AGENDA

Council Workshop

Long-term Plan Activity Plan Presentations

Thursday, 29 October 2026

I hereby give notice that a Council Workshop will be held on:

Date: **Thursday, 29 October 2026**

Time: **09:00 am**

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

Gareth Green

Acting Chief Executive

Order of Business

1 Business 4

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2 Public excluded session 621

Confidential Attachment 6 1.1 - Long-term Plan - Activity Plan Presentations 621

Confidential Attachment 7 1.1 - Long-term Plan - Activity Plan Presentations 621

1 BUSINESS

1.1 Long-term Plan - Activity Plan Presentations

File Number: **A21309701**

Author: **Holly Riddell, Corporate Planner**
Authoriser: **Christine Jones, General Manager: Strategy, Partnerships & Growth**

Please note that this report contains confidential attachments.

Public Excluded Attachment	Reason why Public Excluded
Item 1.1 - Long-term Plan - Activity Plan Presentations - Attachment 6 - Attachment 6 - Activity Plan Workshops - Part 4	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).
Item 1.1 - Long-term Plan - Activity Plan Presentations - Attachment 7 - Attachment 7 - Activity Do Differently	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).

Attachment 6 can be transferred into the open after decisions are made
Attachment 7 can be transferred into the open after decisions are made

Presenter(s):

Mike Seabourne, Alastair McNeil, Ross Hudson, Alison Law, Jane Small, Denise Whelan, Kim Renshaw, Andrew Mead, Chad Hooker, Gareth Wallis, Paula Naude, Ken Renz, Susan Davidson, Jan Pedersen.

External presenter(s):

Workshop information

Purpose of workshop

1. This workshop will present the Activity Plans developed to inform the Long-term Plan and, at the request of the Mayor and Councillors, receive presentations from Activity Managers about activities considered high or medium priority.

Executive summary

2. Activity Plans provide the foundation for the activity sections of the Long-term Plan, outlining why and how Council services are delivered, their goals and priorities, and key challenges and

opportunities. This workshop provides an opportunity for the Mayor and Councillors to build an understanding of these activities and identify matters for further consideration.

3. Activity Plans have been developed, and the Mayor and Councillors have prioritised activities for presentation. High-priority activities have been allocated 30 minutes and medium-priority activities 15 minutes, with low-priority plans provided for reading.

4. The Mayor and Councillors are invited to ask questions, provide feedback on the Activity Plans, and identify matters requiring further consideration as the Long-term Plan is developed.

5. The Activity Plans, incorporating feedback and discussion from this workshop, will inform the Groups of Activities section of the draft Long-term Plan, which will be presented to Council at its meeting on 15 December 2026.

Background information

6. Activity Plans support the development of the Long-term Plan. Each plan focuses on a specific organisational activity, outlining how and why the service is provided, its goals and priorities, performance measures, anticipated challenges and opportunities, and assumptions.

7. The Mayor and Councillors requested presentations from each activity manager on their Activity Plan. Given the limited time available for workshops, the Mayor and Councillors were asked to communicate their views on which activity was a high, medium or low priority for presentation.

8. High-priority activities would receive 30 minutes to present, and medium-priority activities 15 minutes. Low-priority Activity Plans are attached to this report for reading, without being presented.

9. The 27 October 2026 workshop provided context for these presentations, covering high-level financial information and an update on the Systems Improvement Bill, including changes to the purpose of the Local Government Act and the definition of core services.

10. As part of the zero-based budgeting exercise, officers have looked at alternative ways of doing things in each activity. This work has been included in attachment 7 (public excluded).

Outcomes sought

11. The workshop seeks to build a shared understanding of Council activities, their goals and priorities, and the key challenges and opportunities outlined in the Activity Plans. It provides an opportunity for the Mayor and Councillors to ask questions and identify matters for further consideration as the Long-term Plan is developed.

Next steps

12. The Activity Plans presented and attached, incorporating feedback and discussion from today's workshop will be used to develop the Groups of Activities section of the draft Long-term Plan which will be presented to Council on the 15 December 2026 Council meeting.

Attachments

1. **Attachment 1 - Activity Plan Documents Index - A21338245**
2. **Attachment 2 - Activity Plan Documents - A21338064**
3. **Attachment 3 - Activity Plan Presentations - Part 1 (AM Presentations) - A21338067**
4. **Attachment 4 - Activity Plan Resentations - Part 2 (PM Presentations) - A21338068**

5. **Attachment 5 - Activity Plan Presentations - Part 3 (Low priority - not presented) - A21338069** ⇩
6. **Attachment 6 - Activity Plan Workshops - Part 4 - A21338070 - Public Excluded**
7. **Attachment 7 - Activity Do Differently - A21338244 - Public Excluded**

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Tauranga Airport

Activity Plan 2027-37

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Document management

Prepared by:	Alastair McNeil – Head of Commercial
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Approved by:	
Document number:	A20983093
Version number:	

1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Tauranga Airport is a strategic infrastructure asset owned by Tauranga City Council and operated as a standalone business unit without direct ratepayer funding. It supports regional connectivity, business travel, tourism, emergency access, aviation activity and the wider economic development of Tauranga and the western Bay of Plenty.

