



# **AGENDA**

## **Ordinary Council meeting Tuesday, 21 April 2026**

**I hereby give notice that an Ordinary meeting of Council will be held on:**

**Date: Tuesday, 21 April 2026**

**Time: 9:30 am**

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

**Marty Grenfell  
Chief Executive**

# Terms of reference – Council

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## Membership

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<b>Chair</b>	Mayor Mahé Drysdale
<b>Deputy Chair</b>	Deputy Mayor Jen Scoular
<b>Members</b>	Cr Hautapu Baker Cr Glen Crowther Cr Rick Curach Cr Steve Morris Cr Marten Rozeboom Cr Kevin Schuler Cr Rod Taylor Cr Hēmi Rolleston
<b>Quorum</b>	<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> .
<b>Meeting frequency</b>	Three weekly or as required

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## Role

- To ensure the effective and efficient governance of the City.
- To enable leadership of the City including advocacy and facilitation on behalf of the community.
- To review and monitor the performance of the Chief Executive.

## Scope

- Oversee the work of all committees and subcommittees.
- Exercise all non-delegable and non-delegated functions and powers of the Council.
- The powers Council is legally prohibited from delegating include:
  - Power to make a rate.
  - Power to make a bylaw.
  - Power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan.
  - Power to adopt a long-term plan, annual plan, or annual report
  - Power to appoint a chief executive.
  - Power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement.
  - All final decisions required to be made by resolution of the territorial authority/Council pursuant to relevant legislation (for example: the approval of the City Plan or City Plan changes as per section 34A Resource Management Act 1991).
- Council has chosen not to delegate the following:
  - Power to compulsorily acquire land under the Public Works Act 1981.
- Make those decisions which are required by legislation to be made by resolution of the local authority.

- Authorise all expenditure not delegated to officers, Committees or other subordinate decision-making bodies of Council.
- Make appointments of members to the council-controlled organisation Boards of Directors/Trustees and representatives of Council to external organisations.
- Undertake statutory duties in regard to Council-controlled organisations, including reviewing statements of intent, with the exception of the Local Government Funding Agency where such roles are delegated to the City Delivery Committee. (Note that monitoring of all Council-controlled organisations' performance is undertaken by the City Delivery Committee. This also includes Priority One reporting.)
- Consider all matters related to Local Water Done Well.
- Consider any matters referred from any of the Standing or Special Committees, Joint Committees, Chief Executive or General Managers.
- Review and monitor the Chief Executive's performance.
- Develop Long Term Plans and Annual Plans including hearings, deliberations and adoption.

### **Procedural matters**

- Delegation of Council powers to Council's committees and other subordinate decision-making bodies.
- Adoption of Standing Orders.
- Receipt of Joint Committee minutes.
- Approval of Special Orders.
- Employment of Chief Executive.
- Other Delegations of Council's powers, duties and responsibilities.

### **Regulatory matters**

Administration, monitoring and enforcement of all regulatory matters that have not otherwise been delegated or that are referred to Council for determination (by a committee, subordinate decision-making body, Chief Executive or relevant General Manager).



## Order of Business

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**1 OPENING KARAKIA**

**2 APOLOGIES**

**3 PUBLIC FORUM**

**3.1 Kathy Webb - Neighbourhood Support Western Bay of Plenty**

**ATTACHMENTS**

**Nil**



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

## **7 CONFIRMATION OF MINUTES**

### **7.1 Minutes of the Council meeting held on 3 March 2026**

**File Number: A20115597**

**Author: Clare Sullivan, Senior Governance Advisor**

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

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### **RECOMMENDATIONS**

That the Minutes of the Council meeting held on 3 March 2026 be confirmed as a true and correct record.

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### **ATTACHMENTS**

#### **1. Minutes of the Council meeting held on 3 March 2026**



**DRAFT MINUTES**  
**Ordinary Council meeting**  
**Tuesday, 3 March 2026**

**Order of Business**

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<b>6</b>	<b>Change to the order of business</b> .....	<b>4</b>
<b>7</b>	<b>Confirmation of minutes</b> .....	<b>5</b>
<b>8</b>	<b>Declaration of conflicts of interest</b> .....	<b>5</b>
<b>9</b>	<b>Deputations, presentations, petitions</b> .....	<b>5</b>
<b>10</b>	<b>Recommendations from other committees</b> .....	<b>5</b>
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11.3	Elected Members' Expenses and Resources policy - Home Security Allowance .....	7
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<b>12</b>	<b>Discussion of late items</b> .....	<b>8</b>
<b>13</b>	<b>Public excluded session</b> .....	<b>8</b>
13.1	CCO Board appointments - Bay Venues Limited and Te Manawataki o Te Papa Limited .....	8
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**MINUTES OF TAURANGA CITY COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, L1, 90 DEVONPORT ROAD,  
TAURANGA  
ON TUESDAY, 3 MARCH 2026 AT 9:30 AM**

**MEMBERS PRESENT:** 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 Rod Taylor, Cr Hēmi Rolleston

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Christine Jones (General Manager: Strategy, Partnerships & Growth), Sarah Omundsen (General Manager: Regulatory & Community Services), Craig Rice (Chief Operating & Financial Officer), Jeremy Boase (Head of Strategy, Governance & Climate Resilience), Shawn Geard (Manager: Transport System), Jane Barnett (Policy Analyst), Vicky Grant-Ussher (Policy Analyst), Oscar Glossop (Team Leader: Animal Services), Clare Sullivan (Senior Governance Advisor), Anahera Dinsdale (Governance Advisor),

Timestamps are included beside each of the items and relate to the recording of the meeting held on 3 March 2026 on the [Council's YouTube channel](#)

## **1 OPENING KARAKIA**

Cr Hautapu Baker opened the meeting with a karakia.

### **Presentation to staff member**

The Mayor made a presentation to Lance Barlow from the City Waters Wastewater Treatment Plant team on the occasion of his 40 years of service to Tauranga City Council. The Mayor noted that Mr Barlow had played a critical role in keeping the treatment plants and pump stations operating safely, efficiently and reliably at a time when the network had more than doubled in size. He also noted the positive influence Lance had on the wider City Waters team.

## **2 APOLOGIES**

Nil

## **3 PUBLIC FORUM**

### **3.1 Jessica Walker from the SPCA will address their submission on the Draft Street Use & Public Places Bylaw**

- Jessica represented SPCA in a national capacity as National Science Manager. She advised that SPCA urged Council to consider introducing clear restrictions on the use of fireworks in public places and in streets. Introducing restrictions would be an important step in addressing community concerns including nuisance, public safety, and fire risk.

- She noted that other councils had implemented a similar approaches. For example, Auckland Council prohibited the setting off of fireworks in public places without written approval.
- SPCA acknowledged that Council could not control the private use of fireworks on private property. She suggested that Tauranga could lead by example and by introducing stronger protections
- SPCA supported the continued use of controlled continued use of notified public displays, but remained concerned about the unregulated private use of fireworks, noting the significant safety and welfare issues that these posed.
- Jessical noted that fireworks regulation was a national issue. SPCA submitted on three petitions presented to parliament, advocating at a national level for a ban on the private sale and use of fireworks.

### **3.2 Hayden Duncan from Bower Real Estate will address their submission on the Draft Street Use and Public Places Bylaw**

- Did not attend.

### **3.3 Residents from Nautilus Apartments**

- Did not attend.

## **4 ACCEPTANCE OF LATE ITEMS**

Nil

## **5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**

Nil

## **6 CHANGE TO THE ORDER OF BUSINESS**

Nil

## **7 CONFIRMATION OF MINUTES**

Nil

## **8 DECLARATION OF CONFLICTS OF INTEREST**

Nil

## **9 DEPUTATIONS, PRESENTATIONS, PETITIONS**

Nil

## **10 RECOMMENDATIONS FROM OTHER COMMITTEES**

Nil

## 11 BUSINESS

Timestamp: 17 minutes

### 11.1 Street Use and Public Places Bylaw 2026 Deliberations

**Staff** Sarah Omundsen, General Manager: Regulatory & Community Services  
Jane Barnett, Policy Analyst  
Shawn Geard, Manager: Transport System

#### RESOLUTION CO/26/3/1

Moved: Cr Steve Morris  
Seconded: Cr Glen Crowther

That the Council:

- (a) Receives the report "Street Use and Public Places Bylaw 2026 Deliberations".
- (b) Approves the following amendments to the draft Street Use and Public Places Bylaw:
  - (i) a maximum size requirement of 1200mm high x 800mm wide for real estate signs
  - (ii) open home and auction signs may only be displayed on the day of the open home or auction.
- (c) Resolves, in accordance with section 155 of the Local Government Act 2002 that the proposed Street Use and Public Places Bylaw (**Attachment One**):
  - (i) is the most appropriate way to help protect the community from public nuisance and offensive behaviour, protect public health and safety, and protect council-controlled public places and the environment from misuse
  - (ii) is the most appropriate form of the bylaw
  - (iii) is not inconsistent with the New Zealand Bill of Rights Act 1990, noting that any implications are considered reasonable and demonstrably justifiable in a free and democratic society as they are necessary to protect public safety, amenity and the rights of others using public places.
- (d) Adopts the final Street Use and Public Places Bylaw 2026, to come into force on 1 July 2026.
- (e) Authorises the General Manager: Regulatory and Community Services to make any necessary minor final edits to the Street Use and Public Places Bylaw 2026, prior to publication.
- (f) Directs staff to prepare a draft amendment to the bylaw to prohibit fireworks in all Council owned and or controlled public places.

**CARRIED**

Timestamp: 40 minutes

### 11.2 Draft Dog Management Bylaw and Policy and Keeping of Animals Bylaw for Adoption for Consultation.

**Staff** Sarah Omundsen, General Manager Regulatory & Community Services

Vicky Grant Ussher, Policy Analyst  
 Oscar Glossop, Team Leader: Animal Services

**RESOLUTION CO/26/3/2**

Moved: Cr Marten Rozeboom  
 Seconded: Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "Draft Dog Management Bylaw and Policy and Keeping of Animals Bylaw for adoption for consultation."
- (b) Agrees to the following approaches to be included in the draft Bylaws, Policy and Statement of Proposal for public consultation:

(i)	<b>Issue 1 - Waterfront Area</b>	<b>Option A -</b> Limit the leash restricted area to 1 Dive Crescent (the northern waterfront park entrance) to the base of the Matapihi bridge.
(ii)	<b>Issue 2 – Shark Alley boundaries</b>	<b>Option B -</b> Add dog restrictions to Shark Alley and encompass the adjacent dunes, grassed area, boardwalk and greenspace up to the kerb of Marine Parade opposite 31 Marine Parade
(iii)	<b>Issue 3 – areas fenced for accessibility and inclusion</b>	<b>Option C -</b> Prohibit dogs from specified fenced public places – fenced area, as well as tailored rules for exit, entry and transit specific to each space.
(iv)	<b>Issue 4 – beach accessways</b>	<b>Option A –</b> Require dogs to be on leash through designated beach accessways.
(v)	<b>Issue 5 – Bee Regulation</b>	<b>Option B -</b> Remove the specific bee provision and instead use the new general powers clause where this is necessary to manage bee issues.

- (c) Agrees to adopt for consultation the attached draft Dog Management Bylaw (Attachment 1) and Policy (Attachment 2) and draft Keeping of Animals Bylaw (Attachment 3) and Statement of Proposal (Attachment 4).
- (d) Resolves, in accordance with section 155 of the Local Government Act 2002 (Attachment 5) that the draft Dog Management Bylaw and draft Keeping of Animals Bylaw:
  - (i) are the most appropriate ways to minimise danger, distress, and nuisance to the community generally from dogs, and to protect public health and safety and minimise nuisance from the keeping of animals
  - (ii) are the most appropriate forms of the bylaw
  - (iii) are not inconsistent with the New Zealand Bill of Rights Act 1990, noting that any implications are considered reasonable and demonstrably justifiable in a free and democratic society as they are necessary to protect public safety, amenity and the rights of others using public places.
- (e) Delegate to the General Manager: Regulatory and Community Services authority to make any amendments necessary to give effect to decisions in recommendation (b) and any minor or typographic changes required prior to public consultation.

**CARRIED**



Timestamp: 1 hour and 7 minutes

### 11.3 Elected Members' Expenses and Resources policy - Home Security Allowance

**Staff** Jeremy Boase, Head of Strategy, Governance & Climate Resilience

#### RESOLUTION CO/26/3/3

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Kevin Schuler

That the Council:

- (a) Receives the report "Elected Members' Expenses and Resources policy - home security allowance".
- (b) Adopts the draft revised Elected Members' Expenses and Resources policy, incorporating the addition of the home security section. (**Attachment 1**).
- (c) Approves retrospective reimbursement of any home security eligible under the Elected Members Expenses and Resources Policy which was installed from 1 July 2025, being the date the Local Government Elected Members (2025/26) Determination 2025 came into force, where all requirements of the Policy have been met except for a security threat and risk assessment being authorised prior to the installation. The security threat and risk assessment must still be completed and conclude that a security system is needed for reimbursement to occur.

**CARRIED**

Timestamp: 1 hour and 8 minutes

### 11.4 Status update on actions from prior Council meetings

**Staff** Christine Jones, General Manager; Strategy, Partnerships & Growth

#### RESOLUTION CO/26/3/4

Moved: Cr Rod Taylor

Seconded: Cr Hēmi Rolleston

That the Council:

- (a) Receives the report "Status update on actions from prior Council meetings".
- (b) **Attachment 2** is to remain in the public excluded section to maintain the privacy of natural persons (as per s7(2)(a) of the Local Government Official Information and Meetings Act 1987).

**CARRIED**

## 12 DISCUSSION OF LATE ITEMS

Nil

### 13 PUBLIC EXCLUDED SESSION

#### Resolution to exclude the public

#### RESOLUTION CO/26/3/5

Moved: Cr Rod Taylor

Seconded: Deputy Mayor Jen Scoular

That the public be excluded from the following parts of the proceedings of this meeting at 10.49am.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<p><b>13.1 - CCO Board appointments - Bay Venues Limited and Te Manawataki o Te Papa Limited</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>13.2 - University of Waikato MoU and Student Accommodation</b></p>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>13.3 - Special litigation report</b></p>	<p>s6(a) - The making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial</p> <p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of Council members, officers, employees, and</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

	<p>persons from improper pressure or harassment</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	
<p><b>Confidential Attachment 2 - 11.4 - Status update on actions from prior Council meetings</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**CARRIED**

## 14 CLOSING KARAKIA

Cr Hautapu Baker closed the meeting with a karakia.

**The meeting closed at 1.30pm on Thursday 26 March.**

**The minutes of this meeting were confirmed as a true and correct record at the Ordinary Council meeting held on 21 April 2026.**

**7.2 Minutes of the Council meeting held on 24 March 2026**

**File Number: A20122534**

**Author: Clare Sullivan, Senior Governance Advisor**

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

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**RECOMMENDATIONS**

That the Minutes of the Council meeting held on 24 March 2026 be confirmed as a true and correct record.

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**ATTACHMENTS**

- 1. Minutes of the Council meeting held on 24 March 2026**



# **DRAFT MINUTES**

**Ordinary Council meeting  
Tuesday, 24 March 2026**

**Order of Business**

<b>1</b>	<b>Opening karakia</b> .....	<b>4</b>
<b>2</b>	<b>Apologies</b> .....	<b>4</b>
<b>3</b>	<b>Public forum</b> .....	<b>4</b>
3.1	Matt Cowley - Tauranga Business Awards .....	4
3.3	Shad Rolleston on behalf of the Tangata Whenua Working Group Members .....	5
3.3	Sam Allen.....	5
<b>4</b>	<b>Acceptance of late items</b> .....	<b>5</b>
<b>5</b>	<b>Confidential business to be transferred into the open</b> .....	<b>5</b>
<b>6</b>	<b>Change to the order of business</b> .....	<b>6</b>
<b>7</b>	<b>Confirmation of minutes</b> .....	<b>6</b>
7.1	Minutes of the Council meeting held on 10 February 2026.....	6
<b>8</b>	<b>Declaration of conflicts of interest</b> .....	<b>6</b>
<b>9</b>	<b>Deputations, presentations, petitions</b> .....	<b>6</b>
<b>10</b>	<b>Recommendations from other committees</b> .....	<b>6</b>
<b>11</b>	<b>Business</b> .....	<b>6</b>
11.1	Local Water Done Well - Project Update .....	6
11.2	Local Water Done Well - Commercial Terms.....	7
11.3	Local Water Done Well - Due Diligence .....	9
11.4	Local Water Done Well - Financial Implications.....	10
11.5	Annual Plan 2026-27 Update .....	14
11.6	Annual Plan 2026/27 - Levels of Service Options - part 1.....	14
<b>12</b>	<b>Public excluded session</b> .....	<b>15</b>
13.2	Annual Plan 2026/27 - Levels of Service Options - part 2.....	15
13.4	Council-Controlled Organisations - Tourism Bay of Plenty .....	15
13.5	Regulatory Hearings Panel Appointments and Terms of Reference .....	15
<b>13</b>	<b>Business continued</b> .....	<b>16</b>
11.5	Annual Plan 2026-27 Update Continued .....	16
11.7	January 2026 Weather Event and Subsequent Expenditure.....	18
11.8	Draft User Fees and Charges Schedule 2026/27 .....	19
11.9	Approval of Draft Development Contributions Policy 2026/27.....	20
11.11	Submission to Bay of Plenty Regional Council's Long Term Plan Amendment.....	20
11.12	Transport Resolutions Report No.60 .....	21
<b>14</b>	<b>Public excluded session</b> .....	<b>21</b>
13.1	Public Excluded Minutes of the Council meeting held on 10 February 2026.....	22
13.3	Application for development contributions waiver at Tauriko West .....	22
13.6	Public Art Framework .....	22
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**MINUTES OF TAURANGA CITY COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, L1, 90 DEVONPORT ROAD,  
TAURANGA  
ON TUESDAY, 24 MARCH 2026 AT 9:30 AM**

**MEMBERS PRESENT:** 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 Rod Taylor, Cr Hēmi Rolleston

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Christine Jones (General Manager: Strategy, Partnerships & Growth), Craig Rice (Chief Operating & Financial Officer), Sarah Omundsen (General Manager: Regulatory & Community), Reneke van Soest (General Manager: Operations & Infrastructure), Charles Lane (Team Leader: Commercial Legal), Tyler Buckley (Commercial Solicitor), Stephen Burton (Transformation Lead – Water Services), Frazer Smith (Manager: Strategic Finance & Growth), Cathy Davidson (Water Organisation Establishment Lead), Jeremy Boase (Head of Strategy, Governance & Climate Resilience), Kathryn Sharplin (Head of Finance), Tracey Hughes (Manager: Organisational Financial Performance & Corporate Planning), Gareth Wallis (Head of Community Hubs, Arts, Heritage & Events), Andrew Mead (Head of City Planning & Growth), Mike Seabourne (Head of Transport), Shawn Geard (Manager: Transport System), Caroline Lim (CCO Specialist), Clare Sullivan (Senior Governance Advisor), Anahera Dinsdale (Governance Advisor), Caroline Irvin (Governance Advisor)

Timestamps are included beside each of the items and relate to the recording of the meeting held on 24 March 2026 on the [Council's YouTube channel](#) - [Part 1](#) and [Part 2](#)

## **1 OPENING KARAKIA**

Cr Hēmi Rolleston opened the meeting with a karakia.

## **2 APOLOGIES**

Nil

Deputy Mayor Jen Scoular arrived at 9.35 am.

## **3 PUBLIC FORUM**

### **3.1 Matt Cowley - Tauranga Business Awards**

- Mr Cowley, Chief Executive of the Tauranga Chamber of Commerce, addressed the Council regarding the Tauranga Business Awards 2026.
- He noted that the awards had been the largest awards held in over 10 years. More than half of the applicants were non-members of the Chamber. An independent panel of judges



was used.

- Mr Cowley highlighted the exceptionally high standard of finalists and acknowledged several award winners: JNP Aviation Limited who supply ground crew support to 10 airports in New Zealand, based in Tauranga; Archishade, based in Pāpāmoa, who design and manufacture outdoor shade solutions and the overall winner of Business of the Year , SYOS Aerospace, which specialised in air, land and sea drones. Its head research and development operations were based in Tauranga and it was set to open a large manufacturing plant in Mount Maunganui later this year.
- Mr Cowley noted there is limited support for start-up businesses and encouraged elected members and council staff, when next reviewing the economic development portfolio, to continue strengthening relationships within the sector to maximise the return from Council's investment.

### **3.3 Shad Rolleston on behalf of the Tangata Whenua Working Group Members**

- Shad Rolleston and Hakopa Tapiata spoke on behalf of the tangata whenua working group members on Local Waters Done Well.
- Mr Rolleston noted that it was a privilege being part of the working group. He acknowledged that one of the objectives was to deliver water services efficiently while taking environmental demands into account. He emphasised that from a te ao Māori perspective, water was valued in an integrated way, and held mana reflecting on the intrinsic relationship between people and the environment.
- Delivering healthy water that supported community wellbeing aligned with these values and was central to the outcomes. Water was an integral part of Māori identity, and there was legislative responsibility for local government to recognise and provide for Māori participation in decision-making.
- Mr Rolleston highlighted that rohe boundaries overlapped both Tauranga City Council and Western Bay of Plenty District Council. Māori governance structures were place-based and operated across both councils.
- Mr Tapiata emphasised the importance of tangata whenua governance and participation, moving beyond consultation to having a clear and meaningful role in decision-making processes. He noted the joint working group had achieved this, describing it as a positive, enabling and empowering process. He expressed a desire for this approach to serve as a model for best practice – moving beyond consultation toward genuine partnership.
- It was noted that iwi would continue to participate as long as they saw value and felt their voices were heard, respected and listened to.

### **3.3 Sam Allen**

- Mr Allen, an artist, expressed his view by reading a poem. He considered that there was a lot of pain and worry in the community.

## **4 ACCEPTANCE OF LATE ITEMS**

Nil

## **5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**

Nil

## 6 CHANGE TO THE ORDER OF BUSINESS

The agenda was taken in the following order.

## 7 CONFIRMATION OF MINUTES

### 7.1 Minutes of the Council meeting held on 10 February 2026

#### RESOLUTION CO/26/4/1

Moved: Cr Hēmi Rolleston

Seconded: Deputy Mayor Jen Scoular

That the Minutes of the Council meeting held on 10 February 2026 be confirmed as a true and correct record subject to clarifying the vote of Cr Crowther on Item 11.1 (part 3).

**CARRIED**

## 8 DECLARATION OF CONFLICTS OF INTEREST

Nil

## 9 DEPUTATIONS, PRESENTATIONS, PETITIONS

Nil

## 10 RECOMMENDATIONS FROM OTHER COMMITTEES

Nil

## 11 BUSINESS

Timestamp: 52 minutes (Part 1)

### 11.1 Local Water Done Well - Project Update

**Staff** Christine Jones, General Manager: Strategy, Partnerships & Growth

#### RESOLUTION CO/26/4/2

Moved: Cr Marten Rozeboom

Seconded: Cr Hautapu Baker

That the Council:

- (a) Receives the report "Local Water Done Well - Project Update".
- (b) Notes that future project updates will be provided via the quarterly reporting against the Water Services Delivery Plan (beginning April 2026) to the Department of Internal Affairs.
- (c) Adopts the principle of maintaining Tangata Whenua participation, engagement and arrangements, with existing commitments and practices either retained or bettered during, and following, the transition to a Water Organisation. Notes that involvement by tangata whenua in this process will require a new terms of reference and a review of

remuneration.

- (d) Notes the future key milestones in this report, and the list of topics scheduled for consideration and further work post-April 2026 as provided by Attachment 3.
- (e) **Attachment 1** can be transferred into the open following negotiations with affected staff and IAWAI

**CARRIED**

Timestamp: 1 hour and 21 minutes (Part 1)

## 11.2 Local Water Done Well - Commercial Terms

**Staff** Christine Jones, General Manager: Strategy, Partnerships & Growth  
Charles Lane, Team Leader: Commercial Legal  
Tyler Buckley, Commercial Solicitor

### Actions Requested:

That staff:

- Look at options around transparency regarding publicly available agendas
- Note as part of recruitment process that the Chief Executive is advised of the preferred request for transparency

The motion was taken in parts.

### RESOLUTION CO/26/4/3

Moved: Cr Marten Rozeboom  
Seconded: Cr Kevin Schuler

#### Part 1

That the Council:

- (a) Receives the report "Local Water Done Well - Commercial Terms" and Attachment 1.

**CARRIED**

### MOTION

Moved: Cr Marten Rozeboom  
Seconded: Cr Kevin Schuler

That the Council:

- (b) Approves and endorses the Commercial Term Sheet at Attachment 1:
  - (i) With no exceptions;

**For:** Mayor Mahé Drysdale, Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**Against:** Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris and Cr Hēmi Rolleston

**LOST 4/6**

**Part 2**

That the Council:

- (c) Subject to a decision by both Tauranga City Council and Western Bay Of Plenty District Council to approve the Local Water Done Well due diligence (proposed for 24 March 2026), and a decision by both Tauranga City Council and Western Bay Of Plenty District Council to establish the Water Organisation (proposed for 2 April 2026):
  - (i) Tauranga City Council and Western Bay Of Plenty District Council shall work together in good faith to resolve any outstanding commercial terms not yet approved by both Tauranga City Council and Western Bay Of Plenty District Council.
  - (ii) Notes that staff will prepare the Water Organisation's Shareholders' Agreement and Company Constitution:
    - (1) In a manner that is consistent with the approved Commercial Term Sheet and any additional commercial terms subsequently agreed by Tauranga City Council and Western Bay Of Plenty District Council; and
    - (2) To enable incorporation of the Water Organisation by 1 July 2026, with operations commencing on 1 July 2027.

**CARRIED**

- (d) In relation to whether Tangata Whenua may hold Class A (voting) shares in the Water Organisation, confirms that Class A (voting) shares in the Water Organisation may:
  - (ii) be held only by shareholding councils.

**For:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom and Cr Kevin Schuler

**Against:** Cr Hautapu Baker, Cr Hēmi Rolleston and Cr Rod Taylor

**CARRIED 7/3**

**Part 3**

That the Council:

- (e) Notes all parties on the Joint Working Group have reached a consensus on all terms within the Commercial Term Sheet at Attachment 1, with the exception of whether Tangata Whenua should hold Class A (voting) shares in the Water Organisation.

**For:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**Against:** Cr Hautapu Baker, Cr Glen Crowther,

**CARRIED 8/2**

**Part 4**

That the Council:

- (f) Notes staff will report back to Tauranga City Council and Western Bay Of Plenty District Council in relation to the draft Shareholders' Agreement and Company Constitution for the Water Organisation for endorsement and approval prior to execution by the Mayor and Chief Executive.
- (g) Notes that the Joint Committee's role is recommendatory only, and that final decision-making authority rests with Class A Shareholders.
- (h) That Council's position is that the Water Organisation's draft Statement of Expectations will incorporate transparency provisions governing how the organisation conducts its

business.

**CARRIED**

At 12.40pm the meeting adjourned.

At 1.30pm the meeting resumed in open.

#### **RESOLUTION CO/26/4/4**

Moved: Cr Glen Crowther

Seconded: Deputy Mayor Jen Scoular

#### **Part 5**

That the Council:

(b) Approves and endorses the Commercial Term Sheet at Attachment 1:

(ii) With the exception of commercial term:

(1) 17, Joint committee membership. Members representing Tauranga City Council must be elected members.

**For:** Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, and Cr Hēmi Rolleston

**Against:** Mayor Mahé Drysdale, Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**CARRIED 6/4**

#### **Part 6**

That the Council:

(b) Approves and endorses the Commercial Term Sheet at Attachment 1:

(ii) With the exception of commercial term:

(2) 44, Selection of Chair of Board of Directors - Option B Councils select and appoint the Chair

**For:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston and Cr Rod Taylor

**Against:** Cr Marten Rozeboom and Cr Kevin Schuler

**CARRIED 8/2**

Timestamp: 4 hours and 27 minutes (Part 1)

### **11.3 Local Water Done Well - Due Diligence**

**Staff** Christine Jones, General Manager: Strategy, Partnerships & Growth

#### **RESOLUTION CO/26/4/5**

Moved: Cr Marten Rozeboom

Seconded: Cr Hautapu Baker

That the Council:

(a) Receives the report "Local Water Done Well - Due Diligence".

(b) Notes the contents of the due diligence reports for legal, people and workforce and

AMOS (asset management, operations and stormwater).

- (c) Accepts that no issues or risks were identified which jeopardise the feasibility of proceeding to establish a joint Water Organisation with Western Bay of Plenty District Council. Notes that cross boundary issues are being addressed through a separate paper.
- (d) Notes that implementation actions recommended by the due diligence reports will be incorporated into the forward work programme, if Council decides to proceed with establishing of a joint Water Organisation with Western Bay of Plenty District Council.
- (e) **Attachment 1** will not be transferred to public as it is legally privileged, a redacted version is available as Attachment 2 to this Council report.
- (f) **Attachment 3** can be transferred into the open once workforce negotiations are completed.

**CARRIED**

Timestamp 4 hours and 35 minutes (Part 1)

#### **11.4 Local Water Done Well - Financial Implications**

**Staff** Christine Jones, General Manager Strategy, Partnerships & Growth  
 Craig Rice, Chief Operating & Financial Officer  
 Kathryn Sharplin, Head of Finance  
 Frazer Smith, Manager: Strategic Finance and Growth

##### **Action Requested:**

- That as part of the LTP development, the CEO brings a paper to Council prior to Dec 2026 with a proposal to fund and mitigate the stranded overheads estimated at \$9-\$10m recognising that rates capping is on its way.

##### **MOTION**

**Moved:** Cr Marten Rozeboom

**Seconded:** Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "Local Water Done Well - Financial Implications".
- (b) Notes that updated financial modelling has delivered results consistent with the previous results reported to Council, and that a multi-council Water Organisation remains the most cost-effective option for the community.

##### Financial Due Diligence Report

- (c) Accepts, noting (g) to (j) below, that the financial due diligence report identified no issues which would jeopardise the successful establishment and operation of the proposed Water Organisation
- (d) Notes that implementation of next steps recommended by the financial due diligence report will be incorporated into the forward work programme if Council decides to proceed with establishing a joint Water Organisation with Western Bay of Plenty District Council.

##### Cost Impacts of Establishing a Water Entity

- (e) Notes there are likely to be an estimated \$9m to \$10m pa of costs remaining in

Council, which were previously allocated as overheads to the water services activity, which will need to be managed downwards as part of the transition to a Water Organisation and right sizing of Council.

- (f) Approves the following principles to guide the exit of water services from Council and the right sizing of the remaining corporate functions at Council.
- (i) Set the Water Organisation up for success.
  - (ii) De-risk the transfer of functions.
  - (iii) Ensure the costs of set-up for the organisation and reset for the remaining Councils are minimised.
  - (iv) Follow a process that is fair to staff affected by the change.
  - (v) Have a medium-term view that the water organisation will be an efficient standalone Organisation.

#### Cross-boundary

- (g) Approves progressing good faith negotiations with Western Bay of Plenty District Council to agree two separate growth-related comprehensive funding agreements by 31 March 2027 for future and current (to be specifically defined) infrastructure, one agreement for each of:
- (i) Waters infrastructure and services
  - (ii) Non-water infrastructure and services
- (h) Agrees to the good faith negotiations being guided by the principles of:
- (i) Growth pays for growth
  - (ii) everyone pays their fair share
  - (iii) Water organisation foundation documents only deal with water growth issues (not other infrastructure issues)
  - (iv) Water organisation set up for success
- (i) Agrees to the good faith negotiations process steps to include the following:
- (i) Problem statement definition developed and agreed
  - (ii) Perspectives of each Council shared, listened to, and develop pathway options together
  - (iii) Define the principles, process and arrangements that will be applied going forward.
- (j) Commits to best endeavours negotiation to reach agreement with Western Bay of Plenty District Council, and in the event that a resolution is unable to be reached by 31 March 2027, Tauranga City council will consider options to preserve its financial interests and ensure a fair and equitable position.
- (k) **Attachment 5** can be reviewed for potential transfer into public after 12 months.

AN AMENDMENT WAS PROPOSED:

Moved: Cr Hēmi Rolleston

Seconded: Deputy Mayor Jen Scoular

That the Council:

Amends the dates in recommendation (g) and (j) to 31 May 2026

**For:** Deputy Mayor Scoular, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris and Cr Hēmi Rolleston

**Against:** Mayor Mahé Drysdale, Cr Hautapu Baker, Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**Tied 5 all**

The Mayor decided not to use his casting vote. **LOST**

**The motion was taken in parts.**

### **RESOLUTION CO/26/4/6**

Moved: Cr Marten Rozeboom

Seconded: Mayor Mahé Drysdale

#### **Part 1**

That the Council:

- (a) Receives the report "Local Water Done Well - Financial Implications".
- (b) Notes that updated financial modelling has delivered results consistent with the previous results reported to Council, and that a multi-council Water Organisation remains the most cost-effective option for the community.

#### Financial Due Diligence Report

- (c) Accepts, noting (g) to (j) below, that the financial due diligence report identified no issues which would jeopardise the successful establishment and operation of the proposed Water Organisation
- (d) Notes that implementation of next steps recommended by the financial due diligence report will be incorporated into the forward work programme if Council decides to proceed with establishing a joint Water Organisation with Western Bay of Plenty District Council.

#### Cost Impacts of Establishing a Water Entity

- (e) Notes there are likely to be an estimated \$9m to \$10m pa of costs remaining in Council, which were previously allocated as overheads to the water services activity, which will need to be managed downwards as part of the transition to a Water Organisation and right sizing of Council.
- (f) Approves the following principles to guide the exit of water services from Council and the right sizing of the remaining corporate functions at Council.
  - (i) Set the Water Organisation up for success.
  - (ii) De-risk the transfer of functions.
  - (iii) Ensure the costs of set-up for the organisation and reset for the remaining Councils are minimised.
  - (iv) Follow a process that is fair to staff affected by the change.
  - (v) Have a medium-term view that the water organisation will be an efficient standalone Organisation.

**CARRIED**



**Part 2**

That the Council:

Cross-boundary

- (g) Approves progressing good faith negotiations with Western Bay of Plenty District Council to agree two separate growth-related comprehensive funding agreements by 31 March 2027 for future and current (to be specifically defined) infrastructure, one agreement for each of:
  - (i) Waters infrastructure and services
  - (ii) Non-water infrastructure and services
- (h) Agrees to the good faith negotiations being guided by the principles of:
  - (i) Growth pays for growth
  - (ii) everyone pays their fair share
  - (iii) Water organisation foundation documents only deal with water growth issues (not other infrastructure issues)
  - (iv) Water organisation set up for success
- (i) Agrees to the good faith negotiations process steps to include the following:
  - (i) Problem statement definition developed and agreed
  - (ii) Perspectives of each Council shared, listened to, and develop pathway options together
  - (iii) Define the principles, process and arrangements that will be applied going forward.
- (j) Commits to best endeavours negotiation to reach agreement with Western Bay of Plenty District Council, and in the event that a resolution is unable to be reached by 31 March 2027, Tauranga City council will consider options to preserve its financial interests and ensure a fair and equitable position.
- (k) **Attachment 5** can be reviewed for potential transfer into public after 12 months.

**For:** Mayor Mahé Drysdale, Cr Hautapu Baker, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**Against:** Deputy Mayor Jen Scoular, Cr Glen Crowther and Cr Hēmi Rolleston

**CARRIED 7/3**

**Attachments**

1 LWDW Finance Presentation

At 3.38pm the meeting adjourned.

At 4.02pm the meeting resumed in open.

**EXTENSION OF MEETING TIME****RESOLUTION CO/26/4/7**

Moved: Cr Marten Rozeboom

Seconded: Cr Glen Crowther

That the Council meeting of 24 March extends past six hours.

**CARRIED**

Timestamp: 6 hours and 32 minutes (Part 1)

### **11.5 Annual Plan 2026-27 Update**

**Staff** Craig Rice, Chief Operating & Financial Officer  
Kathryn Sharplin, Head of Finance  
Tracey Hughes, Manager: Organisational Financial Performance & Corporate Planning

Discussion commenced on this item but was adjourned until later in the meeting.

Timestamp: 7 hours and 7 minutes (Part 1)

### **11.6 Annual Plan 2026/27 - Levels of Service Options - part 1**

**Staff** Jeremy Boase, Head of Strategy, Governance and Climate Resilience  
Gareth Wallis, Head of Community Hubs, Arts, Heritage & Events

The motion was taken in parts.

#### **RESOLUTION CO/26/4/8**

Moved: Cr Marten Rozeboom  
Seconded: Cr Rick Curach

##### **Part 1**

That the Council:

- (a) Receives the report "Annual Plan 2026/27 - Levels of Service Options - part 1".
- (b) Approves the following option for 2026/27 for each of the levels of service identified in this paper:

##### **Climate engagement, education & public awareness (Attachment 1)**

- (i) Option 2 – Reduce budget to \$100,000 and allocates 0.1 FTE Communications support

##### **Climate-related grants and funding (Attachment 2)**

- (ii) Option 2 – Reduce each of the three external grant funds to 50% of the 2025/26 value (being an additional saving of \$85,000 above the \$50,000 saving previously made), leaving a total remaining budget of \$135,000.

**CARRIED**

##### **Part 2**

That the Council:

##### **Event funding (Attachment 3)**

- (iii) Option 3 – Reduce the amount of rates funding needed in 2026/27 by \$500,000 and top up the available funds with \$300,000 from the Event Reserve.

**For:** Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Hēmi Rolleston and Cr Rod Taylor

**Against:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular and Cr Kevin Schuler

**CARRIED 7/3**

## 12 PUBLIC EXCLUDED SESSION

### Resolution to exclude the public at 5.02 pm

#### RESOLUTION CO/26/4/9

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Rod Taylor

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>13.2 - Annual Plan 2026/27 - Levels of Service Options - part 2</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons  s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>13.4 - Council-Controlled Organisations - Tourism Bay of Plenty</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>13.5 - Regulatory Hearings Panel Appointments and Terms of Reference</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

**CARRIED**

At 6.32pm the meeting resumed in open.

At 6.32pm the meeting adjourned.

At 7.15pm the meeting resumed in open.

## 13 BUSINESS CONTINUED

Timestamp 1 minute (Part 2)

### 11.5 Annual Plan 2026-27 Update Continued

**Staff** Craig Rice, Chief Operating & Financial Officer  
Kathryn Sharplin, Head of Finance  
Tracey Hughes, Manager, Organisational Financial Performance & Corporate Planning

#### MOTION

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "Annual Plan 2026-27 Update".
- (b) Confirms the capital budget of \$400m for projects in 2026/27 and the list of deferred projects to be reprioritised through the LTP per **Attachment 1**. A further \$50m of carry forwards from 2025/26 is anticipated.
- (c) Agrees to the annual plan budgets for waters as set out in **Attachment 2** with a rates requirement of \$96m excluding water by meter charges. This is an increase after growth of 7.5%. The water by meter charge has increased by 7.5% from \$3.87 per cubic metre to \$4.16 per cubic metre, including GST.
- (d) Notes that based on decisions from 10 February 2026 and, including recommendations (b) and (g) in this report, the rates requirement for 2026/27 excluding waters would be \$260m, which is a rates increase of 9.7% after growth if no placeholder budget for the Māori ward is included or 9.9% if it is.
- (e) Notes that currently no budget for Māori ward consultation is included in the draft financials in this report.
- (f) Agrees regarding a Māori ward referendum budget to
  - (i) include \$500,000 as a placeholder expenditure budget for a referendum on the Te Awanui Māori ward if future Council decision-making leads to a need for such a referendum which would have a rates impact of \$350k.
- (g) Agrees that additional budgets are included in the 2026/27 Annual Plan for the January 2026 weather event recovery and review of \$2.6m to be funded from the risk reserve, which has a net impact on debt for the year of \$2.6m with only the cost of borrowing impacting rates (up to \$100k).
- (h) Notes the risk reserve has a balance at 30 June 2025 of \$5m, with a further \$1m per annum budgeted to be contributed to the reserve in 2025/26 and in 2026/27 and that the balance would be reduced by costs arising in 2025/26 that are funded from the reserve.
- (i) Notes that for capital expenditure the placeholder budget currently included for the January weather event is \$6m.

- (j) Notes that the above weather event expenditure of \$2.6m for opex funded from the risk reserve, and \$6m capex funded from loans is currently included in the draft financials in this report.
- (k) Notes that the remaining challenge to meet 7.5% rates increase is a rate-funded amount of \$5.6m.
- (l) Agrees to request the CE to consider further savings and options to achieve 7.5 percent plus any Council approved costs for Mauao and/or cost increases due to the global situation.
- (m) Notes that the financial prudence balanced budget measure is currently 97.8% which will need to be disclosed to LGFA as our lender under the terms of the bespoke covenant.

#### AN AMENDMENT WAS PROPOSED

Moved: Cr Steve Morris

Seconded: Cr Hēmi Rolleston

That the Council amends (l) to read:

Requests the Chief Executive to consider further savings and options to achieve 7.5 percent plus any Council approved costs for Mauao.

**For:** Cr Glen Crowther, Cr Rick Curach, Steve Morris and Cr Hēmi Rolleston

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

**LOST 4/6**

#### RESOLUTION CO/26/4/10

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "Annual Plan 2026-27 Update".
- (b) Confirms the capital budget of \$400m for projects in 2026/27 and the list of deferred projects to be reprioritised through the LTP per **Attachment 1**. A further \$50m of carry forwards from 2025/26 is anticipated.
- (c) Agrees to the annual plan budgets for waters as set out in **Attachment 2** with a rates requirement of \$96m excluding water by meter charges. This is an increase after growth of 7.5%. The water by meter charge has increased by 7.5% from \$3.87 per cubic metre to \$4.16 per cubic metre, including GST.
- (d) Notes that based on decisions from 10 February 2026 and, including recommendations (b) and (g) in this report, the rates requirement for 2026/27 excluding waters would be \$260m, which is a rates increase of 9.7% after growth if no placeholder budget for the Māori ward is included or 9.9% if it is.
- (e) Notes that currently no budget for Māori ward consultation is included in the draft financials in this report.
- (f) Agrees regarding a Māori ward referendum budget to
  - (i) include \$500,000 as a placeholder expenditure budget for a referendum on the Te Awanui Māori ward if future Council decision-making leads to a need for such a referendum which would have a rates impact of \$350k.

- (g) Agrees that additional budgets are included in the 2026/27 Annual Plan for the January 2026 weather event recovery and review of \$2.6m to be funded from the risk reserve, which has a net impact on debt for the year of \$2.6m with only the cost of borrowing impacting rates (up to \$100k).
- (h) Notes the risk reserve has a balance at 30 June 2025 of \$5m, with a further \$1m per annum budgeted to be contributed to the reserve in 2025/26 and in 2026/27 and that the balance would be reduced by costs arising in 2025/26 that are funded from the reserve.
- (i) Notes that for capital expenditure the placeholder budget currently included for the January weather event is \$6m.
- (j) Notes that the above weather event expenditure of \$2.6m for opex funded from the risk reserve, and \$6m capex funded from loans is currently included in the draft financials in this report.
- (k) Notes that the remaining challenge to meet 7.5% rates increase is a rate-funded amount of \$5.6m.
- (l) Agrees to request the CE to consider further savings and options to achieve 7.5 percent plus any Council approved costs for Mauao and/or cost increases due to the global situation.
- (m) Notes that the financial prudence balanced budget measure is currently 97.8% which will need to be disclosed to LGFA as our lender under the terms of the bespoke covenant.

**For:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston, Cr Kevin Schuler and Cr Rod Taylor

**Against:** Cr Glen Crowther and Cr Marten Rozeboom,

**CARRIED 8/2**

## **Attachments**

1 Annual Plan presentation

Timestamp: 44 minutes (Part 2)

## **11.7 January 2026 Weather Event and Subsequent Expenditure**

**Staff** Craig Rice: Chief Operating & Financial Officer  
Kathryn Sharplin, Head of Finance

### **RESOLUTION CO/26/4/11**

Moved: Cr Rod Taylor

Seconded: Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "January 2026 Weather Event and Subsequent Expenditure".
- (b) Agrees retrospectively to the expenditure that has been incurred to date of \$2m committed primarily through the emergency response stage, but also at the commencement of recovery and review including the mayoral fund expenditure.

- (c) Notes that in addition to these costs internal productivity costs arising from staff redirected to the Emergency Operations Centre (EOC) was \$150k.
- (d) Agrees to delegate to the chief executive the financial authority to undertake further expenditure up to \$2.425m this financial year consistent with Table 1 in this report.
- (e) Notes the forecast full year deficit for the Beachside Holiday Park of \$689k for which loss of profit compensation is being sought from our insurers.
- (f) Agrees to fund the expenditure in 2025/26 from the risk reserve.
- (g) Notes that costs will continue into 2026/27 and this expenditure is incorporated in additional budget requested in the "Annual Plan 2026-27 Update" report to this meeting.

**CARRIED**

Timestamp: 53 minutes (Part 2)

### **11.8 Draft User Fees and Charges Schedule 2026/27**

**Staff** Craig Rice: Chief Operating & Financial Officer  
Jeremy Boase: Head of Strategy, Governance & Climate Resilience  
Alison Law: Head of Spaces & Places

The motion was taken in parts.

#### **RESOLUTION CO/26/4/12**

Moved: Cr Glen Crowther  
Seconded: Cr Hautapu Baker

#### **Part 1**

That the Council:

- (a) Receives the report "Draft User Fees and Charges Schedule 2026/27".
- (c) Adopts the draft User Fees and Charges 2026/27 and Statement of Proposal as set out in Attachments 1 and 2, as a draft for public consultation, incorporating any amendments directed by Council at this meeting subject to the changes tabled at the meeting related to Baycourt and burials under Cemeteries.
- (d) Delegates the Chief Operating and Financial Officer to approve the final wording of amendments (as per Council direction) prior to public consultation.

**CARRIED**

#### **Part 2**

That the Council:

- (b) Approves Option 1, which adjusts the cost of cremations to cost including inflation and would increase the cost of burials and chapel fees by a total of 6 % (3% increase and 3% inflation) to be included in the draft User Fees and Charges 2026/27 for consultation.

**For:** Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston, Cr Kevin Schuler

**Seconded:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Marten Rozeboom and Cr Rod Taylor

**CARRIED 6/4**

Timestamp: 1 hour and 19 minutes (Part 2)

## **11.9 Approval of Draft Development Contributions Policy 2026/27**

**Staff** Christine Jones: General Manager Strategy, Partnerships & Growth

### **RESOLUTION CO/26/4/13**

Moved: Cr Glen Crowther

Seconded: Mayor Mahé Drysdale

That the Council:

- (a) Receives the report "Approval of Draft Development Contributions Policy 2026/27".
- (b) Agrees to incorporate the proposed updates to local and citywide development contributions in the draft Development Contributions Policy 2026/27.
- (c) Approves the draft Development Contributions Policy 2026/27 including:
  - (i) Revision of the definition of "bedroom" for the purpose of assessing the citywide development contribution to clarify that second living rooms including multi-purpose rooms like media rooms or rumpus rooms which are capable of functioning as a bedroom will be treated as a bedroom;
  - (ii) A drafting note to clarify that local development contributions are generally payable for minor dwellings developed in residential zones; and
  - (iii) Further detail of the calculation methodology used for the Tauriko West, Tauriko Business Estate Stage 4 and Upper Ohauti catchments.
- (d) Adopts the Statement of Proposal and draft Development Contributions Policy 2026/27 for the purposes of public consultation.
- (e) Delegates authority to the General Manager: Strategy, Partnerships & Growth to make amendments to the draft Development Contributions Policy 2026/27 to correct minor errors in wording or financial information as required.

Cr Baker abstained from voting on this item.

**CARRIED**

Timestamp: 1 hour and 25 minutes (Part 2)

## **11.11 Submission to Bay of Plenty Regional Council's Long Term Plan Amendment**

### **RESOLUTION CO/26/4/14**

Moved: Mayor Mahé Drysdale

Seconded: Cr Marten Rozeboom



That the Council:

- (a) Receives the report "Submission to Bay of Plenty Regional Council's Long-term Plan Amendment".
- (b) Approves the draft submission "Tauranga City Council Submission to Bay of Plenty Regional Council's Long Term Plan Amendment 2024-34" included as Attachment 1 to this report, for lodging with the Bay of Plenty Regional Council.
- (c) Delegates authority to the Mayor to approve any minor drafting, typographical or presentation amendments as required prior to lodging the submission ahead of the 2 April 2026 deadline.

**CARRIED**

Timestamp: 1 hour and 31 minutes (Part 2)

## **11.12 Transport Resolutions Report No.60**

**Staff** Reneke van Soest: General Manager Operations & Infrastructure

### **RESOLUTION CO/26/4/15**

Moved: Cr Steve Morris

Seconded: Cr Hautapu Baker

That the Council:

- (a) Receives the report "Transport Resolutions Report No.60".
- (b) Resolves to implement the proposed traffic and parking controls for general safety, operational, or amenity purposes as detailed in Attachment A - including Attachments 2, 7.1, 7.2, 7.4, 7.7, 7.8, 7.9, 7.16, 7.19.
- (c) Approves these changes taking effect on or after 25 March 2026, subject to the installation of appropriate signs and road markings where necessary.

**CARRIED**

Items 11.10 Long Term Plan 2027-2037 – Project Plan and 11.13 Ōmanawa Falls Reserve Name Change were not dealt with at this meeting.

## **14 PUBLIC EXCLUDED SESSION**

**Resolution to exclude the public at 8.49 pm**

### **RESOLUTION CO/26/4/16**

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Steve Morris

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

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

resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>13.1 - Public Excluded Minutes of the Council meeting held on 10 February 2026</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>13.3 - Application for development contributions waiver at Tauriko West</b>	s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>13.6 - Public Art Framework</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons  s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>Confidential Attachment 1 - 11.1 - Local Water Done Well - Project Update</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons  s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>Confidential Attachment 1 - 11.3 - Local Water Done Well - Due Diligence</b>	s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege	s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>Confidential Attachment 3 - 11.3 - Local Water Done Well</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of	s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for

<p><b>- Due Diligence</b></p>	<p>deceased natural persons</p>	<p>withholding would exist under section 6 or section 7</p>
<p><b>Confidential Attachment 5 - 11.4 - Local Water Done Well - Financial Implications</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**CARRIED**

At 1.30pm on Thursday 26 March the meeting resumed in open.

**15 CLOSING KARAKIA**

Cr Hautapu Baker closed the meeting with a karakia.

The meeting closed at 1.30 pm on Thursday 26 March.

**The minutes of this meeting were confirmed as a true and correct record at the Ordinary Council meeting held on 21 April 2026.**

**7.3 Minutes of the Council meeting held on 2 April 2026**

**File Number: A20126043**

**Author: Clare Sullivan, Senior Governance Advisor**

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

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**RECOMMENDATIONS**

That the Minutes of the Council meeting held on 2 April 2026 be confirmed as a true and correct record.

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**ATTACHMENTS**

- 1. Minutes of the Council meeting held on 2 April 2026**



# **DRAFT MINUTES**

**Ordinary Council meeting  
Thursday, 2 April 2026**

UNCONFIRMED

**Order of Business**

<b>1</b>	<b>Opening karakia</b> .....	<b>3</b>
<b>2</b>	<b>Apologies</b> .....	<b>3</b>
<b>3</b>	<b>Public forum</b> .....	<b>3</b>
<b>4</b>	<b>Declaration of conflicts of interest</b> .....	<b>4</b>
<b>5</b>	<b>Business</b> .....	<b>4</b>
5.1	Local Water Done Well - Progressing the delivery of water services .....	4
<b>5</b>	<b>Public excluded session</b> .....	<b>6</b>
13.1	Local Water Done Well - Appointment of an Establishment Chief Executive .....	6
<b>6</b>	<b>Closing karakia</b> .....	<b>7</b>

UNCONFIRMED

**MINUTES OF TAURANGA CITY COUNCIL  
ORDINARY COUNCIL MEETING**

**HELD AT THE LOCATION: THIS MEETING WILL BE HELD IN THE WESTERN BOP COUNCIL CHAMBERS, ADDRESS: BARKES CORNER, 1484 CAMERON ROAD, TAURANGA ON THURSDAY, 2 APRIL 2026 AT 9.35 AM**

**MEMBERS PRESENT:** 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 Rod Taylor, Cr Hēmi Rolleston

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Christine Jones (General Manager: Strategy, Partnerships & Growth), Craig Rice (Chief Operating & Financial Officer) Reneke van Soest (General Manager: Operations & Infrastructure), Wally Potts (Head of City Waters), Charles Lane (Team Leader: Commercial Legal), Kathryn Sharplin, (Head of Finance) Cathy Davison (Waters Organisation Establishment Lead), Clare Sullivan (Senior Governance Advisor), Anahera Dinsdale (Governance Advisor),

**ALSO PRESENT:** Western Bay of Plenty Mayor, Councillors and staff

Mr Chris Nepia opened with a karakia and a mihi whakataua.

