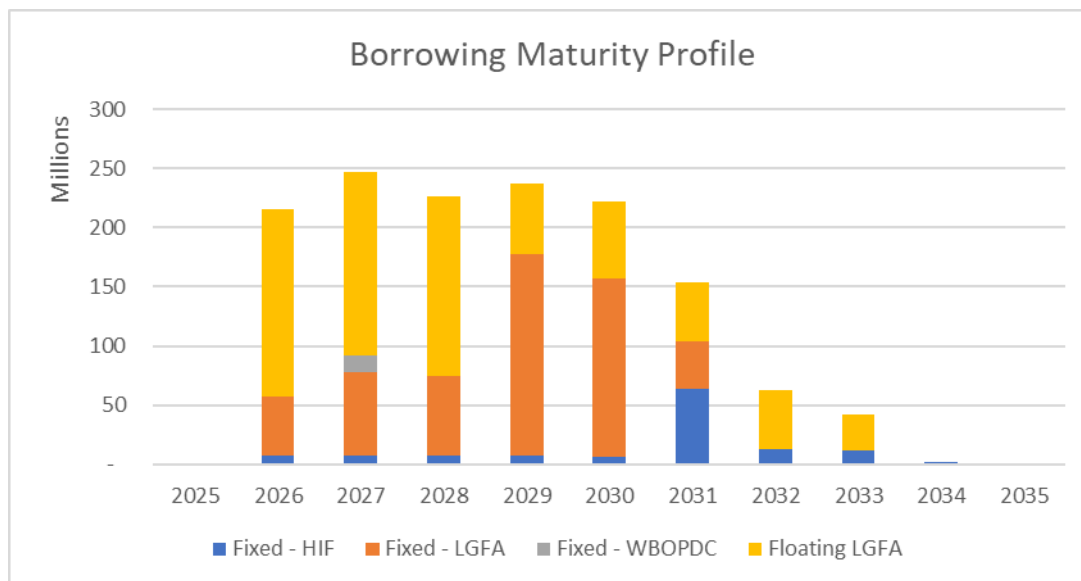


7. The indicative debt to revenue ratio at 30 June 2025 per the financial strategy methodology, which is the more conservative measure by excluding IFF and Tauriko West revenue streams is 248% which is 30% lower than the LTP ratio. The ratio under the LGFA methodology which includes all grant revenue is 225% which is 8% lower than the LTP ratio. The reason for lower ratios is primarily due to lower than budgeted debt which is somewhat offset by lower than budgeted grant revenue. These ratios may change as the revenue included in the calculations is finalised by both TCC and CCO's finance and audit teams. The final ratios will be presented in the 2025/26 Annual Report.

Debt Management

8. Council has a large investment in infrastructure assets which have long economic lives and long-term benefits. Debt is used to fund infrastructure and it is recognised as an efficient mechanism to allocate the costs of infrastructure to the community.
9. Core external debt and working capital requirements are managed by borrowing in a combination of long- and short-term debt. The maturity dates for any new borrowing are assessed under the following criteria:
- Borrowing margins for the short versus long term debt;
 - Local Government Funding Agency (LGFA) or other wholesale margins/maturities offered;
 - Compliance with LGFA covenants;
 - Housing Infrastructure Fund (HIF) drawdowns;
 - Existing maturity profile; and
 - Available undrawn bank facilities.

10. The treasury policy requires that no more than 25% of debt shall be subject to refinancing in any rolling 12 month period. At 30 June 2025, the highest maturity is in June 2027 which is \$247m which is currently 18% of total borrowing.
11. The graph below shows the current debt maturity profile as at 30 June 2025.



12. The 2024/25 borrowing limit was set at the adoption of the 2024-2034 Long Term Plan. Total borrowing approved for the 2024/25 financial year was \$385m which covers capital spend and debt maturities. A further \$54m was approved at Council on 19 August 2024 to cover the 2024/25 spend that would have been funded by Infrastructure Funding & Financing and a change in timing of expected grant revenue. Actual borrowing for the 2024/25 year was \$355m.
13. Debt maturity in 2024/25 was \$116m of which \$100m of LGFA debt matured in April 2025 and the remaining \$6m of HIF debt matured in June 2025. The full \$100m of LGFA debt maturities was fully prefunded prior to the maturity date. Prefunding is used to minimise credit risk and mitigate refinance risk.

Sustainable Lending

14. Council currently have two green loans with LGFA totalling \$112m of which \$58m has been drawn to date. These loans have the benefit of a 5-basis point reduction in borrowing costs.
15. In April 2024 Council was approved for Climate Action Loan status with the LGFA. This provides a 2-basis point discount on any loans issued post 1 July 2023. This is linked to Council's emission reduction plan and targets.

Bank Facilities

16. Access to liquid funding by way of committed bank facilities and/or liquid investments is required in order to manage liquidity risk.
17. Both Council's Treasury Policy and LGFA financial covenants require a level of undrawn committed bank facilities or liquid investments or a combination of both. The key objective is to maintain adequate liquidity in the context of managing debt maturities and debt servicing on a 12-month rolling basis.
18. Bank facilities are currently \$200m. The ANZ \$100m facility will mature in October 2026 and the Westpac facility (also for \$100m) will mature in April 2029. Generally, the maturity date is extended by one year each year. It is planned to maintain the facilities within the two-to-five-year maturity band.
19. In general, bank facilities are available to be drawn down at short notice provided that if they are drawn, they are repaid on a quarterly basis.

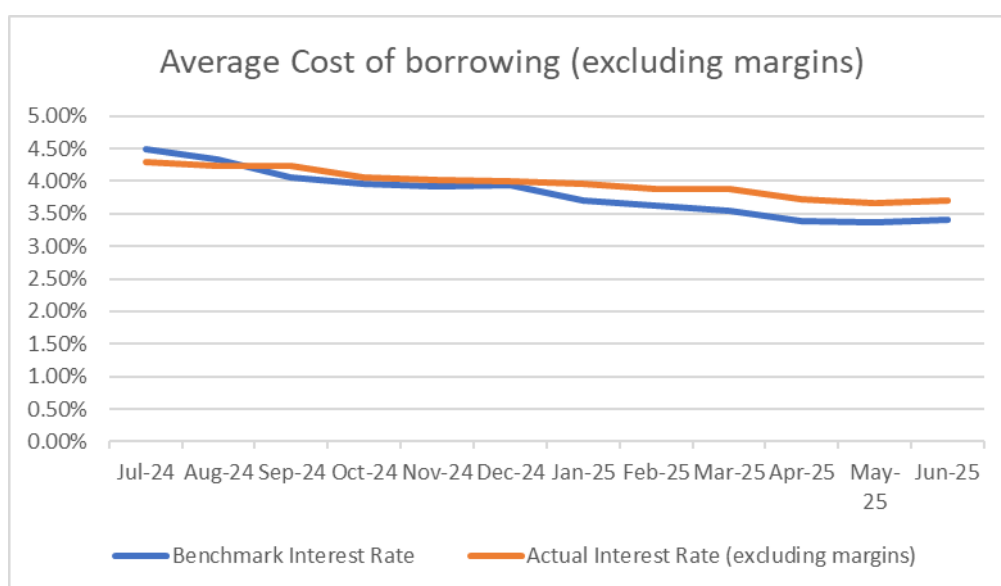
20. It is important to note that any funds drawn from bank facilities would need to be managed within the existing debt to revenue ratio. The limit for the debt to revenue ratio for the 2024/25 financial year is 285%. The forecasted ratio in the 2034-2034 LTP is 277%. This is being monitored during the year to monitor the impact of funding and spend decisions are updated.

Liquidity Risk

21. The Treasury policy outlines the management framework for funding, liquidity and credit risks. Liquidity risk primarily focuses on ensuring that there are sufficient funds available to meet obligations in an orderly manner.
22. The key liquidity risk management indicators are:
- (a) The primary debt maturity limit requires external debt committed bank facilities and cash/cash equivalents to be maintained above 100% above 12th month peak forecasted net external debt. At 30 June 2025 the available financial accommodation to external indebtedness was 115%.
 - (b) No more than 25% of debt to be refinanced in any rolling 12-month period. At June 2025. At 30 June 2025, the highest maturity is in June 2027 which is \$247m which is currently 18% of total borrowing.

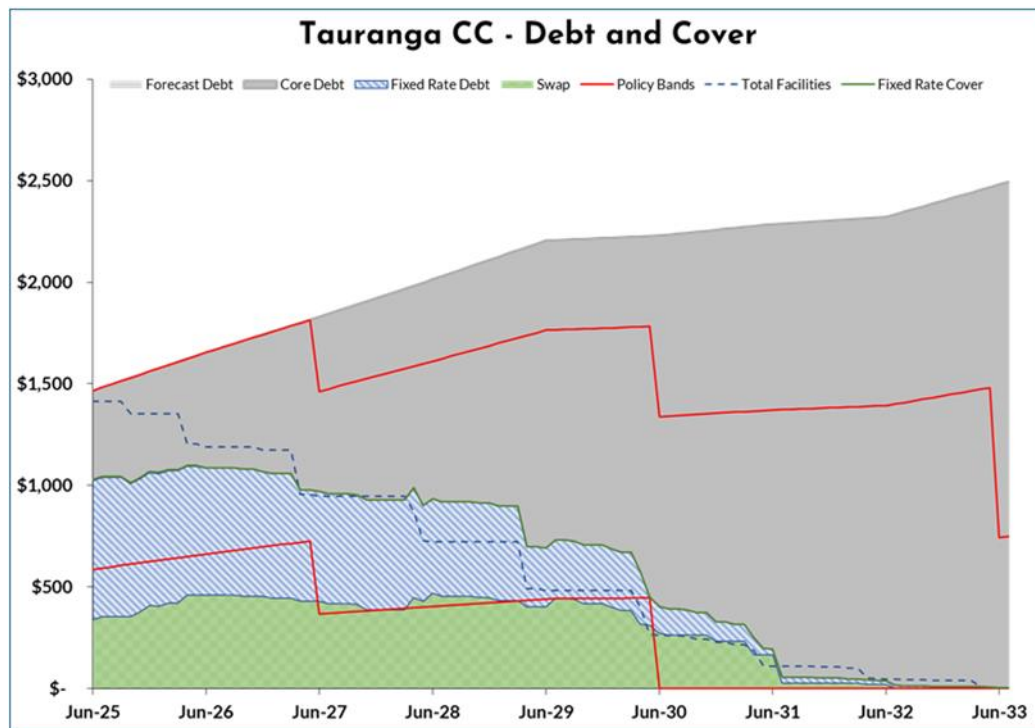
Interest Rate Management

23. The overall objective of the interest rate risk management strategy is to:
- a) Minimise the average net cost of borrowings over the long term;
 - b) Minimise large concentrations of interest rate risk;
 - c) Increase duration of the interest rate re pricing profile; and
 - d) Maintain an appropriate mix of floating and fixed rate exposures.
24. Council is exposed to interest rate fluctuations on existing and future borrowings. Interest rate risk is minimised by managing floating and fixed exposures within the Treasury Policy limits framework.
25. The overall outcome of interest rate risk management is reflected in the average interest rate on borrowings which is 4.21% (including margins) at 30 June 2025. The below graph shows TCC's average cost of borrowing excluding margins (3.70%) against the treasury policy benchmark (3.40%) which reflects an averaging of 90 day to 15-year swap rates.



Fixed Debt Profile

26. The treasury policy outlines the framework for interest rate management activities. Interest rate risk is managed with minimum and maximum fixed debt percentages by time bands. These minimum and maximum levels by time bands are designed to minimise interest rate re-price risks.
27. As at 30 June 2025 the total amount of debt on fixed interest rates (including hedging) was \$1.03bn which was 73% of total debt. This includes \$126m of Housing Infrastructure Funding (HIF) loans which have a 0% interest rate
28. The chart below shows the fixed interest rate positions relative to forecast debt over time. This is based on the 2024/2034 LTP debt forecasts and the current actual fixed debt and interest rate swaps in place at 30 June 2025.