The activity includes safe and efficient airport operations, airfield and terminal management, commercial property and land leasing, car parking and ground transport, tenant and airline relationships, asset management, regulatory compliance and long-term airport planning.

The airport currently supports approximately 550,000 passengers each year, with Air New Zealand services to Auckland, Wellington and Christchurch, and contains a substantial commercial footprint across terminal tenancies, hangars, aviation operators and industrial land leases.

1.3 Why we provide the activity / How does it affect our community?

The airport provides essential regional infrastructure by connecting Tauranga to national air networks, supporting business productivity, tourism, visitor activity, trade, investment and community access. It also provides a strong commercial platform for Council through aeronautical revenue, parking and ground transport income, and a significant non-aeronautical property and leasing portfolio.

The airport operates in a regulated environment and must maintain airfield safety, operational resilience, asset condition, aviation compliance, lease management and passenger experience. Its infrastructure includes the main sealed runway, grass runways, terminal facilities, aircraft stands, car parking, commercial land and hangar areas.

Future planning will need to respond to passenger growth, terminal and apron capacity, land tenure complexity, commercial development opportunities, Mana Whenua interests, Crown and jointly acquired land arrangements, aviation regulation and Council's broader consideration of whether a Council-Controlled Trading Organisation structure and possible minority investment could improve governance, risk management and capital optionality.

The activity helps ensure Tauranga has a safe, resilient, commercially sustainable and future-ready airport that continues to serve the community while protecting Council's strategic control of a significant public asset.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	Tauranga Mataraunui – An inclusive city	Medium	• Supports inclusive access to Council services by improving the stewardship of airport resources that enable services to be delivered across the city.
	Tauranga Taurikura – A city that values and protects and enhances our environment	Medium	• Supports sustainable airport planning by improving asset, land, terminal, apron, parking and commercial lease decisions, while recognising aviation purpose, land tenure constraints and environmental responsibilities.
	Tauranga Tātai Whenua – A well planned city that is easy to move around	High	• Supports integrated long-term planning for a strategic airport asset, including passenger growth, terminal and apron capacity, land use, commercial leasing, Crown and jointly acquired land interests, valuation inputs and future governance or investment options.
	Tauranga a te kura – A city that supports business and education	High	• Supports business activity through regional air connectivity, tourism, trade, investment, aviation operations, terminal services, hangar activity and commercial property leases that contribute to Tauranga's wider economy.
<Icon>	Tauranga a te ihi – A vibrant city that embraces events	Low	• Indirectly supports events and visitor activity through property, procurement and commercial support.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Civil Aviation Act 2023	Provides the core statutory framework for New Zealand civil aviation, including safety and security duties, regulatory roles for the Civil Aviation Authority and Director of Civil Aviation, accident and incident notification, and modern airport registration and aviation system obligations.
Civil Aviation Rules Part 139 – Aerodromes Certification, Operation and Use	Sets aerodrome certification, operating, security, surveillance and safety audit requirements, including standards for aerodrome physical characteristics, obstacle limitation, visual aids, electrical systems, aerodrome operations and continued compliance.
CAA certification, safety management and audit requirements	Airport planning, budgeting and delivery must support the systems, records, procedures, competence, emergency planning, inspections, maintenance, reporting and corrective actions needed to retain aerodrome certification and demonstrate ongoing safety assurance.
Airport master plan, safety areas and obstacle limitation surfaces	Links airport land use, terminal and apron capacity, aircraft stand demand, runway and taxiway protection, obstacle management, commercial lease planning and future capital works to the certified aerodrome environment and long-term growth forecasts.
Airport emergency planning, aviation security and operational resilience requirements	Requires coordination with airlines, Airways, Civil Aviation Authority, Aviation Security Service, emergency services, tenants and Council teams so airport operations can manage safety, security, incidents, access control, continuity and recovery during normal operations, events and emergencies.
Reserves Act 1977, Public Works Act 1981, airport deed and Crown/joint land interests	Airport land decisions must recognise reserve and public work status, aviation purpose restrictions, Crown interests, jointly acquired land arrangements, trust obligations, Public Works Act considerations, Mana Whenua interests and any constraints on transfers, leases, licences, valuation or future investment structures.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Airport	We will provide airport customers with fit-for-purpose airport	Percentage of the time airport operational infrastructure is available (safe and fully compliant with CAA regulations)	No	No	99%	99%	99%	99%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Tauranga Airport faces a changing operating environment shaped by passenger growth, regional growth, emerging capacity needs, aviation regulation, land tenure complexity, commercial development opportunities and the need to maintain public confidence in a strategic asset.