Timestamps are included beside each of the items and relate to the recording of the meeting held on 2 April 2026 on the [Council's Youtube Channel 2 April 2026](#)

## **1 OPENING KARAKIA**

Cr Rolleston opened the meeting with a karakia.

## **2 APOLOGIES**

Nil

At 9.44am the meeting adjourned.

Timestamp 14 minutes

## **3 PUBLIC FORUM**

### **Nessie Kuka - Matakana Island**

- Did not support Thames Coromandel District Council joining the Tauranga City Council/Western Bay of Plenty District Council Water Services organisation if formed.

### **Representatives from the Tangata Whenua Working Group**

- Shad Rolleston, Kylie Smallman, Roanna Bennett, and Hakopa Tapiata addressed the Councils on behalf of the wider Working Group acknowledging the contributions of all its members.
- They highlighted the alignment of outcomes in establishing the waters organisation, emphasising its significance for Māori communities and the Taiao (environment). Water

was described as a taonga, valued holistically rather than in separated or compartmentalised parts.

- They supported a broader view of democracy – one that is more inclusive and diverse – emphasising the importance of wider participation as a foundation for long-term sustainability.

#### **Thames Coromandel District Council**

- The Mayor, Deputy Mayor and Chief Executive thanked the councils for the opportunity to address the meeting and acknowledged the comments of the other speakers.
- They acknowledged the work completed to date and noted that they were spectators in the process but would appreciate the opportunity to work with the two councils. They added that joining the water organisation (if formed) would make a material difference to their ratepayers.

At 12.59pm the meeting resumed.

At 12.59pm the meeting adjourned.

At 1.32pm the meeting resumed.

## **4 DECLARATION OF CONFLICTS OF INTEREST**

Nil.

## **5 BUSINESS**

Timestamp: 3 hours and 11 minutes

### **5.1 Local Water Done Well - Progressing the delivery of water services**

**Staff** Christine Jones , General Manager Strategies, Partnerships & Growth  
Kathryn Sharplin, Head of Finance

#### **MOTION**

Moved: Mayor Mahé Drysdale

Seconded: Cr Marten Rozeboom

That the Council:

- (a) Receives the report "Local Water Done Well - Progressing the delivery of water services".
- (b) Confirms that a robust due diligence process has been completed and notes that several matters identified through this process (including key terms) require further development. These matters will be progressed through good-faith partnership discussions as part of establishing and transitioning to a multi-Council Water Organisation and agrees these will be included in a forward work programme.
- (c) Approves the establishment of multi-council Water Organisation with Western Bay of Plenty District Council, with a proposed 'go-live' date of 1 July 2027.
- (d) Notes that Council remains open to working with other councils that may wish to consider joining the multi-council Water Organisation in the future, subject to appropriate due diligence and Council approval .

AN AMENDMENT WAS PROPOSED



Moved: Cr Hautapu Baker  
Seconded: Cr Glen Crowther

That the Council:

Amend recommendation (d) by adding the following words after the words "Council approval" :  
, including the need to appropriately recognise cross-boundary iwi relationships.

**For:** Deputy Mayor Jen Scoular, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach,  
Cr Steve Morris, Cr Hēmi Rolleston, Cr Kevin Schuler and Cr Rod Taylor  
**Against:** Mayor Mahé Drysdale and Cr Marten Rozeboom

**CARRIED 8/2**

A FURTHER AMENDMENT WAS PROPOSED

Moved: Cr Glen Crowther  
Seconded: Cr Rick Curach

That the Council:

Amend recommendation (c) by changing the 'go live' date to 1 July 2028.

**For:** Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach and Cr Hēmi Rolleston,  
**Against:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Steve Morris, Cr Kevin Schuler  
Cr Marten Rozeboom and Cr Rod Taylor

**LOST 4/6**

The substantive motion was then put to the meeting.

#### **RESOLUTION CO/26/5/1**

Moved: Mayor Mahé Drysdale  
Seconded: Cr Marten Rozeboom

That the Council:

- (a) Receives the report "Local Water Done Well - Progressing the delivery of water services".
- (b) Confirms that a robust due diligence process has been completed and notes that several matters identified through this process (including key terms) require further development. These matters will be progressed through good-faith partnership discussions as part of establishing and transitioning to a multi-Council Water Organisation and agrees these will be included in a forward work programme.
- (c) Approves the establishment of multi-council Water Organisation with Western Bay of Plenty District Council, with a proposed 'go-live' date of 1 July 2027.
- (d) Notes that Council remains open to working with other councils that may wish to consider joining the multi-council Water Organisation in the future, subject to appropriate due diligence and Council approval, including the need to appropriately recognise cross-boundary iwi relationships.

**For:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Hautapu Baker, , Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston, Cr Marten Rozeboom, Cr Kevin Schuler and Cr Rod Taylor

**Against:** Cr Glen Crowther

**CARRIED 9/1**

**5 PUBLIC EXCLUDED SESSION**

**Resolution to exclude the public at 3.13pm**

**RESOLUTION CO/26/5/2**

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Marten Rozeboom

That the public be excluded from the following parts of the proceedings of this meeting with the exception of Western Bay of Plenty Elected Members, relevant staff and Hakopa Tapiata.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<p><b>5.1 - Local Water Done Well - Appointment of an Establishment Chief Executive</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**CARRIED**

Resumption of meeting in open at 3:24pm.

At 3.24pm the meeting adjourned.

At 3.45pm the meeting resumed in open.

**6 CLOSING KARAKIA**

Cr Hēmi Rolleston closed the meeting with a karakia.

**The meeting closed at 3.47pm.**

**The minutes of this meeting were confirmed as a true and correct record at the Ordinary Council meeting held on 21 April 2026.**

UNCONFIRMED

**8      DECLARATION OF CONFLICTS OF INTEREST**

## 9 DEPUTATIONS, PRESENTATIONS, PETITIONS

### 9.1 Petition from Barry Scott - A Community Panel

The link to the online petition is available here <https://www.change.org/p/a-panel-to-give-the-community-a-say-in-the-reopening-of-mauao>

## ATTACHMENTS

1. Petition - A Community Panel - redacted - A20129219  

Received from CR  
Rick Curack on  
3/13/2026.

King

24 March

Rick,

A community panel

Would you kindly deliver this petition to the appropriate person.

Thank you.

Barry Scott

25<sup>th</sup> March 2026

To the Mayor and Councillors, Tauranga City Council.

Attached to this letter is a written petition calling for the establishment of a community panel to work alongside the Council in restoring and reopening Mauao and its surroundings to the public. The petition is in two formats: this written document and an online petition which has gathered over 1,800 signatures to date.

Section 14 of the Local Government Act lays down the principles that a Council should follow in carrying out its role. Those principles include:

- (a) acting in an open and transparent manner,
- (b) making itself aware of and having regard to the views of all its communities,
- (c) taking account of the diversity of the community and the community's interests,
- and
- (d) the likely impact of any decision on each aspect of the wellbeing of the community.

A properly structured community panel would be a means by which the Council could put these principles into practise.

I have been allocated a speaking spot at the Council's 21 April meeting. Prior to the hearing I will provide all the elected members with a written submission.

Barry Scott

██████████ Papamoa Beach

Phone: ██████████

### PETITION TO TAURANGA CITY COUNCIL

We, the undersigned Tauranga residents, respectfully petition the Tauranga City Council to establish a Community Panel to work constructively with the Council to find ways to safely and sustainably reopen Mauao and its surroundings for use by the public following the disastrous January 2026 landslides.

**Lead Petitioner**

<b>Name</b>	Barry Scott
<b>Address</b>	██████████ Papamoa Beach 3118
<b>Email</b>	██████████
<b>Phone</b>	██████████

**Petition Signatures**

Please sign below to support this petition.

Name (First and Surname)	Address	Signature	Date
Barry Scott	██████████ Pl. Papamoa	<i>[Handwritten Signature]</i>	14-3-26
Sally Bottomley	██████████ RD. Papamoa 318	<i>[Handwritten Signature]</i>	15-3-26
Shirley Bottomley	██████████	Papamoa Shirley Bottomley	15/3/26
Ray Fowke	██████████ Papamoa	<i>[Handwritten Signature]</i>	15-3/26
Mavis Fowke	██████████ Papamoa	<i>[Handwritten Signature]</i>	15/3/26
Gail Scown	██████████ Papamoa	<i>[Handwritten Signature]</i>	15/3/26
Milly Hazelwood	██████████ Papamoa	<i>[Handwritten Signature]</i>	15/3/26
Celeste Henderson	██████████ Papamoa	<i>[Handwritten Signature]</i>	15/3/26



### PETITION TO TAURANGA CITY COUNCIL

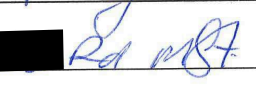
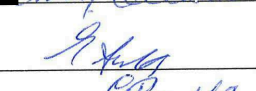
We, the undersigned Tauranga residents, respectfully petition the Tauranga City Council to establish a Community Panel to work constructively with the Council to find ways to safely and sustainably reopen Mauao and its surroundings for use by the public following the disastrous January 2026 landslides.

**Lead Petitioner**

<b>Name</b>	Barry Scott
<b>Address</b>	██████████ Papamoa Beach 3118
<b>Email</b>	██████████
<b>Phone</b>	██████████

**Petition Signatures**

Please sign below to support this petition.

Name (First and Surname)	Address	Signature	Date
John WADESON	██████████ Papamoa ██████████		15/3/26
Pam Sumail	██████████ Papamoa ██████████		15.3.26.
Raewyn Mills	██████████ Papamoa ██████████		15-3-26
Melanie Stewart	██████████ Papamoa ██████████		15-3-26
Maureen Willstone	██████████ Papamoa ██████████		15-3-26
Elizabeth Scott	██████████ Tg		21.3.26
THEODORA BARNES	██████████ PAPAMOA ██████████		21-3-26
RAY MUSHEIT	██████████ PAPAMOA ██████████		21/3/26

### PETITION TO TAURANGA CITY COUNCIL

We, the undersigned Tauranga residents, respectfully petition the Tauranga City Council to establish a Community Panel to work constructively with the Council to find ways to safely and sustainably reopen Mauao and its surroundings for use by the public following the disastrous January 2026 landslides.

**Lead Petitioner**

<b>Name</b>	Barry Scott
<b>Address</b>	██████████ Papamoa Beach 3118
<b>Email</b>	████████████████████
<b>Phone</b>	██████████

**Petition Signatures**

Please sign below to support this petition.

Name (First and Surname)	Address	Signature	Date
NGAIRA KAY	██████████	<i>Ngairi E Kay</i>	22/3/2026.

## PETITION TO TAURANGA CITY COUNCIL

We, the undersigned Tauranga residents, respectfully petition the Tauranga City Council to establish a Community Panel to work constructively with the Council to find ways to safely and sustainably reopen Mauao and its surroundings for use by the public following the disastrous January 2026 landslides.

**Lead Petitioner**

Name: Barry Scott

Address: [REDACTED] Papamoa Beach 3110

Email: [REDACTED]

Phone: [REDACTED]

**PETITION SIGNATURES**

Name (First and Surname)	Address	Signature	Date
Barry Scott	[REDACTED] BURETH	<i>[Signature]</i>	14/3/26
Louise Peters	[REDACTED]	<i>[Signature]</i>	14/3/26
Keith Edmonds	[REDACTED]	<i>[Signature]</i>	14.3.26
Chris Dardington	[REDACTED]	<i>[Signature]</i>	16.3.26
Sonya Gilbert	[REDACTED]	<i>[Signature]</i>	16.3.26
Suzanne Edmonds Edmonds	[REDACTED]	<i>[Signature]</i>	23.3.26
Dawson	[REDACTED]	<i>[Signature]</i>	23/3/26
ERIN MCCONKEY	[REDACTED]	<i>[Signature]</i>	23/3/26

## 10 RECOMMENDATIONS FROM OTHER COMMITTEES

### 10.1 Recommendatory Report from the Waiāri Kaitiaki Advisory Group - Appointment of new Council Co-Chair

**File Number:** A19975651

**Author:** Caroline Irvin, Governance Advisor

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

#### PURPOSE OF THE REPORT

1. The purpose of this report is to bring a recommendation from the Waiāri Kaitiaki Advisory Group to Council for consideration. At its meeting on 11 March 2026, the Advisory Group passed the following resolution which includes a recommendation to Council:

#### COMMITTEE RESOLUTION WA/26/0/1

Moved: Cr Laura Rae

Seconded: Cr Steve Morris

That the Waiāri Kaitiaki Advisory Group:

- (a) Receives the report "Appointment of Co-Chair to the Waiāri Kaitiaki Advisory Group".
- (b) Recommends to Tauranga City Council and Western Bay of Plenty District Council that
  - Luke Whare  
be appointed as the iwi/hapū representative Co-chair of Waiāri Kaitiaki Advisory Group.  
and
- (c) Recommends to Tauranga City Council and Western Bay of Plenty District Council that
  - Western Bay of Plenty District Council Councillor Darlene Dinsdale  
be appointed as the consent holder Co-chair of Waiāri Kaitiaki Advisory Group.

**CARRIED**

#### TERMS OF REFERENCE

2. The Terms of Reference for Waiāri Kaitiaki Advisory Group state that:

##### ***Co-chair selection process***

- *Co-chairs will be appointed every three years in alignment with the local government election cycle.*
  - *The appointments will take place as soon as is reasonably practical following local government elections.*
  - *The Co-chair representing the consent holder will be appointed by the Tauranga City Council and Western Bay District Councils.*
  - *The Co-chair representing iwi/hapū will be appointed by the iwi/hapū representatives.*
3. Council is now asked to endorse the appointment of Luke Whare as the iwi/hapū representative Co-chair of Waiāri Kaitiaki Advisory Group and appoint Western Bay of Plenty District Council Councillor Darlene Dinsdale as the Co-chair representing the consent holder.

## RECOMMENDATIONS

That the Council:

- (a) Receives the report "Recommendatory Report from the Waiāri Kaitiaki Advisory Group - Appointment of new Council Co-Chair".
  - (b) Appoints Western Bay of Plenty District Council Councillor Darlene Dinsdale as the consent holder Co-chair of the Waiāri Kaitiaki Advisory Group; and
  - (c) Endorses the appointment of Luke Whare as the iwi/hapū Co-chair of Waiāri Kaitiaki Advisory Group.
- 

## ATTACHMENTS

**Nil**

## **11 BUSINESS**

### **11.1 Draft 2026-27 Annual Plan - Update at April 2026**

**File Number: A20128739**

**Author: Clare Sullivan, Senior Governance Advisor**

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

#### **BACKGROUND**

1. The report accompanying this agenda item, 'Draft 2026-27 Annual Plan - Update at April 2026', will be circulated separately prior to the meeting.

## 11.2 Draft User Fees and Charges Schedule 2026/27

**File Number:** A20104614

**Author:** Holly Riddell, Corporate Planner

**Authoriser:** Craig Rice, Chief Operating and Financial Officer

### PURPOSE OF THE REPORT

1. The purpose of this report is to present the proposed draft User Fees and Charges for Council to adopt as a draft for consultation and to provide options for cemetery and cremation fees.

---

### RECOMMENDATIONS

That Council:

- (a) Receives the report "Draft User Fees and Charges Schedule 2026/27".
- (b) Approves either:
  - (i) Option 1: Reduce the cost of cremations to cost recovery, increase burials and other related fees halfway to cost recovery and to make further adjustments through the Long-term Plan, or
  - (ii) Option 2: Fees are reflective of actual costs and moves to a full user pay approach with a zero-operating deficit.
- (c) Adopts the draft User Fees and Charges 2026/27 and statement of proposal as set out in Attachments 1 and 2, for public consultation, incorporating any amendments directed by Council at this meeting.
- (d) Delegates the Chief Operating and Financial Officer to approve the final wording of amendments (as per Council direction) prior to public consultation.

---

### EXECUTIVE SUMMARY

2. As part of the 2026/27 Annual Plan process, Council staff have undertaken a review of user fees and charges to ensure they remain fair, equitable, financially sustainable, and aligned with the Revenue and Financing Policy.
3. At its meeting on 10 February 2026, Council resolved to defer the broader comprehensive review of fees and charges to the upcoming Long-term Plan, while proceeding with standard annual updates, including a 3% CPI adjustment. Accordingly, most proposed changes for the 2026/27 financial year reflect minor increases in line with inflation. However, it was requested that options relating to cemeteries be provided.
4. At its meeting on 24 March 2026, Council resolved to approve the draft User Fees and Charges Schedule for consultation to begin on 1 April to 1 May 2026. This included a decision to reduce the cost of cremations to cost and increase burial fees by 6% (3% for inflation and an additional 3% to recover further costs).
5. As requested, this report has been prepared to provide Council with the opportunity to present options relating to cemeteries to revisit and confirm what will be consulted on.
6. Through this review, staff have determined the cost of providing adult cremations, adult casket burials and rose garden ash burials. This is provided in the table below. These fees make up ~87% of the total revenue generated within this service.

7. User fees and charges for each option within this report:

Service	Current fees	Option 1 (halfway to cost)	Option 2 (cost)	Option 3 (cremation at cost, 6% increase on other fees)
Adult cremation	\$979	\$777	\$777	\$777
Adult casket burial	\$4,256	\$5,449	\$6,388	\$4,511
Rose garden ash burial	\$1,500	\$3,220	\$4,850	\$1,590

8. Consultation is now planned for 22 April to 22 May 2026.

**BACKGROUND**

9. User fees and charges have been reviewed and updated by staff as part of the comprehensive review requested by Council through the Annual Plan. Staff assessed all fees and charges activity areas to identify those with the greatest potential for improved cost recovery or financial impact. Council subsequently approved in-depth reviews of nine activity areas: Baycourt, Libraries, Parks and Recreation, Use of Council Land, Cemetery Parks and Crematorium, Alcohol Licensing, Animal Services, Building Services, and Trade Waste. Each detailed review included analysis of cost recovery, historical consultation feedback, service usage, inflation and affordability impacts, market context, and benchmarking against other councils.
10. In addition to these reviews in specific activity areas, staff have completed a standard annual review of all other fees and charges.
11. This review has been guided by principles in the Revenue and Financing Policy; ensuring fees are fair and equitable, consistent across Council, simple to administer and understand, and reflective of both capital investment and the value of assets and the environment.
12. At its meeting on 10 February 2026 which presented issues and options papers on all comprehensive review areas, Council resolved to defer the comprehensive review to the upcoming Long-term Plan process. For the 2026/27 financial year, standard updates would continue, including the application of a 3% CPI adjustment. In addition, Council requested that options relating to cemeteries be presented to the 24 March Council meeting.
13. At the 24 March Council meeting, the draft User Fees and Charges and Statement of Proposal were presented and approved for consultation which was set to commence on 1 April to 1 May 2026. Three options relating to cemeteries were also provided, from which Council decided that cremation fees would move to cost, and burials and all other fees would increase by 6%. This would increase the annual deficit to around \$750,000.
14. Consultation was put on hold and Council asked to revisit cemetery fee options. These have been provided within the options section of this report below.
15. **Attachment 1** to this report sets out the proposed changes within the current user fees and charges and the proposed changes for the 2026/27 financial year which were approved at the 24 March Council meeting.
16. **Attachment 2** to this report sets out the proposed changes within the Statement of Proposal and the proposed submission form which will be used in consultation with the community. These will be updated based on the decisions made from this report.
17. A separate report for Adoption of Dog Registration Fees and Charges (under the Dog Control Act 1996) for 2026/27 will be presented to Council at its meeting on 12 May 2026.



**DISCUSSION**

18. Cemeteries and cremations were one of the activity groups that were requested by Council for a comprehensive review. Staff undertook this review and presented findings to workshops on 4 September and 27 November 2025. Issues and options were presented to Council on 10 February and 24 March 2026.
19. As a local authority, Council must meet statutory requirements of the Burials and Cremations Act 1964 which includes providing for and maintaining cemeteries and land to bury people.
20. Council’s Revenue and Financing Policy currently does not allow for rates funding of cemeteries, so requires user fee increases each year, which are already relatively high compared to other councils. Cremations make up much of the cemetery revenue and our cremation prices are ~30% higher than other nearby providers’ prices.
21. The population growth Tauranga has experienced has put pressure on capital development with 140-170 burials annually. It is forecast that current burial plot land will be full by 2031 (depending on demand) and capital development is required in prior years to prepare land for future burials as required by the Burials and Cremations Act.
22. The current cemetery business model requires user fees and charges to cover operations, maintenance and the capital programme. When user fees don’t cover these costs, the operating deficit is added to debt, further exacerbating the need to increase user fees and charges. This operating deficit under the current capital programme, is forecasted to reach \$24m by 2034.
23. Financial modelling determined Council costs are greater than revenue for casket burials, ash burials and chapel/tui lounge services, resulting in an operational deficit that is funded through debt. This modelling also determined that the cremation price is more than the cost of cremations.
24. Through this review, staff have determined the cost of providing adult cremations, adult casket burials, and rose garden ash burials. This is provided in the table below. These fees make up ~87% of the total revenue generated within this service.
25. Cost to provide services:

<b>Service</b>	<b>Current fees</b>	<b>Cost</b>	<b>% change</b>	<b>Hamilton’s fees*</b>
Adult cremation	\$979	\$777	-21%	\$695
Adult casket burial	\$4,256	\$6,388	50%	\$5,315
Rose garden ash burial	\$1,500	\$4,850	223%	\$1,395

\* Between 20–40% of Hamilton Cemetery & Crematorium revenue is funded through general rates, with the remainder recovered through user fees and charges.

26. Through the Revenue and Financing Policy review within the Long-term Plan, Council will assess the funding sources of this activity and determine whether general rates funding is appropriate. Should Council introduce rates funding, this has the potential to reduce the cost of cemetery services to users. The process for this is set to begin in the coming months and therefore a decision to change fees to cost could be better made within the LTP year and the comprehensive review.
27. To support this upcoming process, staff have included a question on rates funding within the draft submission form. This will give Council insight into the community's views on how cemetery services should be funded as it heads into the LTP process. The draft submission form has been included as Attachment 2.

**STATUTORY CONTEXT**

28. Setting user fees and charges at the correct level enables the funding of Council’s activities. These activities help deliver our community outcomes and facilitate improved quality of life, quality of economy and sound city foundations.

- 29. The recommendation meets the requirements of the Local Government Act 2002.
- 30. Council is authorised to set user fees and charges under specific legislation, including:
  - Local Government Act 2002
  - Resource Management Act 1991
  - Dog Control Act 1996
  - Building Act 2004
  - Reserves Act 1977
  - Waste Minimisation Act 2008
  - Local Government Official Information and Meetings Act 1987
  - Food Act 2014
  - Food Hygiene Regulations 2015
  - Impounding Act 1955
  - Health Act 1956
  - Sale of Alcohol Act 2012

**STRATEGIC ALIGNMENT**

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

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

- 32. This review supports all strategic community outcomes by ensuring user fees and charges are fair, transparent, and aligned with the financially sustainable delivery of Council services that benefit the community.

**OPTIONS ANALYSIS**

**Issue 1: Options for Cemetery Parks and Crematorium**

**Option 1: Reduce cost of cremations to cost recovery, increase burials and other related fees halfway to cost recovery and to make further adjustments through the Long-term Plan**

- 33. Under this option, Council would adjust the cost of cremations to cost recovery and increase burials halfway to cost recovery and move towards a full user pays approach by 2027/28 within the LTP review.
- 34. This option would also allow Council time to do further analysis and review the funding bands within the Revenue and Financing Policy during the Long-term Plan and potentially allow for general rates funding to keep user fee increases lower than full cost.
- 35. Chapel and Tui Lounge hire fees will increase in line with CPI. Given the current limited utilisation of these facilities, this approach ensures pricing remains affordable and in line with other chapels while the long-term future of the chapel is under consideration.

<b>Example of fee</b>	<b>2025/26 fees</b>	<b>2026/27 fees</b>
Adult cremation (13 years and over)	\$979	\$777
Pyes Pa adult casket burial (13 years and over)	\$4,256	\$5,449
Rose garden ash burial	\$1,500	\$3,220

Chapel hire (1 hour plus 30 min set up)	\$357	\$367
<b>Deficit (2026/27 FY)</b>	<b>- \$501,000</b>	<b>- \$433,000*</b>

\* The deficit for all three options has been estimated using previous years' figures and demand. It is subject to change as demand patterns and usage respond to the updated pricing.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Works toward a user pays approach.</li> <li>• Potential for increased volume of cremations due to price increase of burials.</li> <li>• Increases are phased in over the next two years.</li> <li>• Reduces operating deficit.</li> <li>• Allows additional time for cost analysis.</li> <li>• Allows Council to consider general rates funding of the activity to alleviate high increases to user fees.</li> </ul>	<ul style="list-style-type: none"> <li>• Unknown effects on demand for services.</li> <li>• Significant chapel hire increase will likely reduce demand.</li> <li>• Substantial increase in burial prices will impact communities who bury for religious or cultural reasons or prefer to bury.</li> <li>• Puts additional cost pressure on families during difficult economic conditions.</li> </ul>

**Option 2: Fees are reflective of actual costs and moves to a full user pay approach with a zero-operating deficit**

- 36. Under this option, Council would move to a full user pays approach to create a zero-operating deficit. This would mean adult cremations would decrease, while burial and other fees would increase.
- 37. This is calculated by understanding the cost of our highest revenue generating services as included below and applying the same percentage increase across similar fees.
- 38. Chapel and Tui Lounge hire fees will increase in line with CPI. Given the current limited utilisation of these facilities, this approach ensures pricing remains affordable and in line with other chapels while the long-term future of the chapel is under consideration.

Example of fee	Status quo	2026/27 fees
Adult cremation (13 years and over)	\$979	\$777
Pyes Pa adult casket burial (13 years and over)	\$4,256	\$6,388
Rose garden ash burial	\$1,500	\$4,850
Chapel hire (1 hour plus 30 min set up)	\$357	\$367
<b>Deficit</b>	<b>- \$501,000</b>	<b>~\$0*</b>

\* The deficit for all three options has been estimated using previous years' figures and demand. It is subject to change as demand patterns and usage respond to the updated pricing.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• User pays approach.</li> <li>• If demand stays the same, Council will achieve a zero-operating deficit.</li> </ul>	<ul style="list-style-type: none"> <li>• The effect of proposed price increases on service demand is unknown. A reduction in demand would decrease revenue, potentially increasing the operating deficit.</li> <li>• Significant chapel hire user fee may</li> </ul>

	<p>reduce demand.</p> <ul style="list-style-type: none"> <li>• Substantial increase in burial prices may impact communities who bury or prefer to bury.</li> <li>• Puts pressure on families in a cost-of-living crisis.</li> </ul>
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**Option 3: Cremations at cost, burials and all other fees increase by 6%** (this option was adopted by Council on 24 March 2026)

39. Under this option, Council would adjust the cost of adult cremations to cost including inflation and would increase the cost of burials and chapel fees by a total of 6% (3% increase and 3% inflation) as shown in the table below:

Example of fee	Status quo	2026/27 fees
Adult cremation (13 years and over)	\$979	\$777
Pyes Pa adult casket burial (13 years and over)	\$4,256	\$4,511
Rose garden ash burial	\$1,500	\$1,590
Chapel hire (1 hour plus 30 min set up)	\$357	\$378
<b>Deficit</b>	<b>- \$501,000</b>	<b>- \$752,000*</b>

\* The deficit for all three options has been estimated using previous years' figures and demand. It is subject to change as demand patterns and usage respond to the updated pricing.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Applies a moderate, manageable increase to burial and chapel fees (6%), rather than a larger jump, helping maintain affordability for bereaved families.</li> <li>• Potential for increased demand on cremation services due to a reduction in cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Burial and other fees remain below full cost recovery, meaning Council continues to subsidise burial services and the overall activity still carries a large deficit (\$752,000 pa).</li> <li>• Does not fully address long-term financial gaps, requiring additional increases or further review in future years.</li> <li>• Potential for perceived inequity between service types, as cremations reduce to cost while burials only increase moderately.</li> <li>• Does not fully align fees with true service costs, which may create challenges in explaining the continued cross-subsidisation to the community.</li> </ul>

**Issue 2: Approves draft User Fees and Charges and statement of proposal for consultation**

**Option 1: Council approves the draft user fees and charges and statement of proposal for consultation**

40. Under this option, Council approves the draft User Fees and Charges Schedule as proposed in **Attachment 1**, and the Statement of Proposal and submission form in **Attachment 2**, with inclusion of a decision on cemeteries.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Managers have reviewed existing fees and charges and have made recommendations based on actual and reasonable costs.</li> <li>• Engagement and communications planning can be finalised.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential opportunities for other fees and charges may not have been considered.</li> </ul>

**Option 2: Council requests further changes to the draft User Fees and Charges Schedule**

41. Council does not approve the draft User Fees and Charges Schedule and either rejects suggested changes or requests further analysis be undertaken.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Other opportunities for fees and charges changes may be raised and considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in finalising the draft annual plan budgets.</li> <li>• No time to consult with the community ahead of adoption in June.</li> </ul>

**FINANCIAL CONSIDERATIONS**

42. The financial implications of the proposed user fees and charges are included in the draft 2026/27 Annual Plan.

**LEGAL IMPLICATIONS / RISKS**

43. The proposed changes to user fees and charges must comply with the Local Government Act 2002 and any other legislation relevant to specific fees. Council is required to ensure that all fees are lawful, transparent, consistent with its Revenue and Financing Policy, and do not exceed reasonable cost recovery.
44. Significant increases in fees carry the risk of negative community perception and may result in reduced service uptake.

**TE AO MĀORI APPROACH**

45. The proposed updates to user fees and charges do not include any changes that affect Council’s Te Ao Māori approach. Feedback will be gathered through the upcoming consultation.

**CLIMATE IMPACT**

46. The proposed updates to user fees and charges do not include any changes that affect Council’s Climate Impact Statement.

**CONSULTATION / ENGAGEMENT**

47. The draft user fees and charges represent fees proposed to be charged to the community.
48. After approval for consultation today, the draft user fees and charges will be consulted on with the community for one month in accordance with sections 83 and 150 of the Local Government Act.

**SIGNIFICANCE**

49. 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.
50. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
  - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
  - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
51. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.



### ENGAGEMENT

52. Taking into consideration the above assessment, that the decision is of medium significance, officers are of the opinion that the following consultation/engagement is suggested/required under section 83 of the Local Government Act.

### NEXT STEPS

53. Pending decisions from this Council meeting, key steps are:
- (a) **22 April to 22 May:** Community feedback sought on the draft User Fees and Charges.
  - (b) **May:** Staff will analyse feedback and make recommendations on changes.
  - (c) **Council 26 May:** Hearings will be held for submitters who wish to speak.
  - (d) **2 June:** Deliberations.
  - (e) **23 June:** Adopt a final version of the User Fees and Charges.
54. Once finalised, updated fees will come into effect on 1 July 2027.

### ATTACHMENTS

1. **2026-27 User Fees and Charges - Statement of Proposal - A19870421 (Separate Attachments 1)** 
2. **2026-27 User Fees and Charges Schedule 21 April PDF (Tracked Changes) - A20112705 (Separate Attachments 1)** 

**11.3 Local Water Done Well - Governance and Recruitment**

**File Number:** A19866205

**Author:** Cathy Davidson, Water Organisation Establishment Lead  
 Tyler Buckley, Commercial Solicitor  
 Fiona Nalder, Principal Strategic Advisor

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

**Please note that this report contains confidential attachments.**

Public Excluded Attachment	Reason why Public Excluded
Item 11.3 - Local Water Done Well - Governance and Recruitment - Attachment 3 - Water Organisation Board of Directors Recruitment Including Costs	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.

**PURPOSE OF THE REPORT**

1. The purpose of this report is to seek Council decisions to approve:
  - Terms of Reference for the Water Organisation Joint Committee
  - Water Organisation Board Skills Matrix, and
  - Commencement of the recruitment process for the initial Water Organisation Board members.

**RECOMMENDATIONS**

That the Council:

- (a) Receives the report "Local Water Done Well - Governance and Recruitment".
- (b) Establishes the Water Organisation Joint Committee, giving effect to the Commercial Term Sheet approved by Council on 24 March 2026.
- (c) Adopts the Terms of Reference for the Water Organisation Joint Committee, provided as Attachment 1 to this report.
- (d) Appoints the following Tauranga City Council elected members as members of the Water Organisation Joint Committee:
  - (i) \_\_\_\_\_
  - (ii) \_\_\_\_\_
  - (iii) \_\_\_\_\_
- (e) Appoints the following Tauranga City Council elected members as alternate members of the Water Organisation Joint Committee:
  - (i) \_\_\_\_\_
  - (ii) \_\_\_\_\_
  - (iii) \_\_\_\_\_

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- (f) Notes that the full Terms of Reference for the Water Organisation Joint Committee will be updated with the names of all Committee members following confirmation of the Committee members by Western Bay of Plenty District Council and appointment of Tangata Whenua representatives.
  - (g) Approves the Water Organisation Board Skills Matrix, provided as Attachment 2 to this report.
  - (h) Approves commencing recruitment for three Water Organisation Board members, including the Chair, utilising the services of the external recruitment agency JacksonStone & Partners.
  - (i) Notes that Council and Western Bay of Plenty District Council approval is required to appoint recommended candidates to the Board of the Water Organisation and a further report will be brought to Council to seek this approval.
  - (j) Notes that a further report will be presented to Council and Western Bay of Plenty District Council to consider recommended remuneration for Tangata Whenua representatives of the Water Organisation Joint Committee after an independent job sizing and market benchmarking process has been completed.
  - (k) **Attachment 3** is to be retained in confidential due to commercial sensitivity.
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## EXECUTIVE SUMMARY

- 2. On 2 April 2026 Council decided to establish a multi-council Water Organisation with Western Bay of Plenty District Council (WBOPDC). This report seeks Council decisions required to progress the next governance and establishment steps for the proposed Water Organisation (WO).
- 3. The matters for decision include endorsement of the draft Terms of Reference for a Joint Committee, approval of a Board Skills Matrix, and commencement of the recruitment process for the initial Board members of the Water Organisation:
  - (a) The Joint Committee will provide an advisory forum for Shareholder and Tangata Whenua engagement during the establishment phase and has no decision-making powers.
  - (b) The proposed Board Skills Matrix has been developed to ensure compliance with statutory requirements and to support a transparent, competency-based recruitment process.
  - (c) The report recommends engaging an external recruitment agency to recruit up to three initial Board members, including the Chair, to enable the Water Organisation to be incorporated in mid-2026 and to provide early governance oversight. Any appointments to the Board will be subject to further approval by Council and WBOPDC.

## BACKGROUND

- 4. This report follows the 2 April 2026 decision to form a WO with WBOPDC. It seeks Council decisions required to progress:
  - (a) Establishment of the Joint Committee.
  - (b) Approval of the Board Skills Matrix; and
  - (c) Recruitment of the WO Board.



### Establishment of a Joint Committee

5. Council and WBOPDC (the Shareholders) have agreed to establish a Joint Committee consisting of three elected members from each Shareholder (six elected members in total, three per council) and three Tangata Whenua representatives.
6. This report seeks adoption of the Joint Committee's Terms of Reference (see Attachment 1) and approval to establish the Committee. The Terms of Reference have been developed:
  - (a) Based on the Local Water Done Well Commercial Terms approved by the Shareholders on 24 March 2026<sup>1</sup>; and
  - (b) Consistently with other terms of reference documents that TCC and WBOPDC have developed for other joint committees.
7. Key points to note:
  - (a) Consistent with previous resolutions, the Joint Committee has no decision-making powers; it is a recommendatory body only.
  - (b) The range of matters to be considered by the Joint Committee is included within the "Scope" section of the Terms of Reference, and that range of matters was previously approved by the Shareholders on 24 March 2026. The Terms of Reference also empowers the Shareholders to direct the Joint Committee to consider additional matters.
  - (c) The Shareholders can review the Joint Committee's Terms of Reference as and when the Shareholders see fit, and the Terms of Reference can evolve over time as the Shareholders wish. The Shareholders must revisit the functions of the Joint Committee at the earlier of either:
    - (i) another shareholder joining the WO; or,
    - (ii) at the beginning of the triennium for any new incoming Council, at which point the Joint Committee will prepare a report for consideration by the incoming Council; or
    - (iii) otherwise as determined by a majority of the Water Organisation's shareholders, or
    - (iv) any substantive legislative change or other significant matter impacting treaty settlements.
  - (d) The Shareholders have the power to appoint (or remove) an Independent Chair to the Joint Committee. The members of the Joint Committee may recommend that the Shareholders appoint an Independent Chair, but the decision remains with the Shareholders.

### Approval of the Board Skills Matrix

8. This report recommends commencing approving the Board Skills Matrix that is included as Attachment 2 of this report and summarised below.

Figure 1: Skills Matrix

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<sup>1</sup> Some minor refinements have been introduced to the Joint Committee's role with respect to Service Level Agreements (SLA) between the WO and relevant Council. The negotiation of the Agreements will be left to the WO and relevant Chief Executive (CE), without the Joint Committee's input. Instead, the Joint Committee will provide high level oversight and receive reports from the WO and Council CE's as to whether the SLA's are within the approved budgets, and how transition off SLA's is proposed to be managed over time.

Asset & Infrastructure management	Commercial strategy	Customer outcomes	Diversity & Inclusion
Regulated environment	Finance & Risk	Governance & Leadership	Health & Safety
Local Knowledge	Te Ao Māori	Sustainability & Environmental wellbeing	Transitional Change

9. The Local Government (Water Services) Act 2025 requires that, in appointing directors to the board of a water organisation, councils must bear in mind the following:
  - (a) Directors must be appointed based on their competency to perform the role;
  - (b) Directors must collectively have an appropriate mix of skills, knowledge and experience in relation to providing water services; and
  - (c) Elected members of shareholding councils, employees of shareholders, and employees of the water organisation cannot be appointed as directors.
10. With the above in mind, the Board Skills Matrix has been prepared. The Matrix was presented to representatives of TCC, WBOPDC and Tangata Whenua through the “Joint Working Group” in the lead-up to Council’s 2 April 2026 decision to form a Water Organisation. The feedback provided by the three parties (TCC, WBOPDC and Tangata Whenua) has been incorporated into the Board Skills Matrix as Attachment 2.
11. A director may cover one or more of the skills required for the Board, but there is no expectation that any one director would have all, or a majority, of the skills set out in the Board Skills Matrix. For clarity, not all skills as set out in the Board Skills Matrix are required to be met at any given time (by directors either individually or collectively as a Board); some skills may be deemed irrelevant at a particular stage, or suitable candidates with specific skills that are required for the Board may not be able to be recruited.
12. If a particular skill is not possessed across the Board of directors, that skill can be fulfilled through other means (such as external consultancy or the skillset of Water Organisation’s executive staff).
13. Approval of the Board Skills Matrix will assist with recruiting the first Water Organisation Board. It will help to inform the advertisements, longlist, interview, and shortlist process.

**Recruitment of the Water Organisation Board**

14. This report recommends commencing recruitment for up to three Board members, including the Chair, for the WO. Approval is sought to appoint external consultants, JacksonStone & Partners, to run this process.
15. A proposal from JacksonStone & Partners is provided as Confidential Attachment 3, and this provides a fee estimate. JackstonStone & Partners recently completed the recruitment process for the Establishment Chief Executive of the Water Organisation and through that process have gained an understanding of the Water Organisation.

16. The current timeline will see the WO incorporated (i.e. formally established and registered) in early July 2026. A company (including this Water Organisation) cannot be registered without a Board of Directors. With this timeframe in mind, it is proposed that recruitment and appointment of Board members is completed no later than mid-June 2026.
17. The proposed process and approximate timeline to appoint the Board members is set out below.
  - (a) Detailed brief developed in consultation with Shareholders - late April to early May
  - (b) Advertising - May
  - (c) Longlist, interviews and shortlist – late May to early June
  - (d) Interviews, reference check and negotiation of offer – mid to late June
18. The Board Skills Matrix at Attachment 2 will inform the recruitment process. Similarly to the recruitment of the Establishment Chief Executive role, it is intended that:
  - (a) the Chief Executives and General Managers responsible for the waters transition within both Councils will be involved in the recruitment process.
  - (b) The interview panel will be made up of one representative from each of the Shareholding Councils (likely to be a person who has been appointed to the Joint Committee), with the option of an independent advisor
19. As a reminder, the Council resolved on 24 March 2026 (as part of the Water Organisation's Commercial Term Sheet) that the Board can comprise up to 5 directors. The Council also resolved that at commencement there may well be less than 5 directors appointed, with the Board only growing to its full size in due course.
20. This report recommends initially appointing only three Board members. One of the successful candidates will fulfil the role of the Chair. Remaining Board members can be recruited as the Shareholders see fit, either before or after the 'go live' date of 1 July 2027.
21. The Joint Committee will make recommendations to the Shareholders, and the Shareholders will appoint the Board members and the Chair via Council decision.

### **Remuneration of Tangata Whenua representatives on the Joint Committee**

22. TCC currently has Tangata Whenua representatives on standing committees of Council. Remuneration for these appointees is set by TCC based on an external assessment of the role and market benchmarking for similar sizes roles. TCC has previously used Strategic Pay to undertake this process.
23. It is proposed that Strategic Pay will undertake a job sizing and market benchmarking process (based on the approved role and scope of the Committee). It will also be useful for Strategic Pay to connect with Kevin Lavery, given that with his IAWAI Chair role he has a good understanding of the likely requirements and workload of a Joint Committee member. The outcome of the independent review and advice will be reported back to both Councils for consideration and approval of a remuneration level.

### **STATUTORY CONTEXT**

24. The Joint Committee will be established under clauses 30 and 30A of Schedule 7 of the Local Government Act 2002.
25. The Board of Directors will be established under section 48 of the Local Government (Water Services) Act 2025, which requires the following:
  - (a) Directors must be appointed based on their competency to perform the role; and
  - (b) Directors must collectively have an appropriate mix of skills, knowledge and experience in relation to providing water services; and
  - (c) Elected members of shareholding councils, employees of shareholders, and employees of the water organisation cannot be appointed as directors.

**STRATEGIC ALIGNMENT**

26. This contributes to the promotion or achievement of the following strategic community outcomes:

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

27. The Water Organisation is being set up to deliver sustainable, affordable, well-planned and maintained water services for the sub-region.

**OPTIONS ANALYSIS**

**The Joint Committee**

28. Option 1: Adopt the Terms of Reference (Attachment 1), appoint Council Committee members and establish the Joint Committee. (RECOMMENDED)

Advantages	Disadvantages
<p>Enables the timely establishment of the Joint Committee, allowing workstreams supporting the Water Organisation to progress.</p> <p>Provides a clear and agreed framework for the Joint Committee’s purpose, scope, and operating arrangements.</p> <p>Is consistent with the Local Water Done Well Commercial Terms approved by the Shareholders on 24 March 2026.</p> <p>Reflects existing joint committee precedents used by TCC and WBOPDC, reducing governance and process uncertainty.</p> <p>Preserves Shareholder control, as the Joint Committee is advisory only and does not have decision-making powers.</p> <p>Is flexible, allowing the Shareholders to amend the Terms of Reference over time as circumstances change.</p> <p>It is a legal requirement for Joint Committees to have Terms of Reference.</p> <p>Continues to support the processes required for Water Organisation establishment by 01 July 2027.</p> <p>Operates under the LGOIMA requirements for meeting, being open and public.</p>	<p>None identified.</p>

29. Option 2: Do not adopt the Terms of Reference, do not appoint Council Committee members, and do not establish the Joint Committee (NOT RECOMMENDED)

Advantages	Disadvantages

<p>None identified.</p>	<p>Proceeding with the Joint Committee without Terms of Reference would be contrary to legal requirements within the Local Government Act 2002.</p> <p>Failing to confirm Terms of Reference will prevent the establishment of the Joint Committee, contrary to the agreed Commercial Terms and prior Shareholder decisions.</p> <p>Risks delays in progressing matters intended to be considered by the Joint Committee.</p> <p>May undermine alignment and confidence between the Shareholders and Tangata Whenua.</p> <p>Risks delays in the establishment of the Water Organisation which may impact the go live date of 01 July 2027.</p> <p>Does not provide for any joint pathway to work through matters on key documents such as the Constitution and Shareholders Agreement before being approved by Council</p>
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**The Board Skills Matrix for the Water Organisation’s Board of Directors**

30. Option 1: Approve the Board Skills Matrix (Attachment 2). (RECOMMENDED)

Advantages	Disadvantages
<p>Ensures the Board recruitment process is aligned with the requirements of the Local Government (Water Services) Act 2025.</p> <p>Provides a transparent, structured and defensible basis for assessing candidates.</p> <p>Reflects recommendatory input from TCC, WBOPDC and Tangata Whenua through the Joint Working Group.</p> <p>Supports the appointment of a Board with a balanced mix of governance, technical, financial, regulatory and cultural capability.</p> <p>Improves efficiency and consistency throughout recruitment, from advertising to shortlisting and interview assessment.</p>	<p>The approved Matrix may limit flexibility to respond to unexpected candidate strengths that sit outside the defined skill areas.</p> <p>Any future changes in strategic direction may require the Matrix to be reviewed and updated.</p>

31. Option 2: Do not approve the Board Skills Matrix. (NOT RECOMMENDED)

Advantages	Disadvantages
<p>Retains full flexibility to assess candidates without reference to a formal skills framework.</p>	<p>Increases the risk that Board appointments do not fully meet statutory competency requirements.</p> <p>Reduces transparency and consistency in the recruitment process.</p> <p>Makes it more difficult to demonstrate that appointments are merit-based and collectively appropriate.</p> <p>May result in delays to recruitment while alternative assessment criteria are</p>

	developed.
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**Recruitment of Board members to the Board of the Water Organisation**

- 32. Option 1: Commence the recruitment process for the initial three Board members via an external recruitment process. (RECOMMENDED)
- 33. The external agency JacksonStone & Partners is appointed to manage the recruitment process. This agency has recently completed the Chief Executive recruitment process, has in-depth of knowledge of both Councils, the set-up of the new WO and is offering competitive costing for the recruitment process. The LWDW project People & Workforce Workstream’s independent contractor would oversee this process.

Advantages	Disadvantages
<p>Is independent (i.e. not led by either Shareholder)</p> <p>The external agency can use their networks to target potential candidates.</p> <p>High level of confidentiality.</p> <p>Provides an independent and objective recruitment process.</p> <p>Enables access to wider national recruitment networks and experienced governance candidates.</p> <p>Supports a confidential and professional process, appropriate for senior governance appointments.</p> <p>Builds on JacksonStone &amp; Partners’ recent involvement and knowledge of the Water Organisation and Shareholders.</p> <p>Reduces the risk of perceived or actual bias by either Shareholder.</p> <p>Provides assurance to regulators and funders that the Board has the capability to govern a high-risk, highly regulated organisation.</p>	<p>Higher direct cost than an internal recruitment process.</p> <p>Reduced direct control by Council over day-to-day recruitment activities.</p>

- 34. Option 2: Commence the recruitment process for the initial three Board members via an internal recruitment process. (NOT RECOMMENDED)
- 35. The recruitment process is led internally, managed by the People & Workforce Workstream independent contractor with oversight by Council’s General Manager: Strategy, Partnerships & Growth and WBOPDC’s Programme Director – Water Organisation.
- 36. This option will remove an external agency from the process and be run by advertising externally and contacting potential candidates directly. This option is likely to require the support of Council’s Human Resources recruitment team to provide an online recruitment system and to assist with the long list and short list process. This process may reduce the cost of recruitment. However, it is unknown at this stage what the final internal cost will be.
- 37. Following the recruitment process, a report would be brought to Council seeking approval to appoint the recommended candidates.

Advantages	Disadvantages
<p>Lower external consultancy costs.</p> <p>Greater direct control over the</p>	<p>Limited access to specialist governance recruitment networks.</p> <p>Increased risk of perceived lack of independence or</p>

recruitment process.	<p>objectivity.</p> <p>Higher demand on internal resources during a period of significant establishment activity.</p> <p>Internal costs and resourcing impacts are uncertain and may offset any savings.</p> <p>Would need to manage the inter-relationship with WBOPDC in the recruitment process.</p>
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38. Option 3: Do not commence the recruitment process for Board members. (NOT RECOMMENDED)

39. Delay recruitment until a later date, at which point the full Board is appointed.

Advantages	Disadvantages
<p>Avoids immediate recruitment and establishment costs.</p> <p>Defers the need for director remuneration and associated support costs.</p>	<p>Delays the establishment of the Water Organisation (the Water Organisation cannot legally be incorporated without a Board) and delays the WO's governance arrangements.</p> <p>Reduces early Board input into key establishment decisions and oversight.</p> <p>Increases delivery and transition risk as the go-live date approaches.</p> <p>Compresses future recruitment timelines, increasing the risk of sub-optimal appointments.</p> <p>Risks delays in the establishment of the Water Organisation which may impact the go live date of 01 July 2027.</p> <p>While delaying Board recruitment reduces short-term costs, it transfers governance, delivery, and leadership risk into later stages of the programme when flexibility is reduced and consequences are greater.</p> <p>Elevates change-management and workforce risk - Staff transition, organisational culture, and stakeholder confidence benefit from visible governance leadership in the transition process.</p>

**FINANCIAL CONSIDERATIONS**

40. These costs form part of the establishment budget for the project and are debt funded opex. They will be transferred to the WO following establishment.

41. The recruitment cost will also be met by the approved establishment budget and will be jointly shared with WBOPDC.

**LEGAL IMPLICATIONS / RISKS**

42. The establishment of the Joint Committee and the proposed approach to Board recruitment are consistent with the Local Government Act 2002 and the Local Government (Water Services) Act 2025. The Joint Committee is advisory only, with no delegated decision-making powers, which preserves the statutory responsibilities and decision-making authority of the Shareholders. The Terms of Reference are aligned with the Commercial Terms previously

approved by Council and can be reviewed or amended by the Shareholders as required over time.

43. The recruitment of directors based on an approved Board Skills Matrix and through an independent external process supports compliance with the statutory requirements relating to director competency, independence, and conflicts of interest. Legal risk is primarily mitigated through adherence to established governance processes, transparency in decision-making, and alignment with statutory obligations. Any appointments to the Board will be subject to further Council approval, at which point legal considerations will be reassessed as part of the relevant Council report.

### TE AO MĀORI APPROACH

44. Council is working in partnership with Tangata Whenua on the establishment of the proposed WO, ensuring that Council's Te Ao Māori principles are considered and integrated into project work.
45. The membership of the Joint Committee includes three Tangata Whenua representatives. Including Tangata Whenua representatives enables their continued involvement in governance discussions.
46. Tangata Whenua representation on the Joint Working Group provided the opportunity for direct input into the Board Skills Matrix. That Matrix requires the Board to possess the following skills:
  - (a) Deep understanding of Treaty of Waitangi (Te Tiriti o Waitangi) and an ability implement Treaty of Waitangi (Te Tiriti o Waitangi) principles in governance, decision-making and engagement.
  - (b) Knowledge of the iwi and hapu in the Tauranga and Western Bay of Plenty and the impact of the water infrastructure on the iwi and hapu.
  - (c) A strong understanding of iwi and hapu governance arrangements and existing relationships, commitments and obligations including Treaty settlement arrangements and obligations.
  - (d) Ability to integrate Māori values and mātauranga Māori into strategic planning, monitoring and operational frameworks.
  - (e) Strong cultural competency and extensive experience in relationship management with iwi and hapu.