Investments

29. From a short-term working capital management perspective, it is proposed to maintain a minimum liquid investment balance of \$10-\$15m on which investment rates aligning to OCR have been negotiated with our two of our transactional bankers (ANZ and Westpac). This level of working capital is sufficient to manage the net cashflows during an average month.
30. As at 30 June 2025 there was \$33m in cash and \$60m on deposit. The funds on deposit are on short terms which align with our debt maturity profile in the coming months.

STATUTORY CONTEXT

31. The treasury strategy is an important element of sound financial management and allows Council to efficiently manage its funding and associated risks. These strategies ensure compliance with Treasury Policy limits.

STRATEGIC ALIGNMENT

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

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city	✓
We can move around our city easily	✓
We are a city that supports business and education	✓

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

37. Implementation of Treasury Strategy within the Treasury Policy framework.

ATTACHMENTS

1. **June 2025 Treasury Policy Report - A18651621** [↓](#) 

Treasury Policy Compliance**Jun-25****5.1.1 Interest Rate Exposure**

Fixed debt profile is within policy limits

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

Period	Minimum fixed rate	Maximum fixed rate
0 -2 years	40%	100%
2 - 5 years	20%	80%
5 - 8 years	0%	60%
8 - 10 years	0%	30%
10- 15 years	0%	10%

5.1.2 Liquidity

Financial Accomodation remains above 100%

Debt refinancing remains below 25% in the rolling 12 month period

*Policy: No more than 25% of debt shall be subject to refinancing in any rolling 12 month period***5.1.3 Credit Exposure**

Counterparty credit ratings align with policy

Investments are in line with policy

No electricity hedging in place

Interest rate swap exposure remains below \$50m

*Policy: Compliance with the borrowing limits outlined in 5.1.5**Policy: Compliance with the limits and matrix guide in appendix 6***5.1.4 Debt repayment**

Debt is repaid as it falls due

*Policy: no specific metrics other then ensure debt is repaid when due***5.1.5 Borrowing Limits**

Net interest as % of operating revenue remains below 20%

Net interest expense as % of rate revenue remains below 25%

Debt to revenue ratios remains below 285%

*Policy: Net interest expenses % of operating revenue will not exceed 20%**Policy: Net interest expenses % of rates revenue will not exceed 25%**Policy: Net external debt as a percentage of operating revenue does not exceed 285% (280% from 2026)***5.1.6 Security**

No security over assets or revenue outside of LGFA covenants

Policy: For LGFA borrowing council offers security through a Debenture Trust Deed which allows council to provide security over rates revenue.

Policy: Any new requests for security over assets or revenue will be on a case by case basis and required council approval.

5.1.7 Guarantees

No guarantees made known to Treasury

Policy: Guarantees require specific council approval.

Policy: No guarantees can be made for CCOs

5.1.8 Internal Borrowing

Internal borrowing metrics remain within policy

Policy: Outlines the parameters for setting internal borrowing rates and debt retirement

5.1.9 LGFA

Transactions with LGFA remain within policy

Policy: Outlines the types of transactions that can be entered into with LGFA. Including guarantees for other councils, subscribing for shares and security

5.2.1-4 Investments

Investments remain within policy

Policy: Outlines parameters for investment and requires compliance per 5.1.3

5.3 Assessment and Management of risks associated with Financial Investments

Calculations for exposure align to policy

Policy: Outlines the specific calculations required to compute exposures per 5.1.3

5.4 Foreign Exchange

No foreign exchange contracts in place

Policy: Any confirmed commitments for foreign exchange above \$250k is to be hedged using foreign exchange contracts.

5.5 Electricity Hedging

No electricity hedging in place. Main contract is fixed price

Policy: Outlines the parameters for electricity hedging and CFDs (Certificates for Difference)

6 Retentions

Retentions held in trust align with policy and legislation

Policy: Confirms the use of a trust account for retentions entered into after 5 October 2023 in line with the Construction Contracts (Retention Money) Amendment Act 2023.

8 Measuring treasury performance

Current forecast net interest expense is lower than budget

Actual average cost of borrowing is measured against benchmark

Policy: Actual funding cost should be below the budgeted interest cost

9.7 Annual Report on Dog Control Policy and Practices

File Number: A18620645

Author: Brent Lincoln, Team Leader: Animal Services

Authoriser: Sarah Omundsen, General Manager: Regulatory and Compliance

PURPOSE OF THE REPORT

1. To adopt the Annual Report on Dog Control and Policy

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Annual Report on Dog Control Policy and Practices".
- (b) Pursuant to Section 10A of the Dog Control Act 1996, adopt the Tauranga City Council Report on Dog Management Policy and Practice for 2023/2024.
- (c) Pursuant to Section 10A of the Dog Control Act 1996, adopt the Tauranga City Council Report on Dog Management Policy and Practice for 2024/2025.

EXECUTIVE SUMMARY

2. The Dog Control Act 1996 requires all territorial authorities to report annually on the outcomes associated with key areas identified by Section 10A of the Act.
3. This includes the number and type of complaints received, the number of infringements issued, and prosecutions taken, and the number of registered dogs and their classification status.
4. The report for the 2023/2024 dog registration year was not submitted for adoption last year and has been included in this report together with the report for 2024/2025.

BACKGROUND

5. Section 10A of the Dog Control Act requires that a Territorial Authority must report on Dog Control Policy and Practices on the following matters:
 - In respect of each financial year, report on the administration of:
 - a) Its Dog Control Policy adopted under section 10; and
 - b) Its Dog Control Practices.
 - The report must include, information relating to:
 - a) The number of registered dogs.
 - b) The number of probationary and disqualified owners.
 - c) The number of dogs classified as dangerous and the relevant provision under which the classification was made.
 - d) The number of dogs classified as menacing under section 33A.
 - e) The number of dogs classified as menacing under section 33C.
 - f) The number of infringement notices issued.

- g) The number of prosecutions taken.
- The Territorial Authority must give public notice of the report:
 - a) by means of notice published in –
 - (i) one or more daily newspapers circulating in the district; or
 - (ii) one or more other newspapers that have at least an equivalent circulation in the district to the daily newspapers circulating in that district.
 - (b) by any means that the territorial authority thinks desirable in the circumstances.
- The territorial authority must also, within one month after adopting the report, send a copy of it to the Secretary for Local Government.
- There is a requirement for the report to be publicly notified.
- 6. Reports for the financial years 2023/24 and 2024/25 are provided in Attachment A and B as required by the Dog Control Act.



SIGNIFICANCE

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

ENGAGEMENT

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

ATTACHMENTS

- 1. **Annual Section 10A Report on Control of Dogs for the Year 1 July 2023 to 30 June 2024 - A18620637** [↓](#) 
- 2. **Annual Section 10A report on Control of Dogs for the Year 1 July 2024 to 30 June 2025 - A18670998** [↓](#) 



**TCC Policy and Practices in Relation to the
Control of Dogs for the Year
1 July 2023 to 30 June 2024
(Section 10A of the Dog Control Act 1996)**

Brent Lincoln

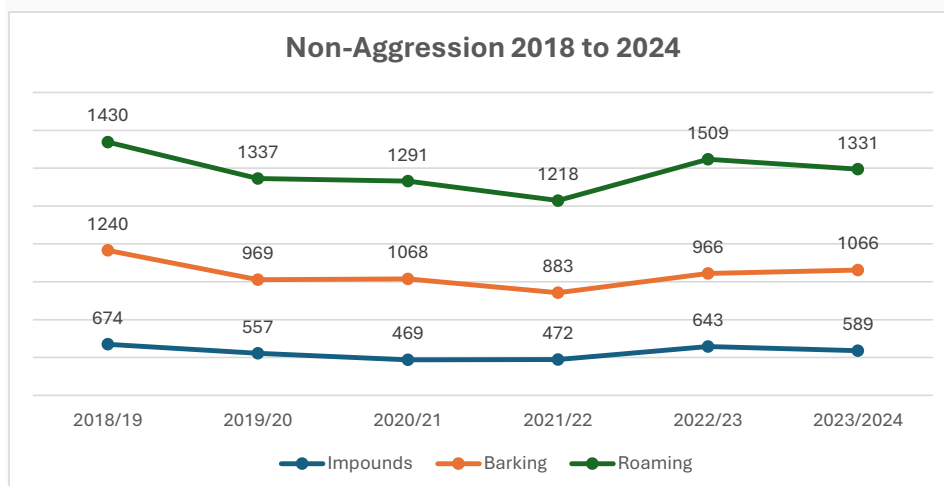
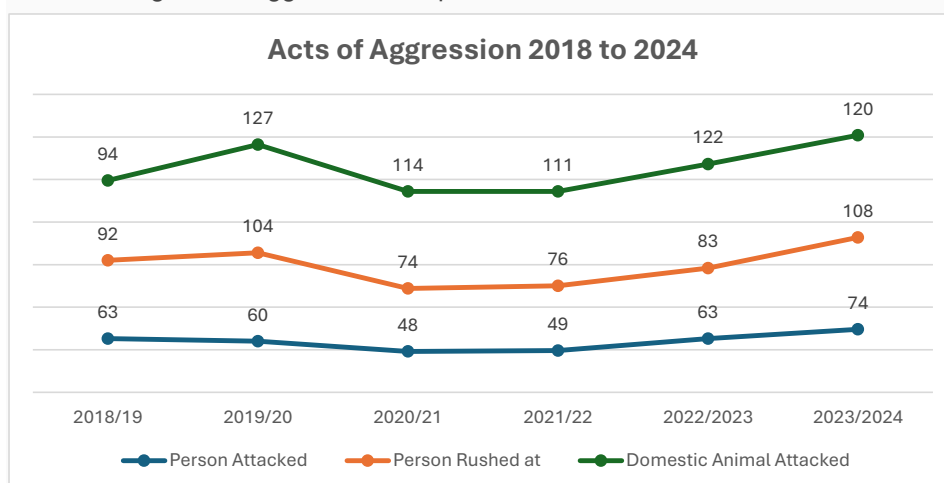
**Team Leader: Animal
Services**

Tauranga City Council

1. Background

The 2023/2024 year was notably busy, with **dog-related complaints exceeding 5000**—the highest volume recorded in the past six years. This increase reflects a broader national trend, with many councils across the country also reporting higher levels of dog-related incidents.

Of particular concern was the continued rise in **dog attacks and rushing incidents**, marking the second consecutive year of growth in these categories. A rushed at is when the dog shows aggression to a person or animal but doesn't attack.



2. Education

During the reporting period, Tauranga City Council engaged with **25 school students** and **1765 members of the public** across **four community events**. These

sessions focused on promoting safe interactions with dogs and reducing the risk of dog-related incidents. Training was also provided to various professionals—including **TCC staff, nurses, and postal workers**—to equip them with practical skills for managing encounters with dogs in their daily work.

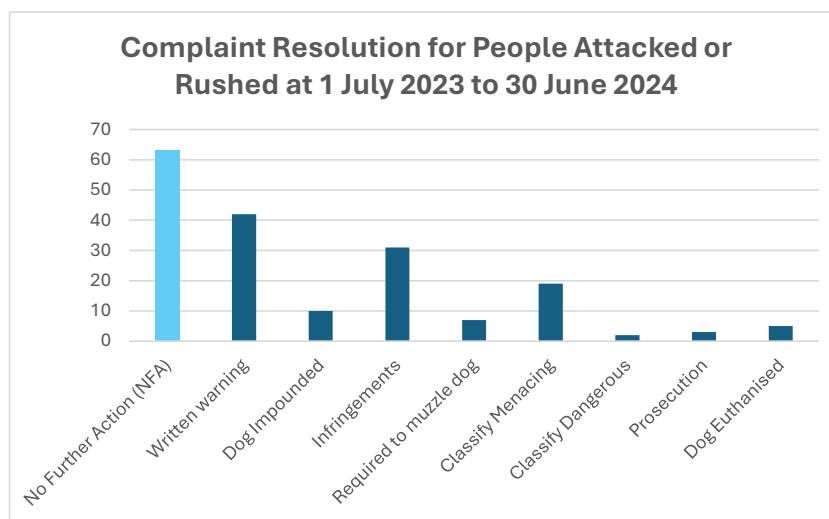
To support dog owners in meeting their legal obligations, the Council continued to offer a **microchipping service** at the pound. Priced at just **\$30**, this service also provides an opportunity for staff to discuss dog behaviour and control responsibilities with owners. A total of **210 dogs** were microchipped during the year, a significant increase from **89 dogs** in the previous year.