Passenger volumes have grown substantially since the 2016 master plan baseline. The 2016 master plan forecast annual passengers under low, medium and high growth scenarios and identified future apron, stand and terminal requirements. Current airport information indicates approximately 550,000 passengers annually, placing the airport close to the high-growth 2025 scenario identified in the master plan.

The commercial base of the airport is also important. Revenue is generated from landing fees and aeronautical charges, parking and ground transport, property rentals, hangar land leases, terminal precinct tenancies and other airport-related services. Approximately half of revenue is non-aeronautical, meaning property and commercial lease management are central to long-term financial sustainability.

A key strategic opportunity is deciding whether the airport should continue to operate as an internal Council activity or move to a more specialised governance and operating model, such as a Council-Controlled Trading Organisation. Initial feasibility work has identified a potential pathway to corporatise the airport while retaining Council control and preserving future capital raising optionality, subject to due diligence, consultation, valuation, tax, legal, land and governance work.

Land tenure is a central issue. The airport landholding includes Council land, Crown-related reserve land and jointly acquired land interests. These arrangements create legal, commercial, Crown interest and Mana Whenua considerations that must be carefully managed before any structural change, transfer, lease, licence or investor participation is progressed.

The airport's main opportunities are to maintain safe and resilient operations, improve commercial governance, plan for terminal and apron capacity, protect aviation and community outcomes, strengthen succession and specialist capability, optimise land and lease revenue, and test whether a future CCTO and minority investment structure could unlock capital while retaining majority public ownership and Council strategic control.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Passenger demand will continue to grow over the LTP period, although the rate and timing of growth is uncertain.	Growth affects terminal capacity, apron and aircraft stand demand, car parking, ground transport, commercial leasing, operational resilience and the timing of future capital investment.
Procurement demand will remain broad, from simple purchases to complex and strategically important projects.	The airport must maintain strong systems, people, procedures, contracts, asset information, safety controls and regulatory compliance while planning for growth and future investment.
Asset realisation, reserve recycling and disposal proceeds are dependent on investigation, elected member	Financial benefits may not be realised in the planned year if statutory processes, land status, valuation, remediation, consultation, decision-making or market timing create delays.

Assumption	Relevance to this activity
decisions, legal pathways and market conditions.	

3 Where do we want to be? / Direction setting

The long-term direction is for Tauranga Airport to remain a safe, resilient, commercially sustainable and strategically controlled public asset that supports regional connectivity and economic growth, while having the right governance, funding and operating model for its scale and future needs.

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Strengthen core airport operations, asset management, safety assurance, commercial lease management and performance reporting; progress master planning, terminal, apron, parking and land-use investigations; confirm land tenure, Crown and jointly acquired land constraints; and prepare the legal, tax, valuation, governance and consultation work needed to test any CCTO or minority investment option.
Medium term (4-6 years)	• Mature the airport's operating and commercial model by improving aviation safety systems, regulatory compliance, asset lifecycle planning, lease and property portfolio management, passenger and parking insights, contract management, sustainability outcomes, data governance and Council reporting; and implement agreed governance or operating model improvements where they demonstrate public value and financial sustainability.
Long term (7-10 years)	• Operate Tauranga Airport as a trusted, safe, resilient and commercially disciplined regional infrastructure asset that uses strong aviation, asset, land, commercial, governance, data and advisory capability to support connectivity, manage risk, optimise long-term public value, protect Council strategic control and enable future investment decisions based on reliable evidence.

4 How we'll get there / Planning for the future

Over the next three years Tauranga Airport will focus on maintaining safe and reliable operations, improving asset and commercial planning, progressing investigations into future governance options, and ensuring any decisions about structure, funding or investment are supported by robust due diligence and public consultation.

Key work will include updating and maintaining airport master planning, assessing terminal and apron capacity requirements, strengthening asset management and lease information, confirming land tenure and Crown interest implications, progressing Mana Whenua engagement, preparing consultation material if Council chooses to consult on a CCTO and minority investment proposal, and developing the governance, legal, tax, valuation, risk and transition work required before any future decision is made.

Planning will also need to protect operational continuity, customer experience, airline and tenant relationships, aviation compliance, commercial returns and long-term public ownership outcomes. Any future capital raising or minority investment would require further Council approvals after consultation, due diligence and confirmation of the preferred structure and safeguards.

5 Zero Based Budgeting

The airport operates without direct ratepayer funding and should continue to manage operating costs and commercial revenue so that the activity remains financially sustainable.

Commercial revenue opportunities include aeronautical charges, parking and ground transport, terminal tenancies, hangar land leases, commercial and industrial leases, and improved utilisation of airport land where consistent with aviation, land tenure and strategic requirements.

Future capital investment will need to be aligned with passenger growth, terminal and apron requirements, safety obligations, asset condition and the airport master plan.

If Council progresses a CCTO and minority investment option, costs will include legal, tax, valuation, financial, communications, engagement, governance and transition advice before any transaction decision is made.

Any future use of proceeds from a minority investment would need to be clearly considered and, where relevant, explained through consultation material so the community can understand the proposal and its financial implications.