### CLIMATE IMPACT

47. This report has no direct climate impacts, however the WO will enable an integrated sub-regional approach to the management and delivery of water, wastewater and stormwater services, providing opportunities for improved climate and environmental outcomes over time.

### CONSULTATION / ENGAGEMENT

48. Engagement regarding Council's preferred option for water services delivery, establishing a multi-council WO, occurred alongside Council's 2025/2026 Annual Plan consultation process.

### SIGNIFICANCE

49. 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.



50. 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 decisions.
  - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
51. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decisions are of low significance.
52. The decision to endorse the Terms of Reference and delegate its finalisation to the Mayor is assessed as of low significance as the Terms of Reference is based on the Commercial Terms which were already approved by Council on 24 March 2026.
53. The decision to commence recruitment of the Board is assessed as of low significance. Note that appointment of the recommended candidates to the Board will occur via Council decision following completion of the recruitment process (and the significance of that decision will be assessed as part of the Council report at that time).



### ENGAGEMENT

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

### NEXT STEPS

55. Following Council approval, officers will establish the Joint Committee that will support the WO, commence Board recruitment, and continue other establishment activities. A further report will be brought to Council seeking approval of the recommended Board appointments.

### ATTACHMENTS

1. **Draft Terms of Reference Water Organisation Joint Committee - A20122689** [↓](#) 
2. **Water Organisation Board Skills Matrix - A20107531** [↓](#) 
3. **Water Organisation Board of Directors Recruitment Including Costs - A20107653 - Public Excluded**

**TERMS OF REFERENCE – ‘[INSERT WATER ORGANISATION NAME]’ JOINT COMMITTEE**

**Membership:**

<b>Independent Chair</b>	[Insert name, if any (otherwise insert "None")]
<b>Chair (if no Independent Chair)</b>	Tauranga City Council ("TCC") Chair Or Western Bay of Plenty District Council (WBOP) Chair <i>If no Independent Chair is appointed, then the Chair will be appointed by the Committee being a member of TCC or member of WBOPDC on a rotational basis. Frequency of the rotation to be approved by the Committee</i>
<b>Deputy Chairs</b>	TCC Deputy Chair: • [insert] WBOPDC Deputy Chair: • [insert] <i>Where an Independent Chair is appointed, then the Deputy Chair will be appointed by the Committee being a member of TCC or member of WBOPDC on a rotational basis. Frequency of the rotation to be approved by the Committee.</i> <i>Where the Chair is a TCC or WBOPDC member, then the Deputy Chair will be a member of the other Council, with the rotation on the same cycle as the Chair.</i>
<b>Members</b>	Total of 9 members: <ul style="list-style-type: none"> <li>• 3 TCC representatives (must be appointed via TCC Council resolution and must be elected members of TCC)</li> <li>• 3 WBOPDC representatives (must be appointed via WBOPDC Council resolution and must be elected members of WBOPDC)</li> <li>• 3 Tangata Whenua (TW) representatives (nominated by TW and appointed by TCC by Council resolution acting as administrative agent for the partnership.)</li> </ul> <p>Each appointing or nominating party has the ability to appoint or nominate up to three alternates. An alternate may attend and participate in place of an appointed member only when that appointed member is absent. At no time may the number of representatives acting for an appointing or nominating party exceed the number of appointed members</p>
<b>Quorum</b>	A minimum of two persons each from TCC, WBOP, and TW
<b>Meeting frequency</b>	Bi-monthly or as otherwise determined by the Committee or the Councils.

**Role:**

- The purpose of this Committee is to provide recommendations to the TCC & WBOPDC (“**Councils**”) to assist their decision-making as shareholders in [insert name of water organisation (“**WO**”)]. The Committee will provide recommendations regarding the subject matter set out below under the sub-heading “Scope” (or other matters that may be directed by the Councils from time to time).
- The TW representatives on the Committee are to represent the Iwi and Hapū whose rohe falls within the local government areas of TCC and WBOPDC.

**Scope:**

- Statement of Expectations (“**SOE**”). Responsibilities to include:
  - Review draft SOE prepared by staff.
  - Provide feedback and comments on draft documents to staff and require amendments to achieve a version of the SOE that the Joint Committee is content to endorse to the Councils.
  - Present SOE to both Councils for consideration and approval.
- WO’s Water Services Strategy (“**WSS**”). Responsibilities to include:
  - Review draft WSS provided by WO.
  - Prepare proposed comments on the WSS for the Councils to raise with the WO.
  - Present the proposed comments to Councils for consideration and approval.
- Any WO policies that require shareholder input (such as significance and engagement policy or director appointment policy). Responsibilities to include:
  - Review draft policies prepared by WO (or prepared by Council staff if relevant).
  - Provide feedback and comments on draft documents to WO / to staff and require amendments to achieve a version of the relevant policy that the Joint Committee is content to endorse to the Councils.
  - Present policies to Council(s) for consideration and approval.
- Service Level Agreements between the WO and the relevant Council. Responsibilities to include:
  - Provide high-level oversight of the performance of obligations agreed under SLAs between the WO and either Council.
  - Receive reports from the WO and Council Chief Executives as to whether the SLA's are within the approved budgets.
  - Receive reports from the WO and Council Chief Executives how transition off SLA's is proposed to be managed over time.
- Significant contracts (sections 23 and 24 of the Local Government (Water Services) Act 2025 (“**Act**”). Responsibilities to include:
  - Review WO’s proposal for a significant contract, and WO’s assessment of options.
  - Form a recommendation for the Councils to consider, and present to Councils.
- Appointment of Board of Directors. Responsibilities to include:
  - Review candidates against Director Skills Matrix and any policies of the respective Councils.

- Form a view on proposed Director appointment roles that the Joint Committee is content to endorse to the Councils.
- Consideration of succession planning, rotation and future skill requirements.
- Oversee Board performance review.
- Present recommendations to both Councils for consideration and approval.
- Director remuneration. Responsibilities to include:
  - Review remuneration policies.
  - Review market data benchmarking information.
  - Prepare recommendations and present to both Councils for consideration and approval.
- Director Skills Matrix. Responsibilities to include:
  - Review Director Skills Matrix periodically to align term of appointment to Board.
  - As the Joint Committee sees fit, prepare amendments of the Matrix and present to both Councils for consideration and approval
- Annual review of the WO in accordance with s 250 of the Act. Responsibilities to include:
  - Prepare a written annual assessment with the Joint Committee's perspective on the performance of the WO including the WO's performance in giving effect to the SOE and WSS.
  - Present annual report to both Councils for consideration and approval
- WO's Water services annual report. Responsibilities to include:
  - Review WO's annual report
  - Prepare comments on the WO's annual report.
  - Provide comments to Councils for consideration and approval.
- WO's half-yearly water services report under s 248 of the Act. Responsibilities to include:
  - Review WO's half-yearly report.
  - Prepare comments on the report
  - Provide comments to Councils for consideration and approval.
- WO's annual budget. Responsibilities to include:
  - Review WO's draft annual budget.
  - Prepare comments on the WO's draft annual budget.
  - Provide comments to Councils for consideration and approval.
- Any other plans or reports that the Councils require from the WO under section 249 of the Act. Responsibilities to include:
  - Review WO's plans or reports.
  - Prepare comments and provide to Councils for consideration and approval.
- Any other functions (and responsibilities related to such functions) assigned to the Joint Committee by the Councils in writing over time (whether those functions are initially raised by the Councils, or initially raised by the Joint Committee for recommendation and approved by the Councils).

**Power to act:**

- The Committee is not a decision-making body (and has no formal voting rights on behalf of the Councils). The Councils will make final decisions on all matters addressed by the Committee. The role of voting in the context of the Committee is to inform recommendations to the Councils.
- Recommendations to the Councils will be made on the following basis:
  - Where possible, the Committee will make recommendations to the shareholding Councils on a consensus basis. For clarity, consensus is where all parties on the Committee agree on the same recommendation. The consensus recommendation will be recorded and presented to the shareholding Councils for a decision.
  - Where a consensus is not possible, the respective positions of each party on the Committee will be recorded and presented to the shareholding Councils for a decision.
- Where reference is made to consensus, it refers to a consensus of parties on the Committee (being TCC, WBOPDC and TW), rather than a consensus of each individual member of the Committee. In other words, there can still be a consensus of the parties with a minority dissenting view within one or more parties. Nevertheless, should any individual wish to formally note their disagreement, even when the parties have reached a consensus, they retain the right to have their dissenting perspective recorded.

**Procedural matters:**

- Format: Meetings may be held in person or virtually, as required and will be open to the public.
- Agenda: Agendas and supporting documentation will be circulated at least two working days in advance of each meeting when possible. TCC, as administrative agent for the establishment of the WO, will distribute the agenda until such time that the WO undertakes these activities.
- Meeting outcomes and direction: Direction and Action points will be recorded and maintained.
- Standing Orders: The Committee is a public committee which operates under TCC's standing orders and pursuant to Clause 30 and 30A of Schedule 7 of the Local Government Act 2002

**Power to recommend:**

- To make recommendations to TCC and WBOPDC as it deems appropriate.

**Power to sub-delegate:**

- The Committee has no power to sub-delegate any of its functions, duties or powers.

### Board Skills Matrix

The following is a summary of recommended skills and expertise for the appointment of persons to a Board of directors of a company established to deliver water services under the Local Government (Water Services) Act 2025.

AREA OF EXPERTISE / SKILL	REQUIREMENT
<p><b>Asset and infrastructure management and planning, and delivery</b></p>	<p>Understanding of good governance of assets and infrastructure, and experience with managing civil infrastructure assets.</p> <p>At least one director should have experience in governing asset management planning and engineering in an infrastructure or utility environment or consulting to the water sector:</p> <ul style="list-style-type: none"> <li>• Wide-ranging experience across the operations of an asset management / utility / infrastructure organisation with a strong focus on governance and strategic oversight</li> <li>• Experience and understanding of regulations and laws applicable to regulated utility organisations, including economic regulation, and engaging with regulators.</li> </ul>
<p><b>Commercial strategic business expertise</b></p>	<p>Experience working in commercial business environment and overseeing commercial negotiations.</p> <p>Experience with digital systems and IoT for operations and awareness of associated cybersecurity risks.</p> <p>Experience with innovation capability or digital transformation experience, which is critical for modern water service delivery.</p>
<p><b>Customer outcomes focused relationships, partnerships and strategies,</b></p> <p><b>Stakeholder / community engagement and consultation</b></p>	<p>Experience in a commercial or utilities environment that demonstrates integrating a strategic customer-experience focused outcome into guiding strategies, together with inspiring a customer-focused culture across an organisation from Day 1.</p> <p>Experience in building and maintaining constructive relationships with partners, stakeholders, and diverse communities (including Central Government), which are underpinned by a strong, authentic, communication style. This includes the ability to understand the different drivers, expectations, and priorities of each group.</p> <p>At least one director should have proven experience in delivering a customer experience, including:</p> <ul style="list-style-type: none"> <li>• Developing long-term strategies that position customers and partners as central drivers of high-performing service delivery.</li> <li>• The ability to champion and elevate the end-to-end customer journey, ensuring colleagues, partners, and stakeholders align their decisions and behaviours with desired customer outcomes.</li> </ul> <p>Prior involvement in extensive public engagement and consultation processes, including experience building and maintaining a social licence to operate, and working collaboratively with partners and communities to achieve shared outcomes.</p>

AREA OF EXPERTISE / SKILL	REQUIREMENT
<b>Diversity / Inclusion</b>	Collectively, the directors should reflect diversity of gender, ethnicity, background, and experience. They should bring a range of cognitive styles, cultural perspectives, and professional expertise to ensure inclusivity, representation, and the ability to respond effectively to the needs and expectations of stakeholders and the Tauranga/Western Bay region.
<b>Experience operating within a regulated environment</b>	Experience and understanding of the regulatory environment and compliance requirements specific to the utility / infrastructure sector. This includes familiarity with laws, regulations, and policies that govern that infrastructure industry and legal expertise in interpreting complex legislation, advising on compliance frameworks, and ensuring organisational adherence to statutory and regulatory obligations.  Resource and environmental management experience, and a practical understanding of the RMA.
<b>Finance and risk</b>	Experience in establishing complex commercial arrangements, including capital structure, debt financing and pricing and charging mechanisms; experience within networked regulated industries; and an ability to bring appropriate pragmatic advice to the Board table.  At least one director (ideally two) should have experience in finance, accounting and risk within an establishment context: <ul style="list-style-type: none"> <li>• Experience managing or overseeing large high stakes investment programmes.</li> <li>• Experience evaluating financial plans ensuring the organisation's long term financial sustainability.</li> <li>• Expertise in identifying, assessing, and mitigating financial, accounting operational, and regulatory risks associated with utility operations.</li> <li>• Ability to assess financial strategies to support sustainable and compliant performance.</li> </ul>
<b>Governance and leadership experience</b>	Significant governance and leadership experience, in either a utility, commercial sector organisation, or in a public body.  Direct experience or a close understanding of local government type decision-making processes, and political understanding.  Preferably leadership experience in water service delivery, or a similar service delivery industry.  At least one director should have the ability and willingness to chair the Board.  The ability and willingness to participate fully in the life of the Board and on subcommittees as required.  A commitment to ensuring continuity of governance and maintaining the capability and expertise required for effective long-term oversight after establishment.

AREA OF EXPERTISE / SKILL	REQUIREMENT
<b>Health and Safety</b>	Detailed understanding of health & safety compliance and regulatory requirements.
<b>Knowledge of Tauranga and Western Bay / Public Accountability</b>	<p>A deep understanding of the Tauranga/Western Bay region and the local government context within the region, and experience and knowledge of communities and appreciation of public accountability.</p> <p>At least one director should be Tauranga/Western Bay based.</p>
<b>Te Ao Māori me Te Tiriti o Waitangi</b>	<p>Deep understanding of Treaty of Waitangi (Te Tiriti o Waitangi) and an ability implement Treaty of Waitangi (Te Tiriti o Waitangi) principles in governance, decision-making and engagement.</p> <p>Knowledge of the iwi and hapu in the Tauranga and Western Bay of Plenty and the impact of the water infrastructure on the iwi and hapu.</p> <p>A strong understanding of iwi and hapu governance arrangements and existing relationships, commitments and obligations including Treaty settlement arrangements and obligations.</p> <p>Ability to integrate Māori values and mātauranga Māori into strategic planning, monitoring and operational frameworks.</p> <p>Strong cultural competency and extensive experience in relationship management with iwi and hapu.</p>
<b>Sustainable outcomes and environmental wellbeing</b>	<p>At least one director should have experience in social and environmental sustainability, climate adaptation and climate resilience planning, including an understanding of sustainability frameworks, risk-mitigation strategies, and long-term infrastructure resilience requirements.</p> <p>Deep understanding of kaitiakitanga as a guiding principle for environmental care and intergenerational responsibility.</p> <p>Proven ability to integrate Te Mana o Te Wai and environmental wellbeing objectives into strategies to ensure water services enhance ecosystems and community health.</p> <p>Experience in environmental governance, sustainability frameworks, and climate resilience planning.</p>
<b>Transitional change and/or new organisation establishment</b>	<p>Significant senior level experience and success in large-scale sector and/or organisation reform, change and establishment, preferably at a governance level.</p> <p>Prior proven experience in large scale transitions, organisation reform or the establishment of a new entity.</p> <p>Proven experience in contributing to and building a new entity's organisational structures.</p>



## 11.4 Council-Controlled Organisations: Shareholder Feedback on Draft Statements of Intent 2026/2027-2028/2029

**File Number:** A19395080

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

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

### PURPOSE OF THE REPORT

1. To seek approval on the shareholder feedback for the Council-Controlled Organisations' draft Statements of Intent 2026/27-2028/2029, as required by the Local Government Act 2002.

### RECOMMENDATIONS

That the Council:

- (a) Receives the report "Council-Controlled Organisations: Shareholder Feedback on Draft Statements of Intent 2026/2027-2028/2029".
- (b) Receives the draft Statements of Intent 2026/27-2028/29 for Bay Venues Limited, Tauranga Art Gallery Trust, Tourism Bay of Plenty, Te Manawataki o Te Papa Limited, Bay of Plenty Local Authority Shared Services Limited and Bay of Plenty Local Authority Shared Services Limited's Letter to its shareholders about its draft Statement of Intent.
- (c) Approves the shareholder feedback for Bay Venues Limited, (detailed in paragraph 16 of this report) on the following matters:
  - (i) Council brand and alignment with community outcomes of "A vibrant city that embraces events".
  - (ii) Staff safety and anti-social behaviour.
  - (iii) Mount Hot Pools language to ensure community not unnecessarily concerned or that any future decisions are not pre-empted.
  - (iv) Financial stewardship, prudence, and capital programme.
  - (v) Partnership with Tangata Whenua.
  - (vi) Staff inflationary adjustments.
- (d) Approves the shareholder feedback for Tauranga Art Gallery Trust, (detailed in paragraph 16 of this report) on the following matters:
  - (i) Comfort with growth benchmark but would like visitor numbers prior to Toi Tauranga Art Gallery's closure.
  - (ii) Acknowledgement of Council feedback.
  - (iii) Visitor satisfaction and data capture.
  - (iv) Specific reporting about the reopening of the gallery.
  - (v) Budget information.
- (e) Approves the shareholder feedback for Tourism Bay of Plenty, (detailed in paragraph 16 of this report) on the following matters:
  - (i) Tourism Bay of Plenty Working Group's comfort with the document and

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- supportive of the direction this council-controlled organisation is taking.
- (ii) Key focus for Council being the decision-making paper to be presented on 21 April regarding Tourism Bay of Plenty's three funding requests.
- (f) Approves the shareholder feedback for Te Manawataki o Te Papa Limited, (detailed in paragraph 16 of this report) on the following matters:
- (i) Te Manawataki o Te Papa Limited Working Group's comfort with the document.
  - (ii) The targets are well-aligned and clearly presented.
- (g) Notes that as joint shareholder of Tourism Bay of Plenty, Western Bay of Plenty District Council has approved their separate shareholder feedback on Tourism Bay of Plenty's draft Statement of Intent 2026/27-2028/29 at its Council workshop on 16 April 2026.
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## EXECUTIVE SUMMARY

2. Under the Local Government Act (LGA) 2002, Council-Controlled Organisations (CCOs) are required to prepare a draft Statement of Intent (Sol) each year. The Sol must outline the organisation's planned activities, performance measures, and financial forecasts for the upcoming three-year period. Each CCO board is responsible for preparing and adopting its own Sol.
3. Draft Sols must be submitted to the shareholder, Tauranga City Council (Council), by 1 March each year. Council then reviews the documents and provides feedback before the final Sols are adopted by the CCO boards and delivered to Council by 30 June. Shareholder comments must be provided no later than 1 May. These dates are statutory deadlines.
4. All draft Sols, except those from Tourism Bay of Plenty (TBoP) and Te Manawataki o Te Papa Limited (TMoTPL), were submitted by the 1 March deadline. These two CCOs requested additional time to ensure accuracy and to allow for final Chair sign-off. Given this context, TCC staff did not consider the short delay to be an issue.
5. The Council meeting on 21 April 2026 is the first suitable opportunity for Council to formally receive the draft Sols and approve shareholder feedback. At the time of writing, the Local Government Funding Agency's (LGFA's) draft Sol is scheduled to be presented to the City Delivery Committee on 28 April 2026. As a joint shareholder of TBoP, Western Bay of Plenty District Council (WBoPDC) has approved its feedback at its Council workshop on 16 April.
6. Draft Sols for Bay Venues Limited (Bay Venues), Tauranga Art Gallery Trust (TAGT), TBoP, TMoTPL, and Bay of Plenty Local Authority Shared Services (BoPLASS) are provided as Attachments 1-5 of this report. All draft Sols meet the legislative requirements of the LGA as outlined in the Background section below.
7. As one of nine shareholders in BoPLASS, Council does not issue Letters of Expectations (LoEs) or provide feedback on this CCO's draft Sol unless significant concerns arise. BoPLASS' draft Sol is provided as Attachment 5 of this report, alongside its Letter to its shareholders about its draft Sol (Attachment 6 of this report). Similarly, because Council jointly governs the TMoTP Charitable Trust with the Otamataha Trust, Council does not issue LoEs or provide feedback on this CCO's draft Sol. Note TCC staff will be working with the Otamataha Trust to finalise TMoTP Charitable Trust's new Sol for 2026/27–2028/29, which will be delivered by 30 June 2026.
8. Feedback on the draft Sols has been sought from the Elected Member Working Groups for Bay Venues, TAGT, TBoP, and TMoTPL, as well as from TCC staff who work closely with these CCOs. This feedback is outlined in the Background section below.
9. This report outlines the following matters relating to the draft Sols of Council's substantive CCOs:
  - Alignment of the draft Sols FY27-29 with the LoEs FY27;

- Potential impact on levels of service (LoS), given Council’s 18 November 2025 decision not to increase operating grants for CCOs (including no CPI adjustments);
- CCO Working Groups’ feedback and proposed amendments to the draft Sols.

10. A summary of the draft Sols, their alignment with the LoEs, and potential LoS impacts is provided below, with further detail in the Background section:

CCO	<b>Summary – overall, draft Sols show strong alignment with the LoEs</b>
Bay Venues	<p>Bay Venues shows a strong commitment to operate with financial discipline, deliver more for less, prioritise essential renewals, and balance commercial revenue generation with accessible, community-focused services.</p> <p>Bay Venues also demonstrates a strong commitment to inclusion, accessibility, transparent reporting, and partnership with mana whenua, all of which are explicitly highlighted in the LoE.</p> <p>The draft Sol signals that constrained funding and the potential prolonged closure of the Mount Hot Pools will likely place pressure on service levels. Potential impacts include reduced pool operating hours, the early seasonal closure of Memorial Pool, and temporary capacity challenges during planned major maintenance closures such as Baywave. While efficiency initiatives and targeted fee increases may soften the effects, the draft Sol acknowledges that some service level reductions may be unavoidable.</p>
TAGT	<p>TAGT and Toi Tauranga Art Gallery demonstrate firm commitments to financial prudence, community engagement, inclusive programming, iwi partnerships, and participation in and being part of the Te Manawataki o Te Papa precinct.</p> <p>However, service level impacts are likely due to constrained funding, increased depreciation, and city centre disruption. These pressures may require adjustments to programming, operating models, or service volumes unless additional revenue or efficiencies are achieved.</p>
TBoP	<p>TBoP is operating within Council’s “deliver more for less” expectation, protecting core services while reshaping priorities.</p> <p>Overall levels of service are maintained and core services protected, but three areas present material service risks if unfunded: Our Tauranga Region Place Brand, iSITE Visitor Services capital expenditure, and the Digital Content management required to support the digital wayfinding network.</p>
TMoTPL	<p>Expectations for value for money, sustainability leadership, cultural partnership, risk management, transparency, and delivery excellence, are clearly outlined in COdraft Sol.</p> <p>TMoTPL’s work programme will significantly enhance levels of service across cultural, recreational, community, and civic domains through the delivery of major new assets and public realm improvements.</p> <p>The CCO has identified potential service risks and outlined appropriate mitigations through strong governance, risk management, and financial prudence.</p>

11. While there are no legal implications arising from this report or the draft Sols, other potential risks may arise, as outlined in the Background section below.
12. TCC staff recommend that Council receives the draft Sols and approves the proposed feedback. This approach ensures compliance with legislative requirements, alignment with Council’s strategic priorities, and continued transparency and accountability to the people of Tauranga.
13. If Council does not provide shareholder feedback, there is potential for misalignment between Council and the CCOs, particularly in an environment of increased uncertainty.

14. If approved, Council’s feedback will be provided to the substantive CCOs by 1 May, final Sols will be received by 30 June, and final Sols will be formally acknowledged at the Council meeting scheduled on 21 July 2026.

**BACKGROUND**

**Alignment between the draft Statements of Intent FY27-29 and Letters of Expectations FY27, and the potential impact on levels of service**

15. The following table outlines the alignment with the LoEs and the potential impact on LoS across Bay Venues, TAGT, TBoP and TMoTPL:

CCO	Alignment with the Letter of Expectations FY27	Impact on Levels of Service
Bay Venues (Attachment 1 of this report)	There is strong alignment, including: <ul style="list-style-type: none"> <li>• Financial stewardship through cost-reduction focus, efficiency initiatives, renewals aligned to Council’s Long-term Plan and options to maintain surplus via fees and service level adjustments.</li> <li>• Emphasising commercial activity as a vehicle to subsidise community access, balancing affordability with revenue initiatives and increasing commercial growth initiatives (e.g. events, catering, partnerships, billboards).</li> <li>• Commitment to accessibility, inclusion, diverse programming and high levels of customer satisfaction.</li> <li>• Commitment to strengthening iwi/hapū relationships.</li> <li>• Prioritising renewals and essential capital works, and support for major projects like the Memorial Park Aquatic Centre and Netball Centre relocation.</li> <li>• Continued commitment to reporting, transparency and “no surprises”.</li> </ul>	<p><i>Note Bay Venues’ draft Sol signals that levels of service are potentially at risk, mainly due to the constrained funding environment and the unexpected closure of the Mount Hot Pools. It has also signalled a net operating deficit of \$232,167.</i></p> <p>Impact on LoS, including:</p> <ul style="list-style-type: none"> <li>• Potential reduction in pool opening hours<sup>2</sup>.</li> <li>• Potential early closure of Memorial Pool ahead of redevelopment, reducing community aquatic capacity (achieving cost savings of \$100,000 - \$250,000)<sup>3</sup>.</li> <li>• Network pressure and reduced aquatic availability due to the unexpected closure of Mount Hot Pools, affecting both service capacity and financial performance.</li> <li>• Temporary loss of service during major planned renewals, including Baywave’s planned maintenance closure.</li> <li>• Mitigation options outlined include increasing user fees (achieving additional revenue of \$55,000 - \$130,000) and continuing efficiency initiatives, but the draft Sol is clear that further savings will likely affect service levels if additional revenue cannot be generated<sup>4</sup>.</li> </ul>
TAGT (Attachment 2 of this report)	There is strong alignment, including: <ul style="list-style-type: none"> <li>• Clear financial prudence but pressure exists due to depreciation and \$0 increase grant.</li> <li>• Clear commitments to broaden reach and maintain programme quality e.g.</li> </ul>	<p><i>Note TAGT’s draft Sol signals a deficit of circa \$250,000 per annum for the next three years allowing for increased depreciation on the refurbished gallery and reduced Council funding.</i></p> <p>Potential impact on LoS, including:</p>

<sup>2</sup> This was agreed to in principle by Council on 24 March.

<sup>3</sup> This was agreed to in principle by Council on 24 March.

<sup>4</sup> This was agreed to in principle by Council on 24 March and currently subject to a public consultation process.

	<p>delivering a minimum of 15 exhibitions and delivering education programmes to at least 7,000 primary school students.</p> <ul style="list-style-type: none"> <li>• Community centric outcomes, inclusiveness and diversity demonstrated through performance targets and event programming.</li> <li>• Partnerships with iwi, art sector, donors, community funders, and the Te Manawataki o Te Papa Civic precinct.</li> <li>• Sustainability across all areas (social, economic, cultural and environmental) demonstrated throughout the document and in particular, the performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential need to scale back exhibitions or programmes.</li> <li>• Reliance on external funding may affect programme certainty (e.g. educational programmes, community events).</li> <li>• Potential of straining staff capacity and financial resources.</li> </ul>
<p>TBoP (Attachment 3 of this report)</p>	<p>There is strong alignment, including:</p> <ul style="list-style-type: none"> <li>• Clear response to the financial constraints and operational expectations.</li> <li>• Comprehensive marketing and destination programmes and operationalised through multiple programme streams.</li> <li>• Clear delivery of inclusive, sustainable, vibrant tourism that benefits residents.</li> <li>• Commitment to maintaining active relationships with 2–3 iwi/hapū, supporting Māori tourism operators, and integrating cultural stories.</li> <li>• Commitment to major capital project alignment (e.g. Te Manawataki o Te Papa, Ōmanawa Falls, TECT Park), and multi-agency coordination across cruise, events and trade networks.</li> </ul>	<p><i>Note TBoP’s draft Sol has signalled three additional funding requests critical to achieving the objectives of this CCO, but sit outside TBoP’s funded work programme – Our Tauranga Region Place Brand, iSite Visitor Services capital expenditure and Digital Wayfinding Network Content Executive role. (These are addressed in a separate report on this 21 April 2026 Council agenda.</i></p> <p>Potential impact on LoS, including:</p> <ul style="list-style-type: none"> <li>• Reduced scope of campaigns (fewer markets or activations).</li> <li>• Reduced ability to expand visitor services (e.g. kiosk network, physical presence at events).</li> <li>• Limited innovation due to focus on protecting core services.</li> <li>• Potential delays in destination development initiatives, cultural product development, and sustainability programmes.</li> <li>• Levels of service could decline in visitor servicing, digital communications, and brand integration if these three items remain unfunded.</li> </ul>
<p>TMoTPL (Attachment 4 of this report)</p>	<p>There is strong alignment, including:</p> <ul style="list-style-type: none"> <li>• Council’s requirement for value for money and prudent financial management, including cost-saving reviews, whole-of-life cost thinking, and maintaining delivery within approved budgets.</li> <li>• Commitment to a balanced development approach, covering sustainability, cultural inclusion, and</li> </ul>	<p><i>Note TMoTPL is not a service-delivery CCO but a project delivery governance entity, so its impact on LoS is indirect but significant. The draft Sol indicates both positive impacts and potential risks.</i></p> <p>Positive impacts on LoS, including:</p> <ul style="list-style-type: none"> <li>• New and upgraded public facilities for the community to use and enjoy e.g. Library and Community Hub, and the Museum.</li> </ul>

	<p>community engagement.</p> <ul style="list-style-type: none"> <li>Fully aligned with Council's community-centric outcomes, including creating vibrant, inclusive, accessible public facilities aligned to the city's strategic vision.</li> <li>High-trust partnership, transparency, and a "no surprises" approach, with structured reporting and open communication.</li> <li>Consideration of sustainability commitments such as 6 Green Star and WELL certification targets and long-term operational sustainability.</li> <li>Partnership with mana whenua, including cultural design integration and regular governance-to-governance engagement.</li> <li>Risk management and assurance (including a high focus on enabling a positive safety culture), with detailed risk registers, workshops, and oversight processes.</li> </ul>	<ul style="list-style-type: none"> <li>Improved accessibility and inclusion e.g. universal design principles and improved public spaces.</li> <li>Enhanced user experience with design fundamentals focussing on vibrancy, enjoyment, welcoming spaces, and connection to place.</li> <li>Embedding cultural narratives, partnerships with mana whenua, and culturally aligned design increases the cultural richness of this city.</li> <li>Increased capacity for community events and economic activation e.g. new facilities support greater variety, quality, and volume of events, exhibitions, gatherings, and commercial activity, elevating LoS across arts, culture, tourism, and recreation sectors.</li> </ul> <p>Potential impacts on LoS, including:</p> <ul style="list-style-type: none"> <li>Construction disruptions could temporarily reduce access or usability of spaces. The draft Sol mitigates through early identification of emerging risks, stakeholder engagement and implementing controls to minimise disruption.</li> <li>Failure to meet timelines would delay LoS improvements. The draft Sol strongly emphasises DIFOTIS (delivery in full, on time, in spec).</li> <li>Misalignment with future operating models could affect service quality. The draft Sol mitigates through whole-of-life design and cross-team capex integration with Council's new Major Projects team.</li> </ul>
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**Shareholder feedback on the draft Statements of Intent 2026/27-2028/29**

16. The following table outlines the CCO Working Groups' feedback on the draft Sols for Bay Venues, TAGT, TBoP and TMoTPL:

CCO	CCO Working Groups – feedback on the draft Statements of Intent	Minor edits required
Bay Venues	<p><b>Council brand and alignment with community outcome of 'A vibrant city that embraces events'</b></p> <p>Strengthen visibility of the Council brand to better reflect and align with Council's community outcome of embracing events and helping to create a vibrant city.</p> <p>Encourage Bay Venues to broaden the visibility and promotion of facilities across the city, not only those directly managed by Bay Venues, to reinforce a city-wide perspective focused on community benefit for the people of Tauranga and alignment</p>	N/A.

	<p>with the community outcome.</p> <p>Current strategic pillars appear somewhat inward-looking (e.g. focusing on internal teams or partnerships). Bay Venues should adopt a more holistic view that emphasises the provision of facilities for the city and its people, again ensuring a strong connection to Council's community outcome around events, activation, and vibrancy.</p> <p><b>Staff safety and anti-social behaviour</b></p> <p>With the increasing incidence of anti-social behaviour, staff safety must remain paramount.</p> <p>Request that Bay Venues outline proposed options and initiatives to support staff safety in their final Statement of Intent.</p> <p><b>Mount Hot Pools</b></p> <p>Bay Venues should review the draft Statement of Intent to ensure there is no alarming or premature language regarding the unexpected closure of the Mount Hot Pools.</p> <p>It is important that the community is not unnecessarily concerned or that any future decisions are not pre-empted.</p> <p><b>Financial stewardship, prudence, and capital programme</b></p> <p>Strengthen clarity and explicitness around financial stewardship, prudence, and the capital projects programme – specifically on:</p> <ul style="list-style-type: none"> <li>• Bay Venues to contribute to the development of the sport and recreation investment programme to meet Council's priorities, in respect of the facilities it is involved with, for the Long-Term Plan 2027-2037.</li> <li>• Bay Venues to provide input to support consideration of whole-of-lifecycle investment impacts for relevant sport and recreation facilities.</li> </ul> <p><b>Partnership with Tangata Whenua</b></p> <p>The partnership with Tangata Whenua should be further strengthened, including progressing the Memorandum of Understanding (MoU).</p> <p><b>Staff inflationary adjustments</b></p> <p>Bay Venues to provide staff inflationary adjustments in the final Statement of Intent.</p> <p><b>Information required for Council decision-making on 21 April</b></p> <p>Bay Venues to provide the following papers to support decision-making – details on the funding gap of approximately \$320k (annual facility painting programme and operating the Queen Elizabeth Youth Centre facility).</p>	
TAGT	<p><b>Comfort with growth benchmark</b></p> <p>Council is comfortable with TAGT using a baseline of 5% growth as the benchmark for the next financial year, but would like visitor numbers prior to closure to also be reported.</p> <p><b>Acknowledgement of Council feedback</b></p> <p>Council is satisfied that both the Board and the gallery have responded constructively to its previous feedback, for example:</p> <ul style="list-style-type: none"> <li>• Aligning with the Te Manawataki o Te Papa precinct family and branding.</li> <li>• Ensuring diversity and inclusiveness are embedded across</li> </ul>	<ul style="list-style-type: none"> <li>• Page 10 – add Dave Guruge as a Trustee (section 4.2).</li> <li>• Page 11 – replace 'HAVC' systems with 'HVAC' systems (section 5).</li> </ul>

	<p>programming and events.</p> <p><b>Visitor satisfaction and data capture</b> Council requires robust and reliable data to inform future decision-making and would like more detail on the gallery’s customer satisfaction survey, specifically:</p> <ul style="list-style-type: none"> <li>• Whether the survey methodology aligns with other galleries nationally.</li> <li>• Who is being surveyed and how respondents are selected.</li> <li>• How statistics are collected, how surveys are administered, and how visitor contact details and demographic information are captured.</li> </ul> <p><b>Specific reporting about the reopening of the gallery</b> Council would like the Board and the gallery to undertake reporting against the exhibitions set out in their launch presentation. This will support the CCO in reporting back with specific, meaningful insights about the reopening of the gallery.</p> <p><b>Budget information</b> Council would appreciate receiving the final budget statements as soon as they are available. There was concern about the quantum of the currently reported deficits.</p> <p>Regarding page 19, Council seeks clarification on:</p> <ul style="list-style-type: none"> <li>• <b>Other income:</b> The movement from \$600k to \$56k, what was the source of the original \$600k?</li> <li>• <b>Other expenses:</b> The decrease from \$179k to \$117k, does this relate to the reopening?</li> </ul>	
<p>TBoP</p>	<p>Overall, this is a good document.</p> <p>The working group is comfortable with the draft Statement of Intent and supportive of the direction this CCO is taking.</p> <p>The key focus for Council will be the paper being presented on 21 April, which outlines the three projects requiring funding: Our Tauranga Region Place Brand, iSite Visitor Services capital expenditure, and the Digital Wayfinding Network Content management.</p>	<ul style="list-style-type: none"> <li>• Page 6 – replace ‘joint’ with ‘separate’ letter of expectation (section 4).</li> </ul>
<p>TMoTPL</p>	<p>Overall, the working group is comfortable with the draft Statement of Intent.</p> <p>The targets are well-aligned and clearly presented.</p>	<ul style="list-style-type: none"> <li>• Page 4 – replace Letter of Expectations dated ‘13 April 2023’ with ‘17 December 2025’ (Chair’s foreword section).</li> <li>• Page 4 – replace for the years ‘1 July 2025 to 30 June 2028’ with ‘1 July 2026 to 30 June 2029’ (Chair’s foreword section).</li> <li>• Page 4 – replace ‘Civil’ Development with ‘Civic’</li> </ul>



		<p>Development (Chair’s foreword section).</p> <ul style="list-style-type: none"> <li>• Page 4 – replace ‘2007 to 2009 period’ with ‘2027 to 2029 period’ (Chair’s foreword section).</li> <li>• Page 5 – replace 1 July ‘2027’ with 1 July ‘2026’ (introduction section).</li> </ul>
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**Potential risks if Council does not provide shareholder feedback to the CCOs**

17. If Council decides not provide shareholder feedback, there is a material risk that the final Sols may not adequately reflect Council’s strategic priorities, performance expectations, or policy settings. This may result in:

- Misalignment with strategic direction – CCO work programmes may diverge from Council’s long-term plans and community outcomes.
- Financial risk – inaccurate or unchallenged financial forecasts may compromise Council’s budgeting or funding decisions.
- Governance risk – Council may not meet its obligations under the LGA to provide oversight and ensure that CCOs operate efficiently, effectively, and in the interests of the community.
- Reduced accountability – without clear, Council-endorsed expectations, performance monitoring may be weakened, making it more difficult for Council to hold CCOs to account over the next three financial years.
- Reputational risk – perception that Council has not provided adequate governance direction could undermine stakeholder and community confidence.

**Potential risks relating to reduced levels of service and community impact**

18. The reduced levels of service and associated impacts on the community, as identified in the draft Sols and outlined above, will require both Council and the CCOs to work closely together and keep each other informed. The potential key risks include:

- Operational risk – service reductions may lead to performance shortfalls, deferred maintenance, reduced programme delivery, or delayed projects.
- Community impact – lower service levels could affect community wellbeing, customer satisfaction, access to services, and public trust in both the CCOs and Council.
- Escalation of issues – if reduced service levels are not closely monitored, minor issues may develop into larger operational or financial problems requiring future corrective action.
- Long-term sustainability risk – prolonged service reductions may create backlogs or degrade asset condition, resulting in higher future costs.

**Purpose of a Statement of Intent as per the Local Government Act 2002:**

19. The legislative requirements are set out in Section 64 of the LGA. The legislation states that the purpose of a statement of intent is to:

- a) state publicly the activities and intentions of the council-controlled organisation for the year and the objectives to which those activities will contribute; and
  - b) provide an opportunity for shareholders to influence the direction of the organisation; and
  - c) provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.
20. In essence, an Sol sets out how a CCO intends to create increasing value for its customers and the ratepayers of Tauranga over the short to medium term. It provides the CCO board with a mechanism to publicly set out the entity’s strategic objectives and how it will achieve these over the next three financial years.

**Council-controlled organisations’ core purpose:**

21. The following table outlines the core purpose of each CCO:

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

**STATUTORY CONTEXT**

- 22. The Statement of Intent is one of the CCO’s key governance and planning documents.
- 23. Engaging with the CCOs throughout the development of the annual Statements of Intent is one of the main ways Council can influence its CCOs while ensuring they are aligned with Council’s strategic priorities and outcomes.

**STRATEGIC ALIGNMENT**

24. The CCOs actively work in partnership with Council, mana whenua and our community to achieve the following community outcomes, and this is reflected in their Sols and their performance against financial and non-financial measures:

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

We are a vibrant city that embraces events ✓

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

**OPTIONS ANALYSIS**

26. There is one issue to be considered and the advantages and disadvantages are outlined below:

**Issue 1: To provide shareholder feedback on the draft Sols**

Option 1A (recommended): Receive the draft Statements of Intent FY27-29 and provide feedback to the Council-Controlled Organisations:

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Council meets its legislative requirements under the LGA by formally receiving the draft Sols and providing feedback within the required timeframe.</li> <li>• Providing feedback ensures CCOs understand Council priorities and performance expectations.</li> <li>• Final Sols are aligned with Council’s strategic direction and expectations.</li> <li>• Demonstrates to the public that Council is actively guiding CCOs toward the same strategic outcomes.</li> <li>• Feedback allows CCOs to make timely changes before final Sols are adopted.</li> <li>• Early engagement fosters stronger relationship between Council and CCOs.</li> </ul>	<ul style="list-style-type: none"> <li>• None.</li> </ul>

Option 1B: Receive the draft Statements of Intent FY27-29 and do not provide feedback to the Council-Controlled Organisations:

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• None.</li> </ul>	<ul style="list-style-type: none"> <li>• Council doesn’t meet its legislative requirements under the LGA.</li> <li>• Final Sols may contain inaccurate information, be misaligned with Council’s strategic direction and expectations, and may result in wasted resources or duplication of effort.</li> <li>• Public might perceive Council as not fulfilling its stewardship/governance role.</li> </ul>

**FINANCIAL CONSIDERATIONS**

27. Budgets for all CCOs, including Council’s contributions, are included in the draft Sols.

**LEGAL IMPLICATIONS / RISKS**

28. There are no legal implications with this report and the draft Sols.

29. The risks if Council does not provide shareholder feedback and the risks relating to the potential of reduced LoS and community impact, are outlined above in the Background section.

### TE AO MĀORI APPROACH

30. Te Ao Māori approach is important to the CCOs and are included in their draft Sols.
31. For example, TMO TPL is committed to continue working with representatives of the Otamataha Trust, who act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.

### CLIMATE IMPACT

32. Climate issues are important to the CCOs and are included in their draft Sols.
33. For example, Bay Venues is committed to reducing energy consumption across the network of facilities.

### CONSULTATION / ENGAGEMENT

34. It is not required or expected to consult on a Statement of Intent under the LGA.

### SIGNIFICANCE

35. 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.
36. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
  - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
  - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
37. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.

### ENGAGEMENT

38. Taking into consideration the above assessment, the draft Sols, the advantages and disadvantages outlined above, the feedback from the Elected Member CCO Working Groups and key TCC staff, and that the decision is of medium significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

### NEXT STEPS

39. A copy of this report and the resolutions will be provided to each CCO by 1 May 2026.
40. Any feedback provided in this report should be given consideration by the CCO Boards when producing their final Sols.
41. The final Sols are to be provided to Council by 30 June 2026, and will be formally received at the Council meeting scheduled on 21 July 2026.

### ATTACHMENTS

1. **BV Draft Sol FY27-29 - A19861808 (Separate Attachments 1)** 
2. **TAGT - Draft Sol FY27-29 - A19861810 (Separate Attachments 1)** 
3. **TBoP - Draft Sol FY27-29 - A19861817 (Separate Attachments 1)** 
4. **TMoTPL - Draft Sol FY27-29 - A19889429 (Separate Attachments 1)** 
5. **BoPLASS - Draft Sol FY27-29 - A19861825 (Separate Attachments 1)** 
6. **BoPLASS - Letter to TCC re Draft Sol - A19861829 (Separate Attachments 1)** 

**11.5 Council-Controlled Organisations: Bay Venues Limited and Tourism Bay of Plenty funding requests**

**File Number:** A20003137

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

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

**Please note that this report contains confidential attachments.**

Public Excluded Attachment	Reason why Public Excluded
Item 11.5 - Council-Controlled Organisations: Bay Venues Limited and Tourism Bay of Plenty funding requests - Attachment 4 - TBoP - Digital Wayfinding Network Operations - Issues and Options	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.

**PURPOSE OF THE REPORT**

- To decide on funding requests recommended to Council by Bay Venues Limited and Tourism Bay of Plenty, and the associated rates implications for inclusion in the Annual Plan FY27.

**RECOMMENDATIONS**

That the Council:

- Receives the report "Council-Controlled Organisations: Bay Venues Limited and Tourism Bay of Plenty funding requests".

**Bay Venues Limited (Attachment 1 of this report – Bay Venues funding request)**

- Approves a request of re-allocation of renewal funding to operating funding of \$271,000 (FY27) to ensure the planned annual facility painting programme continues.
- Approves a request of \$46,390 per annum to support continued operation of the Queen Elizabeth Youth Centre facility.
- Approves a net annual rates impact of \$61,138 arising from a request of re-allocation of \$365,000 (one-off amount) from renewal funding to operating funding to replace end of life Leisure Management System. This will be debt funded over the life of the asset.

**Tourism Bay of Plenty (Attachment 2 of this report – Our Tauranga Place Brand Project)**

- Approves a request of \$450,000 (bridging year FY27 funding) contribution towards the implementation of the Our Tauranga Place Brand project.

**Tourism Bay of Plenty (Attachment 3 of this report – iSITE Visitor Services Capital Expenditure)**

- Approves a request towards improving the effectiveness, visibility and reach of the current iSITE visitor service programme through:
  - \$150,000 contribution to iSITE fitout at the Te Manawataki o Te Papa site; and
  - \$85,000 for the new build of a versatile, mobile iSITE caravan.

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**Tourism Bay of Plenty (Attachment 4 of this report – *Digital Wayfinding Network Operations*)**

- (g) Approves a request for \$93,000 funding per annum towards managing the ongoing development of the city's digital visitor kiosk network and associated visitor and emergency information systems.
  - (h) **Attachment 4** can be transferred into the open once all those directly affected by the matters covered by the decision have been appropriately informed.
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**EXECUTIVE SUMMARY**

- 2. This report covers a number of matters raised by Bay Venues Limited (Bay Venues) and Tourism Bay of Plenty (TBoP) that will have budget implications for the Annual Plan FY27.
- 3. Each identified matter where a clear decision is required by Tauranga City Council (Council) has been covered in separately attached issues and options papers to this report. These issues and options papers include financial considerations relevant to the specific matter.
- 4. The recommendations made by the Chief Executive of each council-controlled organisation (CCO) within each issues and options paper have been brought forward into the above recommended resolutions for Council's consideration. Note Attachment 4 can be transferred to open once all affected parties have been informed of Council's decision. Council may alternatively select a different option from within the issues and options paper or craft its own resolution.
- 5. This is a compilation report. While two authors are identified above, the attachments to this report and associated recommendations have been prepared by Bay Venues and TBoP.

**BACKGROUND**

- 6. Council's elected members provided direction to the CCO's through the Letter of Expectation process to present a budget with no net request for rates increases. At that time the elected members position was that the CCO's could present any requests for increased funding through the draft Annual Plan submission process. As the Council subsequently decided not to proceed with a public consultation process, the CCO's have submitted additional funding requests directly to Council through this report.
- 7. In Attachments 1, 2, 3 and 4, Bay Venues and TBoP have outlined the background and context on the request for funding.
- 8. Attachment 5 provides the floor plan for TBoP's iSITE Visitor Services as part of the Te Manawataki o Te Papa Civic Precinct.
- 9. From Bay Venues' perspective, their request for funding is necessary to achieve a breakeven budget for FY27.
- 10. From TBoP's perspective, their request is critical to successful destination management.
- 11. To continue meeting the expectations and strategic direction of its shareholder, both CCOs are seeking clarity and certainty regarding funding for each of these matters.
- 12. Further information on these six matters is provided in the attachments to this report.

**STATUTORY CONTEXT**

- 13. Section 78 of the Local Government Act 2002 states that Council "must, in the course of its decision-making process in relation to a matter, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter". Section 78 further states that Council "is not required by this section alone to undertake any consultation process or procedure".

14. The matters covered by this report and the attachments are considered to be ones where Council will be individually and collectively able to give consideration to the likely views and preferences of affected and interested parties without conducting formal consultation.

**STRATEGIC ALIGNMENT**

15. Where appropriate, relevant strategic context is provided in the individual attachments, and the various matters covered by the attachments contribute to the promotion or achievement of the following strategic community outcome(s):

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

**OPTIONS ANALYSIS**

16. Please refer to the options provided in each issues and options paper attached to this report (Attachments 1-4).

**FINANCIAL CONSIDERATIONS**

17. Financial considerations are provided for each issue in Attachments 1-4 of this report.  
 18. The following table outlines each request and its impact on rates and debt:

<b>Matter</b>	<b>Recommended CCO option (\$)</b>	<b>Funding source</b>	<b>Rates impact (\$)</b>	<b>Debt impact (\$)</b>
Facility painting	271,000	Rates	271,000 (FY27)	0
QEYC operations	46,390	Rates	46,390 per annum	0
Leisure Management System	365,000	Loan/Rates	61,138 per annum	365,000
Brand implementation	450,000	Rates	450,000 (FY27)	0
iSITE capital expenditure	235,000	Rates	235,000 (FY27)	0
Digital wayfinding network operations	93,000	Rates	93,000 per annum	0
<b>Total</b>			<b>1,156,528</b>	<b>365,000</b>

**LEGAL IMPLICATIONS / RISKS**

19. Any legal implications or risks are identified in the attachments to this report.  
 20. The Statutory Context section above has consideration of the Local Government Act 2002 requirements for decision-making.

**TE AO MĀORI APPROACH**

21. Where applicable, the attachments to this report address matters relevant to Council’s Te Ao Māori approach.

**CLIMATE IMPACT**

22. Where applicable, the attachments to this report address matters relevant to Council’s climate impact.



## CONSULTATION / ENGAGEMENT

23. There has been no specific pre-engagement with the community on any of the matters covered by the attachments to this report.

## SIGNIFICANCE

24. 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.
25. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- the current and future social, economic, environmental, or cultural well-being of the district or region
  - any persons who are likely to be particularly affected by, or interested in, the decision.
  - the capacity of the local authority to perform its role, and the financial and other costs of doing so.
26. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.





## ENGAGEMENT

27. Taking into consideration the above assessment, the information provided in the attachments, and that the decision is of medium significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

## NEXT STEPS

28. For each matter covered by this report, TCC and CCO staff will action the resolutions made by Council.

## ATTACHMENTS

- BV - Funding requests - Issues and Options - A20105791** [↓](#) 
- TBoP - Our Tauranga Place Brand Project - Issues and Options - A20099711** [↓](#) 
- TBoP - iSITE Visitor Services Capital Expenditure - Issues and Options - A20099712** [↓](#) 
- TBoP - Digital Wayfinding Network Operations - Issues and Options - A20099714 - Public Excluded**
- TBoP - iSITE floor plan - A20107619** [↓](#) 

**Bay Venues Operating Funding 2026/27**

**Author:** Adam Ellmers, General Manager: Finance & Commercial, Bay Venues Limited

**Authoriser:** Chad Hooker, Chief Executive, Bay Venues Limited

**PURPOSE**

1. This report seeks Council approval on three specific operating funding requests required to safeguard Bay Venues community assets, maintain service continuity, and enable efficient operation of Bay Venues managed facilities in 2026/27.

Two of the recommendations were previously provided for in renewal capital budgets as part of the current Long Term Plan, approval is sought to transfer these to operating funding to align with current accounting standards. The other is in response to Council’s decision to retain QEYC for the foreseeable future.

Bay Venues has also withdrawn \$234,000 of previously proposed funding requests, which have been absorbed into existing budgets through cost control, fee growth and service level changes.

The net impact on rates is minimised and balanced against the risk of higher costs in future years.