3. Trends in Dog aggression

At 30 June	Attacks on people	Rushing People	Attacks on Domestic Animals	Total	Total Known Dogs	Aggression as a % of Total Known Dogs
2020	60	104	127	291	14246	2.04%
2021	50	74	114	238	14736	1.6%
2022	49	76	111	236	15219	1.5%
2023	63	83	122	268	15716	1.7%
2024	74	108	120	302	15910	1.9%

Dog Impound and Rehoming Summary

- **Total Impounded Dogs:**
A total of **588 dogs** were impounded during the reporting period. This includes dogs that were roaming, captured, seized, or trapped.
- **Outcomes:**
 - **430 dogs** were returned to their owners.
 - **33 dogs** were adopted after being unclaimed.
 - **125 dogs** were euthanised.
 - This results in a **release rate of 79%**, reflecting the proportion of dogs either returned to owners or rehomed.
- **Euthanasia Context:**
Dogs that are euthanised are typically unclaimed and assessed as unsuitable for rehoming. Many have experienced poor socialisation or have a history of aggression, making them unsafe to return to the community.
- **Adoption Program Development:**
The adoption program continues to grow, successfully rehoming many unwanted dogs each year. Staff have built strong partnerships with other adoption organisations, enabling dogs to find new homes across New Zealand.



4. Dog Control Complaints Summary 2022/23-2023/24

	2022/2023	2023/2024
Total number of registered dogs	14961	15240

Total number of probationary owners	0	0
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Total number of disqualified owners	56	68
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Total number of dogs classified as dangerous		
▪ S.31 (1)(a) Section 57A conviction	0	0
▪ S.31 (1)(b) Sworn evidence	15	12
▪ S.31 (1)(c) Owner admits in writing	5	6
TOTAL	20	18

Total number of dogs classified as menacing because of:		
▪ S.33A(1)(b)(i) Observed or reported behaviour (deed)	72	85
▪ S.33A (1)(b)(ii) Characteristics associated with breed	0	0
▪ S.33C Dog breeds listed in schedule four of the Dog Control Act 1996	108	87
TOTAL	180	172

Number of infringement notices issued	747	759
---------------------------------------	-----	-----

Number of dog related complaints received		
▪ Attacks on people	63	74
▪ Attacks on domestic animals	122	120
▪ Person rushed at	83	108
▪ Other animals or vehicles rushed at	44	30
▪ Barking dogs	966	1066
▪ Bylaw (excludes roaming dogs)	65	59
▪ Roaming dogs	1541	1331
▪ Miscellaneous*	1744	2116

* NB: Miscellaneous complaints are primarily customer messages and include registration enquiries, requests for dog traps etc.

Number of summary prosecutions commenced	1	3
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Tauranga City

**TCC Policy and Practices in Relation to the
Control of Dogs for the Year
1 July 2024 to 30 June 2025
(Section 10A of the Dog Control Act 1996)**

Brent Lincoln

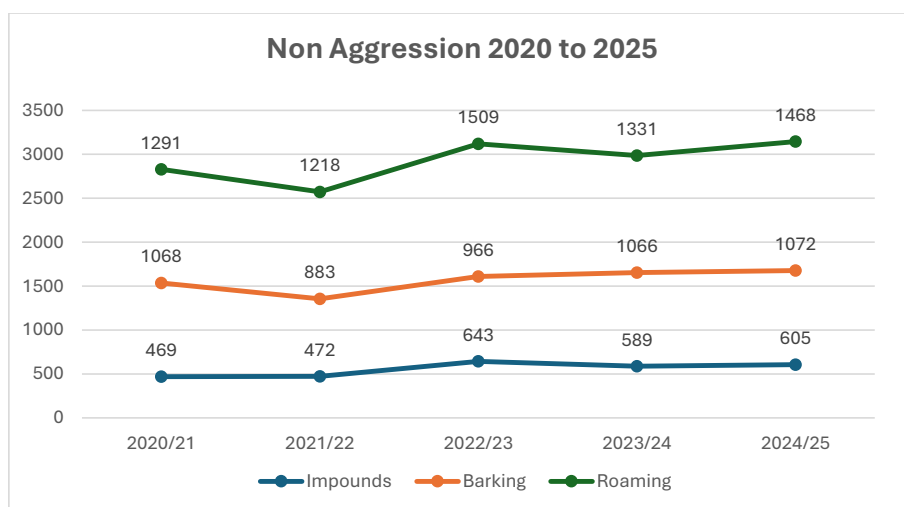
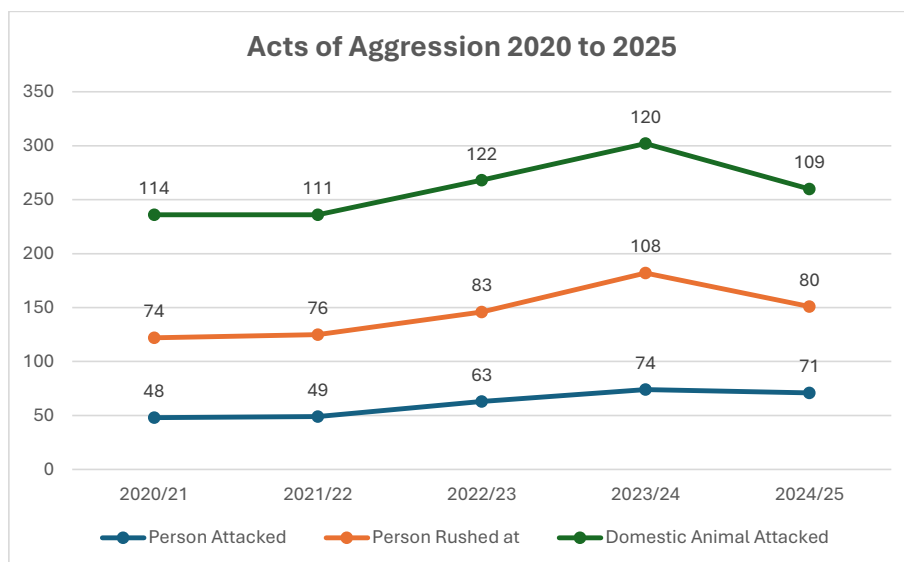
Team Leader: Animal Services

Tauranga City Council

1. Background

As of 30 June 2025, Tauranga City had a total of **15,900 known dogs**. Historically, the city has experienced an average annual increase of **3.8%** in dog registrations. However, this year saw **no growth**, which is attributed to the **25% increase in dog registration fees** introduced during the period.

Encouragingly, there was a **reduction in reported dog aggression incidents**, following a noticeable spike in the previous year. This trend is **contrary to national patterns**, where many councils have reported rising levels of dog-related aggression.



2. Education

During the reporting period, Tauranga City Council delivered **bite prevention education to 260 students** across **four schools**. The programme focused on teaching children how to behave safely around dogs and how to respond if approached by an aggressive dog.

In addition to schools, Council teams and local businesses that regularly interact with the public—and may encounter dogs—received tailored training on safe and effective ways to engage with dogs in various environments.

Community engagement was also a highlight this year:

- The annual **“Bark in the Park”** event attracted approximately **1,000 attendees**, doubling last year’s turnout.
- The popular **“Pooches in the Pool”** event at Memorial Park was held on a beautiful day and enjoyed strong community participation.



3. Dog Pound

Renovations completed at the pound in late 2024 created a safer, healthier environment for staff, dog owners, and impounded dogs.

A designated sheltered waiting area for customers, allowing them to remain separate from dogs being released



Two outdoor exercise areas for impounded dogs



Extension to two of the dangerous dog pens to provide exercise areas for dogs held long-term.



Veterinary treatment and dog washing facility



The Storage area



4. Trends in Dog Aggression

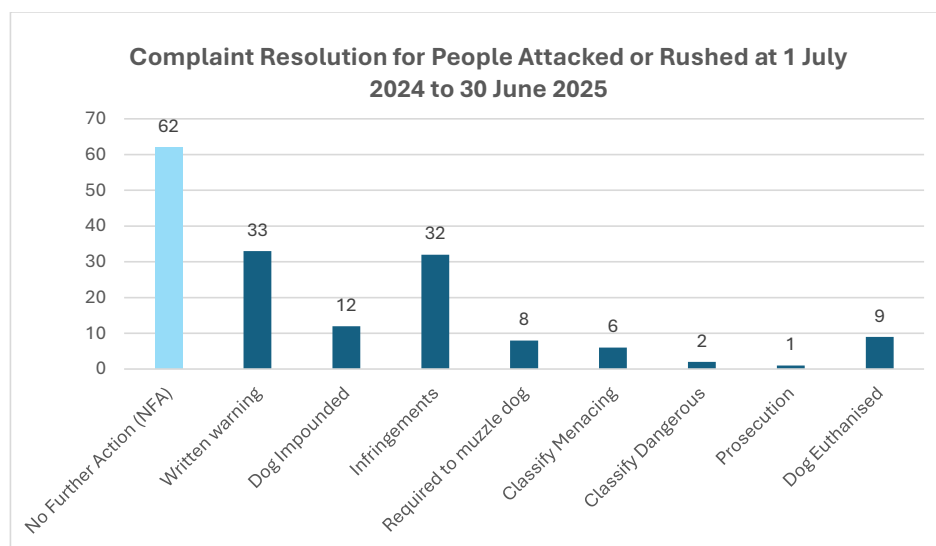
At 30 June	Attacks on people	Rushing People	Attacks on Domestic Animals	Total	Total Known Dogs	Aggression as a % of Total Known Dogs
2021	50	74	114	238	14736	1.6%
2022	49	76	111	236	15219	1.5%
2023	63	83	122	268	15716	1.7%
2024	74	108	120	302	15910	1.9%
2025	71	80	109	260	15912	1.6%

During the reporting period, a total of **605 dogs were impounded**. This figure includes dogs that were roaming, captured, seized, or trapped.

Of the impounded dogs:

- **421 were successfully returned to their owners.**
- **49 were adopted into new homes.**
- **135 were euthanised, resulting in a release rate of 79%.**

Dogs that were euthanised were unclaimed dogs and assessed as unsuitable for rehoming. In many cases, these dogs had experienced poor socialisation and inadequate care during their early development making them unsafe to return to the community.



Note: "No Further Action" indicates that the complaint was either withdrawn by the complainant, the offending dog could not be identified, or there was insufficient evidence to proceed with an enforcement action against the dog owner. Some incidents have multiple outcomes e.g., an infringement and classification.

5. Complaints

- **Summary:** The number of registered dogs declined to 14,648, and infringement notices increased to 891. Dangerous and menacing dog classifications both experienced minor decreases. Complaints about roaming dogs and miscellaneous issues rose, with roaming

complaints increasing by 167 and miscellaneous issues by 327. Barking dog complaints remained relatively steady, showing a slight rise to 1,072.

▪ **In detail:**

	2023/2024	2024/2025
Total number of registered dogs	15240	14648

Total number of probationary owners	0	0
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Total number of disqualified owners	68	63
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Total number of dogs classified as dangerous		
▪ S.31 (1)(a) Section 57A conviction	0	0
▪ S.31 (1)(b) Sworn evidence	12	9
▪ S.31 (1)(c) Owner admits in writing	6	7
TOTAL	18	16

Total number of dogs classified as menacing because of:		
▪ S.33A(1)(b)(i) Observed or reported behaviour (deed)	85	80
▪ S.33A (1)(b)(ii) Characteristics associated with breed	0	0
▪ S.33C Dog breeds listed in schedule four of the Dog Control Act 1996	87	78
TOTAL	172	158

Number of infringement notices issued	759	891
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Number of dog related complaints received		
▪ Attacks on people	74	71
▪ Attacks on domestic animals	120	109
▪ Person rushed at	108	80
▪ Other animals or vehicles rushed at	30	36
▪ Barking dogs	1066	1072
▪ Bylaw (excludes roaming dogs)	59	82
▪ Roaming dogs	1331	1498
▪ Miscellaneous*	2116	2443

* NB: Miscellaneous complaints are primarily customer messages and include registration enquiries, requests for dog traps etc.