Airport procurement should focus on aviation safety, whole-of-life asset costs, regulatory compliance, commercial value, resilience, customer experience and supplier capability for specialist airport operations.

Commercial and property planning should support lease optimisation, terminal precinct opportunities, hangar land management, car parking and ground transport revenue, while recognising aviation purpose, Crown, reserve and jointly acquired land constraints.

Performance and business intelligence should support airport decision-making through reliable passenger, revenue, asset, lease, safety, compliance, parking, land and capital programme information.

6 AI, Automation and Digital Uplift

Digital uplift will help Tauranga Airport improve the way it plans, operates, monitors and invests in airport infrastructure, commercial property and customer-facing services. This includes better use of passenger data, aircraft movement information, parking and ground transport data, lease and tenancy information, geospatial land data, asset condition information, maintenance records, safety and compliance data, and capital programme information.

The immediate focus is to strengthen the airport's information base so decisions about capacity, investment, land use, leases, regulation, customer experience and any future governance or capital structure are based on reliable evidence. This should support airport master planning, terminal and apron capacity assessment, commercial revenue optimisation, better asset lifecycle planning, stronger reporting to Council, and more efficient preparation of information for consultation or due diligence if structural change is progressed.

- Establish minimum airport asset information requirements for capital projects, including as-built information, geospatial references, maintenance data, asset condition, operational constraints and handover standards.
- Develop an airport information roadmap that prioritises high-value use cases such as passenger forecasting, terminal and apron capacity, car parking demand, commercial lease performance, safety compliance, asset renewal and land use planning.
- Use digital tools to improve collaboration between airport operations, Commercial, Property, Finance, Legal, Digital, GIS, asset management, planning, communications and external advisors.
- Align procurement and contract requirements so suppliers provide consistent and usable information for airport assets, terminal works, airfield infrastructure, parking systems, security systems and commercial property assets.
- Maintain governance over aviation, commercial and customer data, including data standards, security, privacy, ownership, quality assurance and the relationship between operational systems and Council's official asset and financial records.

- Improve data-driven airport decision-making by strengthening passenger, revenue, lease, parking, land, asset, compliance and performance reporting.
- Use AI, automation and analytics to support passenger forecasting, parking demand analysis, lease and revenue insights, maintenance planning, asset renewal prioritisation, incident trend analysis, customer feedback themes and preparation of Council reporting.
- Explore practical digital twin or geospatial models for airfield, terminal, car parking, land, lease and utility assets where these would improve planning, operating resilience, capital prioritisation or stakeholder understanding.
- Key dependencies include data quality, system integration, aviation system constraints, cyber security, privacy, staff capability, investment approval, supplier information requirements and clear ownership between the airport, Commercial, Digital and operational teams.
- Human judgement remains critical for aviation safety, operational continuity, airline and tenant relationships, land tenure decisions, statutory consultation, Mana Whenua engagement, governance recommendations, valuation assumptions and strategic trade-offs.
- Priority digital opportunities include improved lease and tenancy data, airport asset registers, passenger and flight dashboards, parking analytics, terminal utilisation information, maintenance planning, compliance monitoring and reporting packs for Council and future consultation material.
- Council's reporting tools should make airport information easier to access, reduce duplication, provide trusted information for elected member decisions, support transparent public reporting where appropriate, and enable consistent storytelling from reliable data.
- Any airport digital uplift should be staged, practical and aligned with operational value, ensuring digital outputs become trusted tools for airport management, asset planning, commercial decision-making and Council governance rather than isolated project outputs.

7 Significant negative effects and risks

The delivery of this plan will create both benefits and risks. The main risks relate to aviation safety, operational continuity, passenger and capacity growth, commercial performance, land tenure complexity, statutory decision-making, public confidence, Mana Whenua engagement and any future governance or capital raising proposal.

Negative effects/issue and risks/causes	Mitigation
Aviation safety, operational continuity or regulatory compliance could be affected if infrastructure, systems, procedures, contracts, staffing or accountabilities are not maintained during growth, renewal works or any future governance transition.	Maintain robust safety management systems, asset renewal planning, certification and compliance processes, emergency response arrangements, clear delegations, operational transition planning, contract controls and appropriate aviation expertise.
Passenger growth, terminal capacity, apron capacity, aircraft stand demand, parking demand or ground transport constraints may affect customer experience, airline confidence, safety, commercial performance or the timing of capital investment.	Maintain and update airport master planning, monitor passenger and aircraft activity, assess terminal, apron and parking capacity, align capital investment to demand triggers, and protect operational resilience through staged planning and regular reporting.
Land tenure, Crown-related reserve land, jointly acquired land, Public Works Act matters, Mana Whenua interests or lease arrangements may constrain airport development, commercial optimisation, valuation, structural change or any future minority investment.	Complete detailed land, title, deed, reserve, Crown interest, lease and Public Works Act due diligence; engage early with Mana Whenua, relevant Crown agencies and Western Bay of Plenty District Council where required; and ensure any structure preserves public ownership, aviation purpose and legal obligations.