**RECOMMENDATIONS**

2. That Council:
  - a) Approves re-allocation of renewal funding to operating funding of \$271,000 (2026/27 financial year only) to ensure the planned annual facility painting programme continues.
  - b) Approves a net annual rates impact of \$61,138 arising from the re-allocation of \$365,000 (one-off) from renewal funding to operating funding to replace Bay Venues end of life Leisure Management System (LMS). The expenditure will be debt funded over the life of the asset.
  - c) Approves \$46,390 per annum to support continued operation of the QEYC facility.
  - d) Notes that \$234,000 of previously proposed funding is no longer required and is formally withdrawn.

**Summary of financial impact**

Item	Annual Net Rates Impact	Comments
<b>1</b> Facility painting programme	\$271,000	Transferred from renewal capital in 2023-27 LTP.
<b>2</b> LMS Replacement	\$61,138	Transferred from renewal capital in 2023-27 LTP, with cost spread over 8-year asset life.
<b>3</b> QEYC continued operation	\$46,390	Annual cost, required until further decisions made on QEYC.
<i>Withdrawn funding requests</i>	<i>(\$234,000)</i>	<i>No longer required, absorbed into existing budgets.</i>
<b>Total 2026/27 rates impact</b>	<b>\$378,528</b>	

**CONTEXT**

3. Bay Venues operates and maintains a diverse portfolio of community facilities. Many of these assets are ageing and require proactive investment to remain safe, compliant, and fit for public use. Deferral of maintenance and systems investment has historically resulted in higher capital costs, operational inefficiencies, and increased risk to Bay Venues and Council.

This report focuses on targeted initiatives to address known risks while demonstrating financial discipline and value for money.

**KEY FUNDING REQUESTS**

**4. Funding Request 1: Planned Facility Painting Programme**

**Operating cost:** \$271,000 for the 2026/27 financial year only, re-allocated from renewals to operating grant.

Many of Bay Venues facilities are ageing and require regular painting to protect the building fabric, ensure health and safety standards are met, and maintain an appropriate level of public presentation. Historically, painting has been addressed reactively or deferred to significant closures, increasing long term maintenance risk and cost. Without an annual painting programme, asset condition will deteriorate.

Continuing the planned painting programme enables preventative maintenance, improving asset condition and reducing longer term capital and reactive maintenance pressures.

This funding request is for the 2026/27 financial year only. Future funding requests of this nature will be assessed and included in the next Long Term Plan.

Further detail to support this funding request is included in Appendix 1.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Protects asset value through proactive maintenance.</li> <li>• Reduces long term capital and reactive maintenance costs.</li> <li>• Improves safety, compliance, and facility presentation.</li> <li>• Maintains levels of customer satisfaction.</li> <li>• Provides budget certainty and allows efficient forward planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires an increase in annual operating expenditure (re-allocated from renewals funding).</li> </ul>

**5. Financial implications of funding request:**

Net operating cost of \$271,000 will be funded by rates contribution in the 2026/27 financial year.

Bay Venues has removed this amount from its 2026/27 capital renewals budget. While this does not change the immediate rates requirement, it reduces future pressure on the depreciation reserve and avoids higher capital costs over time.

**6. Key risks of not proceeding**

If not approved, deferred maintenance will continue to compound future costs and risks, leading to declining asset condition, reduced customer satisfaction, and increased likelihood of higher capital expenditure in future years.

**7. Funding Request 2: Leisure Management System Replacement (LMS) Replacement**

**One off cost:** \$365,000 (debt-funded), re-allocated from renewals to operating grant  
**Estimated annual rates impact:** \$61,138 over 8 years

Bay Venues current Leisure Management System, a core operational software system that supports aquatic, indoor sports facilities and community centres and halls (including point of sale, stock-management, payments, communication, membership management etc), is no longer fit for purpose and is end of life, with limited support and no future developments planned. The system underpins customer interactions, space bookings and revenue management.

Council approval is sought for the funding envelope only. System selection and implementation will be subject to Bay Venues Board approval, with procurement and delivery planned through to June 2027. Bay Venues is working with Council’s IT team to identify any shared service opportunities.

This funding request is for the 2026/27 financial year only. Future funding requests of this nature will be assessed and included in the next Long Term Plan.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Able to securely and efficiently maintain core levels of customer service (e.g. bookings, payments, memberships etc)</li> <li>• Enhanced customer experience - increase self-service and payment flexibility to improve customer convenience, accessibility and transparency</li> <li>• Improved efficiency leading to lower operational costs and more automated processes to improve accuracy and service.</li> <li>• Improved revenue generating opportunities leading to improved financial performance over time.</li> <li>• Higher system reliability and stronger digital security with a cloud-based solution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires an increase in annual operating expenditure (re-allocated from renewals funding).</li> </ul>

**8. Financial implications of funding request:**

The net annual rates impact is \$61,138 (based on current treasury assumptions) with the total cost of \$365,000 to be debt funded over the expected 8-year asset life.

Bay Venues has removed this amount from its 2026/27 capital renewals budget. At the time of the current LTP approval, SaaS implementation costs were considered capital expense. While this doesn't directly change the rates funding requirement, it does help alleviate future pressure on the depreciation reserve.

**9. Key risks of not proceeding**

Without funding, Bay Venues would be required to continue operating an unsupported system, limiting efficiency gains and constraining customer experience improvements. This would significantly limit Bay Venues ability to implement planned customer experience and efficiency improvements during the upcoming Baywave closure and other facilities, leading to diminished service levels and financial performance in future years.

**10. Funding Request 3: QEYC Continued Operation**

**Operating cost:** \$46,390 per annum

Following Council's decision to keep QEYC open, additional operating funding is required to maintain the facility at an acceptable standard for the 2026/27 financial year and beyond.

This supports the continued operation of the facility in the short term, however does not resolve longer term structural or funding challenges associated with the ageing facility.

Further detail to support this funding request is included in Appendix 2.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Maintains continuity of community access and services.</li> <li>• Avoids disruption to user groups and reputational impact.</li> <li>• Allows time to assess longer term solutions for the facility.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires an increase in annual operating expenditure</li> <li>• Does not resolve longer term structural or funding challenges for the facility.</li> </ul>

**11. Financial implications of funding request**

Net operating cost of \$46,390 per annum, funded by rates contribution.

**12. Key risks of not proceeding**

Without funding, Bay Venues would struggle to maintain acceptable standards, leading to declining customer satisfaction and reputational risk for Bay Venues and Council.

**13. Funding Request Withdrawn**

Bay Venues has reviewed earlier funding requests and confirmed that additional funding to support the following items is no longer required:

- Drowning Prevention Software: \$104,000 per annum
- Baywave closure losses: \$130,000 per annum

Bay Venues has implemented a range of cost savings and revenue generating initiatives to absorb these costs. These include constraining 26/27 staff remuneration increases to 2%, as well as Council approved decisions to close Memorial Pool ahead of the 2026/27 summer season and targeted increases to selected user fees and charges.

**APPENDIX 1**

**Breakdown of 2026/27 facility painting costs:**

Facility	Description	Total
Welcome Bay Hall	Wall Finish	6,670
Papamoa Sports & Recreation Centre	Room Finish	9,700
Matua Hall	Room Finish	6,200
Baypark Stadium & Surrounds	Re-paint building façade	111,430
Baypark Stadium & Surrounds	Room Finish	137,000
<b>Total 2026/27 Facility Painting Costs</b>		<b>271,000</b>

**APPENDIX 2**

**Supporting detail for additional QEYC funding request:**

FY26 forecasted deficit across the combined QEYC / Haumaruru operating model is \$46,390. This deficit was signalled in 2025 when the decision was made to retain QEYC. Bay Venues has absorbed the deficit in the current financial year, however this will be challenging in future years with no CPI increase in the operating grant from Council.

	FY25	FY26	FY26	FY26
	Combined	QEYC	Haumaruru	Combined
User Fees	306,590	149,486	279,543	429,028
TCC Operating Grant	292,152	156,465	267,335	423,800
<b>Total Revenue</b>	<b>598,742</b>	<b>305,951</b>	<b>546,878</b>	<b>852,828</b>
Cost of Goods Sold	9,104	6,858	6,370	13,228
Employee Expenses	281,585	213,256	279,668	492,924
Administration Expenses	10,386	7,111	7,111	14,222
Marketing	13,048	2,400	9,000	11,400
Operational Expenses	120,341	102,854	113,118	215,973
Repairs & Maintenance	21,488	19,861	19,499	39,360
Overhead Allocation	142,790		112,111	112,111
<b>Total Expenditure</b>	<b>598,742</b>	<b>352,340</b>	<b>546,878</b>	<b>899,218</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>(46,390)</b>	<b>0</b>	<b>(46,390)</b>



**Title: Level of service – Our Tauranga Region – Place Brand Project****Author:** Richard Faire and Haydn Marriner (Tourism Bay of Plenty).**Authoriser:** Oscar Nathan (Tourism Bay of Plenty).**OPPORTUNITY****Funding of \$450,000 is sought for the implementation of the Our Tauranga region place brand.**

Tauranga City Council has already invested significantly in developing a coherent regional place brand, including discovery work, iwi engagement, borough consultation and the Guardians' creative framework. The project is now at a critical transition point: stopping or stalling would waste sunk costs, undermine relationships and leave Tauranga under-prepared for major opportunities such as Tri 2028 and the T20 Cricket World Cup in 2028.

This paper seeks approval for a lean funding package to support the initial implementation of the brand in a fiscally constrained environment. Rather than a typical first-year rollout of \$1-2 million, as seen in comparable cities such as **Rotorua and Christchurch**, the proposal combines a reduced funding ask with strong in-kind and co-branded activity from partners, including **Tourism Bay of Plenty, BOPRC, University of Waikato, Priority One, Port of Tauranga, Tauranga Airport, Bay Venues** and private sector supporters in addition to TCC and WBOPDC.

The proposed Tauranga City Council contribution is \$450,000 for 2026/27, being a 3:1 ratio investment with Western Bay of Plenty District Council, and focused on: maintaining a dedicated brand lead role, integrating the brand into priority touchpoints (airport, events, digital and partner campaigns), completing core tools (framework, guidelines, templates, initial content) and supporting Tri 2028 brand integration. NB: Brand development investment to June 2026 has been based on an 85:15 ratio split between TCC:WBOPDC - representing the equivalent share of investment each council makes into Tourism Bay of Plenty per annum.

**DISCUSSION AND ANALYSIS**

Our design agency's most recent update shows a depth and authenticity that were missing from earlier, more "preset" branding attempts, with a central concept grounded in waterways, moana-whenua relationships, and a tapestry of communities across Tauranga and Western Bay. Councillors who have seen the work to date have commented on the step-change in quality and the strength of iwi and broad community engagement.

Pausing now would:

- Waste sunk costs in research, engagement and creative development from the last 18 months
- Damage trust with iwi, other key partners, and the community who have invested time and mana.
- Risk Tauranga being under-prepared for the global spotlight of Tri 2028 and other key events, which councillors have already identified as a strategic priority.
- Limit the ability to leverage the city centre development
- Lead to a reduced competitive advantage and share of voice in the market.

**A lean "bridging year" for implementation**

Comparable cities **Rotorua and Christchurch** invested \$1-\$2 million or more in their first year of place brand rollout. In contrast, this proposal deliberately adopts a lean "bridging year" model that recognises current fiscal pressures and level-of-service cuts in other areas.

Key features of the approach are:

- Significantly reduced funding contribution from TCC of \$450,000 to allow room for partner councils to comfortably invest, while still landing at a workable minimum activation level. Through smart partnerships, clever executions, collaboration and co-branding, we are confident we can still execute the expected brand campaigns with a reduced funding input.
- Heavy leverage of funding, in-kind and co-branded activity from partners: TCC, WBOPDC, BOPRC, University of Waikato (global recruitment and student collateral), Priority One (talent and business attraction), Tourism Bay of Plenty (visitor campaigns), Tauranga Airport (terminal experience and wayfinding), Bay Venues, major events (consistent event branding), and potential partnerships with Tauranga businesses such as Classic Builders, Platinum Homes, Craigs Investments, Port of Tauranga and Zespri.
- Focus on maintaining momentum and visibility through the bridging year, with larger-scale activation to be considered in the next Long-Term Plan, and in the lead-up to the Tri 2028 event and 2028 T20 Cricket World Cup.

This pathway allows Council to demonstrate fiscal prudence while still protecting the value of existing investment and enabling a minimum viable level of brand activity to build upon.

#### **What the funding enables**

The bridging year funding will be channelled through Tourism Bay of Plenty as the custodian of the brand, as the Joint CCO responsible to the co-owners of the brand, being TCC and WBOPDC and as such, responsible for operational activation of the brand, with governance oversight retained through the existing governance group. Funding will prioritise:

- A dedicated brand role to coordinate partners, maintain quality and ensure consistent use of the framework.
- Integration of the brand into key touchpoints: airport terminal and wayfinding, major event venues, digital channels, University of Waikato recruitment materials, Priority One talent and investment campaigns, and selected city signage and fleet opportunities where they can be delivered through natural replacement cycles.
- Completion of core brand tools: overarching narrative, visual framework, usage guidelines, co-branding rules and initial content that partners can immediately deploy.
- Appropriate content and campaign development and execution.
- Tri 2028 and T20 Cricket World Cup 2028 alignment: ensuring the brand is ready and embedded in bid/hosting materials, city dressing and digital content well ahead of November 2028.

#### **Strategic value: talent, students, investment, visitors**

The place brand is not solely a tourism initiative; it underpins Tauranga's ability to attract and retain students, talent, business investment and visitors.

- **Education:** University of Waikato can carry the Tauranga regional brand into domestic and international student recruitment, particularly in markets such as China, India and the Pacific, where regional positioning is highly visible in decision-making.
- **Talent and careers:** Priority One and business partners can use the brand to tell a clearer story about careers, innovation and lifestyle, addressing current weaknesses in perceptions of Tauranga as a place to study and build a long-term career.

- **Tourism and events:** TCC, WBOPDC, Tourism Bay of Plenty, Bay Venues, Tauranga Airport and major events can integrate the brand across campaigns and visitor journeys, building the vibrancy councillors have identified as missing.

Partner	FY27 Contribution	% of Total	Type
Tauranga City Council	\$450,000	43%	Cash
Western Bay of Plenty District Council	\$148,500	14%	Cash
Tourism Bay of Plenty	\$125,000	12%	Existing budgets
Priority One	\$75,000	7%	Existing budgets
Partners (BOPRC, University, Airport, Port of Tauranga, Zespri etc)	\$250,000	24%	Co-investment
<b>Total Partner Funding</b>	<b>\$1,048,500</b>	<b>100%</b>	<b>Combined</b>

**Sub-regional scope and community buy-in**

The framework is deliberately designed to honour distinct borough identities and iwi narratives while providing a shared platform for Tauranga and Western Bay. Western Bay stories – including Maketu as an arrival point, Te Puke’s kiwifruit identity, Katikati’s creative culture and Waihi Beach’s unique feel – are embedded in the creative direction, reinforcing that this is a genuine sub-regional brand rather than a TCC-centric initiative.

Major partners are ready to align their activity with the brand, signalling strong community buy-in and helping address the political risk of TCC being perceived as underwriting the brand alone. Maintaining at least a 75:25 funding logic between TCC and Western Bay helps reinforce this shared ownership.

**Strong governance**

Our governance group is fortunate to have a high calibre of members with strong representation from both co-owners and partners, including:

- Russ Browne – Tourism Bay of Plenty Chair, Our Tauranga Brand Governance Chair, PFK Managing Director
- Mayor James Denyer – Western Bay of Plenty District Council Mayor
- Councillor Kevin Schuler – Bethlehem Ward, Tauranga City Council
- Gareth Wallis – Head of Community Hubs, Arts, Heritage & Events, Tauranga City Council
- Susan Davidson – Head of Community Relations, Tauranga City Council
- Luke Balvert – Communications and Engagement Manager, Western Bay of Plenty District Council
- Oscar Nathan – GM, Tourism Bay of Plenty
- Meghan Fleming – Tourism Bay of Plenty Board Trustee, GM Commercial & Marketing, Chiefs Rugby Club

- Haydn Marriner – Brand Development Manager, Tourism Bay of Plenty
- Dave Courtney – Chief Executive, Priority One
- Professor Alister Jones – Deputy Vice-Chancellor, The University of Waikato
- Amanda Hema – Head of Engagement and Sponsorship, The University of Waikato

**OPTIONS ANALYSIS**

**Option 1: Approve full TCC Partnership Plan (\$450,000)**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Protects existing investment and relationships by maintaining momentum through the bridging year.</li> <li>• Demonstrates fiscal responsibility by adopting a lean, in-kind-heavy model well below typical first-year rollout costs.</li> <li>• Ensures a dedicated brand FTE role and completion of core tools, enabling partners to activate quickly using existing budgets.</li> <li>• Positions Tauranga strongly ahead of Tri 2028, with a recognised brand embedded in hosting, events, digital content and city dressing.</li> <li>• Reinforces sub-regional scope and community ownership, with Western Bay and major partners visibly at the table.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a material new operating commitment in a constrained fiscal environment.</li> <li>• Brand identity and framework are well advanced but not yet final, requiring councillors to endorse funding before seeing the fully locked-in system.</li> </ul>

**Financial Implications**

Under Option 1, TCC would allocate \$450,000 in 2026/27 to fund the bridging year, with WBOPDC contributing on a 3:1 ratio basis, being TCC:WBOPDC. This level is significantly below typical year-one rollout investment for comparable cities, while sufficient to sustain a brand FTE role, core tool development, and targeted activation at key touchpoints and lighter campaign work, with a focus on momentum building and campaign scaling as brand adoption and popularity build towards Tri 2028.

**Risk Implications of Not Proceeding**

- Waste sunk cost in research, engagement and creative development from the last 18 months
- Damage trust with iwi and partners who have invested time and mana.
- Risk Tauranga being under-prepared for the global spotlight of Tri 2028 and 2028 T20 Cricket World Cup, which councillors have already identified as a strategic priority.
- Failure to launch is the most common form of brand failure.

**Option 2: Approve core coordination funding only (\$250,000)**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Retains a core brand FTE role and minimal coordination function, allowing the project to remain technically alive.</li> <li>• Reduces immediate financial impact on TCC while preserving the option to scale up infrastructure and activation in later years.</li> <li>• Maintains governance oversight and partner coordination through Tourism Bay of Plenty and the governance group</li> </ul>	<ul style="list-style-type: none"> <li>• Limits visible brand presence across the city and sub-region, undermining the ability to shift perceptions and build advocacy in the short term.</li> <li>• Weakens the case for Western Bay and partners to fully commit, as they may perceive TCC’s support as cautious or conditional.</li> <li>• Increases the risk that Tauranga will be under-prepared for Tri 2028, with insufficient time to embed the brand at scale.</li> </ul>

**Financial Implications**

Option 2 would limit TCC’s contribution to \$250,000, retaining coordination, but constraining visible activation and partner leverage.

Year-two and year-three funding levels are expected to be reconsidered through the next Long-Term Plan, with an assumption that infrastructure-heavy costs will reduce once initial integration is complete and that partner co-funding will increase as confidence in the brand grows.

**Option 3: Do not proceed with “bridging year” funding and plan**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Maximum short-term cost saving – no new investment required for 2026/27.</li> <li>• Existing Tourism Bay of Plenty campaigns and natural signage replacement can still continue without additional funding.</li> <li>• Allows Council to avoid risk if the brand framework ultimately does not meet expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves Tauranga without a coherent place brand to support talent, students, investment, tourism and Tri 2028, contrary to previously signalled aspirations.</li> <li>• Delayed re-entry into coordinated brand activation is likely to require higher future costs to achieve the same outcomes.</li> <li>• Higher education co-branding, economic development, major events co-branding, export co-branding and resident advocacy programmes cannot commence.</li> <li>• Fragmented local marketing continues without unified regional platform; advocacy gap (17 percent promoters) remains unaddressed.</li> </ul>

**Financial Implications**

Option 3 would avoid any new cost, but forgoes the benefits of coordinated brand activation and risks higher future costs to re-start the project.

**Risk Implications**

- **Fiscal risk:** In a constrained environment, brand funding may be perceived as discretionary. Mitigation: emphasise lean bridging year model, strong in-kind leverage, and direct alignment with existing priorities (e.g. Tri 2028, talent, students, investment, vibrancy etc.).
- **Partner risk:** Western Bay or key partners may commit at lower levels than anticipated. Mitigation: reaffirm 75:25 funding logic, secure written statements of support and in-kind commitments for the paper and continue targeted engagement with key Western Bay councillors.
- **Reputational risk:** Failure to proceed after intensive iwi and community engagement could damage trust. Mitigation: clearly communicate Council's intent to honour the work done and maintain momentum at a realistic scale.
- **Timing risk for Tri 2028:** Delayed funding could limit the brand's effectiveness during the event. Mitigation: lock in bringing year funding now to ensure sufficient lead time for integration and adoption.

**RECOMMENDATION**

1. **THAT COUNCIL Approve Option 1 – bridging year FY27 funding for the Our Tauranga Regional Place Brand, with a TCC contribution of \$450,000 dollars for 2026/27**, being a 3:1 funding split with Western Bay of Plenty District Council and delivered through Tourism Bay of Plenty as the steward for the brand.
2. Note that this represents a fiscally responsible, lean alternative to a typical \$1-\$2 million per year one rollout, leveraging substantial in-kind support and co-branded activity from partners.
3. Request officers to finalise partner commitments (cash and in-kind) and confirm detailed allocations across the brand weaver role, core tool development and priority activation touchpoints.

**NEXT STEPS**

Subject to Council approval, begin phased brand activation and adoption strategy;

- (a) Co-branding partnership engagement and integration (July – Sep)
- (b) High Visibility 180-day Campaign (Oct – Mar)
- (c) Event, Gateway and Wayfinding brand rollout (July – June)

**ATTACHMENTS**

N/A

**Title: iSITE Visitor Services - Capital Expenditure****Author:** Richard Faire and Mary Tolley (Tourism Bay of Plenty).**Authoriser:** Oscar Nathan (Tourism Bay of Plenty).**OPPORTUNITY**

**Tourism Bay of Plenty (TBOP) seeks a one-off capital investment of \$235,000 to deliver two strategic visitor service projects. This investment leverages a secured \$235,000 match from Tourism NZ/MBIE, effectively delivering \$470,000 of value at half the cost to Council.**

**iSITE City Centre Concierge (Te Manawataki o Te Papa) – \$150,000**

The first is \$150,000 for the new iSITE City Centre Concierge located at the Community Hub & Library. This 90sqm facility has been purposely positioned on the forecourt of Te Manawataki o Te Papa to visibility attract, engage and inform visitors and locals alike to many experiences and opportunities available in the city and wider region.

Tourism Bay of Plenty (TBOP) has had no influence on the build budget associated to this facility, other than input into points of entry/exit, location of power/data ports and the colour of the walls and carpet tiles. TBOP has no capital build or fit-out budget as part of its annual operating grant from Tauranga City Council (TCC), in order to manage and deliver iSITE visitor services at its three locations being 1 Devonport Rd, onsite at Ngā Manu Porotakataka Reserve (Maunganui Rd, main street Mount) and on the Port of Tauranga (during cruise season).

From a value-for-money perspective, TBOP has successfully sought and secured access to a one-off grant facility of *up to \$200,000* from the VIN (Visitor Information Network) via Tourism NZ and MBIE. Essentially this is on a 1:1 basis – which is why TBOP is seeking a one-off capex investment from TCC of \$150,000 – to be leveraged dollar for dollar against a reciprocal investment by MBIE of \$150,000, providing an overall CAPEX/fit out budget of \$300,000.

**Mobile iSITE Caravan – \$85,000**

A further \$85,000 is also requested from TCC for the purchase, build, and fit-out of a versatile, mobile iSITE caravan. TBOP is pleased to advise Tourism NZ and MBIE have approved similar access to 1:1 funding for this project, which TBOP has costed to come within \$170,000. This innovative, long-wheelbase, mobile unit will allow targeted visitor and event facilitation (at location) providing the versatility to be taken to key events and activations - where the people are.

NB: Investigation into a mobile iSITE caravan was initiated last year on the direction from TCC that TBOP were to vacate our presence on Maunganui Rd (Ngā Manu Porotakataka - Phoenix Reserve) by June 2026. Subsequent discussion (March 2026) with TCC has now seen that position revised, whereby TBOP is now able to retain its presence at Ngā Manu Porotakataka. Suffice to say, options and issues relating to the benefits of a 'mobile' iSITE caravan have now been explored and have shown to be extremely well received. In light of the 1:1 contribution from TNZ|MBIE, as well as the cost savings resulting from a 'switch' from the current 'leased and fixed location container' to a 'wholly owned and mobile caravan' option is prudent and worth pursuing.

**DISCUSSION AND ANALYSIS**

This is a time-bound opportunity (June 30, 2026) to modernise Tauranga's visitor services infrastructure. By approving this \$235,000 request, Council triggers a reciprocal \$235,000 investment from central government, doubling the impact of local funding and securing critical assets for the region's future. A clear value for money proposition win.

**OPTIONS ANALYSIS**

**Option 1: TCC funds both the Te Manawataki o Te Papa iSITE and mobile iSITE caravan**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Stronger first impressions lead to higher visitor satisfaction.</li> <li>• Increased dwell time leads to greater visitor spend and booking conversions.</li> <li>• Enables enhanced storytelling of the region.</li> <li>• Provides greater visibility for local operators.</li> <li>• Provides better visitor flow and information accessibility.</li> <li>• Provides future-proofing through digital integration.</li> <li>• Provide a more agile model for visitor services to be present at events.</li> <li>• Capitalises on the new development and investment that is underway.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional CAPEX in a constrained fiscal environment.</li> </ul>

**Financial Implications**

- Funding to support this solution includes:
  - a. Manawataki o Te Papa iSITE fitout of \$150,000
  - b. Mobile iSITE caravan of \$85,000
  - c. Both of the above include a 20% contingency budget and would be matched by MBIE funding to the same amount.

**Risk Implications**

- See above disadvantages.

**Option 2: TCC funds Manawataki o Te Papa iSITE fitout, but not mobile iSITE caravan**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Stronger first impressions lead to higher visitor satisfaction.</li> <li>• Increased dwell time leads to greater visitor spend and booking conversions.</li> <li>• Enables enhanced storytelling of the region.</li> <li>• Provides greater visibility for local operators.</li> </ul>	<ul style="list-style-type: none"> <li>• No visitor services in Mount Maunganui</li> <li>• MBIE match funding not fully realised.</li> <li>• Additional CAPEX in a constrained fiscal environment.</li> </ul>



<ul style="list-style-type: none"> <li>• Provides better visitor flow and information accessibility.</li> <li>• Provides future-proofing through digital integration.</li> <li>• Capitalises on the new development and investment that is underway.</li> </ul>	
---	--

**Financial Implications**

- Funding to support this solution includes Manawataki o Te Papa iSITE fitout of \$150,000 and includes a 20% contingency budget and 1:1 funding match by MBIE.
- \$85,000 not spent compared to option 1. However, this means there would be no visitor services for Mount Maunganui and no match funding by MBIE.

**Risk Implications**

See above disadvantages.

**Option 3: TCC does not fund Manawataki o Te Papa iSITE fitout and mobile iSITE caravan**

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• No additional CAPEX</li> </ul>	<ul style="list-style-type: none"> <li>• No visitor services for Mount Maunganui or Tauranga.</li> <li>• MBIE match funding not realised.</li> <li>• Current capital investment and resources not realised.</li> </ul>

**Financial Implications**

- This option would save \$235,000 in additional CAPEX for FY2026/27.
- However, due to the significant capital investment to date, it does not provide value for money or realisation of MBIE match funding.

**Risk Implications**

See above disadvantages.

**RECOMMENDATION**

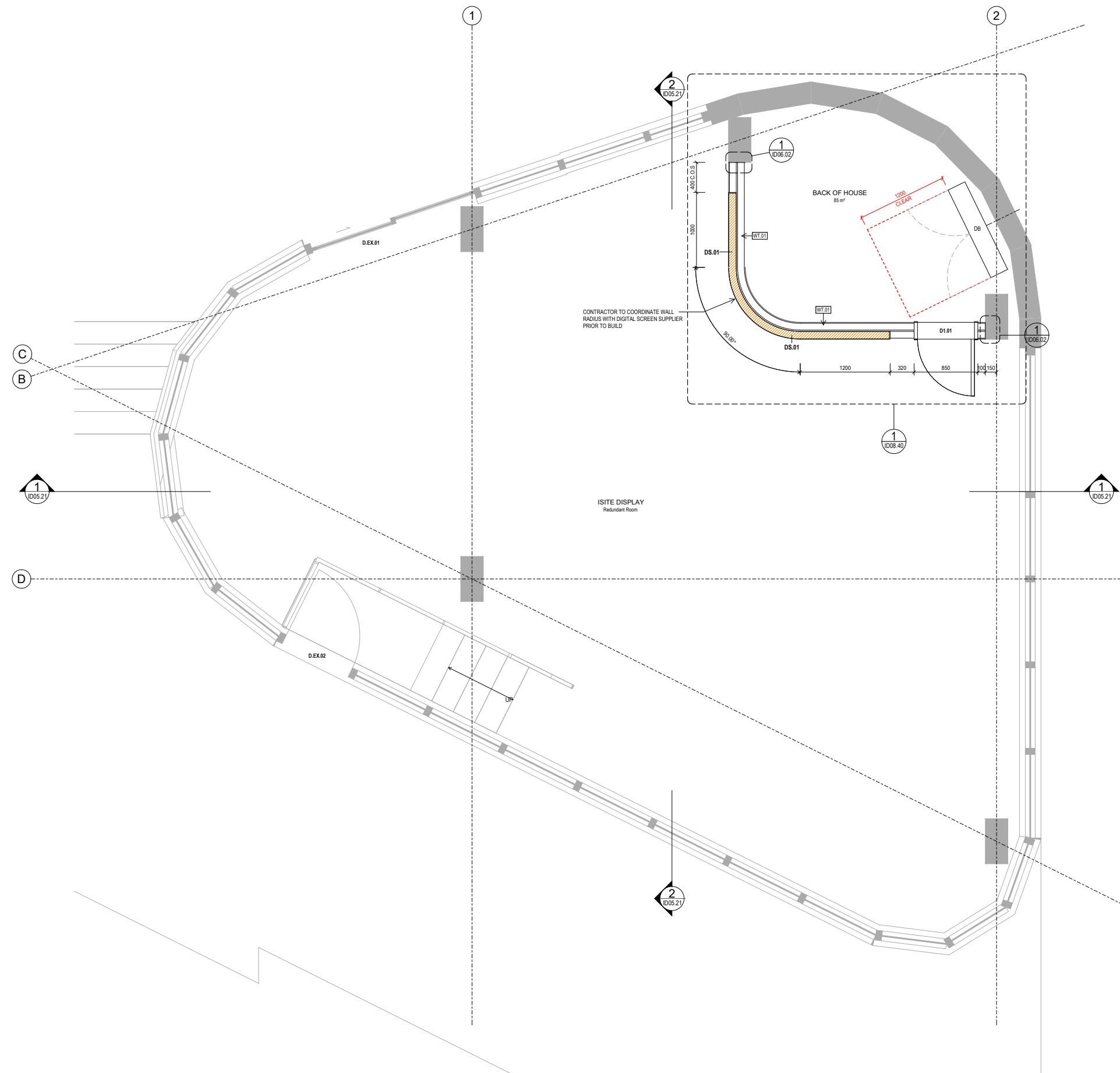
**THAT Council approves Option 1 – To fund the Te Manawataki o Te Papa iSITE fitout and mobile iSITE caravan up to \$235,000** to improve the effectiveness, visibility and reach of the current iSITE visitor service programme.

**NEXT STEPS**

- Confirm Design & Fitout
- Proceed with Fitout from July, 2026
- Open October, 2026

**ATTACHMENTS**

Manawataki o Te Papa iSITE floor plan



**LEGEND - PARTITION PLAN**

- — — — — INDICATE BULKHEAD
- — — — — INDICATE STRUCTURAL BEAM ABOVE. REFER TO STRUCTURAL ENGINEERS DOCUMENTS
- — — — — ALLOW NEW PARTITION FRAME TO ALIGN EXISTING WALL AS INDICATED
- — — — — NOGGING, EXTRA PLYWOOD BRACING

**NOTES - PARTITION PLAN**

- ALL WORK SHOWN OR IMPLIED TO BE CARRIED OUT IN STRICT ACCORDANCE WITH THE NZ BUILDING CODE AND LOCAL BODY REQUIREMENTS
- ALL FIRE PROTECTION WORK TO BE CARRIED OUT IN ACCORDANCE WITH THE NZ BUILDING CODE AND LOCAL BODY REQUIREMENTS
- ALL ELECTRICAL WORK TO BE CARRIED OUT IN ACCORDANCE WITH THE NZ BUILDING CODE AND LOCAL BODY REQUIREMENTS
- ALL GLASS INSTALLATION TO BE IN STRICT ACCORDANCE WITH CURRENT NZS 4223
- ALL DOOR CLEARANCES AND ACCESSIBLE ROUTES SHALL FULLY COMPLY WITH CURRENT NZS 4121
- ALL DIMENSIONS TO FRAMING, UNLESS SPECIFICALLY SHOWN OTHERWISE
- ALL DIMENSIONS TO BE CHECKED ON SITE PRIOR TO ANY WORK COMMENCING
- ANY DISCREPANCIES ARE TO BE ADVISED IMMEDIATELY TO THE PROJECT MANAGER
- THE SURFACE FINISHES OF WALLS AND CEILING ARE REQUIRED TO COMPLY WITH THE REQUIREMENTS OF THE SURFACE FINISHES GROUP NUMBERS AS NOTED IN THE FIRE & SAFETY REPORT
- FLOORING FINISHES ARE REQUIRED TO COMPLY WITH THE REQUIREMENTS OF THE CRITICAL RADIANT FLUX AS NOTED IN THE FIRE & SAFETY REPORT
- ENSURE THE DECIBEL LEVELS OF THE FIRE ALARM SYSTEM COMPLY WITH THE REQUIREMENTS OF NZS4512. THE DECIBEL ARE TO BE NO LESS THAN 65dB-A AND NO MORE THAN 105dB-A, MEASURED AT ANY NORMALLY ACCESSIBLE POINT IN THE ROOM AT A HEIGHT OF 1800mm
- EXISTING CONCRETE FLOOR TO BE MADE GOOD AS REQUIRED TO BE LEVEL AND TO A STANDARD REQUIRED TO RECEIVE NEW FLOORING
- ALL REMAINING EXISTING WALLS TO BE MADE GOOD AS REQUIRED AND PREPARED TO RECEIVE NEW FINISHES
- FOR TYPICAL WALL TYPE DETAILS, REFER TO SHEET NO. ID05.11

**KEYNOTE LEGEND**

TO BE READ IN CONJUNCTION WITH FINISHES SCHEDULE AND SIGNAGE & WAYFINDING PACKAGE

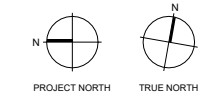
CODE	DESCRIPTION
DS.01	CURVED DIGITAL SCREEN

All dimension to be verified on site before producing shop drawings or commencing any work. Do not scale. The copyright of this drawing remains with Warren and Mahoney Architects New Zealand Ltd.

**Revisions**

A 2026.XX.X DETAILED DESIGN  
X

**Notes**



**Consultants**

Project Manager

Structural Manager

**Client**

isite



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**Project Title**

isite TAURANGA

Site A of Tauranga City Precinct  
Te Manawataki O Te Papa, Tauranga

**Drawing Title**

PARTITION PLAN

**Drawing Status**

DETAILED DESIGN

**Drawing Details**

Scale As indicated@ A1  
Date 2026.XX.XX  
Job No 10016  
Drawn WAM  
Checked WAM

**Drawing No** ID02.01 **Revision** (A)

WARREN AND MAHONEY

**11.6 Long-term Plan 2027-2037 - Project Plan**

**File Number:** A19836770

**Author:** Josh Logan, Team Leader: Policy & Corporate Planning

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

**Please note that this report contains confidential attachments.**

Public Excluded Attachment	Reason why Public Excluded
Item 11.6 - Long-term Plan 2027-2037 - Project Plan - Attachment 4 - Confidential List of emerging issues for the LTP 2027-2037	s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities.

**PURPOSE OF THE REPORT**

1. This report seeks to meet one of the Chief Executive’s KPIs set by Council to provide a detailed timeline for the Long-term Plan 2027-2037 by the end of quarter three in 2025/26.

**RECOMMENDATIONS**

That the Council:

- (a) Receives the report "Long-term Plan 2027-2037 - Project Plan".
- (b) Endorses Attachments 3 and 4 (confidential) as the initial schedule of issues to be considered through the Long-term Plan 2027-2037. Notes that items will be added to or removed from the schedule through the Long-Term Plan development process.
- (c) **Attachment 4** can be transferred into the open after discussions with affected parties has taken place.

**EXECUTIVE SUMMARY**

2. The Long-term Plan (LTP) is the most significant planning and decision-making process for the mayor and councillors for their term of council. It sets out what Tauranga City Council will do over the next 10 years and how we’ll pay for it. This includes everything from major infrastructure projects to the services we provide every day. The project budget is \$285,789.
3. A new LTP is developed and adopted every three years by the mayor and councillors, in the middle year of the normal local government election cycle. Each plan must include a financial strategy that shows how we’ll manage our finances over the long term.
4. The next LTP is due for adoption by 30 June 2027.
5. This report and its attachments provide the mayor and councillors a high-level overview of the standard LTP process and a detailed timeline that starts from now and runs through to June 2027.

## BACKGROUND

6. Council is required to prepare a long-term plan (“LTP”) every three years. The purpose<sup>5</sup> of the LTP is to:
  - a) *describe the activities of the local authority; and*
  - b) *describe the community outcomes of the local authority’s district or region; and*
  - c) *provide integrated decision-making and co-ordination of the resources of the local authority; and*
  - d) *provide a long-term focus for the decisions and activities of the local authority; and*
  - e) *provide a basis for accountability of the local authority to the community.*
7. The LTP covers ten years and also incorporates an infrastructure strategy with a 30-year timeframe.
8. The LTP brings together a large number of processes and topics and requires content input from all Council activities. Coordinating this, including providing appropriate content to the mayor and councillors for direction-setting and decision-making is a significant task. Some workstreams have been underway for a few months, others commence later in the process.
9. This report continues on from the report to Council from 18 November 2025 which outlined the high-level process that an LTP takes over its creation. This report can be found at: [https://infocouncil.tauranga.govt.nz/Open/2025/11/CO\\_20251118\\_AGN\\_2765\\_AT.PDF](https://infocouncil.tauranga.govt.nz/Open/2025/11/CO_20251118_AGN_2765_AT.PDF)
10. **Attachment 1** to this report includes the project plan for the LTP 2027-2037 which outlines the four phases this LTP will go through in its creation and when these phases are likely to occur.
11. **Attachment 2** gives a high-level month by month breakdown from now till June 2027 of when each of the content and process pieces of the LTP identified in the 18 November 2025 report are currently scheduled to occur.
12. **Attachment 2** also provides the dates for when all eight workshops relating to the LTP have been booked with mayor and councillors from May 2026 to December 2026. Additional workshops may be required and will be scheduled based on elected member direction on specific matters for which workshops are an appropriate approach to consider issues.
13. **Attachment 3 and 4** include a schedule of issues to be considered through the 2027-37 LTP. The issues in this staff compiled list are over and above the usual approach of Strategy Stocktake (including AIP review), Asset Management Plan reviews, Activity Area Plan reviews.
14. The issues identified in the attached lists are topic specific matters that are likely to progress to issues and options papers over the course of the development of the LTP. The intent is that these lists are also a live document that gets updated as issues are identified. Where appropriate workshops will be scheduled to address specific issues.

### Mayor and Councillors LTP direction

15. As identified above there are currently eight scheduled workshops starting in May 2026 going to December 2026. The dates are identified in **Attachment 2**.
16. The first workshop will aim to present some background of the environment that the LTP will be formed in. The discussion will then be asking mayor and councillors to think about what type of LTP that they want the organisation to deliver for them. The two key areas which staff wish to focus the discussion on will be:
  - The financial strategy for developing the LTP
  - What do the mayor and councillors want to achieve in this LTP

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<sup>5</sup> Per section 93(6) of the Local Government Act 2002

17. Also to note in Attachment 2 is the timeline for when key decisions need to be made in regard to the draft long-term plan. It should be noted that there will be key decisions required from the mayor and councillors on the LTP at Council's meeting on 1 December 2026 and then also the first meeting of the year in February 2027. It is critical that decisions are made at these meetings in order for the project to meet the audit and statutory deadlines of this project.

**STATUTORY CONTEXT**

18. Legislative issues are considered in the Background section to this report.

**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 that is easy to move around	✓
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

20. The LTP seeks to enable Council to achieve its community outcomes.

**OPTIONS ANALYSIS**

21. This report has no options for Council to consider.

**FINANCIAL CONSIDERATIONS**

22. This report has no financial implications.

**LEGAL IMPLICATIONS / RISKS**

23. This report has no other legal implications or risks.

**TE AO MĀORI APPROACH**

24. The LTP process does not affect TCC's ambitions to align with the Te Ao Māori approach. However, future funding decisions in the process may have an impact on individual projects or programmes that are specifically working towards fulfilling the approach. Council staff will connect with the Rangapu through the LTP development process where appropriate.

**CLIMATE IMPACT**

25. The LTP process does not affect TCC's ambitions to align with the Climate Impact Statement. However, future funding decisions in the process may have an impact on individual projects or programmes that are specifically working towards fulfilling this ambition.

**CONSULTATION / ENGAGEMENT**

26. An engagement approach and programme will be one of the key aspects of the LTP programme of work.
27. The mayor and councillors will be further involved in the development of that approach and programme over coming months.
28. The LTP consultation document will be formally consulted on in March/April 2027.

## SIGNIFICANCE

29. 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.
30. 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.
31. The matter of the LTP and its contents have a high degree of significance. However, the decision to receive this report and the project plan (Attachment 1) and outline month by month work programme (Attachment 2) is of low significance as they are predominantly procedural and work is already underway.







## ENGAGEMENT

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

## NEXT STEPS

33. Work will continue or commence on each of the phases and workstreams included in Attachments 1 and 2. Workshops and formal Council and Committee meetings will be scheduled to bring these LTP workstreams to the mayor and councillors for direction-setting and decision-making throughout 2026.
34. Emerging issues identified in Attachments 3 and 4 will progress to workshops, discussion papers and/or issues and options papers to Council between now and December 2026.

## ATTACHMENTS

1. **Project Management Plan - 2027-37 Long-term Plan - A19864889**  
2. **2026-27 Month by Month View of LTP 2027-37 - A19864886**  
3. **List of emerging issues for the LTP 2027-2037 - A19871457**  
4. **Confidential List of emerging issues for the LTP 2027-2037 - A19872488 - Public Excluded**



*Tauranga City*

## 2027-37 Long Term Plan

### Project Management Plan (PMP)

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## 1 Background and PMP Purpose

The purpose of the Project Management Plan (PMP) is to document the agreed approach to how the Long-term Plan (LTP) for the years 2027-37 will be managed by the Tauranga City Council (TCC), including: the approach, risks, deliverables and management aspects of the project.

### 1.1 Purpose

The Local Government Act 2002 (LGA) requires local authorities to prepare and adopt an LTP every three years. This project plan is in relation to the next LTP which commences 1 July 2027. An LTP must be adopted before the commencement of the first year to which it relates and continues in force until the close of the third consecutive year to which it relates.

The purpose of a Long-term Plan<sup>1</sup> is to:

- describe the activities of the local authority; and
- describe the community outcomes of the local authority's district or region; and
- provide integrated decision-making and co-ordination of the resources of the local authority; and
- provide a long-term focus for the decisions and activities of the local authority; and
- provide a basis for accountability of the local authority to the community.

### 1.2 Document Management

Project information will be stored, and the versions will be managed in the TCC corporate Electronic Document and Records Management System (EDRMS) "Objective".

The location of the project documentation is outlined in the table below:

Project	Type	Object ID	Location
<b>2024-34 Long Term Plan</b>	Folder	fA1075529	Objective (Council's Document Management System)

### 1.3 Project Background

Every three years the Council is required to produce an LTP for a minimum timeframe of 10 years. The LTP sets the Council's vision, direction, budgets, work plans and levels of service for the next three years. It is a lead Council document and key to our public accountability; it is developed with substantial community consultation and Council regularly report against it via quarterly and annual reporting.

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<sup>1</sup> [Section 93, Local Government Act 2002.](#)



## 2 Project Summary

This project will be split into four phases as follows:

- Phase 1 – Project Initiation
- Phase 2 – Strategic Context and direction setting
- Phase 3 – Content development
- Phase 4 – Plan preparation, consultation and adoption

The required project work for each phase is summarised below in sections 2.1–2.4. The deliverables associated with each phase are stated in the table in section 4. The scope of work at Phases 2, 3 and 4 will be directly dependent upon the decision point from the preceding Phase. This PMP will be updated after those decision points to reflect the required project work.

### 2.1 Phase 1 – Project initiation (Oct 2025 – Dec 2025)

Task(s)	Draft dates	Objective ID(s)
Establish project team	15 Sep – 31 Oct 2025	<b>Project Management Plan: A18802976</b>
Prepare project plan and schedule		
Review templates and systems	17 Oct – 20 Nov 2025	<b>2024 LTP Folder: zA3046453</b>
Introductory paper to Council on LTP process	18 Nov 2025	<b>Report: A18776362</b>
Discuss plan with audit	Feb 2026	Met with Audit NZ 3/2/26

### 2.2 Phase 2 – Strategic context and direction setting (Jan 2026 – Jun 2026)

Task(s)	Draft dates	Objective ID(s)
Environmental Scan	Mar – April 2026	
Direction setting – key workstreams	Mar – May 2026	
Review Forecasting Assumptions	Feb 2026 onwards	<b>Draft assumptions:</b>
Asset management planning	Feb – Aug 2026	<b>Asset Management Folder:</b>
Staff training and guidance	April 2026	
Survey alongside AP 26/27 – Pre Engagement for 27 LTP	April 2026	
Taituarā Health Check	July 2026	<b>Health Check:</b>
Activity planning and performance measure reviews, CCOs	May – July 2026	<b>Activity plan template: Activity plan list: Performance measures template:</b>
Revenue and Financing Policy, Financial Strategy, Rating Review	Apr 2026 onwards	<b>Funding needs analysis:</b>

(including continuation of the comprehensive fees and charges review)		
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2.3 Phase 3 – Content development (Jun 2026 – Feb 2027)

Task(s)	Draft dates	Objective ID(s)
Infrastructure Strategy	July – Oct 2026	<b>Draft for consultation:</b> <b>Final:</b>
DC Policy	Jul – Dec 2026	*Note changing legislation
Revenue and Financing Policy, Financial Strategy, Rating Review (including continuation of the comprehensive fees and charges review)	Apr – Sep 2026	<b>Financial strategy:</b> <b>Revenue and Financing Policy:</b> <b>Scenario modelling:</b>
Asset management plans	By Aug 2026	Complete draft by Aug 2026.
Activity Planning, performance measures, issues and options, budgeting, fees and charges, financial forecasts, and prioritisation	Sep - Dec 2026	<b>Fees and charges:</b> <b>Summary of activity plans (draft GoA):</b> <b>Performance measures:</b>
Early development of engagement (and CD) messaging and style	Oct 2026 – Feb 2027	

2.4 Phase 4 – Plan preparation, consultation, and adoption (Mar 2027 – July 2027)

Task(s)	Draft dates	Objective ID(s)
LTP Consultation Document – Draft for Audit	Feb 2027	<b>Draft for Audit:</b>
Audit of CD and supporting information	Mid Feb – Mid Mar 2027	<b>Self-assessment:</b> <b>Engagement Letter:</b> <b>Letter of Representation:</b>
LTP Consultation Document	Mid Mar 2027	<b>Designed CD:</b> <b>Designed CD Summary:</b>
LTP Community Engagement	Mid Mar – Mid Apr 2027	Submissions processing guide
Hearings	Early May 2027	<b>Four days</b>
Deliberations	Late May 2027	<b>Four days</b>
Prepare final LTP document	Late May – Early Jun 2027	

<b>Audit of LTP</b>	Early Jun – Mid Jun 2027	
<b>Adoption</b>	Late June 2027	
<b>Evaluation</b>	July 2027	

### 3 Key Roles and Responsibilities

The following table outlines the role, the role holder, and the area of responsibility in relation to the LTP:

Role	Assigned to role	Responsibility
<b>Governance and the Executive</b>	<b>Mayor and Councillors</b>	<ul style="list-style-type: none"> <li>Provides direction and decision/resolution for the Long-term Plan.</li> </ul>
	<b>CE and all GMs</b>	<ul style="list-style-type: none"> <li>The wider executive group will be directly involved with the activity planning and budget setting process for their activity areas.</li> <li>Executive may also be required to consider key strategic matters that are escalated from the Project Steering Group.</li> <li>GMs providing ownership and decisions upon their area of activity and business in relation to Long-term Plan decisions.</li> <li>Regular updates will be provided to the Executive from the project manager. (Frequency may vary depending on what stage the project is at initially monthly from October 2025 and increased or decreased as required)</li> </ul>
<b>Project Sponsor</b>	<b>Chief Operating &amp; Financial Officer</b> Craig Rice <b>GM: Strategy, Partnerships &amp; Growth</b> Christine Jones	<ul style="list-style-type: none"> <li>Ensures that there are high standards of project management activities and that they are used to effectively deliver the project to defined expectations.</li> <li>Develops the project approach including the financial strategy and alignment/presentation of issues and options for Mayor and Councillors consideration.</li> <li>Provides support to the Core Project Team and other team members to ensure quality delivery.</li> </ul>
<b>Project Steering Group</b>	<b>GM: Strategy, Partnerships &amp; Growth</b> Christine Jones <b>Chief Operating &amp; Financial Officer</b> Craig Rice <b>GM: Operations and Infrastructure</b> Reneke van Soest <b>Head of Finance</b> Kathryn Sharplin <b>Head of Head of Strategy, Governance &amp; Climate Resilience</b> Jeremy Boase <b>Head of Community Relations</b>	<ul style="list-style-type: none"> <li>Provides guidance to the project to ensure that all areas of expertise and business are addressed.</li> <li>GMs providing ownership and decisions upon their area of activity and business in relation to Long-term Plan decisions.</li> </ul>

Role	Assigned to role	Responsibility
	Susan Davidson	
<b>Core Project Team</b>	<b>Finance</b> Kathryn Sharplin Tracey Hughes Susan Braid Sheree Covell <b>Performance, Monitoring &amp; Assurance</b> James Woodward <b>Strategy, Governance &amp; Climate Resilience</b> Jeremy Boase Josh Logan <b>Communications &amp; Engagement</b> Susan Davidson TBD	<ul style="list-style-type: none"> <li>• Completes allocated project deliverables and activities as required.</li> <li>• Identifies risks and opportunities in delivery of the project.</li> <li>• Completes tasks/deliverables to the required quality standard within agreed timeframes.</li> <li>• Resolution of key issues and risks as required.</li> <li>• Actively participates in project activities and accurately reports and updates the project manager on the progress of project tasks and identifies options to resolve impacts of slipping tasks.</li> <li>• Provides key input and consideration of communications with regards to public engagement and consultation.</li> </ul>
<b>Wider Project Team</b>	<b>Corporate Planning</b> Carmen Norris Holly Alison Rachel Burt <b>Finance</b> TBD <b>Communications &amp; Engagement</b> TBD <b>Asset Management Planning</b> Willem van Blerk <b>Transport and Spaces and Places Reps</b> TBD <b>Growth Funding</b> Ben Corbett	<ul style="list-style-type: none"> <li>• Attend Wider Project Team meetings and share information, review, or plan deliverables, update task status, issues, risks, and roadblocks.</li> <li>• Team members identify, resolve and, where necessary, escalate key issues and risks as required.</li> <li>• Disseminates information to relevant team members.</li> <li>• Recommend one hourly meetings and frequency be determined in advance on an as need basis based on project plan e.g., around key milestones.</li> </ul>
<b>Project Manager</b>	<b>Team Leader: Policy and Corporate Planning</b> – Josh Logan	<ul style="list-style-type: none"> <li>• Manages project plans and associated documentation.</li> <li>• Manages the project schedule.</li> <li>• Manages the risk and issues register.</li> <li>• The main point of contact for the project.</li> </ul>
<b>Staff involved in the LTP as part of BAU</b>	Various	<ul style="list-style-type: none"> <li>• Individuals will have their own tasks and deliverables relating to specific workstreams.</li> <li>• Individuals complete allocated project deliverables and activities to quality standard, within agreed timeframes, as required.</li> </ul>

Role	Assigned to role	Responsibility
		<ul style="list-style-type: none"> <li>Participate in project activities and accurately report and update the project manager on the progress of project tasks and identifies options to resolve impacts of slipping tasks.</li> </ul>

## 4 Scope, Deliverables, Acceptance Criteria and Reviews

The project deliverables and the corresponding acceptance criteria and reviewers are outlined in the table below. This information will be used in developing the project schedule to detail the activities required to build the deliverables to meet the stated acceptance criteria and complete the required reviews.