Number of summary prosecutions commenced	1	1
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6. Dog Control Policy

The Dog Control Policy and Dog Management Bylaw 2018 are due to be reviewed in late 2025.

9.8 Major Projects Update - Transport

File Number: A17424910

Author: Chris Barton, Portfolio Manager: Infrastructure

Authoriser: Nic Johansson, Acting GM Transport & Water's divisions

PURPOSE OF THE REPORT

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

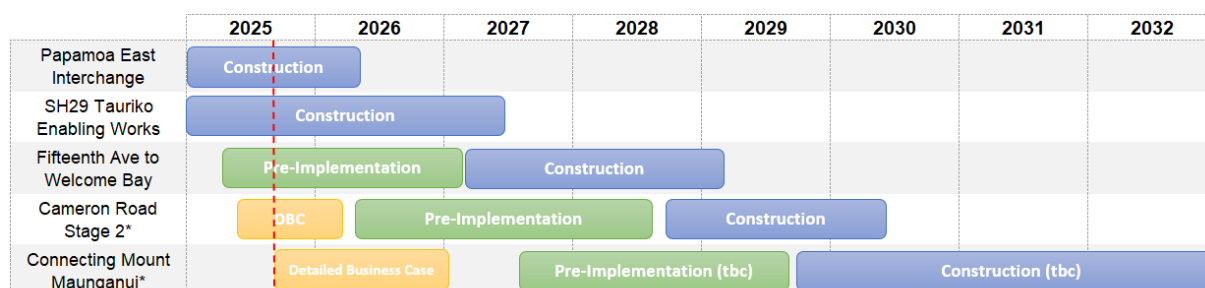
RECOMMENDATIONS

That the City Delivery Committee:

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

EXECUTIVE SUMMARY

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



* Reported separately to City Futures Committee

- Overall the construction of the Pāpāmoa East Interchange and SH29 Tauriko Enabling Works projects are progressing well, and are being delivered on time, on budget, safely and without significant stakeholder issues or traffic disruption.
- The Pāpāmoa East Interchange project celebrated two key milestones in August, with successful installation of 9 of the 12 Tauranga Eastern Link overbridge beams connecting the two sides of the site, and opening of the TEL eastbound offramp connection to Te Okuroa Drive from Tuesday 26 August to enable traffic to utilise this completed section of the works. Full interchange completion remains programmed for early 2026.
- The Fifteenth Avenue to Welcome Bay project is progressing well with procurement of designers and contractors in accordance with the endorsed Early Contractor Involvement (ECI) delivery model to advance next stages of design development.
- Key risks are reflected in project updates with 'amber' status. The key current risk for SH29 Tauriko Enabling Works is managing traffic and disruption during construction, and for Fifteenth Avenue to Welcome Bay the key risk is scope and cost confirmation particularly

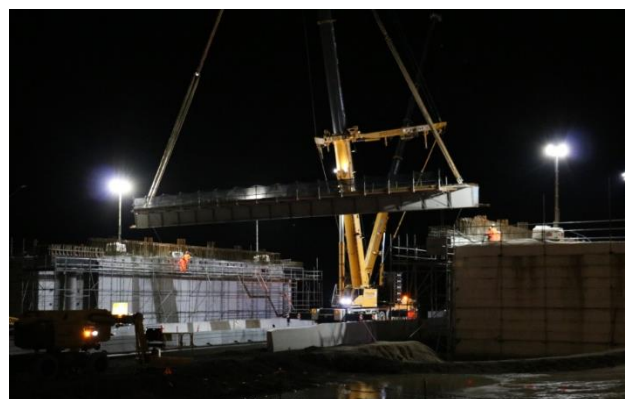
regarding the Hairini Bridge as the design is developed following current procurement of designers and contractors.

PĀPĀMOA EAST INTERCHANGE

9. The Pāpāmoa East Interchange is a key roading connection to improve network connectivity for existing residents and also enable ongoing growth and continued residential & commercial development.
10. Construction is progressing well with works currently ahead of programme and costs forecast to be within budget.
11. An overview of the project status is as below:

	Status	Comments
Cost		LTP Budget \$79.3m. Current estimate at completion \$65m-\$74m. Previously confirmed \$5m of savings, with further assessment of potential savings planned by Dec 2024 as construction progresses and residual risks are further understood.
Time		Baseline completion mid-2026. Currently ahead of programme, on track for completion in approximately February - March 2026.
Safety		Appropriate safety management with regular audits. Over 120,000 worker hours on site to date without any serious harm incidents.
Scope		Scope confirmed with no substantive changes
Stakeholders		No current major disruption or complaints. Some stakeholder concerns raised in relation to recent NZTA consultation on proposed amendments to TEL tolling.
Risk		Whilst works are progressing well, this remains a complex and high value project with significant construction works still to be completed. Active management of live risks with contingencies in place.

12. In terms of construction progress, works are well advanced on all interchange ramp connections, with the current focus on progressing the overbridge. At the bridge site, abutments are now in place and 9 of the 12 overbridge beams have now been installed.



13. Early opening of TEL eastbound exit ramp connection to Te Okuroa Drive was opened on Tuesday 26 August following a site blessing with mana whenua, elected members and other key project partners.
14. To enable the key construction activities particularly at the overbridge some overnight closures of the Tauranga Eastern Link are required. Overnight closures were completed for 3 nights in August to enable placement of 9 of the 12 bridge beams, and further closures will be required this year to enable the installation of remaining bridge beams (1 night), bridge deck concrete pour (1 night), bridge edge barrier installation (1 night) and TEL traffic management disestablishment (2 nights).
15. Through the design development, procurement and delivery phases staff have optimised scope, procured smartly and worked collaboratively with the Contractor to mitigate and avoid realisation of risks, which as previously reported has resulted in forecast savings of at least \$5m against the project budget. Further contingency and residual risk reviews are planned over the upcoming 3 months.
16. Though not part of the project, NZTA have been consulting from late July to late August on a proposed amendment to the Tauranga Eastern Link Toll Road scheme, specifically regarding a new toll point west of the Pāpāmoa East Interchange and proposed split of the current toll between TEL sections. Within the proposal it notes that there is no restriction to opening of the interchange when complete
17. The overall interchange is on track for completion as scheduled by mid-2026, however the team are currently working on further refining the forward programme to seek advancement opportunities, with a current target of opening in February or March 2026.

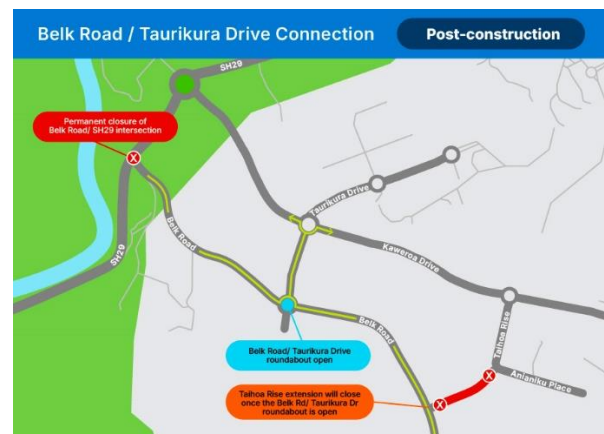
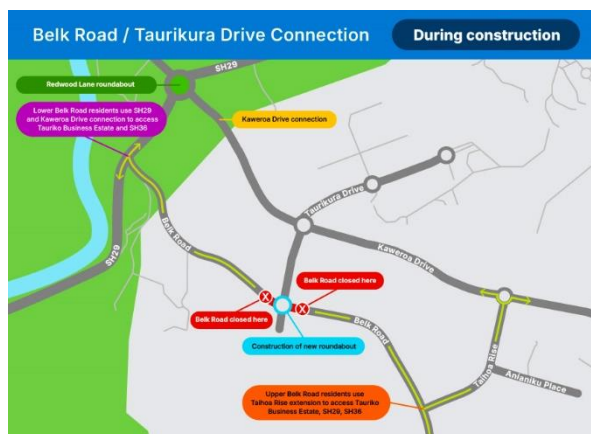
SH29 TAURIKO ENABLING WORKS

18. The Tauriko West Enabling Works project supports both residential and industrial growth - it will directly enable initial development of up to 2,400 new homes in the Tauriko West development area and enable ongoing development of over 100 hectares of industrial land in the Tauriko Business Estate, which is anticipated to provide up to 6,000 additional jobs within the city.
19. Construction is progressing well with works underway at both the Redwood Lane and Tauriko Village / Cambridge Road sites and no current significant impacts to SH29 traffic flows.
20. An overview of the project status is as below:

	Status	Comments
Cost		LTP Budget \$240.8m. Current estimate \$210m-\$230m which is within budget, however significant risks remain.
Time		Construction progressing on programme, with works scheduled to be complete in 2027.
Safety		Continuous safe delivery - over 180,000 worker hours to date without any serious harm incidents.
Scope		Scope confirmed with no substantive changes.
Stakeholders		Actively working with project neighbours and travelling public, however anticipate ongoing traffic disruption during construction. Currently investigating and assessing traffic management options for early next year to facilitate required works on Cambridge Road and SH29 through Tauriko Village, with potential temporary lane closures and intersection movement restrictions as options for consideration.

Risk		<p>Active management of live risks and contingencies in place, however this remains a high-risk project with significant residual risks.</p> <p>Managing traffic throughout construction to minimise disruption remains a key challenge and risk.</p>
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21. At the Redwood Lane / Kaweroa Drive / SH29 section of the site, following the traffic switch to new roundabout at the intersection in May, works have been progressing well with constructing the connections into the Tauriko Business Estate and the Tauriko West residential growth area, as well as completing installation of the pedestrian/cycle underpass and installing landscaping. Opening of the Kaweroa Drive connection to the SH29 / Redwood Lane roundabout is planned in late 2025 / early 2026, which will provide improved access to the Tauriko Business Estate.
22. Closing the existing SH29/Belk Road intersection is a key part of the Tauriko Enabling Works project. Before this can occur, construction of the new Belk Road/Taurikura Drive roundabout and new roading connection to Kaweroa Drive will need to be completed. The roundabout will be constructed by the Tauriko Business Estate developer Element IMF. Construction is expected to commence in early 2026, with the permanent closure of the Belk Road/SH29 intersection likely happen towards the end of 2026.



23. At the Tauriko Village section of the site new large retaining walls and road widening alongside SH29 and Cambridge Road. Works through Tauriko Village including the upgrading the SH29 / Cambridge Road intersection remains on track for completion in 2027.



24. The infrastructure development is well aligned with the recent confirmation of the Tauriko West plan change, with both components working together to enable land development activities to commence. Earthworks are now underway within the Tauriko West development area.

FIFTEENTH AVENUE TO WELCOME BAY UPGRADE

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

	Status	Comments
Cost		LTP Budget \$170.2m. Current estimate \$149.7m-\$170.2m. NZTA co-funding approved for pre-implementation phase. As the project progresses to pre-implementation further assessment will be undertaken in regard optimising the scope and delivering value for money outcomes.
Time		Progressing to programme.
Safety		No current issues.
Scope		Some scope elements to be further refined through the pre-implementation phase.
Stakeholders		Extensive further engagement is planned through design phase in advance of construction. Noting plans are currently being refined, it is anticipated further stakeholder communication and engagement will be completed at 30-50% and 85% design stages, which will be indicatively early and late 2026.
Risk		Some key risks remain which will be further addressed through the pre-implementation phase. It is noted that a key project hold point remains confirmation of the Hairini Bridge structural capacity. Managing traffic through construction to minimise disruption is a key challenge and risk. This will be further informed as the construction methodology is developed with the ECI contractor. There may be opportunities to advance some construction enabling works in advance of implementation co-funding approval gateway, however confirming NZTA co-funding for these elements may be a risk.

27. Procurement of project designers and construction contractors is currently progressing in accordance with the endorsed Early Contractor Involvement (ECI) approach. Following a first phase public Registration of Interest (RoI) process two respondents were shortlisted and have submitted responses to the second phase Request for Proposal (RfP). Following evaluation of submissions a preferred respondent is planned to be identified in September with contract award programmed for October 2025.
28. The overall programme is for designs to be complete and construction to commence from early 2027, with construction completion indicatively estimated in early 2029.