Negative effects/issue and risks/causes	Mitigation
A future CCTO, minority investment or capital raising proposal could create public confidence, reputational, statutory consultation, valuation, tax, transaction, governance or control risks if the proposal is not clearly explained and supported by robust advice.	Use a staged decision process, legal and tax advice, valuation, governance design, public consultation, clear Council control protections, reserved matters, transparent communication, independent review where required, and further Council approvals before any final establishment or transaction decision.
Poor airport data, fragmented systems, unclear data ownership or weak information governance may reduce the quality of decisions about safety, assets, leases, revenue, capacity, consultation, valuation or capital planning.	Strengthen airport information governance, data standards, system ownership, asset registers, lease records, passenger and revenue reporting, GIS information, dashboarding and assurance processes, with clear roles across Airport, Commercial, Digital, Finance, Legal and operational teams.

Animal Services

Activity Plan 2027-37

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Document management

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Approved by:	General Manager: Regulatory & Community Services – Sarah Omundsen
Document number:	A20994093
Version number:	1

1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

This activity administers the various Acts, Regulations, Bylaws and Policies that govern the owning, keeping and managing of a wide variety of animals within our city. Our overarching purpose is to create an environment in which animals, animal owners and the wider community can live harmoniously. To achieve this we provide information, advice and education and support this with a range of enforcement/compliance tools as required.

1.3 Why we provide the activity / How does it affect our community?

To promote an environment in our city where people and animals can interact without fear or intimidation while providing for adequate opportunities to fulfil the exercise, recreational and socialisation needs of (particularly) dogs and their owners. We must also have the ability to respond to and investigate incidents of non-compliance and provide a proportional response as required.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	The city is safe and inclusive for, and from, animals (particularly dogs)
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	Areas of special or sensitive interest are protected from animal intrusion
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	The provision of dog-friendly open spaces, whilst also recognising the needs of other open space users
	A city that supports business and education - Tauranga a te kura	Low	Dog bite prevention and interaction with dogs is presented at schools and work places
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	We seek to provide and/or partner with others to provide community-based dog-related events

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Dog Control Act 1996	This is the primary legislation that informs and directs the activities of the Animal Services Team.
(Stock) Impounding Act 1955	Legislation relating to the establishment and management of public pounds, trespassing and wandering stock, and the impounding of stock.
Keeping of Animals Bylaw 2018	Legislation to allow for the keeping of animals and poultry in a manner which has minimal impact on, or causes minimal nuisance to, the wider community.
Dog Management Bylaw 2018	Made under the Local Government Act and Section 20 of the Dog Control Act. This Bylaw gives Council legal powers to implement the Dog Management Policy 2018.
Dog Management Policy 2018	The Dog Control Act 1996 requires Council to adopt a policy on dog control for the district. The purpose of the Dog Management Policy 2018 is to provide adequate opportunities to fulfil the exercise and recreational needs of dogs and their owners while minimising any potential danger, distress, or nuisance from, or caused by, dogs.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Animal Services	We will provide a prompt response to animal behavioural issues	Percentage of animal complaints involving a rush or attack on a person contacted within 60 minutes where there is an ongoing risk to safety	No	No	95%	95%	95%	95%
Animal Services	We will provide an effective dog registration process that supports a safe community	Percentage of known dogs that are registered	No	No	95%	95%	95%	95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The key challenge associated with this activity is the growing numbers of dogs throughout the city and the need to ensure we can deliver the expected level of service (especially in relation to our response to complaints and dog attacks) as this demand increases.

Recent media coverage of dog attacks across the country (including Tauranga) that have resulted in serious injury (and even death to both people and other animals) has resulted in a higher public expectation that irresponsible dog owners and dogs involved in such situations will face prosecution. This involves a high level of investigation and comes at a cost (which should never be the deciding factor) and this means we need a full complement of trained staff to respond.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Dog numbers have remained consistent over the last three years. It is predicted this trend will continue. Of these, 4% are fee exempt, 5% will not pay registration but will be infringed.	These assumptions are used to project expected income. On average the predicted income from dog registration equals (Total dogs x Standard Registration fee) – (4% x Total Dogs)
Impound numbers have fluctuated over the last three years with an overall increasing trend.	Impound numbers will predict when we need to build an additional wing at the pound and also contribute toward predicting growth in staff numbers.
Service Requests have been trending up over the last three years with a predicted 3% increase year on year.	We are following the trend of other Councils which have been seeing an increase in requests. These numbers contribute toward predicting required growth in staffing numbers.
Prosecutions have increased 3-fold in the last year. This activity is predicted to remain at this new level.	We are following a national trend, following clear community and central government expectations. Prosecutions require a high level of investigation by trained staff, with additional administrative and legal cost.
The extra work generated by these increases will put pressure on our levels of service.	Will need to closely monitor the changes in growth and service requests.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Implemented extended public liaison to grow AS profile • Implement any changes that may arise from the current review of the Dog Control Act 1996
Medium term (4-6 years)	• Develop and implement new pound extension to cater for growth in year 30/31
Long term (7-10 years)	• Review location of current pound to cater for expansion considering animal and city growth and owner accessibility. Also to cater for Cat management should it become a responsibility for TCC