Deliverable	Responsible for Delivery	Deliverable description	Acceptance criteria	Phase	Internal review	Approver
<b>Project Management Plan (PMP)</b>	Team Leader: Corporate Planning	Documents how the project is planned to be delivered, the project objectives, scope, roles and responsibilities, project controls and management processes	Formal acceptance of PMP	1	Project Team	PSG
<b>Planning – Project Schedule</b>	Team Leader: Corporate Planning	Detailed project schedule, indicating activities planned to deliver the agreed scope	Supporting schedule for the PMP and management of progress	1	Project Team	PSG
<b>Council report(s) for draft Long-term Plan</b>	Project Team Project Sponsors Relevant General Managers	Council/committee report(s) to progress through Long-term Plan decisions and considerations, issues and options papers/reports.	Conforms to the format required for Council meetings.	2	PSG	GM
<b>Draft Long-term Plan</b>	Project Team Project Sponsors	Completion of all elements of LTP to enable consultation document to be created.	Meets requirements of LGA	3	PSG	CE Council
<b>Audit of draft Long-term Plan</b>	Project Team Project Sponsors	Preparation of draft documents for review by Audit NZ	Achieves audit approval	3	PSG	Project Sponsors

Deliverable	Responsible for Delivery	Deliverable description	Acceptance criteria	Phase	Internal review	Approver
<b>Communications and Engagement Plans</b>	Project Team Engagement Team	Outlines the process and methods of engagement planned for the public consultation requirements	Formal acceptance by Project Sponsor(s) and Community Relations Manager	3	Comms & Engagement Team Project Sponsors	PSG Council
<b>Consultation Document</b>	Project Team Community Relations Team	Document produced for public consultation and engagement	Conforms to the engagement and communications plans and legislation.	3	Comms & Engagement Team Project Sponsors CE	Council
<b>Hearings</b>	Project Team Democracy Services Project Sponsors	Organisation of formal hearings for submitters that wish to speak to their submission	Conforms to the format required for formal hearings.	4	Project Team Governance Services	Head of Strategy, Governance & Climate Resilience
<b>Council Report(s) for deliberations and adoption of final Long-term</b>	Project Team PSG	Council report(s) for deliberations post-consultation and for adoption of final LTP	Conforms to the format required for Council meetings.	4	PSG	GM
<b>Lessons learnt</b>	Project Team PSG	Lessons register created and completed. Retained within Strategy and Governance for future reference.	N/A	4	N/A	N/A

## 5 Issues and Risks

### 5.1 Issues Management

All issues that will have an impact on the project, if not addressed in a timely manner, will be registered in the Issues Register (within the Project Schedule document). This register defines the nature of the issue (business, technical, etc.), the urgency of the issue (High, Medium, Low), who is responsible to resolve the issue, action in progress and current status. Issues will be reviewed at project team meetings.

The definition of the urgency categories are as follows:

Category	Description
<b>High</b>	<ul style="list-style-type: none"> <li>• Potential Show stopper</li> <li>• Holding up progress on critical path tasks</li> <li>• Requires daily action to resolve</li> <li>• Delaying scheduled tasks</li> <li>• Adding risk</li> </ul>

	<ul style="list-style-type: none"> <li>• Complex issue requiring several team members to resolve</li> </ul>
<b>Medium</b>	<ul style="list-style-type: none"> <li>• Has the potential to delay scheduled tasks</li> <li>• Concerning – Impact unknown but may impact on project</li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>• Reassessment of priority status</li> <li>• Questions</li> </ul>

## 5.2 Risk Management

A formal risk capture and monitoring practice will be followed. Risks can be raised by anyone. The risks that have already been identified will be logged into the project risk register in Council’s software Camms as a project risk. Any additional risks that are identified are to be communicated in writing to the Team Leader: Policy and Corporate Planning who, in turn, updates the risk register in Camms.

All risks will be assessed as to the probability of the risk occurring and the impact if it does occur. For those risks assessed as ‘High’, (high probability of occurring and a high impact should the risk eventuate) a Risk Owner will be allocated and mitigation actions developed and recorded within the Risk Register. It will be the responsibility of the ‘Risk Owner’ to monitor the risk and execute the agreed mitigating actions.

The Team Leader: Policy and Corporate Planning will review the significant risks through the project team meetings, as a standing agenda item. Risks will be escalated to the Project Sponsors should the completion of mitigation actions not mitigate the risk, or no mitigation actions can be identified.

Risk	Possible causes	Mitigation
<b>We fail to demonstrate clear direction and good financial management</b>	<ul style="list-style-type: none"> <li>• Mayor and Councillors’ direction is misunderstood</li> <li>• We don’t have enough information to undertake robust long-term planning</li> <li>• We exceed our debt limits which shapes the LTP strategy</li> <li>• Not enough budget and resource to undertake key components of the LTP to the standard expected.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure commitment from the Executive for support across the organisation</li> <li>• Clear processes to allow for prioritisation of expenditure</li> <li>• Robust review of LOS.</li> </ul>
<b>Community expectations are not met / loss of community trust / confidence</b>	<ul style="list-style-type: none"> <li>• Rates increase is unacceptable to community</li> <li>• Fail to engage effectively through the LTP process</li> <li>• The community does not support the direction of the LTP</li> <li>• Lack of understanding</li> <li>• Insufficient time / resource allocated to engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Seek support from Community Relations for resources.</li> </ul>
<b>Change in Government Legislation during the process and also change in Government</b>	<ul style="list-style-type: none"> <li>• Systems Improvement Bill likely in 2026 which will amend the Local Government Act to change the purpose of Local Government and other amendments</li> <li>• There is signalled to be further changes to the Local Government Act mid 2026 which could have implications on content of the LTP.</li> <li>• General Election will occur in 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of strategic framework against new legislation prior to starting the major parts of the LTP</li> <li>• Project Manager is in the Taituara Corporate Planning Reference Group, so use this to help monitor potential changes and be able to mitigate as best possible any delays to the process</li> <li>• Keep a watching brief on policies referring to local government in the lead up to general election from the major parties and likely coalition partners</li> </ul>

Risk	Possible causes	Mitigation
<p><b>We receive a negative audit opinion</b></p>	<ul style="list-style-type: none"> <li>• The Council's debt cap is exceeded</li> <li>• The organisation's KPIs are ineffective</li> <li>• Underlying assumptions are unreasonable</li> <li>• Supporting information not sufficient.</li> <li>• The split out of waters not going well from an accounting treatment perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Review of previous Audit report and management letter and incorporate learnings into LTP PMP</li> <li>• Pre-plan with Audit NZ</li> <li>• Robust review of LOS</li> <li>• Ensure early discussions with Mayor and Councillors and allow time for adjustments</li> <li>• Ensure robust quality assurance process to verify financial / strategic information</li> <li>• Audit NZ has said their focus for this LTP is likely to be on:                             <ul style="list-style-type: none"> <li>○ LG reform assumptions</li> <li>○ Financial sustainability</li> <li>○ Condition and performance info for critical assets</li> <li>○ Capital expenditure and do-ability</li> <li>○ Performance frameworks</li> <li>○ Climate change adaptation response.</li> </ul> </li> </ul>
<p><b>There is a delay to the adoption of the LTP</b></p>	<ul style="list-style-type: none"> <li>• The essential underlying information is not available to undertake the required planning e.g. financials, asset assessments</li> <li>• The submissions, hearing and deliberations overwhelm staff and systems and Mayor and Councillors</li> <li>• There is not enough budget / resource to support all aspects of the project e.g., engagement</li> <li>• Key staff depart</li> </ul>	<ul style="list-style-type: none"> <li>• Seek information from the organisation early</li> <li>• Build additional days into the process particularly around hearings and deliberations</li> <li>• Set up an automated process for submissions and test it in another consultation process</li> <li>• Ensure project team has alternates who are up to date with the project</li> <li>• Maintain project management plan throughout project</li> </ul>
<p><b>The quality of underlying information is not good</b></p>	<ul style="list-style-type: none"> <li>• Incomplete, inaccurate, or misaligned information provided, without peer review of key documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate peer review/QA alignment checks into the PMP</li> </ul>



## 6 Project Timings

### 6.1 Project Schedule

The project schedule has been produced in Microsoft Planner and can be tracked upon sign off of this PMP by the project steering group. The project schedule will enable the reporting of progress to senior staff when required and will form the basis of project team meeting agendas.

### 6.2 Project Reporting and Meetings

The table below describes the status reporting requirements for the project:

Report /Meeting type	Responsible	Method / tool	Frequency	Information	Recipients
<b>Core project team meetings</b>	Team Leader: Corporate Planning	Face to face meetings	Monthly from October 2025 – May 2026 then fortnightly	Sharing of information, reviewing or planning deliverables, updating task status, issues, risks and roadblocks	Core project team
<b>Wider project team meeting</b>	Team Leader: Corporate Planning	Face to face meetings	Monthly from May 2026	Sharing of information, reviewing, or planning deliverables, updating task status, issues, risks and roadblocks	Wider project team
<b>Project Steering Group</b>	Project Team	Face to face meetings	Monthly from February 2026	Review of key workstreams, approval of key documents and aspects of the project. Review and management of project direction, and first-line decision-making.	PSG Admin support for minutes
<b>Formal reports / Workshop material</b>	Project Team Project Sponsors Relevant General Managers	TCC template(s) and process	As dictated within schedule	In line with deliverables table in Section 4.	the Executive/Mayor and Councillors

## 7 Financials

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### 7.1 Financial Budget

A budget is required for costs relating to the development of a LTP such as communications costs for developing/printing/distributing consultation material. This budget is held by the Strategy, Growth and Governance Group.

Budget	2026/27
<b>Administration Expenses</b>	
<b>GL Code 1800020 41030 Printing</b>	7,175
<b>GL Code 1800020 41040 Publications produced</b>	20,500
<b>GL Code 1800020 44210 Marketing &amp; advertising</b>	30,196
<b>GL Code 1800020 40715 Audit Fees – AP/LTP</b>	157,133
<b>GL Code 1800020 40410 Consultancy fees</b>	-
<b>GL Code 1800020 44380 Public information and engagement</b>	82,000
<b>Total</b>	<b>285,789</b>

### 7.2 Financial Reporting/Monitoring

The Team Leader: Corporate Planning will monitor the project budget and report on expenditure and forecasts to the Project Steering Group and Project Sponsors as appropriate.

## 8 Resource Management

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### 8.1 Internal Resources

Requirements for project resources will be identified by the Project Sponsor(s). Staff have been assigned as detailed at section 3 and 4.

### 8.2 External Resources

At this stage, no external resource is envisaged in 2026 and 2027. Should this be required, approval would be required from the Project Sponsor(s).

However, there may be a case that tasks within the LTP may require external resources. Should this be required then approval would be sought from Project Sponsor(s) if necessary (such requirements may be covered by other activities and not be a direct project cost).

## 9 Quality Management

The general principle to be applied for quality assurance during the life of the project is that learnings should be captured, and any quality issues addressed as they occur. The quality specifications will be linked to the legislative requirements for the LTP, the use of templates and internal Council guidance will inform the level of detail and methods of presentation to Councillors and the public.

### 9.1 Lessons learnt

A Lessons Learnt exercise may also be undertaken following completion of the project to capture feedback to enable improvement for the next Long-term Plan process – a document has been created to register lessons along the way: A18833058.

Key themes from the last lesson learnt exercise in August 2024 have been reviewed and are below.

What went well	Not so well	Improvements for next LTP
<b>Setting up the LTP</b>		
<ul style="list-style-type: none"> <li>Planning of the project to meet the tight timeframes and being able to pivot at change of legislation part way through.</li> </ul>	<ul style="list-style-type: none"> <li>Project plan created and not really revisited again.</li> </ul>	<ul style="list-style-type: none"> <li>Draw up process start to finish, so touch points for activity managers can be identified and communicated early.</li> <li>Review Audit Management Report prior to initiation to ensure that any matters are being addressed in the project plan/process.</li> </ul>
<b>Prioritisation</b>		
<ul style="list-style-type: none"> <li>Form was relatively easy to fill in.</li> </ul>	<ul style="list-style-type: none"> <li>That people ended up doing a whole lot of work for bid cards and it didn't get through – this caused a lack of trust/enthusiasm which affected processes later in the LTP project.</li> <li>Panic around getting projects in, which felt like a bit of a free for all.</li> </ul>	<ul style="list-style-type: none"> <li>More time to be spent on the prioritisation process before rolling out.</li> <li>Set tangible limits and expectations around the process.</li> </ul>
<b>Activity Planning</b>		
<ul style="list-style-type: none"> <li>Template was comprehensive.</li> </ul>	<ul style="list-style-type: none"> <li>Differing interpretations of the template and capability to fill out the template.</li> </ul>	<ul style="list-style-type: none"> <li>Commit to remaining within a financial envelope – use trend graph (as mentioned below under <i>budgeting</i>).</li> <li>Use Senior Leadership Group Day as a purposeful LTP day early in the process: May/June/July?</li> <li>Ensure the environmental scan is digested by activity managers – present the information in a different way, perhaps in a workshop.</li> </ul>

What went well	Not so well	Improvements for next LTP
		<ul style="list-style-type: none"> <li>• Pull example of last time and show as example good practice and what is expected.</li> <li>• What is the high-level exec approach.</li> </ul>
<b>Budget</b>		
<ul style="list-style-type: none"> <li>• Project guidance for costing and entering projects is improving.</li> <li>• Significant improvements in IBIS functionality since last LTP – asset revaluation and allocations in particular.</li> </ul>	<ul style="list-style-type: none"> <li>• GM sign off appeared to be generous given likely budget limitations.</li> <li>• What was agreed to as an Exec as a collective, was not applied across activities examples: FTE, capital programme so that there were repeated attempts to get costs down without setting clear expectations on individual activities.</li> <li>• IBIS inputs from budget managers needs work – not engaging with the software and too reliant on Financial Analysts.</li> <li>• Salaries were a challenge – the establishment data coming from Human Resources systems was incorrect initially and required a lot of work and rechecking with the business</li> <li>• There was a lack of focus by some budget managers on the importance of effective budgeting and not buy in to financial envelopes.</li> <li>• Inability to pin down a reasonable capital programme held up operational budgeting process.</li> <li>• Executive direction and corporate perspective was not clearly communicated to the activity and programme managers.</li> <li>• Inadequate time was available with the executive – with small hours or half hour time slots provided rather than half day or full day workshops which are requested for next time and a requirement to</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining SuccessFactors could help with HR establishment data.</li> <li>• Budget constraints should be communicated early and clearly – show the implications of what happened.</li> <li>• Work already happening to template at least some of IBIS input to reduce input issues.</li> <li>• Half day / day workshops with Exec.</li> <li>• Provide framework/trends to budget managers leading up to budgeting (and the deck that tells the story by activity expenditure).</li> <li>• Capex – hone into Community Outcomes and AIPs and how capex relates/contributes (including templating in IBIS as above).</li> <li>• Need to provide a framework for managing the risk/contingency across the programme (i.e. when to use P50 or P95).</li> </ul>

What went well	Not so well	Improvements for next LTP
	<ul style="list-style-type: none"> <li>resolve matters at the workshops.</li> </ul>	
<b>Infrastructure Strategy</b>		
<ul style="list-style-type: none"> <li>Front footed the financial inputs to assist teams – better than last LTP.</li> <li>Good that we included three waters, as this paid off.</li> <li>Lots of resource on the graphs for infrastructure strategy, individuals owning the different graphs.</li> </ul>	<ul style="list-style-type: none"> <li>Last minute audit request regarding tables and legislative requirements not being met.</li> </ul>	<ul style="list-style-type: none"> <li>Develop or look for a pre-existing legislative checklist for the Infrastructure Strategy to ensure all requirements are met.</li> <li>Ensure Audit Management Report is reviewed prior to development.</li> </ul>
<b>Consultation Document development</b>		
<ul style="list-style-type: none"> <li>Teamwork between CR and CP and Finance was good.</li> <li>Easy to digest / well written.</li> <li>Options presentations are nice.</li> <li>Looked good.</li> <li>Having central person as pen holder was critical.</li> </ul>	<ul style="list-style-type: none"> <li>Misunderstanding of some questions – e.g. pool inspections.</li> <li>Version control and ensuring we knew the most recent version of financials.</li> <li>Questions were not prominent on the page, didn't stand out.</li> <li>Lack of focus on what we're consulting on.</li> <li>Open ended questions / comment boxes are not efficient to process.</li> </ul>	<ul style="list-style-type: none"> <li>Frame the CD earlier.</li> <li>Important to remember how people get to the submission form – some go straight to submission form and topics need to stand alone – link to relevant page within the submission form to find out more about that topic.</li> <li>Test group to review the CD and the questions/submission form (if time).</li> <li>Print the designed version earlier so we can have some QA checking on words and financials together.</li> <li>Aim for options questions, even if it's yes/no/not sure options as it's easier to process and analyse sentiment.</li> </ul>
<b>Audit</b>		
<p><b>CD</b></p> <ul style="list-style-type: none"> <li>Financial audit went well, until technical/OAG focus on waters reform, at the end of the audit. Concentration of one finance owner was helpful (Tracey).</li> <li>Non-financial concentration through Josh was helpful.</li> <li>Audit team were knowledgeable and went</li> </ul>	<p><b>CD</b></p> <ul style="list-style-type: none"> <li>Technical/OAG lack of preparation and foresight into political influence and three waters.</li> <li>Lack of response from OAG when asked for direction as to acceptable approach.</li> <li>Late to the detail, and they hadn't looked at it.</li> <li>Doubt about change in government – request</li> </ul>	<ul style="list-style-type: none"> <li>Give lots of advance notice of potential issues (we did).</li> <li>Keep up communication with auditors.</li> </ul>

What went well	Not so well	Improvements for next LTP
<p>into bat against technical for us.</p> <ul style="list-style-type: none"> <li>Set timeframes that were clear.</li> </ul> <p><b>LTP</b></p> <ul style="list-style-type: none"> <li>Lead auditor was great and easy to work with.</li> <li>Weekly check in meeting was useful.</li> <li>Management report was very positive.</li> <li>Transportation funding risk and IFF drawdown impacts was done well.</li> </ul>	<p>from OAG for a legal opinion was a frivolous cost, and last minute.</p> <ul style="list-style-type: none"> <li>Comments raised on design/language and comms aspects that are not within their role/scope.</li> <li>Unrealistic about expectations of length of CD – when they are asking for disclosures which add to volume.</li> </ul> <p><b>LTP</b></p> <ul style="list-style-type: none"> <li>Audit expected to have final designed financial sections earlier than we had agreed or expected, however this was sorted quickly.</li> <li>Last minute changes from Hot Review (probably unavoidable though).</li> </ul>	

## 10 Stakeholder and Communications Management

A full stakeholder management process has not been carried out for this project. This is due to the LTP being a requirement for local authorities to produce every three years that has resulted in a firm understanding of the stakeholders involved.

### 10.1 Stakeholder List

1. Mayor and Councillors
2. Chief Executive & Executive Team
3. Tier 3 Management
4. Tangata Whenua
5. Business community
6. The public
7. Sectors of the public directly affected by specific proposals

### 10.2 Stakeholder Engagement

Once the stakeholders have been identified and analysed, effective communication strategies will be developed to engage with them. The strategies may range from one-to-one updates for key stakeholders to wide catchment, progress updates to those stakeholders that require a lower level of information.

Due to the firm understanding of stakeholder management for the LTP, a separate stakeholder management plan has not been produced. For specific proposals within the LTP, separate stakeholder management plans may be prepared as necessary.

## 11 Abbreviations

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Abbreviation	Means
<b>BAU</b>	Business As Usual
<b>CE</b>	Chief Executive
<b>CP</b>	Corporate Planning
<b>CR</b>	Community Relations
<b>GL</b>	General Ledger
<b>GM</b>	General Manager
<b>LGA</b>	Local Government Act 2002
<b>LTP</b>	2027-37 Long Term Plan
<b>PMP</b>	Project Management Plan
<b>PSG</b>	Project Steering Group
<b>TCC</b>	Tauranga City Council







# Proposed high-level timeline LTP 2027-37

Month	Actions
<b>2026</b>	
<b>March</b>	<ul style="list-style-type: none"> <li>• Draft Environmental Scan</li> <li>• Strategy Stocktake Phase 1 - finalised</li> <li>• Produce assumption statements</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Draft Environmental Scan finalised</li> <li>• Significant forecasting assumptions review</li> <li>• Performance framework review</li> <li>• Funding Needs Analysis</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #1 – 7 May – Environment scan and political framing for the LTP</b></li> <li>• Strategic direction setting</li> <li>• Forecasting assumptions finalised</li> <li>• Funding Needs Analysis</li> <li>• Prepare for budgeting and activity planning</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #2 – 4 June</b></li> <li>• Staff briefing/launch</li> <li>• Activity area plan preparation and roll out</li> <li>• Revenue and Financing Policy/Comprehensive Fees and Charges Review</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #3 – 2 July</b></li> <li>• DC policy preparation (depending on new legislation)</li> <li>• Review of first draft activity plans</li> <li>• Revenue and Financing Policy/Comprehensive Fees and Charges Review</li> <li>• Staff initiated issues and options papers</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #4 – 6 August</b></li> <li>• Preparation of budgets</li> <li>• First draft activity and asset management plans, performance framework due</li> <li>• Revenue and Financing Policy/Comprehensive Fees and Charges Review</li> <li>• Infrastructure strategy drafted</li> <li>• Staff initiated issues and options papers</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #5 – 3 September</b></li> <li>• Budgets reviewed, challenging</li> <li>• Capital Programme (Prioritisation)</li> <li>• Executive budget reviews</li> <li>• Revenue and Financing Policy/Comprehensive Fees and Charges Review</li> <li>• Staff initiated issues and options papers</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #6 – 15 October</b></li> <li>• Budgets due to Executive</li> <li>• Final draft Groups of Activities section due</li> <li>• QA check</li> <li>• Financial strategy drafted</li> <li>• Staff initiated issues and options papers</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #7 – 19 November</b></li> <li>• First cut of direction and Financials – Council Meeting</li> <li>• Audit self-assessment</li> <li>• Staff initiated issues and options papers</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• <b>Council Meeting – 1 December – First Draft LTP</b></li> <li>• <b>Workshop #8 – 3 December</b></li> </ul>
























Month	Actions
	<ul style="list-style-type: none"> <li>• Second cut of direction and financials, approval of CD approach and supporting info – Council Meeting</li> <li>• Comms and corporate planning meet to discuss CD and roles</li> <li>• All supporting info largely completed</li> </ul>
<b>2027</b>	
<b>January</b>	<ul style="list-style-type: none"> <li>• CD and supporting info packaged/prepared</li> <li>• Full financial and funding statements prepared</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• <b>Council Meeting – Early February – Second Draft LTP</b></li> <li>• CD and supporting info packaged/prepared (continued)</li> <li>• Full financial and funding statements prepared (continued)</li> <li>• QA check</li> <li>• <b>Council Meeting – Mid February – Adopt Draft CD and supporting docs for Audit</b></li> <li>• Approval for audit</li> <li>• Audit of CD and supporting info</li> <li>• Design and package consultation material</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Audit of CD and supporting info (continued)</li> <li>• Design and package consultation material (continued)</li> <li>• Audit - Hot review</li> <li>• <b>Council Meeting – Early March – Adoption of audited CD and supporting info</b></li> <li>• Engagement starts</li> <li>• Staff and community submissions</li> <li>• Consultation - initiated issues and options papers started</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Engagement ends</li> <li>• Collate submissions</li> <li>• Deliverability rationalisation by Finance</li> <li>• Consultation-initiated issues and options papers developed</li> <li>• Prep for hearings</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• <b>Council Meeting – Early May – Hearings</b></li> <li>• Consultation-initiated issues and options papers developed</li> <li>• <b>Council Meeting – Late May – Deliberations</b></li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Deliberations summary prepared</li> <li>• Financial forecasts final review</li> <li>• Final changes made/reviewed and QA check</li> <li>• Audit of the final LTP Audit - Hot review</li> <li>• <b>Council Meeting – Late June – Adoption of the final LTP</b></li> <li>• Publishing and evaluation</li> </ul>

## Emerging Issues for the LTP 2027 - 2037







#	Issue	Category	Comment
1	<b>Strategic review of potential for shared services and consolidated back-office functions across the Western Bay of Plenty</b>		<ul style="list-style-type: none"> <li>To be considered as further clarity on future local government reforms becomes available.</li> <li>Includes shared service centre for multiple councils and consolidate back offices with CCO's.</li> </ul>
2	<b>Natural Hazard Management and Council's future approach</b>		<ul style="list-style-type: none"> <li>Consider fresh information over recent years on wider suite of natural hazards.</li> <li>Include consideration of existing stormwater reactive reserve fund.</li> <li>Seek direction on prioritisation of future response approach.</li> </ul>
3	<b>Review of organisation form and operating model in the context of the establishment of the Water Organisation and other reforms.</b>		<ul style="list-style-type: none"> <li>Understand the business needs, opportunities, costs and arrangements in a post-waters world and recognising other local government reforms underway.</li> </ul>
4	<b>Infrastructure capacity to provide for projected growth</b>		<ul style="list-style-type: none"> <li>Review of approach and capacity to provide for capex to enable greenfield and intensification growth</li> </ul>
5	<b>City Regional Deal</b>		<ul style="list-style-type: none"> <li>Any impacts on LTP arising from City Regional Deal.</li> </ul>
6	<b>User Fees and Charges Comprehensive Review</b>		<ul style="list-style-type: none"> <li>Project put on hold at Council meeting 10 February 2026.</li> <li>Will start the project again at the completion of the Revenue and Financing Policy as part of the LTP.</li> </ul>









**Key**

Strategic Reviews	Growth Related Issues	Funding and Financing	LOS and Options	Major Projects	LTP Mechanics & Systems
					

#	Issue	Category	Comment
7	Reviewing the financial arrangements with Western Bay of Plenty District Council		<ul style="list-style-type: none"> <li>Linked to the user fees conversation.</li> </ul>
8	Review of services to third parties including assessment of full cost recovery (including fair share of overheads)	  	<ul style="list-style-type: none"> <li>Increase charges to other councils using TCC facilities - for example TTOC and call centre.</li> </ul>
9	Community Stadium		<ul style="list-style-type: none"> <li>In the last LTP council approved the community stadium Stage 1, commencing construction in 2033/34 at a total cost of \$90 million.</li> </ul>
10	Waste Network Infrastructure and Services – via a Business Case process	  	<ul style="list-style-type: none"> <li>Consider transfer stations, green waste, organics and kerbside.</li> </ul>
11	Sport and Recreation Investment Prioritisation	 	<ul style="list-style-type: none"> <li></li> </ul>
12	Potential extension to the Arena at Baypark		<ul style="list-style-type: none"> <li></li> </ul>
13	Future of Baycourt	 	<ul style="list-style-type: none"> <li>Baycourt needs some work done, and there is currently some budget in the TMOtP project for this.</li> <li>The bigger question is how long the life of Baycourt is in its current form and whether a replacement gets planned for in 10-15-20 years.</li> </ul>
14	Future Papamoa Community Centre	 	<ul style="list-style-type: none"> <li>Options for a Papamoa Community Centre</li> <li>(Resolution 31 March City Future meeting)</li> </ul>





Key

Strategic Reviews	Growth Related Issues	Funding and Financing	LOS and Options	Major Projects	LTP Mechanics & Systems
					







#	Issue	Category	Comment
15	<b>Future Community Centres – city wide</b>		<ul style="list-style-type: none"> <li>Information on priority areas in the city (other than Papamoa) with needs for community centre facilities.</li> <li>(Resolution 31 March City Future meeting)</li> </ul>
16	<b>Cruise ship welcoming centre at Coronation Park</b>		<ul style="list-style-type: none"> <li>To double as a community centre when not in use for cruise ship visitors</li> </ul>
17	<b>Cross-harbour ferry</b>		<ul style="list-style-type: none"> <li></li> </ul>
18	<b>Upgrade to Adams Centre</b>		<ul style="list-style-type: none"> <li></li> </ul>
19	<b>Stormwater quality management and the roading network</b>		<ul style="list-style-type: none"> <li>Quality impacts of water-sensitive solutions versus cost impact on roading projects (capex and ongoing opex)</li> </ul>
20	<b>Papamoa Targeted Rates – Issues and Options Paper</b>		<ul style="list-style-type: none"> <li>Request from the Council meeting 24 February 2025.</li> </ul>
21	<b>Roading Reseals Policy</b>		<ul style="list-style-type: none"> <li>Requested at City Futures 25 November 2025.</li> <li>Keep as is (fit for purpose) but with an option that communities could get asphalt if they pay the difference ahead of the works.</li> </ul>
22	<b>Elder housing sale proceeds</b>		<ul style="list-style-type: none"> <li>Balance and future use of funds.</li> </ul>
23	<b>Commercial / Industrial rates approach</b>		<ul style="list-style-type: none"> <li>Review of approach to charging rates to commercial and industrial properties.</li> </ul>

**Key**

Strategic Reviews	Growth Related Issues	Funding and Financing	LOS and Options	Major Projects	LTP Mechanics & Systems

#	Issue	Category	Comment
24	<b>City Centre Development Incentive Fund</b>		<ul style="list-style-type: none"> <li>Level of purpose of fund</li> <li>(Resolution 31 March City Future meeting)</li> </ul>
25	<b>Review current approach to natural vegetation management</b>		<ul style="list-style-type: none"> <li>Various ideas, each of which involve significant establishment costs or other risks and impacts.</li> </ul>
26	<b>Review public education programmes</b>		<ul style="list-style-type: none"> <li>Review with a view to ensuring they remain an appropriate service.</li> </ul>
27	<b>Ongoing funding for 'city brand' implementation</b>		<ul style="list-style-type: none"> <li>Who owns that, is it TCC or do we want to fund TBoP or someone else to fund it.</li> </ul>

**Key**

Strategic Reviews	Growth Related Issues	Funding and Financing	LOS and Options	Major Projects	LTP Mechanics & Systems
					

## 11.7 Report for the adoption of draft Trade Waste Bylaw for consultation

**File Number:** A17659688

**Author:** Radleigh Cairns, Manager: Drainage Services  
Jennifer Ross, Policy Analyst

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

### PURPOSE OF THE REPORT

1. To approve the draft Trade Waste Bylaw 2026 and Statement of Proposal for consultation.

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### RECOMMENDATIONS

That the Council:

- (a) Receives the report "Report for the adoption of draft Trade Waste Bylaw for consultation".
- (b) Notes the Bylaw Review Plan for Trade Waste Bylaw (**Attachment One**) developed to meet the requirements of section 263(4)(d) of the Local Government (Water Services) Act 2025.
- (c) Approves the proposed draft Trade Waste Bylaw (**Attachment Two**) and the Statement of Proposal (**Attachment Three**) for community consultation.
- (d) Delegate to the General Manager: Operations & Infrastructure the ability to make any minor edits or amendments to the draft Trade Waste Bylaw 2026 or Statement of Proposal to correct any identified errors or typographical edits prior to consultation.

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### EXECUTIVE SUMMARY

2. Tauranga City Council's Trade Waste Bylaw (**Trade Waste Bylaw**) was first adopted in 2004 and was last reviewed in 2019. The bylaw aims to protect the wastewater network by regulating the discharge of contaminants, ensuring it protects public health and the environment from the effects of trade waste discharges, manages the capacity of the wastewater network, and enables compliance with Tauranga City Council's resource consents relating to the discharges associated with wastewater. The bylaw empowers the council to require treatment works, charge for additional demand on wastewater treatment plant, monitor discharges, enforce consents (now called permits under the Local Government (Water Services) Act 2025 (**Act**)), and impose penalties for breaches.
3. This review of the Trade Waste Bylaw has been completed in accordance with the Act which came into effect on 27 August 2025.
4. The power to make a Trade Waste Bylaw remains with Tauranga City Council under the Act, regardless of whether the wastewater services it relates to are provided directly by Tauranga City Council or a separate entity.
5. The Act requires that Tauranga City Council undertake a review of the bylaw and develop a Bylaw Review Plan. It is proposed that this bylaw review be completed in accordance with the Bylaw Review Plan for Trade Waste Bylaw (**Attachment One**).
6. The updated bylaw will strengthen trade waste operations now and into the future. It also supports continuity in how we deliver trade waste and wastewater services during any transition to a new water organisation.

7. Processing trade waste through the wastewater network and treatment plants incurs higher costs than domestic waste, yet under the current bylaw, only the largest contributors pay trade waste fees, resulting in domestic users subsidising business waste processing. To promote fairer cost allocation, the proposed bylaw introduces a new “controlled discharges” category, requiring businesses with higher volumes of permitted trade waste to obtain permits and pay fees that help recover the associated processing and administration costs (clauses 5 and 6.1 of the draft bylaw). The permit fees form part of the User Fees and Charges Review which is currently under public consultation.
8. A number of other trade waste management challenges and opportunities have also been identified through this review therefore the following changes are proposed to address these, including:
  - (a) Updating terminology for consistency with the Act, for example, using the term water service provider<sup>6</sup> and replacing consents with permits (clause 5 definitions).
  - (b) Introducing provisions to administer the permit process, including applications, granting, renewing, reviewing, transferring, terminating and transitioning from consents to permits (clauses 7 to 12 and 17).
  - (c) Clarifying requirements for the management of hazardous materials and tankered wastes (clauses 13 and 14).
  - (d) Being more prescriptive about pre-treatment requirements and mass limits on trade waste discharges (clause 15).
  - (e) Providing clarity on sampling, analysis and monitoring of trade waste discharges (clause 16).
  - (f) Strengthening requirements for reporting of accidents and responses to them and incorporating infringement offences, to encourage compliance with the bylaw, in accordance with section 269 of the Act (clause 18).
  - (g) Updating provisions for prescribing and recovering fees and charges to reference both the Act and continuing Local Government Act 2002 requirements (clause 19).
  - (h) Empowering the use of compliance orders under the Act (clause 20).
  - (i) Updating the technical schedules to reflect current best practice and industry standards (Schedules).
9. Based on the proposed classification of trade waste discharges into four categories, a revised fee structure for Trade Waste permits and discharges is proposed. Introducing a more equitable, graduated user-pays approach. If adopted following consultation, this new structure and associated fees are projected to generate additional revenue from controlled discharge permits - approximately \$130,000 in 2027, increasing to \$210,000 in 2028 and \$300,000 in 2029. While these changes will improve cost recovery for managing Trade Waste, they will also have a financial impact on smaller businesses that currently do not contribute to the costs associated with assessing and monitoring their trade waste discharges and treatment devices.
10. Emerging contaminants, including persistent organic pollutants such as PFAS<sup>7</sup>, can persist in the environment and accumulate in biosolids if discharges are not controlled. The draft bylaw strengthens requirements for managing trade waste that includes these substances to support continuing consent compliance, and future-proof the safe disposal and beneficial reuse of the biosolids produced through the wastewater treatment process.

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<sup>6</sup> The term “water service provider” is defined to apply whether it is Tauranga City Council or a new water organisation undertaking the responsibilities of a water service provider.

<sup>7</sup> “Commonly called forever chemicals, PFAS are a large, complex group of synthetic chemicals that are used widely in consumer products and industrial processes around the world for their water, grease, heat and stain-resistant properties.” [PFAS are forever – a complicated chemical family | EPA](#)

11. Staff feedback indicates that updates in the bylaw will require new pre-treatment for some trade waste discharges, potentially driving capital upgrades over time for some businesses and council operations.
12. The Council are asked to adopt the proposed draft Trade Waste Bylaw for consultation using the special consultative procedure, as required by the Act.
13. If the Council decides to adopt the draft Trade Waste Bylaw (**Attachment Two**) and Statement of Proposal (**Attachment Three**), the consultation will be carried out in May 2026. Depending on the outcome of the consultation, hearings, deliberations and the date of adoption of the Trade Waste Bylaw, staged implementation of the bylaw is targeted to commence August 2026.

## BACKGROUND

14. Tauranga City Council is responsible for ensuring that the wastewater network is managed in a way that meets our regional consent conditions, protects the environment and maintains public health and safety. Trade Waste Bylaw provisions help to manage discharges into the wastewater network by regulating potential pollutants and protecting wastewater assets from damage or exceeding wastewater treatment plant capacity to comply with our regional consent conditions.
15. Trade Waste Bylaw provisions also help to manage the potential pollutants in the biosolid residuals that are produced through wastewater treatment. The biosolid residuals are disposed of cost effectively through vermicomposting and then land application. In 2025 Water New Zealand released updated Guidelines for Beneficial Reuse of Biosolids on Land<sup>8</sup> which signalled concerns about emerging contaminants such as persistent organic pollutants and noted “implications for contamination of biosolids if such discharges are not controlled”.
16. Under the Act, Tauranga City Council retains the power to make waters bylaws for this city, however the wastewater services will be delivered by a water services provider, which may be either Tauranga City Council directly or through a separate water services organisation. Regardless of who the water service provider is, bylaw provisions help to manage the public wastewater network by regulating potential pollutants and protecting public wastewater assets from damage or misuse.
17. As part of the transition of water services and associated bylaws to the Act, sections 263(4)(d) and 263(6) of the Act require that a Bylaw Review Plan be developed. The draft Bylaw Review Plan for Trade Waste Bylaw (**Attachment One**) has been prepared for compliance with the Act and provides details and dates of the steps for completing this review process.
18. The updated bylaw is designed to ensure trade waste discharges into Tauranga City Council’s wastewater network remain managed in accordance with new legislative requirements, regardless of future changes to water service delivery structures.
19. Our review involved input from internal business units including Water Drainage Services, City Waters Planning, Waste Operations and Compliance, and Takawaenga Māori Unit. Additionally, we emailed businesses that have had a Trade Waste consent or inspection to request input into the review and met with the Te Rangapū Mana Whenua o Tauranga Moana policy subcommittee (**Te Rangapū policy subcommittee**).

## Bylaw issues

20. The review process was initiated to address key issues with:
  - (a) the allocation and recovery of costs for processing trade waste through the wastewater network, and
  - (b) alignment with current industry best practices for managing trade waste discharges.

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<sup>8</sup> [Guidelines for Beneficial Use of Organic Materials on Productive Land](#)



21. Processing trade waste through the wastewater network and wastewater treatment plants is more expensive than processing domestic waste. Under the current bylaw, only the businesses that produce the highest volume and load of trade waste discharges are paying trade waste fees. In effect, domestic users are subsidising businesses for the cost of processing their trade waste through the wastewater network.
22. To more fairly share the cost of processing trade waste, it is proposed that discharges of higher volumes of permitted trade waste will be part of a new category of discharges called “controlled discharges” and businesses will be required to obtain a permit to make controlled discharges. Subject to the User Fees and Charges Review in 2026, a fee may be set to help recover the costs associated with these controlled trade waste discharges.
23. Through the review process, the other identified issues with the bylaw include:
  - (a) outdated legislative references with the introduction of the Act
  - (b) challenges with recovering the increased costs of monitoring and inspecting business sites
  - (c) inadequate guidance on tankered waste discharges, hazardous materials, and pre-treatment requirements
  - (d) delayed or incomplete reporting of accidents and breaches.
24. The opportunities associated with this review of the bylaw include:
  - (a) updating the approach to classification and management of trade waste discharges for industry best practice
  - (b) enabling fairer allocation of the costs of processing trade waste to the businesses discharging trade waste
  - (c) future proofing the disposal of biosolid residuals from wastewater treatment by addressing emerging contaminants, specifically persistent organic pollutants such as PFAS (polyfluoroalkyl substances) that have been identified as a concern in recent updates to guidelines, to ensure cost effective disposal of biosolids can continue
  - (d) incorporating the newly legislated powers to issue:
    - (i) trade waste permits,
    - (ii) compliance orders, and
    - (iii) infringement notices
  - (e) acknowledging the relationship between the strategies Tauranga City Council has developed in collaboration with tangata whenua and how trade waste is managed to ensure the quality of wastewater discharges into the environment.

### **Proposed changes to bylaw**

25. A number of changes to the bylaw are proposed to address the issues identified through the review and ensure alignment with best practice. Those changes are incorporated into the draft Trade Waste Bylaw (**Attachment Two**). The details of change from the three category consent process to the four category permit process are highlighted in Table One. An overview of the changes to the bylaw is presented in Table Two.

**Table One: Change to Permitted Categories**

<b>Current Bylaw</b>	<b>Draft Bylaw</b>
Council Consents Issued	Trade Waste Permits Issued
<p>Three categories of Trade Waste:</p> <ol style="list-style-type: none"> <li>1. Permitted (no consent required) Includes discharges that have permitted characteristics.</li> <li>2. Conditional (consent required) Includes discharges with high flow or high loading above the allowed discharge characteristics that put additional pressure on the network and treatment plant processes.</li> <li>3. Prohibited (never consent) Any discharge that may cause harm to the wastewater network, staff, be toxic to fish, animals or plant life after treatment or cause breaches of resource consents.</li> </ol>	<p>Four categories of Trade Waste Discharges:</p> <ol style="list-style-type: none"> <li>1. Allowed (no permit required) Includes discharges that have permitted characteristics and are in low volumes.</li> <li>2. Controlled (permit required) Includes discharges with characteristics that require pre-treatment such as grease traps and wastewater interceptors to manage impact on the network. E.g. restaurants and those with wash bays.</li> <li>3. Conditional (permit required) Includes discharges with high flow or high loading above the allowed discharge characteristics that put additional pressure on the network and treatment plant processes.</li> <li>4. Prohibited (never permit) Any discharge that may cause harm to the wastewater network, staff, be toxic to fish, animals or plant life after treatment or cause breaches of resource consents.</li> </ol>

**Table Two: Key Proposed Changes to the Trade Waste Bylaw**

<b>Proposed Change</b>	<b>Reason</b>
Change references from the Local Government Act 2002 to the Local Government (Water Services) Act 2025 as applicable.	The Local Government (Water Services) Act 2025 came into force on 27 August 2025.
Update clause 4. Reframe the purpose of the bylaw.	To better reflect how this bylaw aligns with Tauranga City Council strategies, includes industry best practice for trade waste management and encourages a proactive approach to protecting our wastewater network. Responding to feedback received from stakeholders.
Modify clause 5. Insert and update definitions.	To align with current practice, define new discharge categories, and the terminology of the Act. For example, referring to a water service provider which may be either Tauranga City Council or a separate organisation.
Modify clauses 5 and 6.1. Classification of discharges.	To enable fairer allocation of the costs of processing trade waste through the wastewater network using a more graduated classification system for trade waste

	discharges and utilising the introduction of permits under the Act. Table One details this change.
Insert clauses 7, 8, 9, 10 and 17. Modify clauses 11 and 12. Permit administration.	To introduce provisions to administer the new permit process in accordance with the Act, including applications, granting, renewing, reviewing, transferring, terminating and transitioning from consents to permits.
Insert clause 13. Hazardous Materials.	To clarify requirements for the management of hazardous materials to protect the wastewater network.
Insert clause 14. Tankered Waste.	To clarify requirements for the management and discharge of tankered waste to protect the wastewater network.
Insert clause 15. Pre-treatment and mass limits.	To be more prescriptive about pre-treatment requirements and mass limits on trade waste discharges, encouraging cleaner production and protection of the wastewater network.
Insert clause 16. Monitoring.	To provide greater clarity about sampling, analysis and monitoring of trade waste discharges.
Insert clause 18.1. Accidents.	To encourage better reporting of accidents and responses to them.
Insert clause 18.3. Infringement offences.	To enable Tauranga City Council or the water service provider to issue infringement notices and fees, encouraging compliance with the bylaw, in accordance with section 269 of the Act.
Update clause 19. Fees and charges.	Updating provisions for better recovery of costs, fees and charges. To reference both the Act and continuing Local Government Act 2002 requirements.
Insert clause 20. Compliance orders.	To enable Tauranga City Council or the water service provider to serve compliance orders under section 297 of the Act.
Update Schedule One. Characteristics of Allowed Discharges.	Moved from the body of the bylaw and updated to reflect the refined classification categories for trade waste discharges and provide current description of the technical characteristics of allowed trade waste discharges.
Update Schedule Two. Characteristics of Prohibited Discharges.	Moved from the body of the bylaw. Updated to reflect current descriptions and technical characteristics of prohibited discharges.
Insert Schedule Three. Permit criteria and conditions.	To support transparency in the permit process. Including considerations and conditions to address persistent organic pollutants.

**STATUTORY CONTEXT**

- 26. The ability for Council to make a bylaw comes from legislation, this bylaw is made under section 258 of the Act. This new act directs territorial authorities to the Local Government Act 2002 in respect of the bylaw making process and consultation requirements.
- 27. The legislation requires that the special consultative procedure must be used when amending a bylaw unless the proposed changes are minor or are correcting errors.

**STRATEGIC ALIGNMENT**

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

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

- 29. The bylaw aligns with three of the above community outcomes. It contributes to:
  - (a) valuing, protecting and enhancing the environment by ensuring that trade waste is managed to support an effective wastewater network;
  - (b) a well-planned city by setting the expectation that our trade waste is managed in accordance with trade waste and wastewater industry standards; and
  - (c) being a city that supports business by providing the framework for Tauranga City Council to work with businesses that operate using appropriate trade waste management methods to ensure effective wastewater treatment.

**OPTIONS ANALYSIS**

- 30. The table below sets out the advantages and disadvantages of approving the proposed draft amended Trade Waste Bylaw and Statement of Proposal for consultation.

**Table Three: Trade Waste Bylaw Options**

Option	Advantages	Disadvantages
1 Approve the draft updated Trade Waste Bylaw and Statement of Proposal for community consultation.  <b>Recommended</b>	<ul style="list-style-type: none"> <li>• Provides opportunity for wider community to give feedback on the draft Trade Waste Bylaw.</li> <li>• Allows Council to continue to support trade waste management and protect the wastewater network.</li> <li>• Responds to feedback received from key stakeholders, including Te Rangapū policy subcommittee.</li> <li>• Meets obligations, in relation to wastewater, to protect, promote and maintain public health and safety, protect the local environment, and to comply with the conditions of our resource consents.</li> <li>• Supports greater cost recovery from</li> </ul>	<ul style="list-style-type: none"> <li>• Resources will be used for the required consultation process.</li> <li>• The costs to businesses producing trade waste will increase where they require a Permit under the new trade waste discharge category.</li> <li>• The costs to trade waste dischargers may increase where they are required to introduce pre-treatment processes.</li> <li>• The costs to trade waste dischargers that do not</li> </ul>

Option		Advantages	Disadvantages
		<p>those that place higher demands on the wastewater network or do not comply with bylaw provisions.</p> <ul style="list-style-type: none"> <li>Ensures legal requirements of reviewing the bylaw are met.</li> </ul>	<p>comply with bylaw provisions may increase.</p> <ul style="list-style-type: none"> <li>Bylaws under the Act are new and untested.</li> </ul>
2	<p>Retain the current bylaw and do not approve the draft updated Trade Waste Bylaw and Statement of Proposal for community consultation.</p>	<ul style="list-style-type: none"> <li>No resources will need to be used for consultation.</li> <li>The draft Trade Waste Bylaw could be approved later if more analysis or research is required prior to approving a draft for consultation.</li> <li>Allows time to determine the future organisation for the delivery of wastewater services.</li> <li>Allows time for further development of scientific understanding and treatment technology for persistent organic pollutants.</li> </ul>	<ul style="list-style-type: none"> <li>No amendments from the outcome of the review will be included.</li> <li>Potential improvements in cost recovery will be delayed.</li> <li>Delays the initial bylaw review which must be done by 26 August 2027 to meet statutory timeframes under the Act.</li> <li>Requires amendment of the Bylaw Review Plan for the Trade Waste Bylaw.</li> </ul>

### FINANCIAL CONSIDERATIONS

- The costs of developing the bylaw will be funded from the existing policy and bylaws budget.
- Subject to the outcomes of consultation, the proposed updates to the bylaw provide a more graduated approach to managing and charging for the costs associated with processing and managing trade waste from the businesses that making trade waste discharges into the wastewater network.
- A new fee structure is also proposed in 2026 for Trade Waste permits and discharges to be more equitable by providing a more graduated user pays approach. Subject to the new fee structure being adopted following the User Fees and Charges Review, extra revenue from controlled discharge permits for the following financial years is expected to be in the vicinity of \$130,000 in 2027, rising to \$210,000 in 2028 and \$300,000 in 2029. While better recovering the costs associated with managing Trade Waste, this will have a financial impact on smaller businesses who currently do not pay anything towards the costs of assessing and monitoring their trade waste discharges and treatment devices.

### LEGAL IMPLICATIONS / RISKS

- The review of this bylaw is well within the statutory timeframes set under the Act which requires that the Trade Waste Bylaw be reviewed by 27 August 2027.
- While there is always legal uncertainty complying with a new piece of legislation, the legal risk associated with this proposed Trade Waste Bylaw is generally the same as any bylaw. This includes the risk of the repeal of the empowering act.
- As Tauranga City Council’s Water Services Strategy is still under development, there is a risk of misalignment with that strategy. However, any bylaw is at risk of requiring a review due to future strategic or political change.
- There is a risk that the bylaw will be perceived negatively by businesses and the wider community as it imposes permit and compliance requirements and associated costs on them. This risk will be managed through effective engagement and consultation, together with an education approach to enforcement where reasonable.

## TE AO MĀORI APPROACH

38. In our meetings with the Te Rangapū policy subcommittee the committee members identified a lack of recognition of tangata whenua voice and te ao Māori in the Trade Waste Bylaw 2019. Their feedback is summarised in the Report on Feedback Received from Te Rangapū policy subcommittee (**Attachment Four**). This feedback has been incorporated into the updated bylaw and further feedback may be provided during the public consultation process.
39. By its pollution prevention nature, the Trade Waste Bylaw supports Kaitiakitanga of the built environment (Taiaohanga) and the health of the wai and waterways. This support will be recognised in the updated bylaw by incorporating terminology that acknowledges it into the purpose clause.
40. The approach set out in the proposed draft bylaw aligns with the principles of Manaakitanga – a strong duty of care and safety for our people, keeping our wastewater network effective and ensuring the discharges from our wastewater network to the environment are safe, and Kaitiakitanga – stewardship of the natural environment, protecting it from contaminated wastewater discharges. Acknowledging the relationship between the strategies Tauranga City Council has developed in collaboration with tangata whenua and the way Tauranga City Council will protect our environment from contaminated wastewater discharges.

## CLIMATE IMPACT

41. This bylaw supports the protection of wastewater infrastructure which contributes to Tauranga's ability to be resilient to the changing weather conditions associated with a changing climate.
42. Broader climate adaptation efforts outlined in the Tauranga Climate Action & Investment Plan 2023-2033 include protecting wastewater infrastructure as part of Tauranga's critical assets vulnerable to climate-induced hazards like flooding and coastal inundation. This emphasises the importance of resilient infrastructure planning, including wastewater networks, to manage risks from extreme weather events and changing rainfall patterns.
43. Ensuring that Trade Waste is discharged responsibly into Tauranga's wastewater infrastructure prolongs the life and efficiency of these infrastructure assets.