NEXT STEPS

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

ATTACHMENTS

Nil

9.9 Capital Programme Performance

File Number: A18566188

Author: James Woodward, Manager: Performance, Monitoring & Assurance
Alex Johnston, Team Leader: Capital Programme Assurance

Authoriser: Alastair McNeil, Head of Commercial

PURPOSE OF THE REPORT

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

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Capital Programme Performance".

EXECUTIVE SUMMARY

2. Project reporting is aligned with the approved 2025/26 budget of \$500.0 million (pre-carry forward adjustments from 2024/25). As of the end of July, year to date expenditure amounted to \$33.9 million, compared to the year-to-date approved budget of \$42.2 million. The forecast for the financial year-end is projected to be between \$490 million and \$500 million.
3. High-level information regarding capital project performance is available in **Attachment 1**. Currently, 7 out of 225 active projects are indicated to be at an overall red status. Most of these projects remain in the planning/design phase, presenting opportunities to achieve value for money through scope refinement and the procurement process. Additional details on all red status projects can be found in **Attachment 2 – Red Status (tab)**
4. There are 32 projects on hold, pending funding or further direction. The list of on-hold projects is provided in **Attachment 2 – On-Hold (tab)**
5. Over the past three months, 28 procurement activities totalling \$16 million were undertaken, with \$11 million allocated through open competition. For the upcoming three months, 15 procurements worth \$11 million are scheduled, the majority value of this is through the Waters Framework Panel
6. New Zealand's infrastructure delivery is challenged by three key risks: funding constraints, regulatory delays, and rapid growth. An investment deficit and rising costs along with Tauranga's stretched borrowing capacity and cost pressures threatening viability. Regulatory reforms (e.g. RMA, Three Waters) are causing transitional delays, affecting planning and water projects. Tauranga's fast growth continues to outpace infrastructure, making timely investment critical to avoid service shortfalls.
7. New Value for Money controls have been introduced where internal project reviews are now underway, along with a new value for money hub that includes mandatory benchmarks in business case templates and new consultant and contractor approvals.

BACKGROUND

8. This report is for monitoring and reporting purposes to show Council's performance of projects against Annual Plan and Long-Term Plan budgets

DISCUSSION

9. At this early stage of the year, the forecast remains unchanged from the budget of \$500m. Final carry forwards are being reviewed as a washup from the end of the 2024/25 financial year. These will be reported through to the next City Delivery Committee meeting on 4th November 2025. The intention is for most carry forwards moving into the 2025/26 financial year to be offset by budget pushed out to future years. This generally does not impact on the schedule of projects, more so the cash flow timing.
10. There are currently seven projects with red status, four of which are still in the design/planning phase with scope and costings being developed. These indicate potential pressure on existing budgets, which may be addressed during the development of the next Long-Term Plan. Bradley Duncan will be working with these teams to ensure value for money and strategic objectives are met prior to being represented.
11. The remaining projects are being managed through current project governance. Where direction is required, and sufficient information is available, separate reports will be provided to the appropriate committee for a decision.
12. There are 32 projects currently on hold, the majority of which are transport projects no longer supported with funding from NZTA, as a result of a change in Central Government direction. The remainder are awaiting Council decisions, further strategic direction, or input from external stakeholders. Some of these projects are under review as part of the 2025/26 Annual Plan Process. Projects currently on hold are not included in the red status report attachment.
13. Capital project procurement activity over the past three months is represented in the table below for contracts \$50K and over. The most significant procurement was for Taurikura Drive Upgrade, which accounted for the majority of total estimated contract value over this period.

Procurement Method	Number of Procurements	Estimated contract value including renewals	Min of No. of Bids Received	Max of No. of Bids Received
Open	1	\$10,465,073	5	5
Closed	2	\$372,080	2	4
Direct	9	\$2,014,269	1	2
Panel	16	\$3,209,637	1	5
Total Contracts Procured	28	\$16,061,059		

A Panel is a group of pre-approved suppliers that an organisation can use for secondary procurement of goods and services.

15 contracts worth \$11.3m are planned to be released to the market prior Christmas, primarily through panels, the majority of this procurement is through the Waters Framework Panel for physical works projects.



Procurement Method	Number of Procurements	Estimated contract value including renewals
Panel	14	\$10,250,000
Continuum	1	\$1,000,000
Total Procurement Planned	15	\$11,250,000

14. **Attachment 2 – Project List** provides a full list of all active projects including their status for information purposes.
15. The following topics have workshops planned with Elected Members:
 - (a) Project Cost Build Up
 - (b) Prioritisation Framework
 - (c) Value for Money
16. 20 projects have initially been identified as candidates for Internal reviews – this process is due to be activated in FY26.

NEXT STEPS

17. The next full update on project performance will be the 1st quarter results presented at the 4 November City Delivery Committee meeting.

ATTACHMENTS

1. **City Delivery Committee 20250902 - Project Performance End of July 2025**PDF - A18721191 [!\[\]\(b7e1c8bc060ab2af8bc42ce81bfcf3c4_img.jpg\)](#) 
2. **1. Key Project Report (as of July 2025) - A18730385** [!\[\]\(2877759bcf4a3609f6b92cbc19de8848_img.jpg\)](#) 

Project Performance July 2025

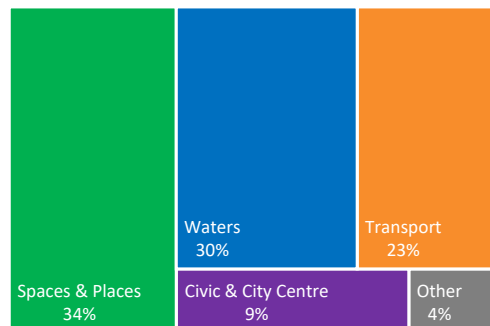
City Delivery Committee 2nd September 2025

Te Tai Whanake
We're here to make Tauranga better
Together, we can

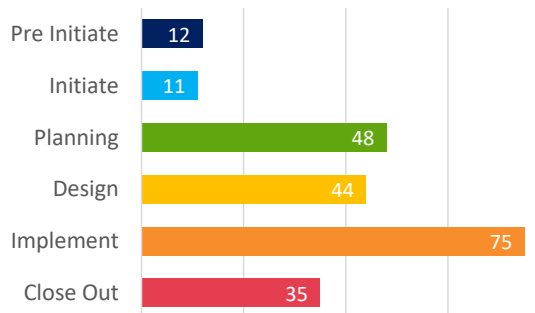


Capital Programme FY26 Budget

Active Projects by Delivery Groups



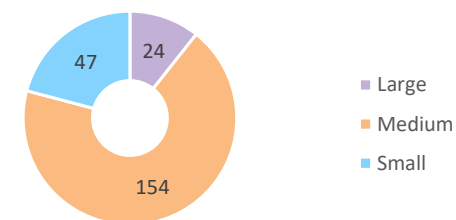
Active Project by Lifecycle Stage (July)



Active Projects Overall RAG Status (July)



Active Project by Size



	Overall Status	Budget (FY)	Actuals (YTD)	EAC (FY)	FY Variance	Active	On Hold
Major Transport	<div><div></div><div></div><div></div></div>	\$ 103m	\$ 7m	\$ 100m	-2%	5	-
Transport	<div><div></div><div></div><div></div></div>	\$ 77m	\$ 4m	\$ 68m	11%	47	26
Waters	<div><div></div><div></div><div></div></div>	\$ 109m	\$ 10m	\$ 110m	1%	67	3
Spaces and Places	<div><div></div><div></div><div></div></div>	\$ 56m	\$ 2m	\$ 58m	4%	77	1
Civic and City Centre	<div><div></div><div></div><div></div></div>	\$ 103m	\$ 8m	\$ 94m	9%	21	6
Digital Services	<div><div></div><div></div><div></div></div>	\$ 12m	\$ 14m	\$ 2m	12%	-	-
Balance (other)	<div><div></div><div></div><div></div></div>	\$ 42m	\$ 2m	\$ 39m	5%	8	1
Overall		\$ 500m	\$ 34m	\$ 471m	6%	225	37

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

Tauranga City Council

Community Infrastructure FY2025/26 Projects

	FY26				Total Project				
	FY26 Actuals (to end July)	FY26 Approved Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date ¹	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP ²	Total Forecast EAC	Total Forecast Variance ⁴
Gate Pa Community Centre	-	5.8m	5.7m	-0.1m	2.2m	8.0m	8.0m	7.8m	-0.2m
Gordon Spratt Master Plan	-0.03m	4.8m	4.8m	0.0m	5.7m	10.6m	10.6m	10.0m	0.6m
Baypark Master Plan ³	-	3.8m	1.5m	-2.3m	3.8m	36.1m	47.3m	15.3m	-20.8m
Links Ave Artificial Turf	0.7m	3.1m	2.7m	-0.4m	6.2m	8.6m	8.6m	8.0m	-0.6m
Renewals ⁵	0.12m	8.5m	7.1m	-1.4m	51.0m	146.9m	145.9m	145.9m	0.0
Balance of Community Infrastructure ⁵	1.1m	29.6m	36.1m	6.5m	132.5m	455.7m	496.0m	480.4m	-15.6m
Total	1.8m	55.5m	57.9m	2.4m	201.4m	665.8m	716.4m	667.4m	-21m

¹includes all historic multi-year spend to the end of July 2026

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





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

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

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

Tauranga City Council

Community Infrastructure Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Gate Pa Community Centre	Resource consent has been subject to a limited notification process, which has impacted the construction start date.		Design	Late 2026
Gordon Spratt Master Plan	There are four workstreams that have been identified to improve sports facilities at Gordon Spratt Reserve for FY26 - equipment storage, carparking improvements, increase changing room provision and the provision of clubroom facilities.		Design	Late 2026
Baypark Master Plan	The Baypark programme has been given the greenlight to proceed by Council on the 14th July 2025. The project is currently being rescoped/reset in accordance with the direction set by council, to report back to council in early 2026.		Implement	Late 2027
Links Ave Artificial Turf	The civil component of the project is nearing completion with work well underway on the new carpark, retaining, and platform for the artificial turf. On schedule to commence artificial turf installation mid September and completion November.		Implement	Nov 25

Tauranga City Council

Community Infrastructure Project Challenges

Challenges	How we are Responding	Change since Last Reported to Committee	Value for Money Challenges
<i>Managing Stakeholder Expectations</i>	It is always a challenge to manage stakeholder expectations of what can be achieved and delivered within the available budgets, to ensure the best outcomes for the key stakeholders and wider community are achieved. The delivery team, engages with a wide range stakeholders (including Mana Whenua) through the planning, design and delivery process. This ensures stakeholders are informed and across design changes and the implications on budgets. The team stays focused to ensure the best overall community outcome is reached that balances community expectations with project costs to deliver value.	Status Quo - The delivery team, engages with a wide range stakeholders (including Mana Whenua) through the planning, design and delivery process. This ensures stakeholders are informed and across design changes and the implications on budgets. The team stays focused to ensure the best overall community outcome is reached that balances community expectations with project costs to deliver value.	Ensuring the scope of projects are correct and reflect not only the requirements of stakeholders but also the best outcome for the community and reflect value for money. For example, the recent relocation of the waterfront toilets, reused a community asset into an area a high demand (Pacific Park Playground) without purchasing a new toilet block.
<i>Maximising best 'Value' out of existing contractual relationships</i>	Spaces and Places, has two procurement arrangements to enable good engagement with the supply chain, through both our panel agreements and Construction Project Partnership (CPP). This allows us to have robust conversations about projects with the supply chain and ensure value is delivered to the community	Status Quo - The success of these agreements is around having confidence in the pipeline of work that is being offered by council. Current reviews of the FY 25 and FY26 capital programme have meant that the pipeline is less secure and some of the key projects that are part of this pipeline are now deferred or on hold awaiting confirmation of AP 26 or other council decision making/direction.	Providing a secure pipeline of work allows council to have robust discussions with the supply chain around cost and efficiency. Uncertainty in the delivery programme means that council can lose this opportunity.
<i>Project Funding (external funders)</i>	Community Infrastructure projects tend to be attractive to external funding agencies (TECT, gaming trusts etc), due to the positive outcomes that are delivered to the community. This funding is used offset any council funded project budget. Spaces and Places provides updates of potential projects to funders proactively to gauge interest in any funding proposals	The Spaces and Places team are proactively communicating with funders on project status updates to assist in securing this funding through any project delivery changes.	Funders may reallocate money to other projects, which means the external funding may no longer be available to council, so those projects if they proceed may do so at a higher capital cost to council.