4 How we'll get there / Planning for the future

- Advocate for better understanding of dogs through education.
- Advocate and support community awareness and access to de-sexing of dogs and cats.
- Continue to build partnerships that meaningfully support the work we do.
- Balance proactive engagement with calls for service and investigations.
- Continue to utilise existing legislation to keep the community safe from dog aggression, whilst contributing to a review of the Dog Control Act.
- Continue to track and monitor statistics in order to enable accurate trend predictions, maintain adequate staffing levels and prepare for future pound developments.

5 Zero Based Budgeting

Key cost drivers for this activity are salary costs, internal allocations, vehicle costs and the day to day running expenses of the Pound. The community have ever increasing expectations of the level of service we provide, and their desire to feel safe from roaming and attacking dogs. We are proposing an additional Animal Services officer to support this increasing pressure and to support the delivery of likely changes resulting from the review of the Dog Control Act 1996.

We continue to focus on ensuring, where possible, those dog owners committing offences are infringed where this is appropriate, and that owners of dogs held in the Pound are responsible for the cost of their upkeep.

6 AI, Automation and Digital Uplift

The registration of all dogs is anticipated to be transferred into SAP from 1 June 2027. This will result in the largest technological change we expect to see for this activity.

The team will continue to use AI technology, such as Co-pilot to support written work, but the majority of the work undertaken by our teams such as physical registration checks, impounding, investigation and care of dogs in the Pound cannot be automated.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Poor or irresponsible dog ownership can lead to barking and roaming dogs	Through the use of owner education initiatives and, if necessary, enforcement of regulations.
Poor or irresponsible dog ownership can lead to dog attacks on people and other animals.	Robust dog control policy focusing on minimising danger, distress or nuisance by dogs to the public. Dog owner education and enforcement of regulations. Dog bite prevention training and education.

Baycourt Community & Arts Centre

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Baycourt Community & Arts Centre ('Baycourt') is the city's premier performing arts facility, providing a world-class stage that connects the community with exceptional artistic experiences, from local talent to international performers.

As Tauranga's only full-service, professionally equipped performing arts venue, Baycourt meets dual needs, acting as both a sought-after venue for the community as well as for visiting professional artists and commercial shows.

While Baycourt's venue-for-hire model remains the principal focus of the activity, through strategic partnerships and industry collaboration opportunities, Baycourt also delivers a small, curated programme that diversifies, complements, and strengthens the existing programme of events on offer.

Since 2023, the Baycourt team has also operated The Cargo Shed, an event space for community, cultural, and commercial usage. This space is jointly owned and managed by Tauranga City Council and the Otamataha Trust, via the Taumata Kahawai Governance Group.

1.3 Why we provide the activity / How does it affect our community?

The Baycourt activity creates opportunities for people to connect, participate, and belong. It supports cultural expression, creativity, learning and community wellbeing, while helping to tell the stories of Tauranga and its people.

The activity also contributes to the local economy through visitor spending, employment, and tourism.

Community expectations for access to arts, culture, entertainment, events and civic gathering spaces create an ongoing need for Council to provide and maintain professional event infrastructure. These expectations are unlikely to be fully met by the private market, particularly for community and cultural activities. Baycourt and The Cargo Shed therefore serve both direct users and wider community interests by providing facilities and the associated services that contribute to Tauranga's social, cultural and economic wellbeing.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Support events that are free and/or low cost, easy to access, particularly for our most vulnerable communities, where people of all ages, backgrounds and abilities can feel welcome. • Championing the provision of physically accessible venues.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Low	• A focus on sustainable practices in the venues.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Low	• Support the planning for and development of fit-for-purpose event venues and infrastructure.
	A city that supports business and education - Tauranga a te kura	Medium	• Events benefit our economy through supporting growth of the events sector, generating business for local hospitality and accommodation providers, and increased expenditure from residents and visitors. • Events create sector economies by attracting both entertainment and business events aligning with our key industries.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	High	• Contributes to a vibrant city that embraces events by bringing people together, celebrating local culture and identity, activating public venues, enhancing community wellbeing and pride, attracting visitors, and generating economic benefits that strengthen the city's reputation as a vibrant and welcoming destination. • Nurturing homegrown talent. • Support community organisations to recognise and showcase the role they play in providing valuable services to our community, through the provision of event venues.

1.4 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Tauranga Events Action and Investment Plan 2022-2032	Developed in partnership with Tourism Bay of Plenty, Bay Venues Ltd and Priority One, the plan is key for delivery and development of all venues and events activity.
Te Rapunga Ora ki Te Papa - City Centre Action and Investment Plan 2022 -2032	Key action and investment plan for Te Manawataki o Te Papa, which includes the development of a range of venues and spaces including Baycourt and The Cargo Shed. To be able to deliver a vibrant city centre providing more events in the city centre.
Arts, Culture and Heritage Action & Investment Plan	Positions arts, culture and heritage as essential contributors to community wellbeing, identity, inclusion and economic vitality.