## CONSULTATION / ENGAGEMENT

44. As noted in paragraph 19, initial consultation and engagement has sought feedback from staff, mana whenua representatives, as well as many businesses in our community with existing trade waste consents or monitoring.
45. Given the technical nature of this bylaw, feedback from businesses and mana whenua representatives has been limited. These groups will have further opportunity to provide their insights on the Trade Waste Bylaw during the public consultation process which is required prior to the adoption of a bylaw.
46. Staff feedback on the draft Trade Waste Bylaw noted that it introduces new treatment requirements for trade waste prior to discharge into the wastewater network. To meet these standards, certain businesses and sections of council operations may need to invest in capital improvements to install appropriate treatment devices. Staff working on matters related to a closed landfill in the city have identified additional capital costs to enable the proposed treatment requirements for the leachate from that landfill.

## SIGNIFICANCE

47. 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.

48. 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.
49. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of medium significance.

### ENGAGEMENT

50. Taking into consideration the above assessment, that the matter is of medium significance, and the consultation requirement in the Act, consultation using the special consultative procedure is required.

### NEXT STEPS

51. Following your decision public consultation would commence in May 2026, with hearings and deliberations scheduled following this in June or July 2026.

### ATTACHMENTS

1. **Bylaw Review Plan for Trade Waste Bylaw - A19106749** [↓](#) 
2. **Draft Trade Waste Bylaw 2026 - A20107378** [↓](#) 
3. **Draft Statement of Proposal - A19437749** [↓](#) 
4. **Report on Feedback from Te Rangapu Mana Whenua o Tauranga Moana policy subcommittee - A19421968** [↓](#) 

Tauranga City Council Bylaw Review Plan



<b>BYLAW REVIEW PLAN</b>	
<b>Trade Waste Bylaw 2019 Review</b>	
<b>Date:</b>	16 February 2026
<b>Activity Area:</b>	Infrastructure
<b>Project Sponsor:</b>	Wally Potts, Director of City Waters
<b>Business Owner:</b>	Radleigh Cairns, Manager: Drainage Services
<b>Project Manager:</b>	Jennifer Ross, Policy Analyst
<b>PROJECT INFORMATION</b>	
<b>1. Project name</b>	2026 Review of Trade Waste Bylaw 2019
<b>2. Project location</b>	Applies across Tauranga City
<b>3. Project Purpose &amp; Objectives</b>	To review the Trade Waste Bylaw 2019 to ensure bylaw is current and in compliance with the Local Government (Water Services) Act 2025.
<b>4. Project Scope</b>	<p><b>Scope Overview</b></p> <p>The Trade Waste Bylaw was adopted in 2019 and a review was initiated as an opportunity to use best industry practice and improve cost recovery. A review is also required under the Local Government (Water Services) Act 2025 which has superseded the Local Government Act 2002 which the bylaw was originally made under.</p> <p>The primary questions in respect of reviewing the Trade Waste Bylaw are:</p> <ol style="list-style-type: none"> <li>a) How is the bylaw working to support good trade waste practices in Tauranga? Is this bylaw still fit for purpose?</li> <li>b) Is the bylaw up to date with current practice and technology and could it be better future proofed?</li> <li>c) How does the bylaw compare with other councils' approaches to trade waste?</li> <li>d) Which costs can Tauranga City Council recover under this bylaw?</li> <li>e) Is the bylaw effective in helping Tauranga City Council comply with the consents it holds for wastewater discharges?</li> <li>f) What changes are required to make this bylaw compliant with the new Local Government (Water Services) Act 2025?</li> </ol> <p><b>Scope:</b> To work with Councillors, staff and key stakeholders on the following key tasks:</p> <ol style="list-style-type: none"> <li>1. <b>Investigate</b> how the bylaw is working in its current form.</li> <li>2. <b>Consider</b> the approaches used by other councils to manage trade waste in their wastewater networks.</li> <li>3. <b>Update</b> any out of date references in the bylaw.</li> <li>4. <b>Enable</b> charging of fees and penalties (subject to authority to do that) and ensure they can be updated independent of bylaw reviews.</li> <li>5. <b>Update</b> drafting style and format of bylaw document for consistency.</li> <li>6. <b>Consultation and adoption of any amendments to the bylaw</b></li> </ol>





<b>5. Project Schedule (key milestones)</b>	<b>Target Dates</b>	<b>Milestone</b>
	June 2025	Planning Review, including identification of stakeholders Research
	July-September	Research Initial engagement with internal steering group and key stakeholders Develop engagement plan
	October	Te Rangapu workshop Drafting bylaw amendments and consultation documents
	Council meeting April 2026	Report for approval of draft Bylaw for public consultation
	April	Complete draft bylaw and support documentation for consultation
	May	Consultation
	June	Hearings meeting
	Council meeting June/July	Deliberations and adoption of bylaw
	Following adoption	Implementation and notifications of amended Bylaw for compliance
	On Transition to a Water Services Organisation	Potential to receive a proposal to amend, revoke or replace the bylaw under section 259(1) of the Local Government (Water Services) Act 2025
<b>6. Project Delivery Risk</b>	<p><b>Key risks are:</b></p> <ul style="list-style-type: none"> <li>• Legislative change</li> <li>• Organisational change</li> <li>• Reputational</li> <li>• Relational e.g. disagreement between stakeholders</li> <li>• Timeframe creep</li> <li>• Scope creep</li> <li>• Legal risks</li> </ul> <p>These risks will be managed through developing and using a strong engagement strategy and clear communication with all parties</p>	



Tauranga City

## DRAFT TRADE WASTE BYLAW 2026

<b>First adopted</b>	22 November 2004	<b>Minute reference</b>	M04/105.3
<b>Revisions/amendments</b>	31 July 2008	<b>Minute reference</b>	M08/76.5
	7 May 2019		M19/25.8
	[TBC] 2026	<i>Change to Local Government (Water Services) Act 2025</i>	
<b>Review date</b>	This bylaw is to be reviewed 10 years after date of last review		
<b>Relevant legislation</b>	This bylaw was made under section 258(1)(b) of the Local Government (Water Services) Act 2025		

### 1. TITLE

1.1 This bylaw is the Tauranga City Council Trade Waste Bylaw 2026.

### 2. COMMENCEMENT

2.1 This bylaw comes into force on [TBC]

### 3. APPLICATION AND INTERPRETATION

3.1 Unless otherwise stated, this ~~bylaw~~Bylaw shall apply to the whole of the city.

3.2 This Bylaw applies to all ~~Trade premises~~Premises within Tauranga City where Trade Wastes are discharged or sourced or are likely to be discharged to the Wastewater System, including Tankered Waste intended for discharge to the Wastewater System.

3.3 ~~This bylaw also applies to temporary discharges and tankered waste collected for the purpose of discharge to the wastewater system.~~

3.4 Words which refer to the singular include the plural and the plural includes the singular.

3.5 Reference to any act, regulation or plan or provision of any act, regulation or plan includes any amendment to that act, regulation or plan or any act, regulation or plan passed in substitution for it.

3.4.3.6 Notes in italics are explanatory or for information only and are not part of this Bylaw. These notes may be added, amended or deleted at any time without amending this Bylaw.

#### 4. PURPOSE

4.1 The purpose of this Bylaw is to control and monitor Trade Waste discharges in a way that supports the operation and maintenance of a wastewater system that:

(a) aligns with Tauranga Taurikura, a city that values, protects and enhances our environment;

(b) aligns with Tauranga Matarauui, a city where people feel safe, connected and healthy;

~~(a) protect the health and safety of people associated with the Wastewater System;~~

~~(b) protect public health and the environment from the effects of Trade Waste discharges;~~

~~protect the Wastewater System from damage, misuse and interference;~~

~~(c) (c) enable Tauranga City Council to comply~~ complies with the Resource Management Act 1991 particularly in respect to Tauranga City Council's or the Water Service Provider's resource consents relating to the disposal of treated Wastewater, biosolids and discharges to air; ~~and~~

~~manage the allocation of Wastewater capacity available to residential and Trade Waste customers.~~

4.2 This Bylaw supports this purpose through:

(a) classifying Trade Waste to manage different Trade Waste characteristics;

(b) setting load and flow requirements to manage long-term, intermittent, or temporary discharges of Trade Waste to the Wastewater System at levels that enable compliance with Tauranga City Council's or the Water Service Provider's wastewater discharge resource consents;

(c) establishing requirements for pre-treatment of Trade Waste prior to discharge into the Wastewater System;

(d) providing for the sampling and monitoring of Trade Waste discharges;

(e) providing a basis for permitting discharges from Trade Premises;

(f) recovering costs associated with Trade Waste conveyance, treatment and disposal;

(g) protecting the wastewater system from damage, misuse and interference;

(h) encouraging correct storage of materials in order to protect the wastewater system from contamination; and

(i) promoting Trade Waste minimisation, the use of cleaner production processes, and waste management (including sludges).

Term	Definition
<u>Allowed Discharges</u>	<p>means Trade Waste discharges that:</p> <p>(j) <u>comply with all the physical and chemical characteristics set out in Schedule One and does not exceed a maximum volume of Trade Waste of 1m<sup>3</sup>/day; and</u></p> <p><del>(k)</del> <u>are deemed by the Water Service Provider to be low risk and a pre-treatment device is not required.</u></p>
Approved	<p>approved in writing by the <del>Council</del> <u>Water Service Provider</u>, either by resolution of the <del>Council governing body of the Water Service Provider</del> or by any <del>authorised officer</del> <u>Compliance Officer</u> of the <del>Council</del> <u>Water Service Provider</u>.</p>
<del>Authorised Officer</del>	<p><del>any officer of the Council or any other person authorised under the Local Government Act 2002 and authorised by the Council to administer and enforce its Bylaws.</del></p>
Bylaw	<p>refers to the Tauranga City Council Trade Waste Bylaw <del>2019</del> <u>2026</u>.</p>
<u>Compliance Officer</u>	<p><u>any person appointed by the Water Service Provider to administer and enforce this Bylaw in accordance with section 278 of the Local Government (Water Services) Act 2025.</u></p>
Condensing Water or Cooling Water	<p>means any water used in any trade, industry or commercial process or operation in such a manner that it does not take up matter into a solution or suspension.</p>
<del>Consent</del> <u>Conditional Discharges</u>	<p><del>means a Consent in writing given by Council and signed by an Authorised Officer authorising a Person to discharge Trade Waste into the Wastewater System.</del> means Trade Waste discharges that:</p> <p>(a) <u>are Temporary Discharges and are not Allowed Discharges or Controlled Discharges; or</u></p> <p>(b) <u>do not comply with one or more of the physical and chemical characteristics set out in Schedule One; or</u></p> <p>(c) <u>exceed a maximum volume of Trade Waste of 3m<sup>3</sup>/day; or</u></p> <p>(d) <u>are deemed by the Water Service Provider to be high risk and a pre-treatment device or system is required; or</u></p> <p>(e) <u>are Tankered Waste; or</u></p> <p><del>(a)</del> <u>(f) contain POPs.</u></p>

Term	Definition
<u>Controlled Discharges</u>	means Trade Waste discharges that: (a) <u>comply with all the physical and chemical characteristics set out in Schedule One; and</u> (b) <u>do not exceed a maximum volume of 3m<sup>3</sup>/day; and</u> (c) <u>are deemed by the Water Service Provider to be medium risk and a pre-treatment device is required.</u>
<u>Council</u>	<del>refers to Tauranga City Council—the elected member body representing Tauranga City.</del>
Discharger	any Person, including a <u>Consent Permit</u> holder, who discharges Trade Waste into the Wastewater System.
Domestic Wastewater	Wastewater (with or without matter in solution or suspension therein) of a domestic nature lawfully discharged from premises used solely for residential purposes.
Maximum Concentration	means the instantaneous peak concentration that may be discharged at any instant in time.
<u>Permit</u>	<u>means a permit issued by the Water Service Provider in accordance with this Bylaw.</u>
Person	means a Person or body of Persons whether corporate or unincorporated, and includes the Crown and any successor of a Person.
<u>POPs</u>	<u>persistent organic pollutants, including polyfluoroalkyl and perfluoroalkyl substances (PFAS), perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA)</u>
<u>Prohibited Discharge</u>	<u>means Trade Waste discharges that that has, or is likely to have, any of the physical or chemical characteristics set out in Schedule Two.</u>
Stormwater	surface water run-off resulting from <del>precipitation</del> rainfall.
Tankered Waste	means water or other liquid, including waste matter in solution or suspension, which is conveyed by vehicle for disposal, <del>excluding but does not include</del> <u>Domestic sewage Wastewater that is</u> discharged directly from <del>houses, motor caravans, campervans, house buses, buses and or</del> similar vehicles.
Temporary Discharge	means any discharge of an intermittent or short duration. Such discharges include the short-term discharge of an unusual waste from Trade Premises subject to an existing <u>Consent Permit</u> .

Term	Definition
Trade Premises	means any <del>business land or premises used, or intended to be used, for an industrial, commercial, or trade purpose, or for storing, transferring, treating, or discharging Trade Waste from which Trade Waste may be discharged to the Wastewater System.</del>
Trade Waste	<del>any liquid, with or without matter in suspension or solution, that is or may be discharged in the course of any trade or industrial process or operation, or in the course of any activity or operation of a like nature; and may include Condensing Water or Cooling Water and Stormwater which cannot be practically separated.</del> means any waste that is discharged in the course of an industrial, commercial, or trade process or operation, or a related process or operation and is discharged in a Wastewater System but does not include any class of waste or material that has been specified to not be trade waste by a Trade Waste Discharge Plan.
<u>Trade Waste Discharge Plan</u>	Means a plan made by a Water Service Provider under section 185 of the Local Government (Water Services) Act 2025 (if any).
Wastewater	means Domestic Wastewater and Trade Waste.
Wastewater System	means the system for collection, treatment and disposal of Wastewater including all sewers, pumping stations, storage tanks, Wastewater treatment plants, outfalls and other related structures operated by the <del>Council</del> Water Service Provider.
<u>Water Service Provider</u>	is as defined in the Local Government (Water Services) Act 2025. At the date of this Bylaw, this includes a territorial authority that has not transferred to a water organisation all of the authority's responsibility for providing water services, in relation to the water services for which the authority continues to have responsibility; or a water organisation to which a territorial authority or a regional council has transferred responsibility for providing water services, in relation to the responsibility transferred.

These definitions apply unless the context requires otherwise.

**5. CLASSIFICATION AND RESTRICTION OF DISCHARGES CONTROL OF DISCHARGE POINTS**

5.1 Trade Waste discharges shall be classified as ~~one of the following types:~~

- ~~(a) permitted discharge~~ Allowed Discharges ~~(written Consent not required), as outlined in clause 7;~~ or
- ~~(b) Controlled Discharges;~~ or
- ~~(a)(c) Conditional discharges~~ ~~(written Consent required) as outlined in clause 10;~~ or
- ~~(b)(d) prohibited discharge~~ Prohibited Discharges ~~as outlined in clause 11.~~

- 5.2 No Person may make a Controlled discharge, or a Conditional discharge to the Wastewater System without a Permit. A Permit is not required to make an Allowed discharge.
- ~~5.3 Council may refuse to accept into the Wastewater System any Trade Waste which is not in accordance with this Bylaw.~~
- ~~5.4.5.3~~ No Person shall, except in accordance with the provisions of this Bylaw and any Permit:
- (a) discharge or allow to be discharged, any Trade Waste ~~in to~~ the Wastewater System ~~except in accordance with the provisions of this Bylaw;~~
  - (b) discharge, or allow to be discharged, any ~~prohibited Trade Waste~~ Prohibited Discharge into the Wastewater System;
  - ~~(b)(c)~~ add or permit the addition of potable, ~~non-potable~~, Condensing Water or Cooling Water to any Trade Waste which discharges into the Wastewater System unless specific ~~A~~ approval is given in a ~~Consent~~ Permit;
  - ~~(d)~~ discharge, or allow to be discharged, waste matter in solution or suspension, which is conveyed by vehicle for disposal, including septic tank wastes, directly into the Wastewater System;
  - ~~(e)~~ add or permit the addition of Stormwater to any Trade Waste which discharges into the Wastewater System unless specific ~~A~~ approval is given in a ~~Consent~~ Permit; or
  - ~~(f)~~ dispose of solid waste which has been processed through a refuse or garbage grinder or macerator into the Wastewater System unless specific ~~Approval~~ approval is given in a ~~Consent~~ Permit.
- 5.4 The occupier of Trade Premises is responsible for the discharge of any Trade Waste from those Trade Premises (whether or not the occupier is the Discharger) and for compliance with this Bylaw in respect to those Trade Premises.
- 5.5 The nature and level of any allowed discharge characteristic set out in Schedule One may be added, removed or varied by publicly notified Water Service Provider resolution.
- 5.6 The Water Service Provider will give at least 20 working days' notice prior to any amendments to Schedules One or Two. Where possible, this notice will be given in writing to Dischargers.
- 5.7 Obtaining a Permit for any Trade Waste discharge under this Bylaw does not relieve the Person discharging or allowing the discharge, from any obligations to:
- (a) obtain any other permit, consent or permission for the discharge under any other statutory requirements; or
  - ~~(a)~~ (b) comply with other legislation, such as the Hazardous Substances and New Organisms Act 1996 and the Resource Management Act 1991.

**6. APPLICATIONS FOR TRADE WASTE PERMITS/PERMITTED DISCHARGES**

~~6.1 Every Discharger shall ensure that the discharge is in accordance with and in particular does not exceed the characteristics set in clause 8 of the Bylaw.~~

~~Any Person may apply to the Water Service Provider to:~~

- ~~(a) grant a Permit for (either continuously, intermittently, or temporarily) Controlled Discharges or Conditional Discharges into the Wastewater System; or~~
- ~~(b) transfer a Permit for Conditional Discharges in accordance with clause 11.2; or~~
- ~~(c) vary the characteristics specified by a Permit; or~~
- ~~(d) vary the conditions of a Permit; or~~
- ~~(e) vary the method or means of pre-treatment for discharge under a Permit; or~~
- ~~(f) waive compliance in accordance with clause 6.4 or 21.1. Clause 7.1 does not apply to the extent that the discharge is authorised by a consent and the discharger is the consent holder or is authorised by the consent holder to make the discharge.~~

~~6.2 Applications under clause 6.1 must be in the form, and contain the information, required by the Water Service Provider and accompanied by the prescribed fee for the category of Permit applied for.~~

~~6.3 Where the Trade Premises produce Trade Waste from more than one area, separate descriptions of the Trade Waste and the areas concerned shall be included in any application and the Water Service Provider may require separate applications for each point of Trade Waste discharge according to the different categories or conditions for the characteristics of the discharges. This applies whether or not the separate areas of the Trade Premises are part of a single or separate trade process.~~

~~6.4 A Person may apply to the Water Service Provider to waive compliance with the requirement to obtain a Permit under this Bylaw on the basis that due to the nature, volume or other circumstances, it would needlessly affect the operation of a business or cause inconvenience to a Person, without any corresponding reduction of impact on the operation of the Wastewater System. Any waiver of the requirement to obtain a Permit is at the absolute discretion of the Water Service Provider in accordance with clause 21.1.~~

~~6.5 In any application process for a Permit, the Water Service Provider reserves the right to deal with the owner, as well as the occupier of the relevant Trade Premises.~~

~~The nature and level of any permitted discharge characteristic may be added, removed or varied by publicly notified council resolution.~~

**7. PHYSICAL CHARACTERISTICS OF PERMITTED DISCHARGES**

~~7.1 Volume and flow rate~~

- ~~(a) The volume discharged in any 24 hour period shall not exceed 5m<sup>3</sup>.~~
- ~~(b) the maximum instantaneous flow rate shall not exceed 2.0 litres per second.~~
- ~~(c) The maximum flow rate over any 15 minute period shall not exceed 0.3 litres per second.~~



~~7.2 In accordance with clause 6.3(d), the discharge of stormwater from any source is prohibited unless specific approval is given in a consent.~~

~~7.3 The temperature shall not exceed 40°C.~~

~~7.4 Solids~~

- ~~(a) Non-faecal gross solids shall have a maximum dimension which shall not exceed 15 mm~~
- ~~(b) The suspended solids concentration shall not exceed 2000g/m<sup>3</sup> at any time~~
- ~~(c) The settleable solids content shall not exceed 50ml/l~~
- ~~(d) Fibrous, woven, or sheet film or any other materials which may adversely interfere with the free flow of wastewater in the wastewater system shall not be present.~~

~~7.5 Oil and grease~~

- ~~(a) There shall be no free or floating layer of fat, oil or grease.~~
- ~~(b) Trade waste with fat, oil or grease unavoidably emulsified, which in the opinion of council is biodegradable, shall not exceed 500g/m<sup>3</sup> when the emulsion is stable at a temperature of 15°C and when the emulsion is in contact with and diluted by a factor of 10 by raw sewage throughout the range of pH 4.5 to pH 10.0.~~
- ~~(c) Emulsified oil, fat or grease shall not exceed 100g/m<sup>3</sup> as petroleum ether extractable matter when the emulsion is unstable at a temperature of 15°C and when the emulsion is in contact with and diluted by a factor of 10 by wastewater throughout the range of pH 4.5 to pH 10.0.~~

~~7.6 There shall be no free layer (whether floating or settled) of solvents or organic liquids.~~

~~7.7 Radioactivity levels shall not exceed guidelines by the office of radiation safety code of practice esp1: use of unsealed radioactive material.~~

~~7.8 No waste shall have colour or colouring substance that causes the discharge to be coloured to the extent that it impairs wastewater treatment processes or compromises council's treated wastewater consent under the resource management act 1991.~~

~~8. CHEMICAL CHARACTERISTICS OF PERMITTED CHARGES~~

~~8.1 The pH shall be between 6.0 and 10.0 at all times unless otherwise approved in writing by council.~~

~~8.2 The chemical oxygen demand shall not exceed a total mass of 7.5kg/day.~~

~~{INSERT TABLES}~~

~~8.3 If any of the limits in Tables 1-3 are different to the active concentration limits in Table 4, the lower limit becomes the permitted discharge.~~

~~{CONDITIONAL DISCHARGES}~~

~~8.4 — An application for Consent to make a conditional discharge must be made to council prior to discharging to the wastewater system, if a person wishes to:~~

- ~~(a) — exceed the Permitted Discharge Characteristics set out in clause 8 and 9 of this bylaw; or~~
- ~~(b) — vary the characteristics of a Consent that has been previously granted; or~~
- ~~(c) — vary the conditions of a Consent that has been previously been granted; or~~
- ~~(d) — significantly change the method or means of pre-treatment for discharge under an existing Consent.~~

~~8.5 — An application under clause 10.1 must be in the form, and must contain or be accompanied by such information, as Council requires.~~

~~8.6 — Council may grant or refuse the application, and if granting may impose such terms and conditions on the Consent as it considers appropriate.~~

~~Where a Consent is granted it will specify the name of the Consent holder who shall be the occupier of the Trade Premises to which the Consent relates.]~~

## ~~9. — PROHIBITED DISCHARGES~~

~~9.1 — Any discharge has prohibited characteristics if it has any solid, liquid or gaseous matter or any combination or mixture of such matters which by itself or themselves or in combination with any other matter will immediately or in the course of time:~~

- ~~(a) — interfere with the free flow of Wastewater in the Wastewater System;~~
- ~~(b) — damage any part of the Wastewater System;~~
- ~~(c) — in any way, directly or indirectly, cause the quality of the treated Wastewater or residual biosolids to be such that there is a breach of the conditions of a Consent issued under the Resource Management Act 1991;~~
- ~~(d) — prejudice the occupational health and safety risks faced by Wastewater workers;~~
- ~~(e) — after treatment be toxic to fish, animals or plant life in the receiving waters;~~
- ~~(f) — cause malodorous gases or substances to form which are of a nature or sufficient quantity to create a public nuisance; or~~
- ~~(g) — have a colour or colouring substance that causes the discharge from any Wastewater treatment plant to receiving waters to be coloured.~~

~~9.2 — A discharge has a prohibited characteristic if it has any amount of:~~

- ~~(a) — harmful solids, including dry solid wastes and materials which combine with water to form a cemented mass;~~
- ~~(b) — liquid, solid or gas which could be flammable or explosive in the wastes, including oil, fuel, solvents (except as allowed for in clause 9), calcium carbide, and any other material which is capable of giving rise to fire or explosion hazards either spontaneously or in combination with sewage;~~
- ~~(c) — asbestos;~~
- ~~(d) — tin (as tributyl and other organotin compounds);~~
- ~~(e) — any organochlorine pesticides;~~

- ~~(f) waste that contains or is likely to contain material from a genetically modified organism that is not in accordance with an approval under the Hazardous Substances and New Organisms Act 1996. The material concerned may be from premises where the genetic modification of any organism is conducted or where a genetically modified organism is processed;~~
- ~~(g) any health care waste prohibited for discharge to a Wastewater system by New Zealand Standard (NZS) 4304 including cytotoxic waste, or any pathological or histological waste; or  
radioactivity levels in excess of the guidelines set by the Office of Radiation Safety.~~

## 7. CONSIDERATION OF APPLICATIONS, GRANTS OF PERMITS AND REVIEWS

7.1 Within 20 working days (or as extended if warranted by exceptional circumstances by the Water Service Provider) of receipt of a complete application complying with this Bylaw the Water Service Provider shall, after considering the matters in Part One of Schedule Three do any one or more of the following:

- (a) advise the applicant on the classification of the proposed discharge and request for any additional information to process the application.;
- (b) grant the applicant a Permit, or a variation of a Permit, and inform the applicant of the decision and the conditions imposed on the discharge.;
- (c) approve the transfer of a Permit for Conditional Discharges;
- (d) decline the application and notify the applicant of the decision giving a statement of the reasons for refusal;
- (e) waive compliance and inform the applicant of the decision and any conditions imposed.;

7.2 Where the Water Service Provider:

- (a) notifies an applicant that an application is incomplete, or
- (b) requests additional information from the applicant,

the 20 working day period in clause 7.1 will be paused until the additional information or complete application is received by the Water Service Provider.

7.3 Permits may specify different requirements and conditions for different classifications of Trade Waste discharges and for different Trade Premises. A Permit may be granted subject to any requirements, conditions and limits that the Water Service Provider deems necessary to protect the Wastewater System or enable them to meet reporting obligations, including (without limitation) the conditions in Part Two of Schedule Three.

7.4 A Person whose application for a Permit is declined may apply to the Water Service Provider for an internal review of that decision. The Person applying for review and the Water Service Provider must follow the review process in accordance with the requirements of sections 191 to 194 of the Local Government (Water Services) Act 2025.

## **8. DURATION AND RENEWAL OF PERMITS**

8.1 Permits for Controlled Discharges will be:

- (a) issued for a period of one year; and
- (b) subject to compliance with the terms of the Permit, including payment of fees, automatically renewed for one year at a time.

8.2 Permits for Conditional Discharges may be issued for a period of one or three years, as determined by the Water Service Provider.

8.3 The holder of a Conditional Discharge Permit may apply to renew a Permit.

8.4 An application for renewal of a Conditional Discharge Permit must be submitted to the Water Service Provider at least eight weeks before the expiry of the existing Permit.

8.5 Subject to clauses 10 and 11, a Permit holder, who has submitted an application for renewal in accordance with clause 8.4, may continue to discharge Trade Waste in accordance with the conditions of their existing Permit until:

- (a) The Water Service Provider issues a renewed Permit; or
- (b) The Water Service Provider declines to renew the Permit.

8.6 Where an application for a renewed Permit has not been made in accordance with clause 8.4, the Water Service Provider may require the Discharger to cease discharging Trade Waste at the expiry of the existing Permit until any new Permit is issued.

## **9. TECHNICAL REVIEW AND VARIATION OF PERMIT**

9.1 At any time during the term of a Permit, the Water Service Provider may, after consultation with the Permit holder, by written notice reclassify the discharge and/or vary any condition of a Permit, having regard to issues such as:

- (a) changes in the quantity, nature and characteristics of the discharges;
- (b) changes in the Wastewater System;
- (c) changes in circumstances that result in condition(s) becoming inappropriate or unnecessary;
- (d) any apparent or actual breach of Permit conditions or any breach of this Bylaw;
- (e) changes in the Water Service Provider's environmental policies or outcomes;
- (f) changes in resource consents for the Wastewater System;
- (g) changes in the legal requirements imposed on the Water Service Provider under any contract, statute or otherwise;
- (h) changes to the Trade Waste Discharge Plan;
- (i) new information becomes available.

9.2 A Permit holder may apply to vary any condition of a Permit at any time during the term of the Permit by submitting an application to the Water Service Provider in accordance with clause 7.1(c).

**10. SUSPENSION OF DISCHARGES OR CANCELLATION OF PERMITS ON NOTICE**

10.1 A ~~Consent~~Permit holder and a Discharger must:

- (a) comply with all conditions of any relevant ~~Consent~~Permit; and
- (b) to the extent that the discharge is authorised as ~~a permitted~~an Allowed discharge~~Discharge~~, ensure that the characteristics of the ~~permitted~~Allowed discharge~~Discharge~~ are satisfied; and
- (c) promptly pay all fees or charges under this Bylaw which they are liable to pay.

10.2 If a ~~Consent~~Permit holder or Discharger fails to comply with clause ~~10.2~~10.1(a), (b) or (c), the ~~Council~~Water Service Provider may serve notice on that ~~person~~Person requiring them to comply within 20 working days or such longer period as the ~~Council~~Water Service Provider in its discretion considers appropriate.

10.3 If a ~~Consent~~Permit holder or Discharger served with a notice under clause ~~10.2~~10.2 does not comply within the time specified in the notice, then the ~~Council~~Water Service Provider may suspend or cancel the ~~Consent~~Permit and/or right to discharge either wholly or in part. For the avoidance of doubt, this includes suspension or cancellation of the right to make what would otherwise be ~~a permitted~~an Allowed discharge~~Discharge~~.

10.4 ~~Council~~The Water Service Provider may suspend or cancel any ~~Consent~~Permit or right to discharge either wholly or in part, on 20 working days' notice, if any other circumstances arise which, in the opinion of the ~~Council~~Water Service Provider, render it necessary in the public interest to suspend or cancel the ~~Consent~~Permit or right to discharge.

10.5 ~~Immediate suspension or cancellation~~

~~Council~~The Water Service Provider may immediately suspend or cancel any ~~Consent~~Permit or right to discharge, either wholly or in part, by giving to the ~~Consent~~Permit holder or Discharger written notice of that suspension or cancellation, if:

- (a) the ~~Consent~~Permit holder or Discharger ~~fails to maintain effective control of their discharges or makes a discharges any p~~Prohibited Trade Waste~~Discharge other than in accordance with a Permit~~; or
- (b) the continuance of the discharge is, in the opinion of the ~~Council~~Water Service Provider, endangering, or is likely to endanger, the health or safety of any person, damages or is likely to cause damage to the Wastewater System, causes, or is likely to cause, adverse effects on the environment~~threat to the environment or to public health~~; or
- (c) the continuance of the discharge may, in the opinion of the ~~Council~~Water Service Provider, result in a breach of a Wastewater System resource ~~consent held by the Council~~; or

~~(d)~~ in the opinion of the ~~Council~~Water Service Provider the continuance of the discharge puts at risk the ability of the ~~Council~~Wastewater System to comply with any resource consent conditions and/or requires additional treatment measures to be taken or costs to be incurred in order to avoid a breach of any such resource consent; ~~or~~

~~(d)~~(e) the Water Service Provider is lawfully directed to cancel or otherwise terminate the Permit.

10.6 If ~~Council~~the Water Service Provider has the power under this clause to cancel or suspend a ~~Consent~~Permit or right to discharge either on notice or immediately then it may exercise whichever option it considers appropriate in the circumstances of the ~~particular~~ case.

~~40.6~~10.7 The Water Service Provider may elect to follow the notice process set out in clauses 10.2-10.5, and/or to serve a compliance order in accordance with section 297 of the Local Government (Water Services) Act 2025, whichever option is available or it considers appropriate in the circumstances of the case.

~~40.7~~10.8 ~~Council~~Following an application for the variation of a Permit in accordance with clause 6.1, the Water Service Provider may in its discretion reinstate any right to discharge or grant a further ~~Consent~~Permit to any Person whose ~~Consent~~Permit or right has been suspended or cancelled under clauses ~~42~~10.3, ~~42~~10.4 or ~~10~~2.5, and with or without such conditions as it considers appropriate. In deciding whether to act under this clause ~~Council~~the Water Service Provider may take into account any relevant matters including the steps taken by the Person to ensure that the circumstances giving rise to the suspension or cancellation will not be continued or repeated.

10.9 Nothing in this clause:

(a) ~~limits the power of the chief executive of the Water Service Provider to serve a compliance order, in accordance with section 297 of the Local Government (Water Services) Act 2025; or~~

~~(a)~~(b) relieves a Person of liability for any breach of this Bylaw which they may have apart from this clause.

**11. TRANSFER OR TERMINATION OF RIGHTS AND RESPONSIBILITIES**

11.1 ~~Permits for Controlled Discharges are not transferable. Where the Person who is the Discharger from Trade Premises changes, the new Discharger must apply for a new Permit for Controlled Discharges.~~

~~44.1~~11.2 A ~~Consent~~Permit holder or Discharger shall not, without ~~Approval~~must obtain approval from the Water Service Provider prior to:

(a) ~~transferring their transfer to any other Person the~~ rights and responsibilities provided for under this Bylaw, and under ~~the Consent~~a Permit for Conditional Discharges, to any other Person;

(b) allow~~ing~~ a point of discharge to serve another Trade Premises, or the private drain to that point to extend by pipe or any other means to serve another Trade Premises; or

- (c) in particular, and not in limitation of the above, allow Wastewater from any other Person to be discharged at their point of discharge.

41.211.3 Council Water service provider will not unreasonably withhold approval to the renewal or transfer of a Consent Permit for Conditional Discharges on change of ownership or occupation of the relevant Trade Premises if the characteristics of the Trade Waste remain unchanged.

41.311.4 A Discharger shall give at least 48 hours' notice in writing to Council Water Service Provider of any requirement for disconnection of the discharge connection and/or termination of the Consent Permit, except where demolition or relaying of the discharge drain is required, in which case the notice shall be at least seven working days. The Discharger shall notify Council Water Service Provider of the new address details for final invoicing.

41.411.5 On permanent disconnection and/or termination the Discharger may at Council Water Service Provider's discretion be liable for Trade Waste charges to the end of the current charging period.

41.511.6 When a Consent Permit holder ceases to occupy Trade Premises from which Trade Wastes are discharged, any Consent Permit granted to that Consent Permit holder in respect of those Trade Premises shall terminate but without relieving the person Person discharging from any obligations existing at the date of termination.

## **12. MANAGEMENT OF HAZARDOUS MATERIALS**

12.1 No Person shall store, transport, handle or use, or cause to be stored, transported, handled or used any of the materials described in clause 12.3 in a manner that may cause the material to enter the Wastewater System.

12.2 All Persons on Trade Premises must take all reasonable steps to prevent the entry of any of the materials described in 12.3 into the Wastewater System, including accidental entry as a result of leakage, spillage or other mishap.

12.3 The materials referred to in clauses 12.1 and 12.2 are products or wastes that:

- (a) contain corrosive, toxic, biocidal, radioactive, flammable or explosive materials; or
- (b) are likely to generate toxic, flammable, explosive or corrosive materials in quantities that are likely to be hazardous when mixed with the wastewater stream; or
- (c) are likely to endanger the health and safety of any Person or be harmful to the Wastewater System or the environment.

## **13. TANKERED AND OTHER DISCHARGES**

13.1 No Tankered Waste may be discharged directly into the Wastewater System.

13.2 Any Person transporting Tankered Waste must:

- (a) comply with this Bylaw and the current New Zealand Trade and Industrial Forum's Liquid and Hazardous Wastes Code of Practice;
  - (b) ensure the tanker is thoroughly washed between tanker loads of varying waste categories to prevent cross-contamination;
  - (c) where the Tankered Waste is discharged in Tauranga, ensure the Tankered Waste is discharged at a commercial waste treatment facility approved for Tankered Waste disposal by the Water Service Provider.
- 13.3 Any treatment facility receiving Tankered Waste and discharging into the Wastewater System must have a current Permit for Conditional Discharges.
- 13.4 No water used during the repair or construction of water mains maybe discharged into the Wastewater System, or adjacent water course without prior written approval from the Water Service Provider.
- 13.5 Any water used during the repair or construction of water mains shall be de-chlorinated to the level of being an Allowed Discharge prior to being discharged into the Wastewater System, if approved under clause 13.4.
- 13.6 Owners and operators of swimming pools may discharge pool water into the Wastewater System at the rate of an Allowed Discharge, once it is de-chlorinated to the level of being an Allowed Discharge. Otherwise a Permit or the prior written approval of the Water Service Provider is required for the discharge.

#### **14. TREATMENT OF TRADE WASTE AND MASS LIMITS**

- 14.1 The Water Service Provider may grant a Permit subject to the provision of appropriate pre-treatment systems. Such pre-treatment systems must be provided, operated and maintained by the Discharger at their expense.
- 14.2 Dischargers must:
- (a) fit grease interceptors, and may be required by the Water Service Provider to fit permanent sink screens, in all food premises or any premises where any fat, grease or oil could be present in the Trade Waste discharge and comply with the provisions of their Permit in respect of the sizing, cleaning and maintenance of the interceptors.
  - (b) fit inceptor traps to Wastewater discharges from Trade Premises where oils, grit or other pollutants are likely to be present.
  - (c) refer to Part Three of Schedule Three for details of typical pre-treatment requirements for Trade Premises.
- 14.3 All dental premises must install suitable amalgam traps on all spittoons and on sink wastes used for washing dentistry equipment.
- 14.4 A Permit may impose controls on Trade Waste discharges by specifying mass limits for any characteristic of the Trade Waste. Any characteristic of a discharge with a mass limit imposed must also have a daily Maximum Concentration not exceeding the value tabled in Schedule One, unless the Water Service Provider has approved otherwise.



14.5 When setting mass limit allocations for a particular characteristic the Water Service Provider will consider:

- (a) the operational requirements of and risk to the Wastewater System, and risks to occupational health and safety, public health, and the ultimate receiving environment;
- (b) whether or not the levels proposed pose a threat to the potential, planned or actual beneficial reuse of Biosolids or sewage sludge;
- (c) conditions in the Wastewater System near the Trade Waste discharge point and elsewhere in the Wastewater System;
- (d) the extent to which the available wastewater treatment plant capacity was used in the last year and is expected to be used in the forthcoming year;
- (e) whether or not the applicant uses cleaner production techniques within a period satisfactory to the Water Service Provider;
- (f) whether or not there is any net benefit to be gained by the increase of one characteristic concurrently with the decrease of another to justify any increased application for wastewater treatment plant capacity;
- (g) any requirements on the Water Service Provider to reduce the pollutant discharge of the Wastewater System;
- (h) how great a proportion the mass flow of a characteristic of the discharge will be of the total mass flow of that characteristic in the Wastewater System;
- (i) the total mass of the characteristic allowable in the Wastewater System, and the proportion (if any) to be reserved for future allocations, and
- (j) whether or not there is an interaction with other characteristics which increases or decreases the effect of either characteristic on the sewer reticulation, treatment process, or receiving water (or land).

## 15. SAMPLING, TESTING AND MONITORING

15.1 The Water Service Provider may sample, analyse and monitor Trade Waste discharges, and/or may require that discharges be sampled, analysed and monitored by the Discharger to determine:

- (a) if discharges comply with the provisions of this Bylaw, or any conditions of a Permit; and/or
- (b) if discharges are classified as Allowed Discharges, Controlled Discharges, Conditional Discharges, or Prohibited Discharges; and/or
- (c) what fees or charges are applicable, if any.

15.2 Where the Water Service Provider requires metering to measure the flow rate and volume of Trade Waste discharges, the Discharger will:

- (a) be responsible for the supply, installation, maintenance and reading of a meter with specifications that are approved by the Water Service Provider for the measurement of the rate or quantity of discharge of Trade Waste from its premises. These meters shall be approved by the Water Service Provider but shall remain the property of the Discharger;
  - (b) make records of flow and/or volume available at any time reasonably requested by the Water Service Provider and shall submit the records to the Water Service Provider at prescribed intervals, in a format and by the method approved by the Water Service Provider; and
  - (c) install the meters in accordance with the manufacturer's instructions, in a location that is readily accessible for reading and maintenance, to the satisfaction of a Compliance Officer.
- 15.3 Where no Trade Waste meter or similar apparatus is warranted, or a meter is out of repair or ceases to register, or where in the opinion of the Water Service Provider the meter has been tampered with, the Water Service Provider may require that a percentage of the water supplied to the Trade Premises, or other such basis as seems reasonable, be used for estimating the rate or quantity of flow of Trade Waste discharges.
- 15.4 Wastewater quality shall be determined by either:
- (a) Measuring the concentration of its characteristics alone; or
  - (b) Measuring both the mass and the concentration of its characteristics.
- 15.5 A Compliance Officer may enter any premises believed to be discharging Trade Waste, as provided in section 282 of the Local Government (Water Services) Act 2025, in order to determine any characteristics of any actual or potential discharge by:
- (a) Taking readings and measurements;
  - (b) Carrying out an inspection;
  - (c) Observing any occurrence of accidental discharge and clean-up; and/or
  - (d) Taking samples for testing, of any solid, liquid, or gaseous material or any combination or mixture of such materials being discharged.
- 15.6 Sampling, testing and monitoring will be undertaken by the Water Service Provider or Discharger in accordance with standard industry practice, including using an IANZ accredited laboratory for any testing and analysis.

## **16. TRANSITIONAL PROVISIONS**

- 16.1 Every existing Trade Waste consent, permission, agreement granted under the Tauranga City Council Trade Waste Bylaw 2019 shall continue in force as if it were made or a Permit under this Bylaw until it reaches the expiry date specified in that consent, permission or agreement, provided that no consent shall run beyond three years of when this Bylaw comes into effect.
- 16.2 This Bylaw is implied into and forms any part of any permission, consent or agreement continued by clause 16.1. Where there are inconsistencies between the terms of any

permission, consent or agreement and the terms implied by this Bylaw, this Bylaw will prevail.

16.3 Any application for a consent to discharge Trade Waste made under the Tauranga City Council Trade Waste Bylaw 2019 for which a consent has not yet been granted at the time of this new Bylaw coming into force will be deemed to be an application made under clause 6.1 of this Bylaw.

#### **17. ACCIDENTS, OFFENCES AND BREACHES**

17.1 In the event of any accident occurring that may alter the discharges into the Wastewater System from a Trade Premises:

- (a) the Discharger must inform the Water Service Provider immediately on discovery of that accident, including spills or process mishaps, where it may cause breach of this Bylaw, even if the breach will be temporary.;
- (b) where a Permit for Controlled Discharges or Conditional Discharges applies, the Water Service Provider may initiate a review or cancellation of the Permit.;
- (c) where the Trade Premises usually produces Allowed Discharges, the Water Service Provider may require that the Discharger apply for a Permit.

17.2 Every ~~person~~ Person breaches this Bylaw and commits an offence who:

- (a) does, or allows anything to be done, which is contrary to this Bylaw or any part of it; or
- (b) fails to do, or allows anything to remain undone, which ought to be done by that ~~person~~ Person within the time and in the manner required by this Bylaw or any part of it; or
- (c) does anything which this Bylaw prohibits; or
- (d) fails to comply with any notice given to that ~~person~~ Person under this Bylaw or any part of it or any condition of a ~~licence~~ Permit granted by the ~~Council~~ Water Service Provider; or
- (e) obstructs or hinders any ~~Council~~ Authorised Officer or other ~~Council~~ Water Service Provider appointed ~~person~~ Person in performing any duty or in exercising any power under this Bylaw.

17.3 The chief executive of the Water Service Provider may:

- (a) serve a compliance order on any Person to ensure compliance with this Bylaw or prevent, reduce or eliminate serious risks in accordance with section 297 of the Local Government (Water Services) Act 2025; and
- (b) take remedial action in accordance with sections 302 and 303 of the the Local Government (Water Services) Act 2025.

17.4 For the purposes of section 269 of the Local Government (Water Services) Act 2025, the following offences are identified as infringement offences:

- (a) Negligently disposing of or discharging materials or substances into wastewater network (s313).
- (b) Connecting to or disconnecting from or discharging into the wastewater network without authorisation (s314).
- (c) Discharging Trade Waste without a Permit (s317).
- (d) Breach of Trade Waste Permit (s318).
- (e) Failure to comply with water services bylaw relating to equipment or device causing specified serious risk (s327).
- (f) Failure to comply with direction given by compliance officer (s331).
- (g) Failure to comply with compliance order or court order (s332).
- (h) Tampering with a water meter (s333).

~~Council may recover its costs associated with damage to the Wastewater System and/or breach of this Bylaw in accordance with s. 175 and s. 176 of the Local Government Act 2002 respectively.~~

#### **13.18. FEES AND CHARGES**

~~18.1 In accordance with section 150 of the Local Government Act 2002, ~~the Council~~ the Water Service Provider may, in accordance with sections 187, 190 or 258 of the Local Government (Water Services) Act 2025, prescribe fees or charges payable for any service, certificate, authority, licence, approval, permit or consent from or inspection made by ~~Council~~ the Water Service Provider under this Bylaw.~~

~~18.2 In accordance with section 304 of the Local Government (Water Services) Act 2025, ~~the Council~~ the Water Service Provider may recover the reasonable costs of any remedial action taken under clause 17.3(b).~~

~~13.18.3 The fee for each infringement offence listed in clause 17.4 is \$1000 for an individual and \$3000 for a body corporate.~~

#### **14.19. NOTICES AND ORDERS**

~~19.1 ~~Council~~ A Compliance Officer may give notice to any ~~person~~ Person in breach of this Bylaw to carry out any remedial action in order to comply with the Bylaw and every such notice shall state the time within which the remedial action is to be carried out, and may be extended from time to time.~~

~~14.1—~~The Council~~ The Water Service Provider will issue any compliance orders and infringement notices in accordance with the requirements of the Local Government (Water Services) Act 2025.~~

#### **15.20. PENALTIES**

~~15.20.1 Subject to anything to the contrary, every ~~person~~ Person who commits an offence against this Bylaw shall be subject to the penalties set out in ~~section 242(4)~~ Part 5 of the Local Government ~~(Water Services) Act 2002~~ (Water Services) Act 2025.~~

~~15.220.2 Under section 163 of the Local Government Act 2002 Council The Water Service Provider~~ or an authorised agent appointed by it, may remove or alter any work or thing that is or has been constructed in breach of this Bylaw.

~~15.320.3 Council The Water Service Provider~~ may recover the costs of removing or altering the work or thing that is in breach of this Bylaw from the ~~person~~Person who committed the breach. This does not relieve ~~————~~that ~~person~~Person of liability for the breach.

~~15.4 Under section 162 of the Local Government Act 2002 Council may apply to the District Court for the grant of an injunction restraining a person from committing a breach of this Bylaw.~~

#### **16.21. DISPENSING POWERS**

~~16.121.1 Council~~The Water Service Provider may waive full compliance with any provision of this Bylaw in a case where ~~Council~~the Water Service Provider is of the opinion that full compliance would needlessly cause harm, loss or inconvenience to any ~~person~~Person or business without any corresponding benefit to the community. ~~Council~~The Water Service Provider may in its discretion impose conditions of any such waiver.

**SCHEDULE ONE – CHARACTERISTICS OF ACCEPTABLE TRADE WASTE DISCHARGES**

**1. PHYSICAL CHARACTERISTICS OF ACCEPTABLE TRADE WASTE DISCHARGES**

1.1 Volume and flow rate:

(f) the volume discharged in any 24 hour period shall not exceed:

(i) 1m<sup>3</sup> for Allowed Discharges; or

(ii) 3m<sup>3</sup> for Controlled Discharges;

(g) the maximum instantaneous flow rate shall not exceed 2.0 litres per second;

(h) the maximum flow rate over any 15 minute period shall not exceed 0.3 litres per second.

1.2 In accordance with clause 5.3(e), the discharge of Stormwater from any source into the Wastewater System is prohibited unless specific approval is given in a Permit.

1.3 The temperature shall not exceed 40<sup>o</sup>c.

1.4 Solids

(i) Non-faecal gross solids shall have a maximum dimension which shall not —  
— exceed 15 mm;

(j) The suspended solids concentration shall not exceed 2000g/m<sup>3</sup> at any time;

(k) The settleable solids content shall not exceed 50ml/l;

(l) Fibrous, woven, or sheet film or any other materials which may adversely interfere with the free flow of wastewater in the wastewater system shall not be present.

1.5 Oil and grease

(m) There shall be no free or floating layer of fat, oil or grease:-

(n) There must be no discharge of fats, oils or greases containing substances that will become viscose between 0<sup>o</sup>c and 65<sup>o</sup>c:-

(o) A Trade Waste discharge containing fats, oils or greases must not exceed 200g/m<sup>3</sup>.

1.6 There shall be no free layer (whether floating or settled) of solvents or organic liquids.

1.7 Radioactivity levels shall not exceed guidelines by the office of radiation safety code of practice csp1: use of unsealed radioactive material.

1.8 No waste shall have colour or colouring substance that causes the discharge to be coloured to the extent that it impairs wastewater treatment processes or compromises the treated wastewater consent to discharge held by the Water Service Provider.

**2. CHEMICAL CHARACTERISTICS AND MASS LIMITS OF ACCEPTABLE TRADE WASTE DISCHARGES**

2.1 The ph shall be between 6.0 and 10.0 at all times unless otherwise approved in writing by Water Service Provider.

2.2 The chemical oxygen demand shall not exceed a total mass of 7.5kg/day.

<b><u>Acceptable Discharge Characteristics</u></b>		
<b><u>Table 1 – General chemical characteristics</u></b>		
<b><u>Characteristic</u></b>	<b><u>Maximum concentration (g/m<sup>3</sup>)</u></b>	<b><u>Mass limit (kg/day)</u></b>
<u>MBAS (Methylene blue active substances)</u>	<u>500</u>	<u>0.5</u>
<u>Ammonia (measured as N)</u>		
<u>– free ammonia</u>	<u>50</u>	<u>0.25</u>
<u>– ammonium salts</u>	<u>200</u>	<u>0.6</u>
<u>Kjeldahl nitrogen</u>	<u>150</u>	<u>1.0</u>
<u>Total phosphorus (as P)</u>	<u>50</u>	<u>0.25</u>
<u>Sulphate (measured as SO<sub>4</sub>)</u>	<u>500</u>	<u>2.5</u>
<u>Sulphite (measured as SO<sub>2</sub>)</u>	<u>15</u>	<u>0.075</u>
<u>Sulphide – as H<sub>2</sub>S on acidification</u>	<u>5</u>	<u>0.025</u>
<u>Chlorine (measured as Cl<sub>2</sub>)</u>		
<u>– free chlorine</u>	<u>3</u>	<u>0.015</u>
<u>– hypochlorite</u>	<u>30</u>	<u>0.15</u>
<u>Dissolved aluminium</u>	<u>100</u>	<u>0.5</u>
<u>Dissolved iron</u>	<u>100</u>	<u>0.5</u>
<u>Boron (as B)</u>	<u>25</u>	<u>0.125</u>
<u>Bromine (as Br<sub>2</sub>)</u>	<u>5</u>	<u>0.025</u>
<u>Fluoride (as F)</u>	<u>30</u>	<u>0.03</u>
<u>Cyanide – weak acid dissociable (as CN)</u>	<u>1</u>	<u>0.005</u>

<b>Acceptable Discharge Characteristics</b>		
<b>Table 2 – Heavy metals</b>		
<b>Metal</b>	<b>Maximum concentration (g/m3)</b>	<b>Mass limit (kg/day)</b>
Antimony	5	0.025
Arsenic	5	0.005
Barium	5	0.025
Beryllium	0.005	0.000025
Cadmium	0.5	0.0025
Chromium	5	0.025
Cobalt	5	0.025
Copper	5	0.025
Lead	5	0.025
Manganese	5	0.025
Mercury	0.005	0.000025
Molybdenum	5	0.025
Nickel	5	0.025
Selenium	5	0.025
Silver	2	0.01
Thallium	5	0.025
Tin	5	0.025
Zinc	5	0.025

<b>Acceptable Discharge Characteristics</b>		
<b>Table 3 – Organic compounds and pesticides</b>		
<b>Compound</b>	<b>Maximum concentration (g/m3)</b>	<b>Mass limit (kg/day)</b>
Formaldehyde (as HCHO)	50	0.05
Phenolic compounds (as phenols) excluding chlorinated phenols	50	0.05
Chlorinated phenols	0.02	0.00002
Petroleum hydrocarbons	30	0.15
Halogenated aliphatic compounds	1	0.001
Monocyclic aromatic hydrocarbons	5	0.005
Polycyclic (or polynuclear) aromatic hydrocarbons (PAHs)	0.05	0.00005
Halogenated aromatic hydrocarbons (HAHs)	0.002	0.000002
Polychlorinated biphenyls (PCBs)	0.002	0.000002



<u>Polybrominated biphenyls (PBBs)</u>	<u>0.002 each</u>	<u>0.000002</u>
<u>Pesticides (general) (includes insecticides, herbicides, fungicides and excludes organophosphate, organochlorine and any pesticides not registered for use in New Zealand)</u>	<u>0.2 in total</u>	<u>0.0002 total</u>
<u>Organophosphate pesticides</u>	<u>0.1</u>	<u>0.0001</u>

<b><u>Acceptable Liquid Pharmaceutical Waste</u></b>	
<b><u>Table 4 – Monthly liquid pharmaceutical waste discharge must not exceed the following volumes and concentrations of active ingredients</u></b>	
<b><u>Volume Limit</u></b>	<b><u>Active Concentration</u></b>
<u>10 litres</u>	<u>125mg / 5ml</u>
<u>5 litres</u>	<u>250mg / 5 ml</u>
<u>3 litres</u>	<u>Above 250mg / 5ml</u>

If any of the limits in Tables 1 - 3 are different to the active concentration limits in Table 4, the lower limit becomes the allowed discharge.