Tauranga City Council

Waters FY2025/26 Projects



	FY26				Total Project				
	FY26 Actuals (to end July)	FY26 Approved Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date*	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP**	Total Forecast EAC	Total Forecast Variance
Main Wairakei Pump Station	0.4m	3.8m	4.1m	0.3m	4.5m	43.9m	41.4m	35.2m	-6.2m
Opal Drive Pump Station	2.7m	13.1m	18.4m	5.3m	20.4m	38.5m	38.3m	31.8m	-6.5m
Wairakei Rising Main – Stage 1	-	2.3m	1.5m	-0.8m	1.8m	13.1m	20.1m	14.3m	-5.8m
Te Maunga WWTP Bioreactor 2	0.8m	12.0m	12.9m	0.9m	34.1m	55.1m	52.4m	54.4m	2.0m
Te Maunga WWTP Electrical & Aeration	0.2m	4.5m	4.7m	0.2m	0.6m	8.4m	10.1m	9.9m	-1m
Cambridge Reservoir Trunk Main Relocations	0.5m	5.0m	4.6m	-0.4m	3.2m	80.1m	82.5m	80.1m	-2.4m
Mansels Access & WW Renewal Main	-	4.4m	4.4m	-	0.6m	4.8m	5.1m	4.85m	-0.2m
Balance of Waters	5.3m	63.5m	59.5m	-4.0m	820.8m	2,609.8m	2,601.4m	2,601.4m	-
Total	9.8m	108.7m	110.2m	1.5m	885.8m	2,853.6m	2,851.5m	2,838.85m	-12.65m

*includes all historic multi-year spend to the end of July 2026

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



Tauranga City Council

Waters Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Main Wairakei Pump Station	<p>Detailed design is well underway, and the project is progressing in line with critical path.</p> <p>Communication with the community in relation to the project is planned to commence soon; Cr Morris has been briefed on the project due to the anticipated disruption.</p> <p>The preliminary design cost estimate aligns closely with the current WoL budget. An updated cost estimate will be undertaken at 50% detailed design to confirm alignment with WoL Budget. TCC internal gateway approval to proceed to construction will be worked through following this.</p> <p>An emerging risk in relation to a tangata whenua parties view on the resource consent process is driving the orange setting. The project team are working with the consenting authority and have escalated the matter to senior leadership as work to mitigate the risk continues.</p>		Design	31 Aug 2029
Wairakei Rising Main	<p>The project has been handed from the planning team into to the delivery team. The delivery strategy is being confirmed with procurement documentation underway.</p>		Design	30 Jun 2029




Tauranga City Council

Waters Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Te Maunga WWTP Electrical & Aeration	<p>The NIW enabling works required the odour bed (and its process) to be removed from the footprint of future works. The commissioning of the new Bio-trickling Filter has been completed, with some minor improvements underway. Planning is underway for the decommissioning and demolition of the odour bed.</p> <p>Preliminary design underway for the NIW with the pump station location decided. An ECI process is being utilised with the current focus on selection of the most appropriate foundation system.</p> <p>Funding for the subsequent phase of design (Detailed Design) is currently in FY27 and for construction in FY28. The project is preparing to opportunistically continue into detailed design immediately following the preliminary design in FY26. This will be subject to approvals and will be subject to the required levels of spend being able to be supported.</p>		Design	30 Jul 2027
Cambridge Reservoir Trunk Main Relocations	<p>Engagement with external stakeholders (NZTA/Smiths Farm) progressing to ensure project objectives and timeframes are met.</p> <p>ECI contractor and Designer being procured currently to work collaboratively to finalise design alignment, construction timeframes and mitigate key risks as well as seek out opportunities including minimising stakeholder impact through coordination with other transport projects, and cost efficiency. Overall RAG is reported as 'amber' to reflect that detailed planning on the projects programme has not been undertaken. This is a component of the upcoming ECI phase.</p> <p>Due to Chadwick Rd Link trunk main project being integral to this project, the projects will be managed together. Critical path for construction still to be developed subject to confirmation of key constraints from other projects.</p>		Design	30 Jun 2029

Tauranga City Council

Waters Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Mansels Access & WW Renewal Main	Construction will commence in October, after working through issues in receiving a lizard permit from DOC. TCC and BOPRC consents have been received. The award letter has been executed, and the contract has been sent to Contractor for signing.		Design	30 Apr 2026
Opal Drive Pump Station	<p>The project is slightly behind schedule, the project team is working with the contractor to explore an alternate methodology that will both recover some time and minimise the impact the works have on the residents.</p> <p>The estimated cost to complete is close to WoL budget resulting in amber status, opportunities to optimise costs are being explored.</p>		Implement	31 Aug 2027
Te Maunga WWTP Bioreactor 2	Above ground works are underway with the segments of the concrete floor being laid, and the precast wall panels installed. The project was delayed through its ground improvement activities and will be completed later than initially planned. The project is on track to be completed within its revised approved programme and within budget, although the relatively low levels of remaining contingency held within the approved funding is being managed and monitored carefully. Planning for the commissioning is underway.		Implement	25 Jun 2027

Tauranga City Council

Waters Project Challenges

Challenges	How we are Responding	Change since Last Reported to Committee	Value for Money Challenges
<i>Managing Stakeholder Expectations</i>	The challenge is to manage stakeholder expectations of what can be achieved and delivered within the available budgets, to ensure the best outcomes for the key stakeholders and wider community are achieved. The delivery team, engages with a wide range stakeholders (including Mana Whenua) through the planning, design and delivery process. This ensures stakeholders are informed and across design changes and the implications on budgets. The team stays focused to ensure the best community outcome is reached and minimises project costs to deliver value.	No change	Ensuring the scope of projects are well defined with clear boundaries. Clarity on the Why and What is to be delivered for best value outcome.
<i>Pressure on Budgets – “More for less”</i>	<p>We are focusing on a range of tools. The use of our delivery panels partners, using procurement options such as early contract engagement (ECI). Through the entire delivery programme, we are well informed on potential risks and have plans prepared to mitigate or reduce such risks.</p> <p>Ensuring we focus on economies of scale as appropriate to address inefficiencies. Minimise the need for repetitive work across our portfolio of projects.</p>	No change – continue to focus on always making good decisions.	Design reviews for projects that are shovel ready reduces the risk around scope creep. Ensure that the projects are delivering community outcomes at least cost.

Tauranga City Council

Transport FY2025/26 Projects

	FY26				Total Project				
	FY26 Actuals (to end July)	FY26 Approved Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date*	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP**	Total Forecast EAC	Total Forecast Variance
Taurikura Drive Upgrade	1.5m	13.6m	12.2m	-1.4m	4.2m	30.4m	30.6m	15m ¹	-15.6m
Arterial Route Review and Implementation	0.04m	5.6m	1.8m	-3.8m	0.2m	10.8m	10.8m	9.2m ²	-1.6m
City Centre Public Transport Hub	-	2.5m	1.8m	-0.7m	4.3m	16.2m	14.7m	14.7m	0.0m
Wairakei Town Centre Bus Facility	-	2.2m	0.0m	-2.2m	-	2.7m	2.7m	2.7m	0.0m
Te Okuroa Drive Extension To Tumu	0.4m	2.1m	1.7m	-0.4m	3.8m	9.1m	9.1m	9.1m	0.0m
Balance of Transport	1.7m	50.9m	50.9	0.0m	415.7m	1,260.2m	1,262.8m	1,262.8m	0.0m
Total	3.7m	76.9m	68.4m	-8.5m	428.2m	1,329.3m	1,330.7m	1,313.5m	-17.2m

*includes all historic multi-year spend to the end of July 2026

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




¹ Assumes bus hub is constructed on Taurikura Drive rather than on TCL land.

² Assumes full value of available funds will be spent eg prioritized list will be delivered to use available headroom.

³ Costs at completion are initial estimates only and will be refined as design develops.



Tauranga City Council

Transport Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Arterial Route Review and Implementation	Early concept designs are complete, with technical memos, safety review, and SIDRA modelling finalised. The baseline transport model has been peer-reviewed, and additional calibration data collection approved. Next steps include PSG ratification and EM briefings. The project is tracking within budget, though design costs assume all recommended interventions proceed. Timeframes remain constrained by the upcoming 15th Ave project, with multiple workstreams progressing in parallel to mitigate delays. Financial and community engagement risks remain, with impacts to be confirmed once intervention scope is finalised. Interventions within the ARR Programme will be delivered as standalone projects.		Planning	March 2027
Wairakei Town Centre Bus Facility	An inline / interim solution has been proposed for the Boulevard which is expected to be completed in 2026. A permanent facility is not expected to be required until Te Tumu is progressed. Impacts to budget allocations are currently being reviewed by the project team.		Design	2026 (Interim)
Taurikura Drive Upgrade	Works are progressing under the On-Street PT Hub option, with the Lakes Boulevard bus facility complete and operational. Minor amendments to stormwater and the Pak'nSave pedestrian path are underway. The project remains within budget overall, though contingency use will be required in FY26 and is being progressed through TPMB, with budget timing adjustments underway with finance. The main risk is meeting stakeholder expectations for timely delivery, but all construction affecting the TCL entrance remains on track although challenging.		Implement	March 2026

Tauranga City Council

Transport Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Te Okuroa Drive Extension To To Tumu	The contract for Stage 2 of the construction project, focusing on the roading package, has been successfully finalized, and construction activities commenced on March 3, 2025. On-site works have progressed well and completion is expected in September 2025 approximately 5 weeks ahead of schedule and well within budget.		Implement	September 2025
City Centre Public Transport Hub	All works (Durham Street) are now complete and the project has moved into the 12-month defects liability period. Minor snags are being monitored and closed out as required. The project was delivered within approved budget parameters. All identified risks are either closed or trending down, with no new issues emerging. Focus for the 2025/26 financial year will shift to Stage 3 (Elizabeth Street Intercity Stop) which will be reported separately.		Close Out	April 2025 (Complete)

Tauranga City Council

Transport Project Challenges

Challenges	How we are Responding	Change since Last Reported to Committee	Value for Money Challenges
Increasing Councils Delivery Efficiency	<p>In an environment of maximising funding, it is more important than ever that we identify headroom in our programme as we begin new phases of projects within the annual budget cycle. The realised headroom will be used for:</p> <ol style="list-style-type: none"> 1. Identification of various higher priority LCLR projects available to be brought forward and activated at pace. 2. Invest in planning and design activities so projects identified in 1. above can be shovel ready. 	<p>Prioritisation of the programme out beyond FY2026 has highlighted a challenge to fund the intended programme out beyond mid 2027. Work underway to bundle this discussion for Council and our options and consequences.</p>	<ol style="list-style-type: none"> 1. Utilising unrealised cashflow will increase the number of projects delivered by the team. Largely a programme made up of small and low risk projects deliver the community a range of outcomes and requests that the prioritisation of larger projects forgets. 2. Increasing the number of projects that are shovel ready reduces the risk around programme slowdown during annual plan and LTP planning phases. This requires early investment in anticipation of potential activation.
VFM Workstreams	<p>In pursuit of Internalising consultant activities and greater value for money, we have started a process of internalising a range of services traditionally outsourced:</p> <ol style="list-style-type: none"> 1. Understanding what services could be internalised including concept design, MSQA, resource consents, SSA, modelling and vehicle tracking analysis. 2. Identification of skill sets available internally to meet the needs identified. 3. Understand the skill gaps to maximise the opportunity and plan to close the gaps. 4. Manage risk to TCC relating to the transition including QA of undertaking these tasks ourselves until confidence is built around deliverables and an expected level of service. 	<ol style="list-style-type: none"> 1. Work request system activities to support new workflow management needs. 2. Skills assessment completed and specialist software installed to support activities Resource consents and basic concept designs successfully internalised 3. Safe System Audits (SSA) is the next focus area for internalising. 4. Workstream commenced regarding project concepts starting from minimum viable product lens. 	<ol style="list-style-type: none"> 1. Investment required to maximise the opportunity, which is yet to be fully understood for other internalisation opportunities. 2. Difficult to have full confidence in the cost benefit without understanding the benefit of specialist consultants (quality and speed) in comparison to internal resource