1.5 What you can expect from us / Performance framework

Level of Service	Performance measure	Targets (Years 1-10)				What does this tell us?	How will you measure this? (Data Source)
		27/28	28/29	29/30	31-37		
We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga	60%	65%	70%	75%	Our community's satisfaction with the range and frequency of events in Tauranga	Annual Residents Survey
We will provide a network of arts, cultural, and events spaces in Tauranga	Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces.	60%	65%	70%	75%	Our community's satisfaction with the accessibility and quality of Council provided arts and events spaces	Annual Residents Survey

2 Where are we now? / Environmental scan

- Baycourt faces a growing challenge as it nears 50 years of operation. While it remains Tauranga's only permanent, professionally equipped performing arts venue, the facility is ageing and experiencing significant weather-tightness issues that require significant investment. At the same time, there is no clear citywide vision for the city's future performing arts infrastructure, making it difficult to determine the most appropriate redevelopment approach. Baycourt's limited seating capacity, ageing technical systems, and outdated audience and performer amenities restrict its ability to meet increasing demand, attract large-scale commercial productions, and support the cultural ambitions of a rapidly growing city. As neighbouring centres continue to invest in larger performing arts infrastructure, Tauranga faces an increasing risk of losing major events and touring productions to venues in Hamilton and Rotorua that can accommodate larger audiences (1,000+ seats), and deliver stronger commercial returns.
- The population of Tauranga has grown and become more diverse resulting in an increasingly vibrant and diverse year round programme of events. This increase of events has however put significant pressure on resources, particularly human resources, to faciliate requirements, service providers, and on the actual spaces and venues where events occur.
- The ongoing ecomonic uncertainty continues to impact events. Due to the high cost of living, residents and visitors have less discretionary income to spend on events and entertainment experiences, affecting the viability and profitability of ticketed events in particular. This may see a higher demand on event support and funding to secure events in Tauranga, and less major entertainment and touring shows coming to the city. Less discretionary expenditure usually puts higher demand on free community events with residents seeking low-to-no cost entertainment.
- Competition for experienced technical/production personnel continues across the live events industry with Baycourt also facing ongoing recruitment and retention challenges that may impact operational resilience, succession planning, and future service delivery capability.
- Growing expectations around sustainability mean Baycourt must continue to modernise its facilities and operating practices to reduce environmental impacts, support Council's sustainability objectives, and meet the expectations of hirers, audiences, and event organisers.
- With over 28% of the community living with a disability, as well as an aging population, the city's venues and events need to be accessible and Baycourt has some deficiencies in that regard.
- As event production technology continues to advance, Baycourt faces increasing pressure to modernise its facilities and infrastructure/equipment to meet the needs of event organisers, maintain its competitive position, and secure future events.

2.1 Activity specific assumptions

Assumption	Relevance to this activity
Population Growth	Increase in demand for vibrant and diverse range of events and venues.
Demographic changes – Ethnicity and Age	Programme and accessibility considerations.
Revenue	Increase to user fees and charges may reduce venue utilisation due to unaffordability coupled with the limited seating capacity of Baycourt, which restricts revenue potential for hirers.
Funding availability for asset renewal, upgrades and growth	Baycourt opex is reliant on the funding of the capex and renewals investment, to ensure it can continue to deliver its current level of service.
Resourcing (staff)	Budgets and activity plan is based on being able to retain and attract qualified and experienced personnel, particularly in the technical/production area (e.g. sound, lighting, AV, staging etc.).
Capital expenditure forecast and delivery of capital programme	If the funding and/or phasing of the Baycourt refurbishment project is delayed or not delivered, Baycourt's operations and R&M programme will be negatively impacted.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	BAYCOURT • Contribute positively to Te Manawataki o Te Papa cultural precinct. • Build a team resourced to meet the shared-services operating model for Te Manawataki o Te Papa. • Maintain or grow current client base and venue utilisation. • Focus on achieving greater inclusivity and diversity within its programming and audiences. • Review and refine Baycourt's inaugural marketing strategy and tone of voice guide, with a focus on building audience development and engagement. THE CARGO SHED • Increase venue utilisation at The Cargo Shed through targeted marketing and business development activities. • Improve customer experience at The Cargo Shed through service enhancements and streamlined pricing models. • Strengthen operational processes, policies, and venue management systems. GENERAL • Ensure team vision and values are consistently reflected in team practices and customer experiences. • Develop more sustainable operating practices across venue operations and event delivery. • Develop a succession plan for the senior personnel in the Technical and Operations team.
Medium term (4-6 years)	BAYCOURT • Solidify Baycourt's profile locally and nationally as a vibrant and bold arts centre that uplifts community, nurtures creativity, and sparks innovation. • Through capital/renewal investment, continue to enhance venue capability to meet contemporary technical, accessibility, and production standards. • Leverage Te Manawataki o Te Papa to create stronger cross-precinct programming and visitor experiences. THE CARGO SHED • Grow revenue and improve the venue's financial sustainability through a balanced mix of cultural, community, and commercial use. • Establish The Cargo Shed as a premier small-to-medium-sized waterfront events venue in the Bay of Plenty. GENERAL • Achieve measurable improvements in the environmental sustainability of venue operations, facilities, and event delivery.