**SCHEDULE TWO – CHARACTERISTICS OF PROHIBITED DISCHARGES**

**1. PROHIBITED DISCHARGES**

- 1.1 Any discharge has prohibited characteristics if it has any solid, liquid or gaseous matter or any combination or mixture of such matters which by itself or themselves or in combination with any other matter will immediately or in the course of time:
- (a) interfere with the free flow of Wastewater in the Wastewater System;
  - (b) damage any part of the Wastewater System;
  - (c) in any way, directly or indirectly, cause the quality of the treated Wastewater or residual biosolids to be such that there is a breach of the conditions of a Permit issued under the Resource Management Act 1991, or water right, permit or other governing legislation, or commercial arrangement;
  - (d) prejudice the occupational health and safety risks faced by Wastewater workers;
  - (e) after treatment be toxic to fish, animals or plant life in the receiving waters;
  - (f) cause malodorous gases or substances to form which are of a nature or sufficient quantity to create a public nuisance; or

(g) have a colour or colouring substance that causes the discharge from any Wastewater treatment plant to receiving waters to be coloured.

1.2 A discharge has a prohibited characteristic if it has any amount of:

(a) harmful solids, including dry solid wastes and materials which combine with water to form a cemented mass;

(b) liquid, solid or gas which could be flammable or explosive in the wastes, including oil, fuel, solvents (except as allowed for in Schedule One), calcium carbide, and any other material which is capable of giving rise to fire or explosion hazards either spontaneously or in combination with wastewater;

(c) asbestos;

(d) tin (as tributyl and other organotin compounds);

(e) any organochlorine pesticides;

(f) waste that contains or is likely to contain material from a genetically modified organism that is not in accordance with an approval under the Hazardous Substances and New Organisms Act 1996. The material concerned may be from premises where the genetic modification of any organism is conducted or where a genetically modified organism is processed;

(g) any health care waste prohibited for discharge to a Wastewater system by New Zealand Standard (NZS) 4304 including cytotoxic waste, or any pathological or histological waste; or

(h) radioactivity levels in excess of the guidelines set by the Office of Radiation Safety.

### **SCHEDULE THREE – PERMIT CONSIDERATION CRITERIA AND CONDITIONS**

#### **1. PART ONE - Consideration Criteria**

In considering any application under clause 6.1 and in imposing any conditions in a Permit, the Water Service Provider shall take into consideration the quality, volume, and rate of discharge of the Trade Waste from the Trade Premises or tanker and may take into consideration:

(a) the health and safety of Water Service Provider staff, agents and the public;

(b) the limits and/or maximum values for characteristics of Trade Waste as specified in Schedule One of this Bylaw;

(c) the extent to which the Trade Wastes may react with other Trade Wastes or Domestic Wastewater discharges to produce an undesirable effect, e.g. settlement of solids, production of odours, accelerated corrosion and deterioration of the wastewater system etc.;

- (d) the flows and velocities in the Wastewater System and the material or construction of the Wastewater System;
- (e) the capacity of the Wastewater System, or the part of the Wastewater System that will receive the discharges;
- (f) the nature of any Wastewater treatment process, the degree to which the Trade Wastes are capable of being treated in the Wastewater System and any impacts on the Wastewater System;
- (g) the timing and balancing of flows into the Wastewater System;
- (h) any statutory requirements relating to the discharge of raw or treated wastewater to receiving waters, the disposal of sewage sludges, beneficial use of biosolids, and any discharge to air (including the necessity for compliance with any resource consent, discharge permit or water classification);
- (i) the effect of the Trade Wastes discharge on the ultimate receiving environment;
- (j) the conditions on resource consents for the Wastewater System and the residuals from it;
- (k) the possibility of unscheduled, unexpected or accidental events and the degree of risk these could cause to humans, the Wastewater System and the environment;
- (l) consideration for other existing or future discharges;
- (m) amenability of the Trade Waste to pre-treatment;
- (n) the provision of suitable pre-treatment facilities on the premises and the potential for its future use;
- (o) cleaner production techniques and waste minimisation practices;
- (p) requirements and limitations related to sewage sludge disposal and reuse;
- (q) control of Stormwater;
- (r) the applicant's discharge management plan;
- (s) Tankered Waste being discharged at an approved location;
- (t) where POPs are present, the quantity in relation to the levels recommended by the Environmental Protection Authority, or the Ministry for the Environment, and the guidance available (*Explanatory Note - Current guidance on levels of PFAS is outlined in PFAS Disposal to Trade Waste (Environmental Protection Authority, 2018) and Advice for Councils – PFAS (Ministry for the Environment, 2018).*)
- (u) the availability of alternative collection and disposal systems for putrescible wastes;
- (v) any social or cultural impacts; and

(f)(w) any views or preferences of persons likely to be affected by, or have an interest in the Trade Waste discharge or its effects identified through consultation or engagement.

## **2. PART TWO - Conditions of Permits**

Any Permit to discharge Trade Waste may be granted subject to any conditions the Water Service Provider considers appropriate, including but not limited to:

- (a) the Wastewater System, or part of the Wastewater System, to which the discharge will be made;
- (b) the maximum daily volume of the discharge, the maximum rate of discharge, and the duration of maximum discharge;
- (c) the maximum limit or permissible range of any specified characteristics of the discharge, including concentrations and/or mass limits determined in accordance with clause 14;
- (d) the period or periods of the day during which the discharge, or a particular concentration, or volume of discharge may be made;
- (e) the degree of acidity, or alkalinity of the discharge at the time of discharge;
- (f) the temperature of the Trade Waste at the time of discharge;
- (g) the provision and maintenance by, or for the Permit holder (at the Permit holder's expense) of screens, grease traps, silt traps or other pre-treatment works to control Trade Waste discharge characteristics to the permitted levels;
- (h) the provision and maintenance (at the Permit holder's expense) of inspection chambers, manholes or other apparatus or devices to provide reasonable access to drains for sampling and inspection;
- (i) the provision and maintenance of a sampling, analysis and testing programme and flow measurement requirements (at the Permit holder's expense);
- (j) the method or methods to be used for the measuring of flow rates and/or volume and taking samples of the discharge for use in determining the amount of any Trade Waste charges applicable to that discharge;
- (k) the provision and maintenance (at the Permit holder's expense) of such meters or devices as may be required to measure the volume or flow rate of any Trade Waste being discharged from the premises, and for the testing and certification of such meters;
- (l) the provision and maintenance (at the Permit holder's expense) of such services, (whether electricity, water or compressed air or otherwise), which may be required, in order to operate meters and similar devices;
- (m) the provision of all flow and/or volume records and results of analyses (including pre-treatment by-products e.g. sewage sludge disposal) by the Permit holder to the Water

Service Provider, at the times and in a manner and format approved by the Water Service Provider;

- (n) the provision and implementation of a Trade Waste discharge management plan by the Permit holder;
- (o) risk assessment of damage to the environment due to an accidental discharge of a chemical or other contaminant;
- (p) appropriate systems for waste minimisation and management;
- (q) provision for cleaner production techniques;
- (r) provision for third party treatment, carriage, discharge or disposal of by-products of pre-treatment of Trade Waste (including sewage sludge disposal);
- (s) where the discharges includes Tankered Waste:
  - compliance with the current New Zealand Trade and Industrial Forum's Liquid and Hazardous Wastes Code of Practice
  - documentation of tracking of Tankered Waste from source to disposal
  - non-contamination protocols where a tanker may transport either Domestic Wastewater or Trade Waste
  - pre-testing of Tankered Waste to determine its character
  - specialist advice on pre-treatment or acceptance may be required
  - whether or not the facility may accept Tankered Waste containing hydro excavation wastewater.
- (t) where the discharges include POPs, a plan agreed with the Water Service Provider to remove and/or reduce the discharge of POPs;
- (u) requirement to provide a bond or insurance in favour of the Water Service Provider where failure to comply with the Permit could result in damage to the Wastewater System, its treatment plants, or could result in the Water Service Provider being in breach of any statutory obligation;
- (v) provision for remote monitoring and/or control of discharges; and
- (w) provision for Water Service Provider's monitoring costs to be recovered.

### **3. PART THREE – Typical Pre-Treatment**

#### **Grease Traps**

1. Grease traps must:

- a) have a functional capacity of no less than 750 litres;
  - b) be sized according to the greatest volume as specified in Table 1 contained in Schedule One;
  - c) be cleaned out at least once every six months or more frequently as specified in Permit conditions. The frequency with which Grease Traps are required to be cleaned out may be determined through a visual inspection and/or sample testing from the device outlet by the Water Service Provider.
2. Shared Grease Traps, such as those operated by a body corporate or food court, must be sized appropriate to the total inputs. This must be no less than a functional capacity of 750 litres for each connected Premises.
  3. A Permit holder whose Trade Premises has existing Grease Traps with a functional capacity of less than 750 litres must apply for a Conditional Permit unless they can demonstrate compliance with the physical and chemical characteristics set out in Schedule One to the Water Service Provider's satisfaction.

#### **Alternative Grease Removal Systems**

4. Alternative grease removal systems must be:
  - (a) operated in accordance with the manufacturer's instructions;
  - (b) serviced and/or cleaned out by a contractor approved by Water Service Provider as specified in Permit conditions;
  - (c) sized according to manufacturer's recommendation; and
  - (d) may only be used with Water Service Provider's approval.
5. The frequency with which alternative grease removal systems are required to be serviced and/or cleaned out may vary. This will be determined by the Water Service Provider after a visual inspection and/or sample testing from the device outlet.
6. Alternative grease removal systems which do not meet the requirements contained in this Bylaw must be replaced at the Permit holder's expense.

#### **Lint Traps**

7. Lint traps may be required for discharges from Trade Premises where lint is likely to be present, for example, laundromats.

## Statement of Proposal – review of the Trade Waste Bylaw

Protecting Tauranga’s wastewater system, environment, and community health

Tauranga’s wastewater network is essential for protecting our environment, supporting public health, and ensuring the resilience of our city. Effective management of trade waste discharges helps safeguard our infrastructure, comply with environmental standards, and maintain a healthy community.

The Trade Waste Bylaw was first adopted in 2004 and has been periodically reviewed to address emerging challenges and legislative changes. With the introduction of the Local Government (Water Services) Act 2025, Tauranga City Council (the Council) is reviewing and updating the Trade Waste Bylaw to ensure it remains fit for purpose, compliant with new legal requirements, and reflective of community expectations.

## Why do we need a Trade Waste Bylaw?

Trade waste—liquid waste from industrial and commercial activities—can contain contaminants that, if not properly managed, may damage the wastewater system, harm the environment, or pose risks to public health. The Trade Waste Bylaw sets out the rules for how trade waste is managed in Tauranga, helping to:

- protect the wastewater network from damage, misuse, and interference
- support safe and sustainable business operations
- enable cost recovery for the management and treatment of trade waste
- promote minimization and cleaner production practices
- ensure compliance with resource consents and environmental standards.

## What changes are proposed?

We are proposing to adopt a revised Trade Waste Bylaw 2026. The draft bylaw has been updated to:

- align with the Local Government (Water Services) Act 2025, including updated definitions and terminology (e.g., “Water Service Provider”, “compliance officer”)
- clarify responsibilities of owners and occupiers of trade premises for compliance
- update the classification of trade waste discharges (Allowed, Controlled, Conditional, Prohibited) and the requirements for permits

- strengthen provisions for cost recovery, enforcement, and penalties for non-compliance
- set clearer requirements for pre-treatment, monitoring, and management of hazardous materials (including persistent organic pollutants)
- provide for transitional arrangements from the previous bylaw and consents
- specify processes for permit applications, renewals, transfers, and variations
- enhance protection of the wastewater system and the environment from hazardous or prohibited discharges
- incorporate feedback and best practice from industry and stakeholder review.

### Key proposed changes

What's changing?	Why?
Updated definitions and terminology (e.g., Water Service Provider, compliance officer, owner/occupier)	To align with the Local Government (Water Services) Act 2025 and ensure clarity of roles and responsibilities
Reframing of the purpose of the bylaw	To reflect the alignment of the bylaw with Tauranga City Council strategies and include recognition of tangata whenua perspectives and kaitiakitanga in the purpose of the bylaw.
Revised classification and permitting of trade waste discharges	To provide a clear, risk-based framework for managing different types of trade waste. Further details are presented in the table below.
Stronger provisions for cost recovery and enforcement	To ensure the Council can recover costs for managing non-compliance and protect public assets
Clearer requirements for pre-treatment and monitoring	To reduce the risk of damage to the wastewater system and the environment
Transitional provisions for existing consents and permits	To provide certainty and minimize disruption for businesses during the transition to the new bylaw
Enhanced protection against hazardous and prohibited discharges	To safeguard public health, the environment, and the integrity of the wastewater network. To specifically identify and address dealing with persistent organic pollutants (including PFAS).



### Revised classification and permitting of trade waste discharges

Current bylaw	Draft bylaw
Council consents issued	Trade Waste permits issued
<p>Three categories of Trade Waste:</p> <ol style="list-style-type: none"> <li>1. Permitted (no consent required) includes discharges that have permitted characteristics.</li> <li>2. Conditional (consent required) includes discharges with high flow or high loading above the permitted discharge characteristics that put additional pressure on the network and treatment plant processes.</li> <li>3. Prohibited (never consent) any discharge that may cause harm to the wastewater network, staff, be toxic to fish, animals or plant life after treatment or cause breaches of resource consents.</li> </ol>	<p>Four categories of Trade Waste Discharges:</p> <ol style="list-style-type: none"> <li>1. Allowed (no permit required) Includes discharges that fall below the controlled discharge characteristics.</li> <li>2. Controlled (permit required) Includes discharges with characteristics that fall between the allowed and conditional requirements, put some additional pressure on the network and treatment plant process, and require pre-treatment such as grease traps and wastewater interceptors to manage that impact on the network. E.g. restaurants and those with wash bays.</li> <li>3. Conditional (permit required) Includes discharges with high flow or high loading above the controlled discharge characteristics that put additional pressure on the network and treatment plant processes.</li> <li>4. Prohibited (never permit) Any discharge that may cause harm to the wastewater network, staff, be toxic to fish, animals or plant life after treatment or cause breaches of resource consents.</li> </ol>

### How will these changes affect you?

The proposed changes may affect property owners, occupiers, businesses, and trade waste dischargers in Tauranga. Key impacts include:

- clear requirements for obtaining and renewing trade waste permits
- updated processes for permit applications, renewals, and transfers
- greater responsibility for owners and occupiers to ensure compliance
- potential for cost recovery where non-compliance or damage occurs

- stricter controls on hazardous materials and prohibited discharges.

The draft bylaw aims to provide a fair, consistent, and transparent framework to help everyone contribute to a safe, healthy, and sustainable city.

## Have your say

We want to hear your views on the proposed changes to the Trade Waste Bylaw. Your feedback will help us ensure the bylaw is effective, fair, and reflects the needs and values of our community.

Consultation period: [TBC] 1 May 2026 – 5pm, [TBC] 29 May 2026

Hearings: June/July 2026 (dates to be confirmed)

Deliberations: Following hearings

You can provide feedback by:

- Completing the online form at [letstalk.tauranga.govt.nz/tradewastebylaw]
- Emailing [policy@tauranga.govt.nz](mailto:policy@tauranga.govt.nz)
- Filling in the form attached to this Statement of Proposal

## Next steps

After consultation closes, hearings will be held to consider feedback, followed by Council deliberations. Any further changes to the bylaw will be considered before it is finalised and adopted.

## Want to know more?

For more information, you can:

- read the full draft Trade Waste Bylaw 2026
- contact the Policy team at [policy@tauranga.govt.nz](mailto:policy@tauranga.govt.nz)
- visit [letstalk.tauranga.govt.nz/tradewastebylaw](http://letstalk.tauranga.govt.nz/tradewastebylaw) for updates.

Your feedback is important to us. Help shape Tauranga's future and ensure our wastewater network protects our environment and community.

**Feedback on Trade Waste Bylaw Review from  
the Policy Subcommittee of  
Te Rangapū Mana Whenua o Tauranga Moana (RMW)**

**Engagement opportunities**

Staff have raised the review of the Trade Waste Bylaw 2019 with members of RMW on several occasions. These include:

- March/April 2025 – Informed RMW we were initiating the bylaw review in the policy work programme presented to RMW workshop.
- 2 October 2025 – Met with Policy Subcommittee of the RMW.
- 9 October 2025 - Reported back feedback from the Policy Subcommittee to the wider RMW.
- 30 October 2025 – Reported back to the Policy Subcommittee of the RMW on updates to the draft bylaw to incorporate feedback.
- 13 November 2025 - Reported back to the wider RMW on update to the Policy Subcommittee.

In addition to contact with RMW, the minutes of recent meetings of the Wastewater Management Review Committee were reviewed and information was emailed to a representative of Ngāti Kuku following an expression of interest.

**Feedback received on the current bylaw**

- The Policy Subcommittee hui focused on the need to update the Trade Waste Bylaw to better reflect cultural values.
- Members highlighted the need for the bylaw to protect both wai (water) and whenua (land), and to better align with Māori environmental values.
- Questions were raised about including cultural impact assessments and consultation with mana whenua. Current processes for resource consents and pollution event notifications are managed by Regional Council and sit outside the bylaw's scope.
- The committee requested that the updated bylaw recognise the alignment between environmental protection and Māori values.
- The absence of tangata whenua concepts in current bylaws was highlighted as a concern.

**Outcome**

- The proposed Trade Waste Bylaw purpose has been updated to align with Tauranga City Council goals and strategies that were developed with tangata whenua. These include the community outcomes of Tauranga Taurikura (A city that values, protects and enhances our environment) and Tauranga Matarauui (An inclusive city where people feel safe, connected and healthy).

## 11.8 Ōmanawa Falls Reserve name change

**File Number:** A15393616

**Author:** Ana Hancock, **Team Leader:** Design

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

### PURPOSE OF THE REPORT

1. To request approval to rename Ōmanawa Falls Reserve to Te Rere o Ōmanawa in accordance with Council's Naming Policy 2020.

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### RECOMMENDATIONS

That the Council:

- (a) Receives the report "Ōmanawa Falls Reserve name change".
- (b) Approves changing the official name for "Ōmanawa Falls Reserve" to "Te Rere o Ōmanawa", supported by translation in any communications.

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### UPDATE SINCE THE LAST MEETING

2. This report was previously brought to this Council at the 7 October Council meeting. The report was left to lie on the table as Elected Members requested that Ngāti Hangarau and Tourism Bay of Plenty be in attendance. Since this meeting Staff has met with Ngāti Hangarau and Tourism Bay of Plenty and proposed a refined approach: that renaming Ōmanawa Falls Reserve is supported by a communications approach that presents the translation of Te Rere o Ōmanawa alongside the new name as we go through a period of transition.
3. To assist with Council decision making, this report has been edited to present three options for the Council to consider: (1) – Rename with a comms approach, (2) – Dual name, (3) No change to name.

### BACKGROUND

4. The Ōmanawa Falls Reserve is owned and managed by Tauranga City Council ("Council") and lies within Western Bay of Plenty District, and within the rohe of Ngāti Hangarau.
5. Ōmanawa Falls Reserve is managed as a Heritage Reserve under the Tauranga Reserves Management Plan (TRMP), although is not formally classified as a reserve under the Reserves Act.
6. Council has been working closely with Ngāti Hangarau on the Ōmanawa Falls Safe Access project since 2019. The three streams of this project included providing physically and culturally safe public access to the falls, supporting the development of a cultural tourism experience and working towards co-management and/or co-governance. All three streams are guided by the Ōmanawa Principles (provided in Attachment 1). The Ōmanawa Principles were developed by Ngāti Hangarau in 2020 with support from Council's Pou Takawaenga team and first shared with Council at the 27 October meeting in 2020.
7. The Ōmanawa Falls Governance Group, made up of Ngāti Hangarau, Tourism Bay of Plenty and Council recommend that Ōmanawa Falls Reserve is renamed as Te Rere o Ōmanawa which is supported by the Ōmanawa Principles. 'Ōmanawa' translates into English as 'of the heart', and the full name means 'the waterfall of the heart'.

## STRATEGIC / STATUTORY CONTEXT

8. Council adopted a revised Naming Policy in May 2020. The policy encourages locally significant Māori names for streets, reserves, community facilities and other public places in Tauranga and to enable greater visibility of mana whenua connections to Tauranga. Since adoption of the policy, Council staff have placed greater emphasis on identifying and promoting historically and culturally significant names in our public places.
9. Council's Naming Policy allows for the renaming of existing reserves where a new name would better meet the objectives of the policy to promote local identity and mana whenua connections. Council is responsible for all decisions to approve or decline requests to rename or dual name existing streets, reserves, community facilities and other public places.
10. Appropriately recognising known cultural values is included in the mission statement of the Tauranga Reserve Management Plan which has management statements for Ōmanawa Falls Reserve.

## DISCUSSION

### Significance of Ōmanawa Falls to Ngāti Hangarau

11. The name for the falls existed before European arrival, the development of the hydro power station and the creation of the reserve.
12. The Ōmanawa Falls are of particular importance to Ngāti Hangarau as explained in 'Significance of Ōmanawa Falls - Excerpts from a statement prepared by Ngāti Hangarau offered as evidence for the resource consent hearing for the Ōmanawa Falls project' (Attachment 2). In summary, Ōmanawa means of the heart. Unlike some of the other waterfalls in the rohe, Ōmanawa Falls were a sign of good luck and were a place for fortune telling and for healing, as such the waterfall and the pool of water below are recognised by Ngāti Hangarau as wāhi tapu.
13. Ngāti Hangarau have provided the name Te Rere o Ōmanawa for use on the site signage (as well as te reo names for viewing platforms and the like). Renaming the Ōmanawa Falls Reserve to Te Rere o Ōmanawa, and the use of other Mana Whenua names is supported by the Ōmanawa Principles (Section 2):

#### 2. WHAKAPAPA: NAMES & NAMING

*i) Restoration of Mana Whenua names at Ōmanawa, acknowledging significant sites, whenua/waterways and heritage including historic networks, interactions and relationships.*

*ii) Mātauranga ā hapū acknowledged. - Inspiration for names is drawn from Ngāti Hangarau knowledge base and systems.*

*iii) Education to support the uptake of mātauranga ā hapū. - Names, whakapapa and heritage education will be supported with resource/content creation onsite at Ōmanawa, online and in the wider community.*

### Why renaming is proposed instead of dual naming

14. Renaming the reserve is proposed for the following reasons:
  - (a) Ōmanawa Falls was originally a te reo name which was then anglicised. Renaming Ōmanawa Falls Reserve to Te Rere o Ōmanawa reverts to the original name however will continue to be recognisable to the local community as the Ōmanawa name is retained in both versions.
  - (b) The Ōmanawa Falls Safe Access Project has created a space with a strong cultural presence, with pouwhenua, a tomokanga and palisade fencing. The signage also has a distinctive cultural presence, with te reo names for each of the three lookouts. Renaming the reserve to Te Rere o Ōmanawa is in keeping with the look and feel of the site.

- (c) Te Rere o Ōmanawa has already been in use on site signage, the council webpage and in media releases. Officially changing the name will formalise this existing use.
  - (d) The reserve has not had a long-standing relationship with the community. Up until about 2011 the reserve and the Falls themselves were not well known with the exception of the immediate Ōmanawa community and adventurous tourists. The reserve was closed in January 2016 and reopened on 1 December 2023.
  - (e) Under the naming policy (section 5.3.3) dual naming may be preferable in some circumstances to maintain local identity. In this case it is considered that the local identity for the reserve as a reserve is not high, as outlined above.
15. The Ōmanawa Falls Governance Group considers that renaming the reserve supports Mana Whenua connections and does not diminish local identity.
  16. The Naming Policy specifies that the naming of heritage reserves will reflect the historical significance of the area. Renaming Ōmanawa Falls Reserve to Te Rere o Ōmanawa is considered to enhance those historic values.
  17. It is proposed that renaming Ōmanawa Falls Reserve is supported by a communications approach that presents the translation of Te Rere o Ōmanawa alongside the new name as we go through a period of transition. For example, in all communications such as on webpages, social media posts etc the name can be communicated as follows: Te Rere o Ōmanawa (Ōmanawa Falls Reserve). At the point where there is wide take up of the name, the translation can be dropped without needing to go through a formal renaming process. This may only be a few years, or may take a generation.
  18. It was raised in the previous Council meeting that there were concerns from some in the community about the proposed name change. To be clear, the proposed name change affects only the name of the Council owned property. The name of the falls is outside of Council's jurisdiction. In order to rename the waterfall, an application needs to be made to the New Zealand Geographic Board. This would require a letter of support from the Western Bay District Council. If the NZ Geographic Board accept the proposal, they will it publicly notify it allowing one month for the public to make submissions. If approved by the NZ Geographic Board, the Minister for Land Information makes the final decision.
  19. Ngāti Hangarau have advised that they intend to apply to the New Zealand Geographic Board to rename the waterfall. The Governance Group has offered to provide a letter of support to Ngāti Hangarau as part of their application and provide any other assistance as required. The Council may also wish to lend their support to Ngāti Hangarau in seeking this name change.

## OPTIONS ANALYSIS

20. Three options are presented:

### **Option 1 (Recommended)**

- (a) Rename Ōmanawa Falls Reserve to Te Rere o Ōmanawa, and support with a communications approach that presents the translation of Te Rere o Ōmanawa alongside the new name.

### **Option 2**

- (b) Dual name Ōmanawa Falls Reserve to Te Rere o Ōmanawa – Ōmanawa Falls Reserve.

### **Option 3**

- (c) Do not rename Ōmanawa Falls Reserve.

Options	Pros	Cons
<b>Option 1</b> Rename supported with a comms approach for translation	Best meets Mana Whenua objectives and addresses Elected Members concerns around causing confusion for visitors.  Is in alignment with current signage and approach taken with comms	
<b>Option 2</b> Dual name Ōmanawa Falls Reserve to Te Rere o Ōmanawa – Ōmanawa Falls Reserve	Provides both names in perpetuity	Less desirable for Mana Whenua
<b>Option 3</b> Do not rename Ōmanawa Falls Reserve		Does not meet Mana Whenua objectives

### SIGNIFICANCE / ENGAGEMENT

21. Ngāti Hangarau and Tourism Bay of Plenty have been engaged in the renaming proposal for Te Rere o Ōmanawa and provide their full support.
22. Western Bay Council have also provided a letter of support for the name change which is included in Attachment 3.
23. Councils Naming Policy was adopted on 5 May 2020 following a public and stakeholder engagement process.
24. Further consultation and engagement with the wider public is not required as per clause 5.1.2 of the Naming Policy:  
*“In order to recognise the significance of names provided by mana whenua, Council does not consult on names proposed by mana whenua for the purposes of obtaining wider community approval.”*
25. Renaming Ōmanawa Falls to Te Rere o Ōmanawa does not meet the test of significance in the Significance and Engagement Policy requiring consultation. While it is of medium significance, due to the reasons outlined in paragraph 14 above, officers are of the opinion that no further engagement is required prior to Council making a decision.

### NEXT STEPS

26. If approved, the name Te Rere o Ōmanawa will be formally recognised on supporting documents and records. The new name will be supported by the translation of the name for the next few years and as long as required.
27. The Ōmanawa Falls Governance Group and potentially Council will support Ngāti Hangarau with their planned application to the New Zealand Geographic Board to officially rename the waterfall to Te Rere o Ōmanawa.

### ATTACHMENTS

1. **Omanawa Principles - A15459791** [↓](#) 
2. **Significance of Omanawa Falls - Excerpts from Ngati Hangarau Statement - A15459792** [↓](#) 
3. **Letter of Support for name change from Western Bay - A18767046** [↓](#) 





# ŌMANAWA PRINCIPLES

## 1. MANA RANGATIRATANGA/AHIKAAROA – AUTHORITY

- i) Ka riro whenua atu, me hoki whenua mai.
  - For Ngāti Hangarau to exercise rangatiratanga over Ōmanawa with the return of lands to Ngāti Hangarau.
  - Ngāti Hangarau Mana rangatiratanga recognition of authority over water ways i.e., co-governance to have influence over flow rate, water take etc.
  - Ngāti Hangarau Spiritual authority recognised over Ōmanawa, spiritual practices exercised by Ngāti Hangarau i.e., rāhui, whakatapu, whakanoa.
- ii) Intellectual Property: - Ngāti Hangarau owns the mātauranga at Ōmanawa.
  - Mātauranga ā hapū is acknowledged and protected i.e., place names, terms for flora and fauna, pūrākau etc.
- iii) Ngāti Hangarau will maintain rangatiratanga at Ōmanawa with collaboration and co-creation for any planning and development in Ōmanawa (IAP2).
- iv) Recognition of Ngāti Hangarau as exclusive authority for Resource Management Act as determined in Treaty of Waitangi.
  - To work with Bay of Plenty Regional Council and Western Bay of Plenty District Council for this principle to be acknowledged e.g., via consents and monitoring.

## 2. WHAKAPAPA: NAMES & NAMING

- i) Restoration of Mana Whenua names at Ōmanawa, acknowledging significant sites, whenua / waterways and heritage including historic networks, interactions and relationships.
- ii) Mātauranga ā hapū acknowledged.
  - Inspiration for names is drawn from Ngāti Hangarau knowledge base and systems.
- iii) Education to support the uptake of mātauranga ā hapū.
  - Names, whakapapa and heritage education will be supported with resource / content creation onsite at Ōmanawa, online and in the wider community.

### 3. TAIAO: THE NATURAL ENVIRONMENT

- i) All projects and initiatives in the Ōmanawa area should actively restore Ōmanawa to its pre-European state.
  - Restoring and replanting taonga species of flora and fauna to Ōmanawa.
- ii) All projects, initiatives, and developments in the Ōmanawa area will be environmentally sustainable.
  - Solar powered, rainwater catchment for reuse etc.
- iii) Kaitiakitanga: Ngāti Hangarau have exclusive authority to exercise kaitiakitanga at Ōmanawa as per the Resource Management Act and Treaty of Waitangi.
  - Biosecurity, cultural monitoring etc.
- iv) Acknowledgement of Ngāti Hangarau kaitiakitanga as per 'Ngā wai whakahihi o ngā tupuna'.

### 4. MAURI TŪ, MAURI ORA: ENVIRONMENTAL HEALTH

- i) Wairuatanga: Me hāngai ki te taha wairua, whakataha te taha tangata.
- ii) Recognition of 'indicators of life-giving essence' according to Ngāti Hangarau mātauranga.
  - Acknowledgement of Ngāti Hangarau 'Mauri model' i.e., Te Oro o Ōmanawa, Te Oro o Te Wai e.g., rivers need to flow at a sustainable rate indicating Mauri Ora. Te Oro o te ngahere e.g., native bird song.
- iii) Ngāti Hangarau exercise rangatiratanga (see Principle 1) and wairuatanga, spiritual authority at Ōmanawa.
  - Maintaining spiritual protocols including whakanoa, whakatapu and rāhui to ensure the mauri of the area and spiritual safety for all.

### 5. TOHU WHENUA/MOANA: THE WIDER CULTURAL LANDSCAPE

- i) Whakamanahia! ALL sites are significant at Ōmanawa.
  - All sites are linked intrinsically together and embody the mana of Ngāti Hangarau, its people, stories, relationships and heritage.
- ii) Tohu (Signage)
  - Ngāti Hangarau kōrero (intellectual property) is acknowledged and protected now and into the future.
  - Tohu/taonga (pou, toi whakairo etc) are enduring and adequate time, resourcing and materials are provided.
- iii) Co-maintenance of current and future taonga with Ngāti Hangarau.

**6. MAHI TOI: CREATIVE EXPRESSION**

- i) ALL creative expression will be sourced from Ngāti Hangarau.
  - Ngāti Hangarau mātauranga is acknowledged and uri are engaged for co-creation from beginning to end (as per principle 1; Rangatiratanga).
- ii) Māturanga ā hapū (Ngāti Hangarau) and Ōmanawa taiao specific design elements acknowledged and represented over generic design.
  - e.g., tuna/kupenga rather than pātiki.
- iii) Ngāti Hangarau/Mana whenua Intellectual Property is protected (as per principle 1; Rangatiratanga).

**7. AHI KAA: THE LIVING PRESENCE.**

- i) Active areas are identified & co-developed.
  - Multipurpose facility, landing viewing platform, entrance, ngā huarahi hikoi etc.
- ii) Ngāti Hangarau uri are prioritised for projects/initiatives at Ōmanawa.
  - e.g., ranger, human resources, training, professional development.
- iii) Succession in practice.
  - Internships, apprenticeships and/or mentoring opportunities are provided for Ngāti Hangarau uri.

## **ATTACHMENT 2**

Significance of Ōmanawa Falls  
Excerpts from a statement prepared by Ngāti  
Hangarau offered as evidence for the resource  
consent hearing for the Omanawa Falls project.

**BEFORE THE BAY OF PLENTY REGIONAL COUNCIL AND  
THE WESTERN BAY OF PLENTY DISTRICT COUNCIL**

**UNDER** The Resource Management Act 1991

**IN THE MATTER** of a resource consent application by Tauranga City Council and Ngāti Hangarau to authorise works to create physically and culturally safe access to Omanawa Falls, and to provide for a commercial tourism experience (involving guided tours and a supporting visitor centre with ancillary activities) and special events / hui / wananga, at 1031 Omanawa Road, Omanawa.

---

**STATEMENT OF KORO NICHOLAS (Pirirākau, Ngāti Hangarau)  
AND TIMOTHY MICHAEL O'BRIEN  
ON BEHALF OF NGĀTI HANGARAU**

**28 MARCH 2022**

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CooneyLeesMorgan

ANZ Centre  
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PO Box 143  
TAURANGA 3140  
Tel: (07) 578 2099  
Fax: (07) 578 1433  
Partner: Mary Hill  
mhill@clmlaw.co.nz

JH-427121-233-246-1:jh

**INTRODUCTION**

1. This kōrero provides evidence relating to:
    - 1.1 The historical association / cultural connection of Ngāti Hangarau with Omanawa Falls; and
    - 1.2 The position and role of Ngāti Hangarau in relation to the proposed works to create physically and culturally safe access to Omanawa Falls and provide for a commercial tourism experience (involving guided tours and a supporting visitor centre with ancillary activities), and special events.
  2. This kōrero draws on our knowledge of and relationship to the whenua, and we present this kōrero in accordance with tikanga Māori as representatives of Ngāti Hangarau.
- 

15. Ngāti Hangarau are mana whenua in the Omanawa Falls area. We have primacy of mana over any other hapū, iwi or other entity in this area. The primacy of our mana at Omanawa has remained intact and unchallenged throughout our history.
16. The Omanawa river to Ngāti Hangarau is an extremely important watercourse within our rohe. There were 2 important waterfalls upon this river, the Omanawa falls and the Otukehu Falls.
17. The Otukehu falls, further upriver from Omanawa, have now fallen silent and dry because the waterflow was directed away during the construction of the Kaimai Hydro Scheme. The Omanawa and Otukehu falls were considered to have an inverse relationship. When one fall was giving signs of good fortune, the other would promote caution.
18. Our rivers and falls in the Kaimai are all important to us. We consider Omanawa Falls to be part of a connected system of waterbodies in this area. Each river and stream has value and significance and the communication with those bodies of water would usually occur at their major falls.
19. The names of our rivers, falls, pā and kāinga in the greater Kaimai area would often be named after parts of the body. For instance our village and waterfall Te Kaki which means neck. Other significant sites include the name for throat, womb, and manawa which means heart. From this explanation it is easy to see that the Omanawa (of the heart) falls are of paramount importance to us.

24. The whenua at Omanawa Falls has been the exclusive domain of Ngāti Hangarau for most of known history. Following Ngāti Hangarau's defence of our land at the battles of Pukehinahina and Te Ranga in April and June of 1864, and following the scorched earth campaign in the Kaimai hinterland in 1867 known unfondly as Te Weranga (the burning), the land was confiscated from us.
25. The title to the land has been passed on to many different entities since those times, but now it sits with Tauranga City Council, although it is in the rohe of the Western Bay District Council.
26. The principal marae of Ngāti Hangarau is at Bethlehem. In recent decades, as much of our land in Omanawa was lost to us through various means, our marae at Bethlehem has become our main centre of cultural expression. We have never lost the desire to continue our cultural practices in our significant areas such as Omanawa.
27. Ngāti Hangarau continue to believe that a close relationship with our awa, our whenua, our ngahere and our moana is an essential condition of maintaining a healthy environment.
28. The language, the epistemologies, the culture and the traditions of Ngāti Hangarau have been seeded, fertilised and propagated within this particular region of our planet. Our onomatopoeias are influenced by the calls of our local kōkako. Our generosity, like the sweet karaka berry, is given to those who respect the proper ways of interaction. Our aunties have mood shifts like our waterfalls - either a soft murmuring spray, or a raging torrent.
29. Therefore the language of Ngāti Hangarau is the language of Omanawa. The tikanga of the Omanawa falls, is the tikanga of Ngāti Hangarau. No other people or culture throughout history can make this assertion.
30. The mana whenua status of Ngāti Hangarau compels us to do what is right by the whenua and the awa, to look after their interests and to speak with their voice. We are also obliged to dissuade other groups from enacting processes which may be contrary to, belittle, or place restrictions upon the expression of Omanawa tikanga.
31. Omanawa falls are one of the most significant falls in the rohe of Ngāti Hangarau. Our koroua Kaikohe Rolleston said:

*“Omanawa and Te Korokoro falls were used to prophesy good luck and ill fortune and death. When Koro Koro sounded, it was a sign of bad luck and sometimes death, while Omanawa Falls were a sign of good luck”<sup>1</sup>*

32. Our people interact with the falls. We attune our senses to the subtle intricacies of the timbre, the lilt, the tone, the texture and the pitch of the sounds of the water and air. Our senses and our knowledge through experience help us to deduce, interpret and unveil the fortunes hidden within the water, the earth and the air.

- 
35. Omanawa falls is not just beautiful and picturesque, it is as vitally important of our identity as Ngāti Hangarau, as Ngāti Ranginui, as Takitimu waka.

36. Kaikohe goes on to explain his disdain of people who remain ignorant to the special character of this place:

*“We are proud of our fortune tellers which foretold the luck of the Tribe. When you go into this land and treat it as common earth you make yourselves vandals in our eyes.”<sup>4</sup>*

37. Apart from having a mystical association with fortunes, Omanawa falls has always been known amongst our hapū as a place of healing. As our people would seasonally migrate between the foreshore and the hinterlands, they would follow the rivers. Omanawa falls is a place where healing ceremonies were conducted to heal and purify travellers. Once the healing settled upon them, they would continue on.

38. Healing the mind was an important part of Omanawa Falls. When warriors would return from battlegrounds, before returning to their children and whānau, it was important to observe the cleansing rituals (pure/whakanoa) to release any tapu.

39. Possibly as a result of the healing rituals that take place at Omanawa falls, the local flora there is known to have strong healing properties - rongoa. Kawakawa and karamu are often harvested from Omanawa to help with healing people.

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<sup>1</sup> Kaikohe Roretana(Ngāti Hangarau) (1980).





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07 March 2024

The Commissioners  
Tauranga City Council

Tēnā koutou

### Renaming of Ōmanawa Falls Reserve to Te Rere o Ōmanawa

We acknowledge the recent work at the Ōmanawa Falls Reserve, a significant project carried out by your Council together with Ngāti Hangarau and Tourism Bay of Plenty. Now it can be enjoyed safely by locals and visitors alike.

We understand the Ōmanawa Falls project Governance Group (which includes all those involved in the project at Ōmanawa Falls) would like to rename the reserve to Te Rere o Ōmanawa. The name Te Rere o Ōmanawa as we understand it, is the traditional name for the area and reflects the significance of it to Ngāti Hangarau. The renaming of the reserve would also align with the distinct cultural presence there following the recent placing of pouwhenua, a tomokanga, palisade fencing and the gifting of Te Reo names for each of the lookouts.

All these things go to the restoration of mana for Tangata Whenua and a wider understanding among the community of the knowledge systems and practices of iwi and hapū. Some of our naming policies here at Western Bay of Plenty District Council also provide the opportunity to have names that reflect the history and significance of areas for Tangata Whenua for the same reasons.

While we acknowledge that this reserve is in our district, the land is owned by Tauranga City Council and the relationship with local hapū in managing the reserve also sits with you, a relationship that has seen so much achieved already. For all these reasons we are fully supportive of the renaming of Ōmanawa Falls Reserve to Te Rere o Ōmanawa.

Ngā mihi,

A stylized, handwritten signature in black ink, appearing to be "John Holyoake".

John Holyoake  
**Chief Executive Officer**  
Western Bay of Plenty District Council

A handwritten signature in black ink, appearing to be "James Denyer".

James Denyer  
**Mayor**  
Western Bay of Plenty District Council

A6015650

Te Kaunihera a rohe mai i ngā Kuri-a-Whārei ki Ōtamarākau ki te Uru

**11.9 Papakāinga housing funding support**

**File Number:** A20098854

**Author:** Keren Paekau, Team Leader: Takawaenga Māori  
Anne Payne, Principal Strategic Advisor

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

**Please note that this report contains confidential attachments.**

Public Excluded Attachment	Reason why Public Excluded
Item 11.9 - Papakāinga housing funding support - Attachment 2 - Papakāinga projects overview - 31 March 2026	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.
Item 11.9 - Papakāinga housing funding support - Attachment 3 - Papakāinga projects map - 31 March 2026	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.

**PURPOSE OF THE REPORT**

1. To confirm Council’s approach to distribution of the Papakāinga Fund, which aims to help reduce barriers to papakāinga housing development on multiple-owned Māori land.
2. The proposed approach has implications for the Grant Fund for Development Contributions on Papakāinga Housing.

**RECOMMENDATIONS**

That the Council:

- (a) Receives the report "Papakāinga housing funding support".
- (b) Approves distribution of the Papakāinga Fund as follows (Option 1A):
  - (i) Eligibility criteria to include threshold eligibility (meets definition of papakainga of Development Contributions grants policy, located in Tauranga City Council boundaries, appropriate governance arrangements and commitments, multi-dwelling project at detailed planning and consent stage), readiness to progress, readiness to build, funding use planning and resource consent services (including land use resource consent costs for enabling works & infrastructure); engineering and technical investigations; surveying and geotechnical work and reporting requirements.
  - (ii) Process to include an Expression on Interest (April / May 2026), staff Assessment Panel, with recommendations from Assessment Panel considered and decided on by the General Manager Strategy, Partnerships and Growth.
  - (iii) Any remaining balance being unallocated from the Papakainga Fund will rollover to the following financial year.
  - (iv) Release of the second tranche of the Papakāinga Fund budget, being a further \$200,000, for the 2026/27 financial year, to be applied in accordance with resolutions (b)(i) to (b) (iii) above.

- (c) Approves changes to the Grant Fund for Development Contributions on Papakāinga Housing as follows (Option 2A):
- (i) Transfer budget to the Papakāinga Fund on an as-needed basis, ensuring an acceptable balance remains in the Grant Fund for Development Contributions on Papakāinga Housing to meet its purpose.
  - (ii) Reduce the proportion of development contributions funded from 100% to 50-75% (level to be determined subsequent to engagement process).
  - (iii) Receive an annual outcome and process review undertaken by council staff to ensure the aims of both funds are being achieved, and to improve the process over time.
  - (iv) Notes that staff will update the Grants for Development Contributions on Papakāinga Housing Policy, including undertaking appropriate engagement, for consideration and approval by Council or the City Future Committee by 30 June 2026.
- (d) Delegates financial authority to the Chief Operating and Financial Officer (COFO) to transfer the budget from the Grant Fund for Development Contributions on Papakāinga Housing to the Papakāinga Fund (on advice from the GM: Strategy, Partnerships & Growth).  
*[Resolution only required if (c)(i) approved]*
- (e) Notes that staff will provide options for continuation or otherwise of both funds (Papakāinga Fund and Grant Fund for Development Contributions on Papakāinga Housing) for Council consideration during the Long-term Plan 2027-2037 development process.
- (f) Notes that should the Papakāinga Fund continue post-2026/27, a guiding framework or policy will be developed by 1 July 2027 to ensure a structured and transparent approach to the fair distribution of this fund.
- (g) **Attachment 2** is to remain in the public excluded section as it contains confidential financial and other information relating to other parties.
- (h) **Attachment 3** is to remain in the public excluded section as it contains confidential financial and other information relating to other parties.

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## EXECUTIVE SUMMARY

3. For the purposes of this report, 'papakāinga housing' refers to housing on multiple-owned Māori land. Establishing authentic papakāinga is viewed by tangata whenua as a source of wellbeing for whānau and the wider community.<sup>9</sup>

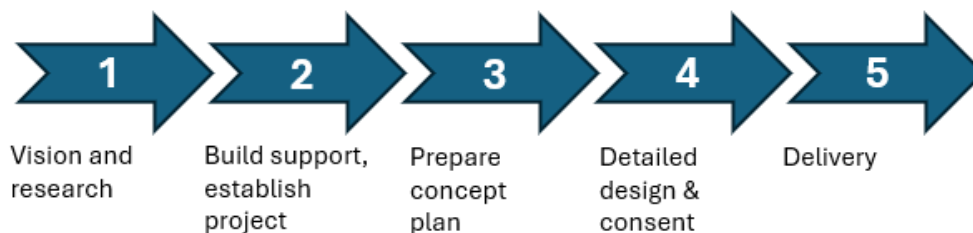
### Context

4. Māori landowners face specific challenges to developing their land for any activity. These primarily arise from the land being multiple-owned (requirements to identify and contact all owners, to build consensus, and to establish collectively owned management entities), financing limitations (difficulty raising capital on land that cannot be sold, and for not-for-profit developments such as papakāinga housing), and lack of a significant asset base to leverage or offset risk related to development.

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<sup>9</sup> [Te Keteparaha mo ngā Papakāinga](#) (the toolkit for Papakāinga development)

5. The development steps for delivery of papakāinga housing, used throughout this report, are shown in the diagram below, which is taken from [Te Keteparaha mo ngā Papakāinga](#) (the toolkit for Papakāinga development):



6. Contextual information was provided to Elected Members through a staff briefing on 4 December 2025, updated extracts are provided as [Attachment 1](#) to this report.

### **Background**

7. Over time, the Council has sought to support papakāinga housing development within the city by focusing on reducing barriers that are within the council's sphere of influence. These include navigating council processes, capacity and capability limitations, and financial barriers at most stages of the development process.
8. The Grant Fund for Development Contributions (DCs) on Papakāinga Housing was established in 2021, through the 2021-2031 Long-term Plan. This fund has a total value over six years to 2026/27 of \$3m, and:
- Can only be used to provide 100% subsidies for citywide DC costs on papakāinga housing developments. It operates on a first-come-first-served basis and has clear eligibility criteria within its underpinning policy.
  - Continues to be underutilised because developments are rarely able to raise sufficient funding to get to the build stage. By July 2026, it is likely that less than \$500,000 of the total \$3m six-year budget will have been distributed.
9. The Papakāinga Advisor role is a contracted part-time role established from existing operational budgets in mid-2023, to address gaps in current service delivery. The key focus of the role is to create a pipeline of papakāinga housing projects and stimulate progress to add housing supply on Māori land. The role requires a strong background in planning and construction on Māori land, and strong relationship building skills as it works closely with local Māori land entities. The Papakāinga Advisor is currently contracted for 15-20 hours per month and has provided the project information included in this report.
10. Ongoing council staff support for papakāinga housing is provided particularly from Te Pou Takawaenga and the City Planning & Growth, Environmental Planning, and Building Services teams.

### **Direction from the current Council**

11. In late 2024 – early 2025, several ward councillors attended hui and/or site visits with Māori land entities working to progress papakāinga housing projects in their constituencies.
12. Council established the Papakāinga Fund through the Annual Plan 2025/26, approving a total budget of \$400,000 in two tranches over two years (requiring a review prior to release of the second \$200,000 for 2026/27). This fund:
- Aims to work with Tangata Whenua to reduce barriers to papakāinga housing development, such as funding detailed design and technical reports – i.e. barriers faced earlier in the development process than the Grant Fund for DCs on Papakāinga Housing.
  - Staff delegation to approve expenditure from this fund was not considered at its establishment, as staff were directed to first develop criteria and a process for distribution of the fund. No distributions have yet been made from this fund.

13. On 18 November 2025, Council approved four priorities for development of the 2027-2037 Long-term Plan, including “delivering for our people: enabling housing”.
14. On 4 December 2025, staff briefed Elected Members on papakāinga housing development and a potential approach to allocating the Papakāinga Fund, including potential eligibility and assessment criteria. Direction from Elected Members has been incorporated into the proposed approach put forward in this report.

***Proposed approach to distribution of the Papakāinga Fund***

15. Assessment criteria for the fund have been refined, with review from Te Rangapū Mana Whenua o Tauranga Moana and Cr Rolleston. The criteria include specifications for eligibility, readiness to progress, readiness to build, how the funds may and may not be used, and accountability requirements.
16. In short, the Papakāinga Fund is proposed to be targeted to enabling larger-scale papakāinga housing developments to progress from concept plan (Step 3) to ‘shovel ready’ stage (Step 4), by providing funding for detailed design, technical reports and land-use resource consents for enabling earthworks and infrastructure. Enabling works and actual build costs, including building consent fees and DCs would not be eligible for the Papakāinga Fund.
17. The proposed process is:
  - (a) Open invitations to be issued for expressions of interest (EOI) in applying to the Papakāinga Fund. Council staff (primarily the Papakāinga Advisor) would then work with EOI applicants over a two-month period to clearly identify what type and level of support would be of most benefit in progressing their projects. Working together would also enable potential operational efficiencies to be identified and acted on to reduce costs for all involved. For the initial round, EOIs would be requested by 31 May 2026.
  - (b) A staff-based assessment panel (excluding the Papakāinga Advisor) would assess each project against the criteria, and make allocation recommendations to the GM: Strategy, Partnerships & Growth for approval. For the first round this would be by 31 July 2026.
  - (c) Approved allocations would then be distributed to successful applicants within one month of approval. Staff recommend that the GM: Strategy, Partnerships & Growth is delegated financial authority to release payments from the Papakāinga Fund.
18. Principles proposed for the Papakāinga Fund are that: the council has discretion over the amount approved for each successful application (not necessarily 100% of costs); allocations would be for gst-inclusive amounts unless the Māori land entity is gst-registered, in which case allocations would be gst-exclusive; and any unallocated fund balance at year-end would be rolled over to the following year.
19. Alongside approval of this approach, staff also propose that Council approves the 2026/27 Papakāinga Fund budget of \$200,000 so that it can be distributed within the initial funding round.