Tauranga City Council

Transport Project Challenges

Challenges	How we are Responding	Change since Last Reported to Committee	Value for Money Challenges
<i>Project Pipeline Uncertainty</i>	<p>While we currently have a view of our project pipeline for the coming 12-18 months, the co-funding opportunities visible to us evaporate thereafter making it very difficult to keep projects progressing to a stage to activate when the funding priorities become known from our partners:</p> <ol style="list-style-type: none"> 1. Developing a prioritisation methodology that is flexible and allows us to recalibrate to varying funding climates/priorities 2. Aim to engage with EM's on our recommendation and how we fund early-stage project progress to allow us to pivot or respond as required when more is known about funding priorities out past 2027. 	<ol style="list-style-type: none"> 1. Prioritisation methodology in the final stages of development for EM consideration and confirm TCC priorities outside of the priorities set by external partners (Smart Growth, UFTI, NZTA). 2. EM discussions to include alignment on how we may make use of any new cash that comes available to activate low cost high impact projects in the pipeline. 	<ol style="list-style-type: none"> 1. Increasing the number of projects that are shovel ready reduces the risk around programme slowdown during annual plan and LTP planning phases 2. Finding budget to sole fund early-stage project evolution (get them closer to being shovel ready)
<i>Innovation Ecosystem</i>	<p>In pursuit of VFM solutions, The EM's have acknowledged an appetite to support innovative thinking that may not have aligned with previous risk aversion and 'belts and braces' operating methodologies:</p> <ol style="list-style-type: none"> 1. Create a 'safe place' for staff to take calculated risks on new systems and technologies e.g. roller compacted concrete, mobile rapid deployment TTM, lower cost alternatives to asphalt etc 2. Seek a platform for capturing innovative ideas, seeking exec or EM endorsement to deviate from GAP around the delivery of transport outcomes. 	<ol style="list-style-type: none"> 1. Sources of innovation identified, and pipeline of existing initiatives understood. 2. Innovation Forum guiding principles and members being identified. 	<ol style="list-style-type: none"> 1. Ordinary innovation cycles accept a relatively high level of failure that we cannot accept at TCC. Our risk assessment process needs to balance risk and reward with higher rigour. 2. Engineers are generally quite risk averse and so we need to develop a safe culture and space to permit and endorse them undertaking controlled deviations from best practice they would not ordinarily explore

Tauranga City Council

Digital Services FY2025/26 Projects

	FY26				Total Project				
	FY26 Actuals (to end July)	FY26 Approved Budget	FY26 Forecast*	FY26 Forecast Variance	Actuals to Date	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP***	Total Forecast EAC	Total Forecast Variance
Rates and Land Management and Property File SAP	\$0.6m	tbc	\$1.3m		\$16.6m	\$17.0m		\$17.3m	\$0.3m
DaaS (Desktop as a Service)	\$0.1m	tbc	\$0.6m		\$0.8m	\$1.2m		\$1.4m	\$0.2m
Hardware (FY26)	\$0	\$1.8m	\$1.8m	\$0		\$19.6m		\$19.6m	\$0
Balance of Digital Programme	\$0.8m	tbc	\$10m	\$1.5m		\$121.9m		\$123.4m	\$1.5m
Total	\$1.5m	\$12.2m	\$13.7m	\$1.5m	\$79.0m	\$159.7m	\$166.7m	\$168.4m	\$2.0m

*Sum of all Digital Services Business Cases that are waiting to be approved



**includes all historic multi-year spend to the end of July 2025

***reflects budgets to the end of FY34 and is subject to future Annual Plan/Long-term plan decision making, impacting phasing and inflationary allowances. . Proposed DS Roadmap, supported by Business Cases are currently reviewed, awaiting approval.

Note: some breakdown of projects have been identified in subsequent slides but have not been split out at the budget level. Actuals and budgets will be split out to provide visibility of key initiatives in future reporting.



Tauranga City Council

Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Rates and Land Management/Property File on SAP	The migration of property rating and land management from our legacy ERP, Ozone to SAP.	<ul style="list-style-type: none"> A very successful go-live occurred on the weekend of the 28th and 29th June. The project is now in the "Hypercare" support phase where project team remains in place to ensure smooth transition into operations. Successful completion of the 1st rates billing calculations and associated invoicing sent out to rate payers. Currently supporting DIA Rebate applications process. 		Implement	Sept 2025
DaaS (Desktop as a Service)	Modernisation of laptop deployment and management processes. This critical initiative aims to enhance the efficiency and security of our laptop fleet, ensuring our technology remains current and fully operational. A key component of this project will impact user interactions with their laptops and our services teams. We are introducing self-service tools for device setup, software deployment, and technical support, while also modernising our backend management systems to ensure operability into the future. This effort is also a strategic move to future-proof our operations, enabling scalable growth, eliminating manual inefficiencies, and strengthening our security posture to mitigate organisational risks	<ul style="list-style-type: none"> Application analysis underway for application catalogue creation and application deployment ITSM integration development underway Buyback commercials being finalised Windows 11 application compatibility testing completed UAT (User Acceptance Testing) underway Business Pilot in planning <p>Complexity in supplier construct (responsibilities within HP/Datacom agreements), being at the forefront of technology within Local Government, supply chain challenges and adding new technology on multiple layers to an existing environment has resulted in a delay of full delivery. The current steps should build a solid step for phase two though, planned for beginning of 2026.</p>		Implement	Dec 2025

Tauranga City Council

Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Hardware FY26	Our ongoing renewals programme manages the lifecycle of our hardware and software assets. This includes critical hardware that runs our network and infrastructure and end user device replacements, as well as software lifecycle. The initiative ensures timely renewals and upgrades, helping us maintain a safe, secure, reliable, and future-ready technology environment.	<ul style="list-style-type: none"> • Planning for Core Switch Replacement • Design underway for Firewall replacement • End of Life renewals for network hardware is underway (includes switches and wireless access points) • End of life renewals for mobile phones underway • End of life renewals for Surface Hubs underway (last few Windows 10 Devices) • End of life replacement for Backup Tape Drive in planning • Data centre Renewals planning underway for environmental protection 		Implement	June 2026
Balance of Digital Services Program	The balance of the Digital Services programme has to date been focused on Platform and SaaS lifecycle management, Digital infrastructure maintenance and Information Security. This work is essential to ensuring our technology environment remains stable, safe and secure. Following approval of Digital Business Cases and funding, these will be broken out to be reported on separately.	<p>Further details and breakdown will be provided in future reporting reflecting business cases and portfolios.</p> <p>Currently presented roadmap – with focus on Safe+Secure, De-risking Ozone and AI/Information Management enabling – is pending approval and clarity on funding.</p>		tbc	Initiatives, included in the Roadmap, have different completion dates

Tauranga City Council

Digital Services Project Challenges

Challenges	How we are Responding	Value for Money Challenges
Budget uncertainty - there was a paper tabled for the Council Meeting on 26 th of August 2026 that provided additional information about the proposed Digital Service Roadmap with a risk of an overspend.	The crafted options paper includes business cases for each workstream and initiatives, main weight being on keeping TCC save and secure.	
Risk appetite - the level of risk appetite is not yet determined; in the meantime, it is assumed that the risk appetite is effectively set at zero, which is not practical or applicable to technology, given the type of organisation we are and the level of funding that can be applied.	The Risk & Assurance Team are working with the Audit & Risk Committee to determine Risk Appetite. The options paper reflects the strong focus of de-risking our dependency on legacy platforms and old technology.	
Organisational capacity - all initiatives have technological and a process aspects. Where new approach in using new technology can have a profound impact on how our people work, the definition a validation of new processes requires time and effort from specialists. Uncertainty about changes in the organisational structure challenges the planning.	Working with Business teams in advance of starting initiatives, defining expectations and identifying resourcing. The is being backed through appropriate governance.	Outcomes of technology need to be owned by business users, otherwise the value is never truly realised.

Tauranga City Council

Balance of Projects

	FY26				Total Project				
	FY26 Actuals (to end July)	FY26 Approved Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP**	Total Forecast EAC	Total Forecast Variance
Major Transport Projects	6.6m	102.6m	100.3m	-2.3m	233.4m	805.8m	809.9m	809.9m	0.0m
Civic & City Centre Projects	8.4m	102.5m	93.5m	-9.0m	220.9m	603.0m	616.8m	616.9m	-0.1m
Balance of Programme	2.1m	41.5m	39.4m	-2.1m	155.4m	547.2m	552.0m	524.4m	-27.6
Total	17.1m	246.6m	233.2m	-13.4m	609.7m	1,956.0m	1,978.6m	1,951m	-27.7m

**includes all historic multi-year spend to the end of July 2026*

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

Note: The full TMOTP programme, including waterfront projects, is reported separately through the City Future Committee.

Tauranga City Council

Other Key Projects

Project / Programme	Project Updates
Marine Precinct - Alongside Wharf	Following the High Court's judgment dated 11 April 2025 lifting the interim injunction, the sale of the Marine Precinct settled on 30 April 2025. The Developer (Tumblehome Bay Ltd and Pacific Safe Harbours Ltd) must now complete Stage 1 of the development, which includes the new wharf structures, by 30 April 2027. Council is working with the Developer to agree terms for a Funding Agreement, which will set out the process for Council's approval of the designs and construction contract for the new wharf structures, and processes for managing payments under the construction contract for the new wharf structures. As set out in the Development Agreement, Council is liable to contribute up to a maximum sum of \$ 29.2m plus GST towards the new wharf structures. Council is seeking advice from industry experts to help it navigate this process, and to achieve the best possible outcome for Council and the wider community. On completion of the new wharf structures, ownership of the new wharf structures will vest back to Council for zero sum.
Major Projects	This programme is reported separately to City Delivery Committee
Te Manawataki o Te Papa	This programme is reported directly to Council

Tauranga City Council

Community Infrastructure Highlights



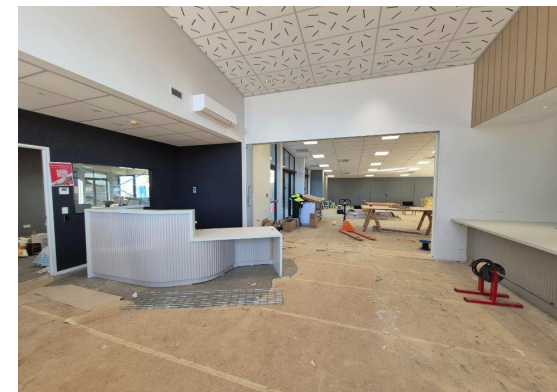
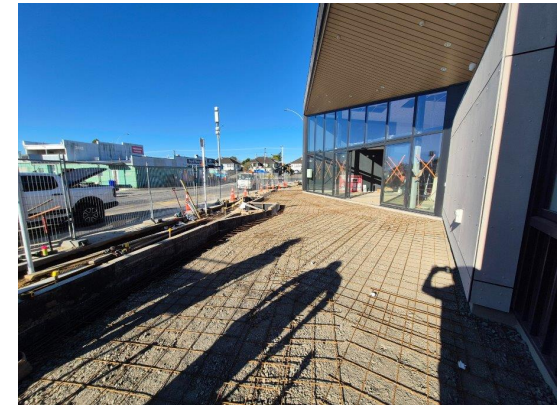
Artificial Turf at Links Ave



Hopukioire Boardwalk



Chapel Restoration Work at Historic Village



Merivale Community Centre nearing Completion

City Waters Highlights

Wairakei Pump Station

- The new Wairakei Pump Station will replace an existing, smaller “localised” Pump Station nearby on Golden Sands Drive and will cater for future development flows from Wairakei and Te Tumu, upstream of the new Opal Drive Pump Station.
- Wairakei PS is currently in design, with an ECI Contractor on board and ground improvement trials were completed on site just before Christmas to manage the geotechnical risk (see photo). Construction is expected to start in the second half of 2025, with the pump station operational by mid-2027.