***Papakāinga housing projects currently at concept plan stage: potentially eligible***

20. The Papakāinga Advisor has identified five papakāinga housing development projects that aim to deliver a total of 61 new homes, which could be ready to build by early 2027. All five developments are at concept plan stage and are facing financial barriers preventing progress through the detailed design and land-use consent stages. Applications for funding for these professional services costs across all five developments are estimated to come to around \$842,000 (incl gst).
21. In the Papakāinga Advisor’s view, and without pre-empting the EOI or assessment processes, these five developments are all potentially eligible for Papakāinga Fund support and would be ready to move as soon as funding was received.

22. A summary of financial and timeline information for these five developments is provided as (public excluded) Attachment 2 to this report, and a map showing the location of the developments is provided as (public excluded) Attachment 3.

### ***Proposed amendments to the Grant Fund for DCs on Papakāinga Housing***

23. Staff are seeking Council approval to transfer sufficient budget from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund to meet approved Papakāinga Fund distribution in any given year. If all five of the projects identified in (public excluded) Attachment 2 are approved, an initial transfer of around \$442,000 is anticipated to be required in 2026/27.
24. Staff are also seeking Council approval to reduce the proportion of citywide DCs that can be funded from this grant fund from 100% to 50 – 75%, with the exact proportion to be determined subsequent to engagement on proposed policy amendments. The rationale for this proposed reduction is to benefit a greater number of developments, to recognise that the council is now also supporting projects earlier in the process, and that the financial barriers are lower for smaller scale papakāinga housing projects.
25. To implement these changes, should Council approve them, the underpinning Grants for DCs on Papakāinga Housing Policy would need to be amended. Council staff would engage with key stakeholders, including Māori land entities and Te Rangapū Mana Whenua o Tauranga Moana, and bring the amended policy to Council or the City Future Committee for approval by 30 June 2026.

### ***Longer term***

26. Longer term, there is currently no budget for either the Grant Fund for DCs on Papakāinga Housing or the Papakāinga Fund post-2026/27. Both were funded from the Elder Housing Reserve.
27. Council staff recommend that options for continued support for papakāinga housing are considered through the upcoming Long-term Plan development process.

### ***Next steps***

28. If the Council approves the proposed approach outlined in this report, next steps would be:
- (a) By 30 April 2026, council staff to invite expressions of interest (EOIs) for applications to the Papakāinga Fund. EOIs to be received by 31 May 2026, decisions confirmed by 31 July 2026, and approved funding – with associated terms and conditions – to be released by 31 August 2026; and
  - (b) By 30 June 2026, council staff to provide proposed amendments to the Grant Fund for DCs on Papakāinga Housing Policy to the City Future Committee or Council for approval.

## **BACKGROUND**

29. Papakāinga is used to refer to housing on ancestral Māori land, but may also refer to other related activities such as kohanga reo, kura kaupapa, horticulture or agriculture, sports and/or recreational areas, urupā etc. For the purposes of this report, 'papakāinga housing' refers to housing on multiple owned Māori land.
30. Over time, the Council has sought to support papakāinga housing development within the city by focusing on reducing barriers that are within the council's sphere of influence. These include navigating council processes, capacity and capability limitations, and financial barriers at most stages of the development process.
31. Support the council currently provides for papakāinga housing development includes:
- (a) The Grant Fund for Development Contributions (DCs) on Papakāinga Housing, established in 2021/22 with a total value over six years to 2026/27 of \$3m. This fund can only be used to provide 100% subsidies for citywide DC costs and has clear eligibility criteria within its underpinning policy.

- (b) The contracted, part-time Papakāinga Advisor role, approved in 2023/24, with a key focus of creating a pipeline of papakāinga housing projects and stimulating progress to add housing supply on Māori land. This role is currently contracted for 15-20 hours a month, around a third of the initial two years' contracts.
  - (c) Ongoing council staff support for papakāinga housing is provided particularly from Te Pou Takawaenga and the City Planning & Growth, Environmental Planning, and Building Services teams.
  - (d) The Papakāinga Fund, established by this Council for 2025/26 – 2026/27 with a total value of \$400,000 over two years. Further information on this fund is provided below.
32. Further information about development of papakāinga housing and the support currently provided by the council is provided in [Attachment 1](#).

### Direction from the current Council

33. In late 2024 – early 2025, several ward councillors attended hui and/or site visits with Māori land entities working to progress on papakāinga housing projects in their constituencies.
34. Council established the Papakāinga Fund through the Annual Plan 2025/26, with a total budget of \$400,000 over two years. This fund's purpose is to help reduce barriers to building papakāinga housing within the Tauranga City Council area.
35. On 27 May 2025, Council resolved ([CO/25/14/18](#))<sup>10</sup> to:
- *'Allocate \$400,000 to establish a Council managed fund focused on assisting Tangata Whenua to progress papakāinga [housing] development, being \$200,000 in 2025/26 funded from the unapplied allocation of elder housing proceeds included in the 2024/25 budget, with a review before allocating a further \$200,000 in 2026/2027 also funded from the elder housing sale proceeds.*
  - *Approve staff also undertaking further work to identify the criteria on when and how the fund will be allocated to provide assistance for tangata whenua to overcome current barriers to develop papakāinga [housing].'*
36. Staff delegation to approve expenditure from the Papakāinga Fund was not considered at that time, and no funding has been distributed to date.
37. On 18 November 2025, Council considered the 2027-2037 Long-term Plan process (Agenda item 11.4), and approved "delivering for our people: enabling housing" as one of its four priorities that are to guide the Long-term Plan development ([CO/25/27/9](#)).
38. On 4 December 2025, council staff briefed Elected Members on a potential approach to distribution of the Papakāinga Fund. Direction from Elected Members following the briefing has been incorporated into the proposed approach presented for consideration in this report.

### DISCUSSION

39. Elected Members have signalled their interest in the council providing targeted project-specific support to help remove barriers to getting papakāinga housing built, recognising that the council can influence only some of the barriers faced.
40. The Papakāinga Advisor, and other teams within council, support Māori land entities as far as possible to navigate their proposed papakāinga housing developments through to concept plan stage (Steps 1 – 3 of the papakāinga toolkit).
41. Council staff's view is that the best use of the Papakāinga Fund will be to support multi-dwelling developments that have reached concept plan stage (Step 3) but are prevented from progressing to detailed design and consent stage (Steps 4 – 5) due to financial constraints.

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<sup>10</sup> Council Minutes 26-27 May 2025 (page 14), Agenda item 11.6 m-n.

42. This would ensure that the council’s focus is clearly on the areas that it can influence and which will provide the greatest benefit, as summarised in the table below:

Barriers encountered	Lead agency (solutions)	Challenge / <b>Solution</b>
Access to land	Māori Land Court	<i>Backlog</i>
Feasibility & concept design	Te Puni Kōkiri	<i>Fund exhausted</i>
Finance	Banks	<i>Criteria unachievable</i>
Technical reports incl land use resource consents	Māori land entity with potential TCC financial support.	<b>Papakāinga Fund (proposal)</b>
Detailed design	Māori land entity with potential TCC financial support.	<b>Papakāinga Fund (proposal)</b>
Civil construction works (e.g. enabling earthworks, transportation & utilities infrastructure)	Māori land entity (potentially MHUD)	<i>Financing</i>
Building consents	Māori land entity / Homeowner	<i>Financing</i>
Development contributions	TCC + Māori land entity / Homeowner	<b>Grant Fund for DCs on Papakāinga Housing (proposal)</b>
Home build	Māori land entity / Homeowner	<i>Financing</i>

**Proposed approach to administration of the Papakāinga Fund**

**Assessment criteria**

43. Council staff have refined the assessment criteria for the Papakāinga Fund, incorporating direction received from Elected Members following the December 2025 briefing. The assessment criteria have been reviewed by Te Rangapū Mana Whenua o Tauranga Moana and Cr Rolleston, and are outlined below:
- (a) *Threshold eligibility (must meet all)* – papakāinga housing, as defined in the Grants for DCs on Papakāinga Housing Policy; located within TCC boundaries; appropriate governance in place; formal governance commitment made to progress; multi-dwelling project stage; project at Step 4 (detailed planning and consent) of the papakāinga toolkit.
  - (b) *Readiness to progress (assessment considerations)* – early groundwork completed; clear barrier identified; funding will remove the identified barrier; ability for the project to progress once funding is provided.
  - (c) *Readiness to build (priority considerations)* – credible pathway to construction; staged delivery approach where applicable; level of scale and impact; infrastructure considerations understood.
  - (d) *Use of funds and accountability* –
    - (i) *funding to be used for:* planning and resource consent services (including land use resource consent costs for enabling works & infrastructure); engineering and technical investigations; surveying and geotechnical work.



- (ii) *funding not to be used for:* civil construction works (earthworks, transportation & utilities installation to site); building consent fees; development contributions; house construction works; retrospective costs; general operating expenses.
- (iii) Requirement to provide progress updates and outcomes reporting to the council.

**Proposed approach – process, timelines and principles**

- 44. Staff are now seeking Council approval of the following proposed approach to allocation and distribution of the Papakāinga Fund, with improvements to be incorporated into any funding rounds that may occur in the future.
- 45. The proposed process, with timeframes for the initial round, is outlined in the table below:

Initial Round Timeframe	Process
By 30 April 2026	Council staff call for expressions of interest (EOI) in applications to the Papakāinga Fund
By 31 May 2026	EOI period closes.  Papakāinga Advisor, and other council staff as required, work with EOI parties to ascertain the projects’ requirements and, for those meeting the eligibility thresholds, assist wherever possible with progress towards achieving the Papakāinga Fund criteria.  During this period, operational efficiencies are to be identified and taken up wherever possible, while also ensuring that the EOI parties continue to be empowered to lead and manage their projects (e.g. sharing information across projects*, or TCC commissioning or facilitating consultancy services from one provider on behalf of multiple projects)  * noting that Māori land entities already share some information, such as house designs, to achieve cost efficiencies.
By 31 July 2026	Assessment Panel decisions on Papakāinga Fund allocation confirmed and applicants notified.  <ul style="list-style-type: none"> <li>• Assessment Panel to comprise relevant staff, e.g. representatives from the planning, building and Takawaenga Māori teams. <ul style="list-style-type: none"> <li>○ <i>The Papakāinga Advisor role will not be part of the Assessment Panel, as this role will support applicants throughout the process.</i></li> </ul> </li> <li>• Recommendations from the Assessment Panel approved by GM: Strategy, Partnerships &amp; Growth.</li> <li>• All applicants to be notified of their result.</li> </ul>
By 31 August 2026	Approved Papakāinga Fund allocations released to successful applicants, with associated terms and conditions.  <ul style="list-style-type: none"> <li>• Delegated financial authority to the GM: Strategy, Partnerships &amp; Growth to release payments from the Papakāinga Fund</li> <li>• Successful applicants provide progress updates and outcome reporting to the council at specified frequency.</li> </ul>
By 30 November 2026	Papakāinga Fund status update, including learnings identified to date, provided to Council.

46. Papakāinga Fund principles are proposed as follows:
- (a) Distribution from the Papakāinga Fund to be at the council's discretion – amounts approved for individual projects may not fund 100% of eligible costs, particularly where the Papakāinga Fund is oversubscribed.
  - (b) Allocations from the Papakāinga Fund will be for gst-inclusive amounts unless the applicant is registered for gst, in which case allocations will be gst-exclusive.
  - (c) In line with the Grant Fund for Development Contributions on Papakāinga Housing, any remaining balance in the Papakāinga Fund at year-end will roll over to the following year.

**Papakāinga housing projects currently at concept plan stage: potentially eligible**

47. The Papakāinga Advisor has identified five developments for a total of 61 homes that are at concept plan stage (Step 3) but cannot proceed further due to financial barriers. Total costs to enable all five developments to proceed through to 'shovel ready'\* stage (Step 4) is estimated to be \$842,000 (incl gst).

*\* 'Shovel ready' means ready to proceed with civil construction (development site earthworks and installation of transportation and utilities infrastructure), including having the land use resource consents in place for these works.*

48. Building consent and development contribution costs, at an estimated total cost of \$791,000 and \$2.5m (incl gst) respectively, would then be required to reach 'build ready' stage for all five developments. The Papakāinga Fund is not proposed to be used for these costs, or for enabling infrastructure works.
- (a) Note that three of the five developments are for licence to occupy (LTO) homes. In these cases, the Māori land entity will develop the site only, enabling individual whanau to build their own homes which includes payment for enabling infrastructure works, building consent fees and development contributions. The 'build ready' timeframes also indicate the earliest dates, as each LTO homeowner will build as their personal circumstances allow.
  - (b) A summary of relevant cost and timing estimates for these five papakāinga housing developments is provided as (public excluded) Attachment 2. These costs exclude costs already incurred to reach detailed the current detailed design stage, civil construction costs, and costs to build the homes once the development site is 'build-ready'.
  - (c) An aerial map showing the location of each development is provided as (public excluded) Attachment 3.

49. Clearly \$842,000 is more funding than the \$200,000 currently available in the Papakāinga Fund.

50. Options for Council's consideration are to release the remainder of the Papakāinga Fund budget, and to reallocate the remaining shortfall from the under-allocated Grant Fund for Development Contributions on Papakāinga Housing.

**Proposed release of the remaining \$200,000 budget for the Papakāinga Fund**

51. Council staff propose that the Council approves the second, 2026/27, tranche of \$200,000 budget for the Papakāinga Fund.
52. The information provided in this report (project-specific information, clear assessment criteria, proposed process and principles for allocation and distribution) is considered to provide Council with sufficient assurance that there is both the need for the funding and that robust guardrails will be in place to administer the Papakāinga Fund appropriately.

**Proposed amendments to the Grant Fund for DCs on Papakāinga Housing**

*Proposed transfer to Papakāinga Fund*

53. As noted in the supporting information to this report ([Attachment 1](#)), uptake of the Grant Fund for DCs on Papakāinga Housing has been low due to difficulties larger scale papakāinga housing developments face in getting to the build stage. There is currently just over \$2m in this Fund, and the final year's allocation in 2026/27 will bring that to just over \$2.5m.
54. However, this Grant Fund has proven very helpful for individual papakāinga housing developments and, in future, larger-scale developments (including some or all of the five discussed in this report) might apply to this fund if they can get to that stage of the process.
55. For this reason, staff suggest that any reallocation of budget from this fund to the Papakāinga Fund should be driven by identified need and should be formally approved independently from the Papakāinga Fund application approvals.
56. In the current case, the recommended transfer would initially be to address the estimated \$442,000 shortfall in the Papakāinga Fund for 2025/26 – 2026/27 (assuming the 2026/27 Papakāinga Fund budget of \$200,000 has been released).

#### *Proposed reduction in proportion of DCs funded*

57. A second consideration is that the Grants for DCs on Papakāinga Housing Policy currently specifies that 100% of DCs are funded for eligible applicants, on a first come first served basis. These principles were agreed when developing the approach with key stakeholders in 2021. With the additional Papakāinga Fund now in place, larger-scale developments are likely to proceed through to the building consent and development contribution stage, with a flow-on risk of over-subscription to the Grants for DCs on Papakāinga Housing Fund under the current Policy.
58. Council staff propose that the proportion of DCs funded is reduced from 100% to somewhere between 50% - 75% (exact proportion to be confirmed) for all applicants, with approvals still being on a first come first served basis. Rationale for this proposed reduction is to benefit a greater number of developments; to recognise that the council is now supporting Māori land entities earlier in their multi-dwelling papakāinga housing development process; and that the financial barriers are lower for individual or smaller papakāinga housing projects.

#### *Policy update required*

59. Proceeding with the proposed approach (enabling transfer of budget and reducing the proportion of DCs funded 100% to a lower amount) would require the underpinning Grants for Development Contributions on Papakāinga Housing Policy to be amended. Engagement with potentially affected parties would be undertaken by council staff before determining final draft amendments. Draft amendments would then be reported to Council or the City Future Committee before the end of June 2026 for approval. This timing is to enable the updated Policy to be approved before any transfer between funds was required.

#### **LTP consideration of continued support for papakāinga housing**

60. Currently, there is no budget for either the Grant Fund for Development Contributions on Papakāinga Housing or the Papakāinga Fund post-2026/27. Both were funded from the Elder Housing Reserve. Council staff recommend that options for continued support are considered through the upcoming Long-term Plan development process.
61. Should the Papakāinga Fund be extended through the Long-term Plan process, a guiding framework or policy will be developed and implemented by 1 July 2027 to ensure a structured and transparent approach to the fair distribution of this fund over time.

#### **STATUTORY CONTEXT**

62. Council support to help enable papakāinga housing development contributes to the core purpose of local government under the [Local Government Act 2002](#) (Part 2, Section 10(1)(b)), being to '*promote the social, economic, environmental and cultural well-being of communities in the present and for the future*'.

#### **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	✓
We are a well-planned city that is easy to move around	✓
We are a city that supports business and education	<input type="checkbox"/>
We are a vibrant city that embraces events	<input type="checkbox"/>

64. Supporting development of papakāinga housing aligns with three of the council’s community outcomes and primary strategies, including Tauranga Mataraunui (an inclusive city), Tauranga Taurikura (a city that values, protects and enhances our environment), Tauranga – Tātai Whenua (a well-planned city) and Tauranga Ara Rau (a city we can move around easily) – through the SmartGrowth Strategy.

**OPTIONS ANALYSIS**

65. There two, potentially three, related but separate issues presented for Council’s consideration as outlined below:

**Issue 1: Approach to distribution of the Papakāinga Fund**

66. **Option 1A (Recommended):** Approve the proposed approach outlined in this report, including the process, timelines, principles, release of 2026/27 Papakāinga Fund budget, and financial delegation to the GM: Strategy, Partnerships & Growth to release payments to successful applicants.

Advantages	Disadvantages
Enables prompt action to start the fund distribution process.	Insufficient budget in the approved Papakāinga Fund of \$400,000 to fully remove current financial barriers for all five developments identified as ‘likely to be eligible’.
With the additional funding proposed under Issue 2, would remove financial barriers currently faced by the five identified ‘likely to be eligible’ developments.	
Aims of the Papakāinga Fund more likely to be realised, assisting progress for 61 new homes on multiple-owned Māori land within Tauranga City.	
Would help build trust between mana whenua and the council.	

67. **Option 1B:** Approve in part the proposed approach outlined in this report, directing staff to bring back advice on changes sought at the next available opportunity.

Advantages	Disadvantages
Opportunity to improve the proposed approach	Distributing the Papakāinga Fund would be later than proposed in this report, delaying progress on developments that are otherwise ready to proceed.

68. **Option 1C:** Do not approve the proposed approach outlined in this report, and provide staff with direction on how the Council wishes to proceed.

Advantages	Disadvantages
Opportunity to improve on the proposed approach	Potentially may slow down the council's ability to act.

**Issue 2: Amendments to the Grant Fund for DCs on Papakāinga Housing**

69. **Option 2A (Recommended):** Approve the proposed approach as outlined in this report to transfer budget from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund on an as-needed basis, ensuring an acceptable balance remains in the former to meet its purpose, and to reduce the amount of DCs funded from 100% to 50-75% (level to be determined through engagement process). To also undertake an annual outcome and process review to ensure the aims of both funds are being achieved and improve the process over time.

Advantages	Disadvantages
Enables larger scale papakāinga housing developments to proceed to 'shovel ready' stage, while balancing the need to retain a sufficient balance in the Grant Fund for DCs on Papakāinga Housing.	Reducing the proportion of DCs funded below 100% may create risk for developments that have budgeted at this level of funding and may face difficulties in finding alternative means of financing the shortfall.
Mitigates the risk of over-subscription to the Grant Fund for DCs on Papakāinga Housing (by reducing the proportion of DCs funded), as larger-scale developments will be enabled by the Papakāinga Fund to get to the building consent and DCs stage.	Moving budget from the DC Grants Fund to the Papakāinga Fund may expose the council to greater risk of losing this funding if a project fails – as there tends to be greater risk of project failure earlier in the project lifecycle.
Annual outcome and process review will mitigate risk of unintended consequences ('unknown unknowns') over time.	

70. **Option 2B:** Approve the proposed approach as outlined in this report on a one-off basis to provide additional funding if required to meet approved applications from the first EOI round and reduce the amount of DCs funded from 100% to 50-75% (level to be determined through engagement process). Review the benefits of this approach prior to a Council decision on a continuation or otherwise for the Long-term Plan by 30 June 2027.

Advantages	Disadvantages
Review would mitigate risk of unintended consequences that may become apparent through the initial round.	Uncertainty for Māori land entities with papakāinga housing developments earlier in the 'pipeline', more difficult to plan ahead with confidence.
	May not have sufficient data to make a 'go' / 'no go' decision for all years after the initial round of applications.

71. **Option 2C (Status Quo):** Do not approve the proposed approach to transfer budget from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund or to reduce the amount of DCs funded from 100% to 50-75% (level to be determined through engagement process).

Advantages	Disadvantages
	Most eligible papakāinga housing developments will be unable to progress to build-ready stage due to financial constraints.
	Aims of the Papakāinga Fund not met.
	Grant Fund for DCs on Papakāinga Housing will continue to be under-utilised, as developments will be unable to get to build-ready stage.

**Issue 3: Financial delegation to approve budget transfer from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund**

- 72. This issue will require Council’s direction only if Option 2A or 2B above are approved.
- 73. If this is the case, council staff seek direction on where the Council wishes approval to transfer budget from one fund to the other should sit. Options include:
- 74. **Option 3A (Recommended):** Council delegates financial authority to the Chief Executive OR Chief Operating and Financial Officer to transfer budget from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund (on advice from the Assessment Panel with the approval of the GM: Strategy, Partnerships & Growth).

Advantages	Disadvantages
Creates a separation of staff duties by separating Papakāinga Fund allocation and authority to release funds (GM: Strategy, Partnerships and Growth), from authority to transfer budget into the Papakāinga Fund from the Grant Fund for DCs on Papakāinga Housing (CEO or COFO)	Elected Members do not necessarily have visibility of transfers from one fund to the other before a transfer is approved/made.
Financial delegation to staff remains at senior management level.	
Operational and governance efficiency – recognising that this is simply a transfer of budget from one fund to another, both of which have the same aims, and both of which are funded from reserves, so a transfer does not impact on rates.	

- 75. **Option 3B:** Council must approve any transfer of budget from the Grant Fund for DCs on Papakāinga Housing to the Papakāinga Fund (transfer amounts being recommended by the Assessment Panel and approved by the GM: Strategy, Partnerships & Growth).

Advantages	Disadvantages
Provides visibility of proposed transfers from one fund to the other before they occur, and to approve proposed transfers or not should this be deemed necessary.	Less efficient from both an operational and governance perspective, when this is a simple budget transfer from one reserve fund to another, both with the same aims and no impact on rates.

**FINANCIAL CONSIDERATIONS**

76. There are no major financial considerations from the recommendations in this report.
77. Both the Papakāinga Fund of \$400,000 by 2026/27 and the Grant Fund for DCs on Papakāinga Housing of \$3m by 2026/27 were established through the annual or long-term plan processes.
78. Both funds have the same overall aim of supporting papakāinga housing development in Tauranga city, and both are funded by the Elder Housing Reserve rather than through rates.
79. Council staff have worked closely with Māori land entities to identify and support papakāinga housing development projects. This has enabled clear identification of the project pathways and estimated costs, barriers to progress, and areas where the council might best target its financial support.
80. The recommendations in this report would enable both funds to be better utilised for their intended purpose of removing barriers to development of papakāinga housing in the city.

### LEGAL IMPLICATIONS / RISKS

81. There are no legal implications identified for the recommendations in this report, with the Grants for DCs on Papakāinga Housing Policy changes ensuring alignment between the policy and the distribution of this fund.
82. There is a risk that the budgets established for these funds may be under-utilised if the recommendations in this report are not approved and no alternative distribution approach is agreed. However, the Council's discussion of the issues and options presented should mitigate this risk.
83. There is a risk that the Grant Fund for DCs on Papakāinga Housing may be over-subscribed if larger-scale eligible developments can proceed to the build-ready stage as a result of support from the Papakāinga Fund. The proposal in this report to reduce the Grant Fund for DCs on Papakāinga Housing amounts payable to eligible applicants from 100% to somewhere between 50 – 75% (to be finalised) should mitigate this risk. This change would be included in engagement on proposed changes to the Grants for DCs on Papakāinga Policy, with approval required from Council or the City Delivery Committee by 30 June 2026, as outlined earlier in this report.
84. There is also a reputational and trust risk for the council in targeting the Papakāinga Fund to multi-dwelling projects at a specific stage of the development process (Step 4), as other Māori land entities trying to progress papakāinga developments may feel overlooked. Council staff and Elected Members can mitigate this risk through clear, fact-based communication, and a well-managed process.

### TE AO MĀORI APPROACH

85. The recommendations made in this report align most closely with the following principles in the council's Te Ao Māori Approach:
  - (a) Rangatiratanga – *mana motuhake* (self determination). The recommendations support Māori land entities to progress multi-dwelling papakāinga housing developments, enabling whanau to return to and live on their whenua. The Papakāinga Fund was established in 2025 in response to annual plan submissions seeking funding to assist Tangata Whenua to progress papakāinga on multiple owned Māori land. TCC's Papakāinga Advisor role has been in place for several years, providing active engagement with Māori land entities to understand and support their aspirations to develop papakāinga housing on their whenua. This work has enabled identification and support of a pipeline of papakāinga housing projects across city.
  - (b) Kaitiakitanga – stewardship of the natural environment. The recommendations support papakāinga development on multiple owned Māori land, which enables whanau to live on and actively care for their whenua.

- (c) Wairuatanga – *mana atua & whakapono* (a well-grounded belief system that supports instinct and intuition in line with *whāia te tika*, the pursuit of the right way forward). The recommendations support greater connection to whenua by enabling papakāinga housing developments.
- (d) Tūmanako – the objectives and aspirations of the community, *whai rawa/ōhanga* (financial sustainability, economic health and business strategy). The recommendations assist tangata whenua by reducing financial barriers, which improve their ability to progress multi-dwelling papakāinga housing developments. The recommendations contribute to ‘levelling the playing field’ slightly in terms of home ownership for tangata whenua, helping to improve wellbeing outcomes.

## CLIMATE IMPACT

86. The recommendations of this report do not specifically contribute to the city’s ability to adapt to climate change, reduce emissions, or enhance nature and biodiversity. However, the recommendations do promote economic and social sustainability for tangata whenua who would be enabled to return to and live in their own homes on their whenua.

## CONSULTATION / ENGAGEMENT

87. Council staff have engaged with a range of Māori land entities over the past year to assist proposed papakāinga developments with advice and support. The Papakāinga Advisor has identified developments that would likely be able to progress to build-ready stage if their current financial barriers to detailed design and land-use consent were removed.
88. The assessment criteria have been reviewed by Cr Rolleston, and by Te Rangapū Mana Whenua o Tauranga Moana earlier this year.

## SIGNIFICANCE

89. 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.
90. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
  - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
  - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
91. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision (to approve the proposed approach to distribution of the Papakāinga Fund) is of low significance. This low assessment is influenced by the fact that this report seeks a redistribution of funds previously approved by Council resolution to be applied to papakāinga housing, and to establish the processes for that distribution. The report does not seek a net increase in funding previously approved.

## ENGAGEMENT

92. Taking into consideration the above assessment, that the decision (to approve the proposed approach to distribution of the Papakāinga Fund) is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.



## NEXT STEPS

93. If the Council approves the proposed approach outlined in this report, next steps for the initial Papakāinga Fund allocation would be:
- (a) Council staff to call for expressions of interest (EOI) in applications to the Papakāinga Fund by 30 April 2026.
  - (b) EOIs to be received by 31 May 2026.
  - (c) Papakāinga Fund decisions to be confirmed and all applicants advised by 31 July 2026.
  - (d) Approved funding, with associated terms and conditions, to be released by 31 August 2026.
94. Associated next steps for the Grant Fund for DCs on Papakāinga Housing would be:
- (a) Council staff to begin engagement with potentially affected parties (including Māori land entities and Te Rangapū Mana Whenua o Tauranga Moana) regarding proposed amendments to the Grants for DCs on Papakāinga Housing Policy by 30 April 2026.
  - (b) Council staff to provide proposed amendments to the Grant Fund for DCs on Papakāinga Housing Policy to Council or the City Future Committee for approval by 30 June 2026.

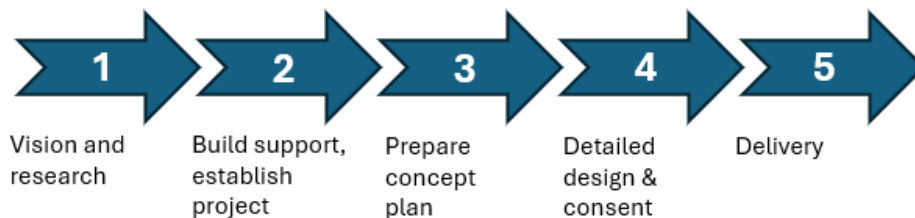
## ATTACHMENTS

1. **Papakāinga background - extracts 4 December 2025 - A20116853** [↓](#) 
2. **Papakāinga projects overview - 31 March 2026 - A20113165 - Public Excluded**
3. **Papakāinga projects map - 31 March 2026 - A20108224 - Public Excluded**

**Papakāinga Housing – updated extract from staff briefing to EMs 4 December 2025**

**Development of multiple owned Māori land**

1. Papakāinga is used to refer to housing on ancestral Māori land, but may also refer to other related activities such as kohanga reo, kura kaupapa, horticulture or agriculture, sports and/or recreational areas, urupā etc.
2. For the purposes of this document, 'papakāinga housing' refers to housing on multiple owned Māori land.
3. The development of Māori land for any activity is complex, and Māori landowners face challenges which are not experienced by developers of freehold land, including:
  - (a) *Multiple ownership* – Māori land is typically held by multiple owners, meaning that one of the first challenges is identifying and contacting all owners, building consensus, and forming a collectively owned entity such as a Trust or incorporation (if one does not exist) to manage the land and any development processes.
  - (b) *Financing* – as Māori land cannot be sold, and the development of papakāinga housing is a not-for-profit process, raising capital (including securing financing from lenders) is much harder. Locally, this environment is made more difficult as a result of confiscation of land leaving most Māori without a significant asset base to leverage or offset risk related to development on Māori land.
  - (c) Further challenges and barriers (as for any type of land development) may include infrastructure (provision and constraints), consenting, City Plan rules and zoning etc. Barriers and challenges may differ between different papakāinga housing developments and therefore support provided by council cannot necessarily be a 'one size fits all' approach.
4. Development steps for the delivery of papakāinga housing are shown in the image below, taken from [Te Keteparaha mo ngā Papakāinga](#) (the toolkit for Papakāinga development):

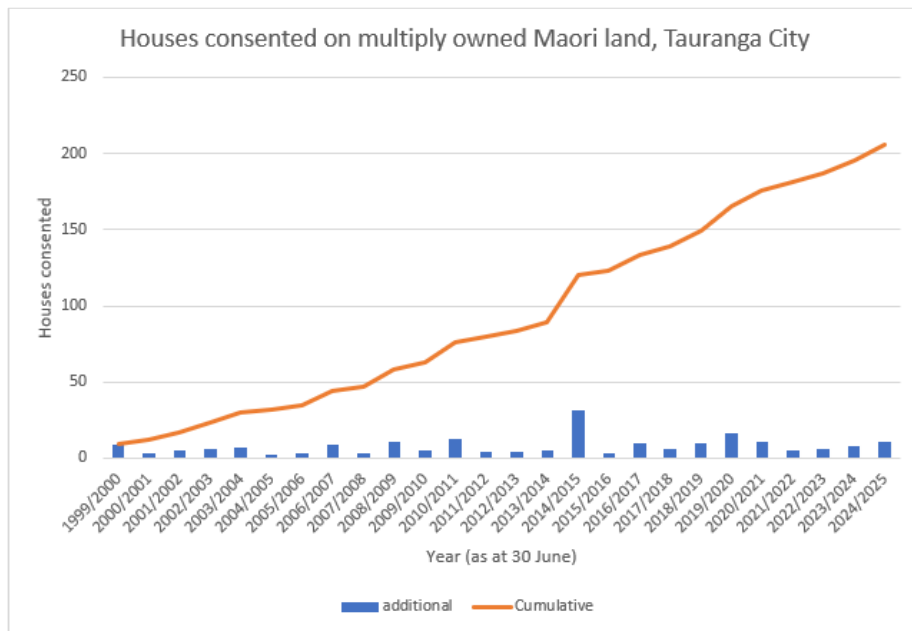


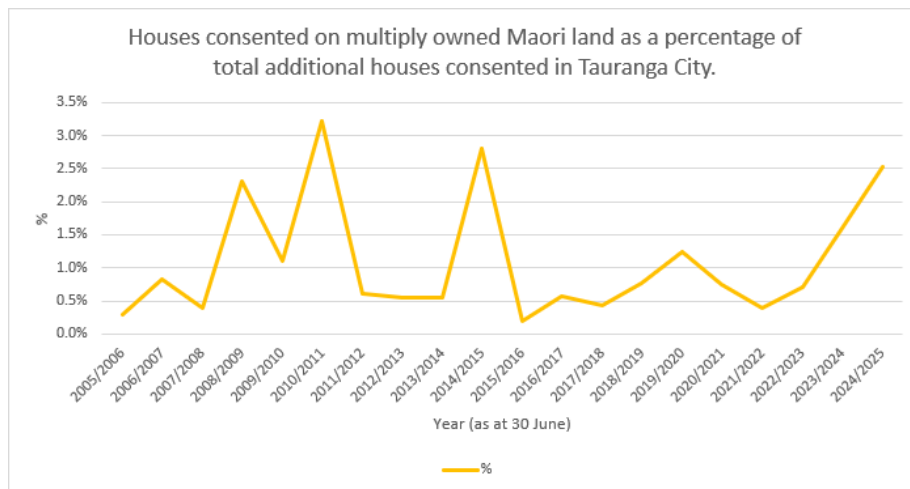
5. As stated in the Papakāinga toolkit - "*Ko te whāinga matua kia whakatū i ngā papakāinga tūturu hei oranga mō o tātou whānau me tō tātou hāpori hoki.*" - "The main goal is to establish authentic papakāinga as a source of wellbeing for our whānau and our wider community."
6. Key benefits of papakāinga housing include:
  - (a) *Housing* – supporting papakāinga housing development offers council a strategic opportunity to address housing need in a way that is culturally grounded, cost-

effective, and future-focused. By enabling Māori to build on their ancestral land, councils can help unlock underutilised land for affordable housing, reduce pressure on public housing, and support intergenerational wellbeing.

- (b) *Value for money* – co-investment from whānau, iwi, and central government shares the financial burden, while targeted infrastructure investment can deliver strong value for money.
- (c) *Broader outcomes* – beyond housing, papakāinga developments strengthen partnerships with Māori, uphold Te Tiriti o Waitangi commitments, and contribute to more inclusive, sustainable communities. Environmental benefits can include regenerative practices and energy and resource efficiency, aligning with council's climate and environmental goals.

7. The tables below show the level of papakāinga housing development over the past 25 years. This level of development was largely enabled by government funding through to the 'shovel ready' stage (i.e. Step 4 from the papakāinga toolkit).





8. With the change in government in 2024 this government funding support was discontinued. The result locally has been that larger scale papakāinga housing developments now face significantly greater financial barriers to proceeding to the 'shovel ready' stage.

**Support provided by Tauranga City Council**

9. In addition to the newly-created Papakāinga Fund, the council currently provides the following support for papakāinga housing development:

TCC Grant for DCs on Papakāinga Housing Fund (2021-2031 Long-term Plan)

10. TCC has a Grant Fund for DCs on Papakāinga Housing, which was established in 2021 and is funded from the proceeds of the sale of council's Elder Housing portfolio. The fund budget is for \$500,000 per year for the six years from July 2021-June 2027, a total of \$3m.
11. As stated by the [Grants for DCs on Papakāinga Housing Policy](#), *"The purpose of the Grant Fund is to reduce the financial burden of development contributions on the development of Papakāinga housing developed for the benefit of Shareholders and/or Beneficial Owners of Māori land ... to support the aspirations of Shareholders and/or Beneficial Owners of Māori land to return to their whenua through the provision of affordable, safe and healthy homes."*<sup>1</sup>
12. The Grant Fund for DCS on Papakāinga Housing:
  - (a) is available only for papakāinga housing developments within TCC boundaries
  - (b) can only be used to subsidise citywide DCs on papakāinga housing ... where the purpose is not primarily to achieve a commercial benefit from that housing development.

<sup>1</sup> The policy and its criteria were established in consultation with Māori land trusts and others involved in papakāinga and adopted by the previous Council in 2021, with reviews in 2022 and 2023.

- (i) includes new-build, extension of existing dwellings and relocation of buildings, to the extent that citywide development contributions are payable
  - (c) does not cover local DCs, or any council fees other than DC fees
  - (d) covers 100% of the citywide DCs cost and operates on a 'first come first served' basis, applying the eligibility criteria identified in the policy
  - (e) any budgeted funding unallocated in one year is carried through to the following year, being added to that year's funding pool.
13. Funding paid to date is summarised in the following table:

<i>Financial Year</i>	<i>Amount Approved (excl gst)</i>	<i>Number of Houses</i>
FY22	\$10,615	1
FY23	\$107,192	5
FY24	\$98,505	4
FY25	\$195,766	9
FY26	\$57,406	3
<b>Total</b>	<b>\$469,484</b>	<b>22</b>

14. The total available in the Grant Fund for DCs on Papakāinga Housing is currently \$2,030,516 (being five years of funding, totalling \$2.5m, less the amount approved in the table above). A final budget of \$500,000 will be added to the balance next financial year, bringing the total available – pending any other approved applications this financial year – to \$2,530,516 from 1 July 2026.
15. This Grant Fund does address one financial barrier to Māori housing. However, there continues to be a relatively low level of Māori housing development due to other barriers, many of which are outside the council's control

Papakāinga Advisor role – a contracted resource (2023/24 Annual Plan)

16. The role of the Papakāinga Advisor was created as a contracted position three years ago, with specifications to:
- (a) Create a pipeline of papakāinga housing projects and stimulate progress to add housing supply on Māori land.
  - (b) Provide support and guidance for Māori landowners to progress housing projects towards completion.
  - (c) Provide information for the council to consider planning and future programmes that will assist the development of papakāinga.
  - (d) Engage and facilitate conversations with Māori Land Trusts to determine what support they need to progress their papakāinga housing aspirations.
  - (e) Identify issues and barriers to papakāinga housing development.
  - (f) Build and develop relationships between TCC and Māori land trusts and any other agencies and services that may advance housing outcomes in Tauranga City, and
  - (g) Provide progress updates to TCC.

17. The Papakāinga Advisor's current year's contract is based on an average of 15-20 hours per month.
18. Initially the contract was around three times this amount, but this was not all spent so has been reduced. How much this role can achieve is constrained by a broader lack of funding externally for papakāinga housing developments.

Staff and project-based support (ongoing)

19. TCC staff also provide the following targeted and/or technical support:
  - (a) The City Planning team works closely with the Papakāinga Advisor and relevant land trusts. Assistance includes planning advice and land use stocktakes (i.e. what has happened previously on the land block and what City Plan rules enable).
  - (b) Planning information in response to broader queries is provided in a summarised format (rather than providing numerous links and leaving the recipient to navigate these independently). These stocktakes and advice involve staff time – depending on scale this could range from hours to weeks for a particular query/development.
  - (c) The City Planning team has also previously engaged (and paid for) external advice for a feasibility assessment to be presented to a number of Māori land trusts, considering aspects such as best areas of land to develop, how this could be staged and a high-level concept plan. Previously the City Planning team allocated approximately \$30,000 annually for assistance with Papakāinga, however this was removed from 2025/26 onward to provide operational savings.
  - (d) The Building Services Manager and team also provide extra advice and assistance to Māori land trusts and landowners around building consents, including visiting to meet them on site and talk through details / provide extra guidance.
20. As a SmartGrowth action, TCC co-funded the 2020 review of the papakāinga toolkit<sup>2</sup>, which is a resource jointly developed with other stakeholders, including the Western Bay of Plenty District Council.
21. TCC also provides funding (approximately \$3-5,000 per annum) to Ara Rau Tangata to fund conferences and other joint forums. Ara Rau Tangata has been established to host solution-based conferences where participants share knowledge, skills and experience about Māori land and Māori planning.

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<sup>2</sup> [Te Keteparaha mo ngā Papakāinga](#) (papakāinga housing toolkit).

### **11.10 New Years Eve Level of Service Decision**

**File Number:** A20127758

**Author:** Clare Sullivan, Senior Governance Advisor

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

#### **BACKGROUND**

1. The report accompanying this agenda item, 'New Years Eve Level of Service Decision', will be circulated separately prior to the meeting.

**11.11 Status update on actions from prior Council meetings**

**File Number:** A20115795

**Author:** Clare Sullivan, Senior Governance Advisor

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

**PURPOSE OF THE REPORT**

1. This report provides a status update on actions requested during previous Council meetings.

**RECOMMENDATIONS**

That the Council:

- (a) Receives the report "Status update on actions from prior Council meetings".

**DISCUSSION**

2. This is a recurring report provided to every second Council meeting. The next report will be to the 2 June 2026 meeting.
3. The attached update includes all open actions and actions completed since the last report on 3 March 2026.
4. Once reported, completed actions are archived and made available to Elected Members in their Stellar library.
5. A summary of outstanding and recently closed actions, as at 10 April 2026, is provided in the table on the following page.

Status of actions	No. actions
Closed (completed since the last report)	11
Pending (waiting on something)	4
In progress	4
To be actioned	0
<b>Total actions included in this report</b>	<b>19</b>

**NEXT STEPS**

6. The full status update information is provided as Attachment 1 (19 actions from public agenda items).

**ATTACHMENTS**

1. **Status Update report as at 13 April 2026 - A20121268** [!\[\]\(3403f05cd757a0fd15a71dc598e177cd\_img.jpg\)](#) [!\[\]\(3d09655b25e2951ebcfe2fcf5572c2f9\_img.jpg\)](#)



Council				Actions status update as at: 13 April 2026			
Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
24 Mar 2026	11.2	LWDW - Commercial terms	That staff look at options around transparency regarding publically available agendas. That staff note as part of the recruitment process that CE candidates are advised of the preferred reques for transparency.	Considered - Report to 21 April Council meeting will seek to establish the WO Joint Committee as a committee under the LGA which is subject to LGOIMA. Discussion C Jones and preferred candidate 31 March re transparency request from TCC EM's. Candidate was very supportive of this approach.	Closed	31 Mar 2026	Christine Jones
24 Mar 2026	11.4	LWDW - Financial Implications	That as part of the LTP development, the CEO brings a paper to Council prior to December 2026 with a proposal to fund and mitigate the stranded overheads estimated at \$9-\$10 million recognising that rates capping is on its way.		Pending		Craig Rice
10 Feb 2026	11.1 Supplementary Agenda	Draft Annual Plan 26/27	That Staff look at OPEX savings before any levels of service changes		In progress		Craig Rice
10 Feb 2026	11.5	User Fees & Charges	That staff provide options regarding the crematorium fees for the 24 March Council meeting. That staff, for future reports leave the Te Ao section in add	Working on pricing options which will be finalised by 27 Feb for presentation. Had a workshop on the 27th February this is now closed	Closed		Reneke van Soest
10 Feb 2026	11.7 Supplementary agenda	Miro st Parking improvements report	That staff provide a regular report on which transport projects might be uplifted for additional savings	Reporting to the next City Delivery Committee This was taken to the City Delivery Committee on 10 March and can now be closed.	Closed		Reneke van Soest
16 Dec 2025	11.8	Organisational Reset - Update of Delegations	Provide elected members with a copy of the staff delegations manual and include the delegated financial authorities	The EMs now have a copy of the delegations manual, which includes the financial delegations within the delegation manual.	Closed		Craig Rice

Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
29 Oct 2025	11.6	Delegations Manual Review	It was agreed that more time was needed to consider other issues and it was requested that a report be presented to the an Audit and Risk Committee to clarify the financial delegations.	Delegations are being updated to reflect the implications of reset and will be reported to Council where required. The Legal Team have fully updated the delegations manual and this has been signed off by Marty	Closed	17.03.2026	Craig Rice
16 Dec 2025	11.5	Memorial Park Aquatic Centre Steering Group & timeline	Publish a list of working groups and steering groups and name the elected members on each group	Schedule provided at 24 Feb 2026 Forward Agenda meeting. Agreed that Elected Members will discuss and then provide direction to staff as to next steps.	In progress		Christine Jones
16 Dec 2025	11.9	Status update on actions from Council meetings	That staff highlight current updates for pending/longer term actions in red font (adding the update date) for future reports	Email sent by Governance team to staff advising of this change in process.	Closed	23 Dec 2025	Christine Jones
28 Apr 2025	11.11	Appointments to the Board Bay Venues Limited, the Tauranga Art Gallery Trust and Tourism Bay of Plenty	Defer the consideration of the appointments of Councillors to CCO Boards to six months time.	Report considered by Council at the 10 February and 3 March 2026 Council meetings to make decisions on CCO director / Trustee appointments	Closed	19 Feb 2026	Christine Jones
16 Dec 2025	11.2	Annual Plan - Options for Rates increases	That staff provide a 1 page document noting the systems Council uses for asset registers, revaluations, depreciation and planning and options to adequately resource the systems needed. An option for February 2026 if Council does not increase employee costs by 8% and what makes up the increase of \$8million; and a high level summary of potential savings by 20 January 2026.	Email sent to Elected Members requests 24 Feb by Kathryn Sharplin	Closed	24 Feb 2026	Craig Rice
18 Nov 2025	11.1	Wairākei Pump Station - Funding Risk	Staff to talk to The Treasury regarding discount rates	Email sent Kathryn Sharplin to Elected Members 22 December 2025, 9.44am, providing further information about the NPV calculation.	Closed	22 Dec 2025	Kathryn Sharplin
16 Sept 2025	11.3	Mount Parking Management Plan - Consultation Summary and Options	Staff to contact staff from Bay of Plenty Regional Council raising the idea of a hop-on-hop-off bus in the Mount Maunganui area for who it might be considered by discussed at the Joint Transport Committee.	On hold - Awaiting first 2026 meeting of Joint Transport Committee.(20 February 2026)	Pending		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
14 Jul 2025	11.1	Netball Relocation to Baypark	That staff provide EMs with the cost of signalisation or a right hand turn into Trumans Lane.	Detailed design and cost management underway. Report back to City Delivery Committee in Apr/May 2026. <b>Report is going to CDC on 28th April</b>	In progress		Reneke van Soest
14 Jul 2025	11.2	Community Feedback on Speedway Proposals	That staff provide Councillors with a copy of the draft lease agreement for Baypark Speedway.	Report going to Council on 16 December with draft agreements. Drafting of agreements being finalised based on verbal agreement between SRL, BVL and TCC	Closed	16 Dec 2025	Reneke van Soest
26 Jun 2025	11.13	Annual Plan 2025/26 adoption	Follow up with staff to ensure that Resolution C* from 26 May 2025 report 11.13 (AP 2025/6 deliberations – further I&O paper: Domain Road) is being implemented. *Resolution C directed staff to work with the submitter to investigate the option of a shared pathway.	Due to a challenging funding landscape a further iteration on Option 3: Do Something is being worked on to return to council. The submitter has been engaged with. It transpired that he was offering volunteer labour for a low cost solution rather than expertise or machinery to deliver it	Closed	5 Feb 2026	Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
28 Apr 2025	11.10	Haumaru (Cameron Road Courts) Ownership and Operation	A further report to be provided for Council to consider a wider context and whether Council should own and lease properties or whether these should be managed by one of the CCOs.	<p>Asset ownership workshop was scheduled for 16 October, but postponed due to unavailability of Mayor, some Councillors, and CE. Replacement date to be confirmed.</p> <p>The Leasing team are awaiting the outcome of this workshop before deciding the appropriate course of action in relation to Haumaru Courts Leases.</p> <p>Where ownership of the asset sits will determine if Leases are required (if TCC Owned) or Not Required (If BVL Owned) If TCC owned then we will either need to have a new Lease drawn up with BVL or add this asset to the pre agreed BVL Asset Management Agreement.</p> <p>If the asset is owned by BVL then we do not need to have a lease drawn up as they will self manage the property – they however would need to have a lease drawn up with the Emergency Management Centre for use of the Mezzanine.</p> <p>At this stage it is understood that ownership of the property currently sits with TCC.</p>	Pending		Craig Rice
5 Aug 2025	11.1	Status update on actions from Council meetings	That staff provide information from other Councils as to how they track ownership of community assets in relation to Bay Venues	16 October workshop was postponed, just waiting on a reschedule date.	Pending		Sarah Omundsen

Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
3 Mar 2025	3.2	Public Forum: Brian Cavit and Sandra Johnston on behalf of the Wairakei Community Centre Trust	The Community Development Team worked with Non-Government Organisations to facilitate support for areas. An update would be provided on specific work in the Pāpāmoa East area.	<p>Council staff have met three times with representatives of Wairakei Community Centre Trust and other organisations including CAB and TECT to better understand the needs of the Pāpāmoa East Community, the aspirations of the trust and explain funding options. Council staff are searching properties in the area to identify options for the trust. TCC contracted Socialink to undertake a Community and Social Services Needs Assessment for Pāpāmoa East. This report was received on the 5th of December 2025. This report will be shared with representatives of the Wairakei Community Centre Trust.</p> <p>Update 23 Feb 2026: The Wairakei Community Centre Trust organised a community meeting on 19/2/2026 to discuss the findings of the Community and Social Needs Assessment of Pāpāmoa East. Councillor Morris and Council staff were in attendance. The trust is supportive of the recommendations in the report and would like the opportunity to present to a future Council meeting.</p> <p>Update 2 Apr 2026: Socialink presented its Papāmoa East Community Assessment to the City Futures Committee on 31/3/2026, and resolutions were passed.</p>	In progress		Sarah Omundsen

Meeting Date	Agenda Ref.	Report Name	Action required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible

**12 DISCUSSION OF LATE ITEMS**

**13 PUBLIC EXCLUDED SESSION**

**Resolution to exclude the public**

**RECOMMENDATIONS**

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

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

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under section 48 for the passing of this resolution</b>
<p><b>13.1 - Public Excluded Minutes of the Council meeting held on 3 March 2026</b></p>	<p>s6(a) - The making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial</p> <p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>13.2 - Public Excluded Minutes of the Council meeting held on 24 March 2026</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>



<p><b>13.3 - Public Excluded Minutes of the Council meeting held on 2 April 2026</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>13.4 - Asset Realisation Reserve (ARR) - Further Properties for Disposal Classification</b></p>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>Confidential Attachment 3 - 11.3 - Local Water Done Well - Governance and Recruitment</b></p>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>Confidential Attachment 4 - 11.5 - Council-Controlled Organisations: Bay Venues Limited and Tourism Bay of Plenty funding requests</b></p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>Confidential Attachment 4 - 11.6 - Long-term Plan 2027-2037 - Project Plan</b></p>	<p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>Confidential Attachment 2 - 11.9 - Papakāinga housing funding support</b></p>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

<p><b>Confidential Attachment 3 - 11.9 - Papakāinga housing funding support</b></p>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>s48(1)(a) the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
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**14 CLOSING KARAKIA**