Tauranga City Council



Bioreactor 2



Opal Drive Pump Station



Transport Project Highlights

Durham Street South Bus Interchange Completed



The new shelters



Kaumātua blessing

Tauranga City Council

Transport Project Highlights

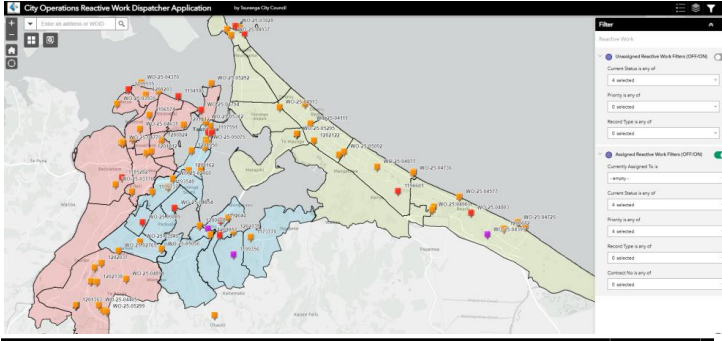
Bethlehem Road Safety Project Progress



Tauranga City Council

Digital Services Programme Highlights

City Operations Reactive Work Dispatcher Application



City Operations Reactive Work Order Dashboard

Total Active

2.8k

Assigned

110

Unassigned

1


Overdue

4


Due in next 7 days

48

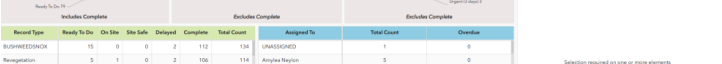
Upcoming Work by Day and Work Order Source - Next 7 Days




Upcoming Work by Day and Work Order Source - Next 7 Days




Current Status



Work Orders by Source



Priority



Record Type	Ready To Dis	On Site	Site Safe	Delayed	Complete	Total Count
BUSHWEEDEWORK	15	0	0	2	112	134
Revegetation	5	1	0	2	106	114
WILDCARDING	3	0	0	0	46	51
STRUCTUREWORKS	4	1	0	0	49	54
Pruning	16	1	0	2	29	48
	79	4	1	19	3,663	3,776

Assigned To	Total Count	Overdue
UNASSIGNED	1	0
Anthony Repton	5	0
Andrew Thompson	4	1
Angus Gough	3	0
Anne Marie Redburn	1	0
Brian O'Connell	2	0
	191	4

City Operations Work order dispatch interface and reporting

Spark NZ

1:03 PM

100%

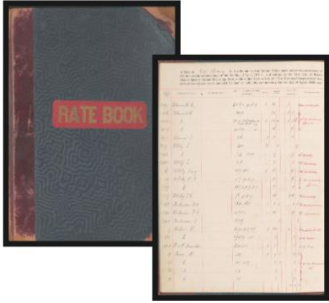
Back

GPS accuracy 5 m

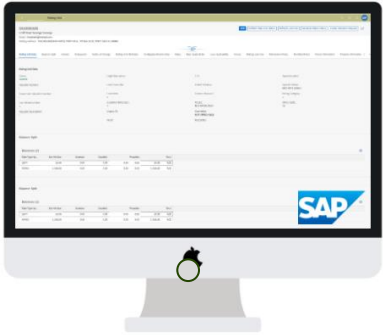


Layers

City Operations field staff mobile asset and work order interface



THEN
1901



NOW
2025

Rates at Tauranga City Council – Then and Now

Red Status Projects

	Large	Medium	Small		Pre-instate	Initiate	Planning	Design	Implement		CHANGES	Large	Medium	Small
Waters	1	2	1	4	-	-	2	1	1	4	Waters	-1	-1	-
Transport	-	-	-	0	-	-	-	-	-	0	Transport	-1	-	-
Spaces & Places	-	1	-	1	-	-	-	-	1	1	Spaces & Places	-	-	-
City & Civic Centre	-	1	-	1	-	-	-	-	1	1	City & Civic Centre	-	-	-
Others	-	1	-	1	-	-	-	1	-	1	Others	-	-	-
	1	5	1		0	0	2	2	3					

Red Status Projects (No Change)

Project Title	Activity Area	Project Size	Project Status	Project Lifecycle Stage	RAG May 2025	RAG June 2025	RAG July 2025	Total Budget (AP26)	Project Actuals to date	Total Project EAC	Variance Bud vs EAC	FY26 Budget	FY26 Forecast	FY26 Forecast Remaining	Future Year Forecast (non FY)	Latest Overall Commentary
Cameron Road Upgrade Stage 2 (CRS2)	Transport & Waters	Large	Active	Planning	Red	Red	Red	327,180,955	7,999,955	323,067,984	- 4,112,972	350,000	345,401	295,000	314,773,029	The Amber status reflects that NZTA co-funding is not available to progress the project as originally planned, however following a workshops with the City Futures Committee on 12 June 2025 and 31 July, value engineering opportunities have been identified to enable delivery within a reduced funding envelope comprising IAF, IFF, and Development Contributions. A report will be presented to Council on 26 August seeking confirmation Council remain committed to delivering the project by mid 2030 in alignment with the IAF funding agreement and recommending to seek community feedback on the revised concepts.
Cambridge Road - Closed Landfill Upgrade	Others	Medium	Active	Design	Red	Red	Red	776,729	841,531	841,531	64,802	-	4,833	-	-	All consenting requirements are complete. Close relationships are being maintained with the BOPRC with regular correspondence and/or meetings with Heidi Fraser covering all activities and consent reporting for the landfill and BMX track site. Geotechnical engineer certification for the revised leachate pond bund design from the Takitimu Northern Link project has been provided, with final details being clarified by the designer. Final pricing for the physical works contract has been provided by HEB.
Mount Beachside Holiday Park ensuite cabins	Spaces & Places	Medium	Active	Implement	Red	Red	Red	2,933,833	1,569,587	1,569,587	- 1,364,246	-	610	-	-	Project scope is clear however, project schedule and deliverables is dependant on engagement with key stakeholders. Application for resource consent is lodged waiting on notification decision from consent authority.
Mt Maunganui WS Main Upgrade	Waters	Medium	Active	Planning	Red	Red	Red	13,323,865	138,007	35,696,007	22,372,142	315,000	258,000	258,000	35,300,000	Total project EAC forecast to exceed approved project budget after the completion of the feasibility design. This should be updated in the next LTP. The objective of the project is to replace the abandoned section of the 250mm AC main with a new, larger trunk water main. This new main will connect the existing 450mm main on Rata Street to the 375mm main on Hull Road. This main will also be extended to connect to the trunk main along Harbour crossing on Totara Street. Currently, the feasibility design and the concept design of the preferred alignment entrusted to GHD is now completed. To be presented in PCG to get the gateway approval.
Wairakei Rising Main PHASE 1	Waters	Medium	Active	Design	Red	Red	Red	20,094,054	1,778,663	15,813,663	- 4,280,392	2,334,379	1,495,000	1,495,000	12,540,000	The project has been handed from the planning team into to the delivery team. The delivery strategy is being confirmed with procurement documentation underway.
Waterfront Central Plaza (excluding Wharf)	Civic & City Centre	Medium	On Hold	Implement	Red	Red	Red	9,741,284	2,091,633	5,767,697	- 3,973,587	3,682,857	3,682,857	3,676,064	-	Tender evaluation completed. Waiting for council approval to proceed
WS Joyce Rd Mini Hydro	Waters	Small	Active	Implement	Red	Red	Red	945,119	805,626	1,055,087	109,968	-	249,461	249,461	-	The contractor has gone into liquidation. We are working with the legal team to secure our materials off site with the liquidators. Positive progress has been made with the liquidators during July. Some broader issues with the liquidation process are being worked through by the liquidator, but we will likely be having meaningful discussions about progressing the project to completion in coming months.

Red Status to Non-Red Status Projects

Project Title	Activity Area	Project Size	Project Status	Project Lifecycle Stage	RAG May 2025	RAG June 2025	RAG July 2025	Total Budget (AP26)	Project Actuals to date	Total Project EAC	Variance Bud vs EAC	FY26 Budget	FY26 Forecast	FY26 Forecast Remaining	Future Year Forecast (non FY)	Latest Overall Commentary
Western Corridor Wastewater Stage 1	Waters	Large	Active	Planning	Amber	Red	Amber	44,897,460	361,180	14,053,935	- 30,843,525	654,230	629,047	626,689	13,066,066	Red for cost - new modelling shows new additional upgrades likely are needed sooner due to changes in pop growth numbers. Scope of medium and long term servicing will be more than what is currently in the 2023 implementation plan, and will impact cost due to increase in pop figures.
Wairakei Town Centre - Bluehaven Delivered Projects	Transport	Large	Active	Design	Amber	Red	Green	13,700,537	1,344,645	9,492,728	- 4,207,809	5,315,461	4,167,015	4,162,785	3,985,298	The project is a programme scope of works, which will be executed in multiple stages (desgn,construction, close-out then back to design) The Sands Avenue stage is currently finalising procurement engagement with TCC approval. Construction to commence in Aug/Sept. A project forecast and programme has been re-baselined/agreed at PCG. Additionally, Alta has been engaged to conduct a review of outdated cost estimates and to provide a peer review of the Joint Engineer processes.
Opal Dr Pump Station	Waters	Medium	Active	Implement	Red	Red	Amber	38,310,194	20,390,004	36,973,948	- 1,336,246	13,124,936	18,447,934	15,752,438	831,506	The project is slightly behind schedule, the project team is working with the contractor to explore an alternate methodology that will both recover some time and minimise the impact the works have on the residents. The estimated cost to complete is close to WoL budget resulting in amber status, opportunities to optimise costs are being explored.
Art Gallery Door Relocation	Civic & City Centre	Medium	Active	Implement	Red	Amber	Amber	8,867,971	7,379,702	9,320,880	452,909	3,340,898	3,340,898	1,941,178	-	Construction is nearing completion with practical completion scheduled for 15 August 2025 and handover on 18 August 2025.
Carmichael Rd 3Waters Upgrade	Transport	Medium	Active	Planning	Red	Amber	Amber	5,008,556	1,029,986	3,211,243	- 1,797,313	351,767	340,677	305,297	1,875,960	Overall amber as amber for scope and programme, green risk rating. Current budget was for low pressure sewer which was decided as no longer viable in 2024, budget used for design and option reviews and new feasibility assessment, it does not cover the cost for design and installation of a traditional system. NOTE forecast uses a remaining current budget, NOT what will be needed to complete the design and construction of the preferred system (when it is fully developed and then approved).
Papamoa Manifold Pipeline (Trunk main) replacements	Waters	Medium	Active	Planning	Red	Amber	Amber	6,820,908	258,577	2,221,415	- 4,599,493	66,000	65,610	61,000	1,901,838	New RAG rule, AMBER, as scope & schedule for previously agreed solution to proceed with overflow pipe design deemed not feasible and site investigation is underway to inform the new 'alternative feasible' option. Project on-hold until CCTV work along Trumane Ln is completed, pending TCC ops team to provide flow management plan still/ Best case resume Nov 25.
Joyce Rd WSTP Technology Renewal	Waters	Medium	On Hold	Planning	Red			9,229,246	8,510	6,422,128	- 2,807,118	500,000	-	-	6,413,618	Project on hold as current budget is insufficient to complete full scope. There will be a submission to the LTP seeking to secure additional funding to enable the project to proceed.
Oropi WTP Intake Silt Management System - Self Cleaning Screens	Waters	Medium	On Hold	Initiate	Red			3,759,214	446,763	446,763	- 3,312,451	-	-	-	-	Project on hold due to budget deferral through Annual Plan process. Likely to remain on hold until the reconsenting of the water take is complete to ensure alignment with new resource consent conditions.

10 DISCUSSION OF LATE ITEMS

11 CLOSING KARAKIA