Timeframe	Proposed direction for this activity
Long term (7-10 years)	BAYCOURT • Provide a fit-for-purpose performing arts facility that supports Tauranga's growing community, cultural aspirations, and creative economy, ensuring the venue remains accessible, sustainable, and capable of meeting current and future demand. CARGO SHED • The Cargo Shed is cemented as an iconic destination venue that contributes meaningfully to Tauranga's waterfront identity and city centre vibrancy.

4 How we'll get there / Planning for the future

Timeframe	How we'll get there
Short term (1-3 years)	• Review organisational structure, identify future workforce needs, invest in training and succession planning, strengthen collaboration across Te Manawataki o Te Papa partners. • Develop a stakeholder management plan. Maintain strong client relationships, improve customer experience etc. • Establish clear behavioural expectations, incorporate values into performance planning, recognise and reward desired behaviours, strengthen internal communication. • Grow and embed 'Baycourt Presents' programming, strengthen relationships with diverse community groups, remove participation barriers and enhance accessibility initiatives. • Reinforce a strong and consistent Baycourt brand that attracts, engages, retains and understands diverse audiences while supporting sustainable growth in attendance, participation, and venue utilisation. • Establish sustainability targets, monitor performance, invest in energy-efficient systems, and integrate sustainability into major capital projects. • Complete strategic planning and business case for refurbishment of Baycourt.
Medium term (4-6 years)	• Collaborate with regional partners, identify Baycourt's unique market position, build strategic partnerships, and pursue complementary opportunities. • Advocate for appropriate capital and renewals budgets to upgrade technical infrastructure, modernise backstage and front-of-house facilities, improve accessibility, and invest in digital capability for the venues. • Proactively collaborate with Te Manawataki o Te Papa facilities to develop and achieve effective shared programming and operating models.

Timeframe	How we'll get there
	• Review and implement a long-term strategic vision and positioning for The Cargo Shed. • Establish a curated year-round programme of events and activities for The Cargo Shed.
Long term (7-10 years)	• Deliver fit-for-purpose facility (e.g. Baycourt refurbishment) to enhance audience and performer experience, strengthen industry relationships and improve commercial competitiveness.

5 Zero Based Budgeting

A Zero Base Budget review was undertaken across all Baycourt cost centres to assess the value, purpose and affordability of current activities. The review reinforced Baycourt's role as a key cultural and community asset, delivering a wide range of social, cultural and economic outcomes through its venue operations and management of The Cargo Shed. These services collectively support community participation, access to arts and entertainment, and the ongoing development of the cultural identity and economy in Tauranga.

- The review identified event delivery, staffing and maintenance of an ageing facility as the primary cost drivers. Staffing requirements are driven by Baycourt's high utilisation, event volumes and customer expectations, with targeted investment proposed to maintain safe, efficient and high-quality service delivery, and meet future operational demands.
- Baycourt already operates at high occupancy levels, limiting opportunities for growth through additional bookings. Future value is more likely to be achieved through continued diversification of programming to better reflect the interests and needs of the city's diverse community.
- Alternative service delivery and funding options were assessed, including reduced operating hours, changes to the 'Baycourt Presents' programme, outsourcing selected services and greater use of volunteers. While these could reduce costs, they would likely impact customer experience, accessibility, revenue generation, and Baycourt's ability to attract quality commercial events.
- Opportunities for significant efficiencies are limited without affecting service outcomes. Potential improvements include targeted sponsorship, volunteer-supported models and operational refinements; however, these are expected to deliver very modest savings and may increase operational complexity and risk.
- The Cargo Shed remains the most significant funding challenge within the activity. While it delivers community, cultural and city-centre activation benefits, ongoing operating subsidies are required and full cost recovery is unlikely in the near to medium-term, creating an ongoing affordability trade-off.
- The review concluded that Baycourt's current operating model is generally efficient and delivers substantial community value. Any material reduction in funding or service levels would likely reduce cultural participation opportunities, limit community access, impact commercial performance, and weaken Baycourt's contribution to the city's social, cultural and economic outcomes.

6 AI, Automation and Digital Uplift

As venues continue to evolve to meet growing customer expectations, AI and digital automation offer opportunities to enhance service delivery, improve operational efficiency, and create more engaging audience experiences.

Opportunities for AI and digital automation:

- Automate routine administrative processes, such as booking and contracting, general reporting, data reconciliation, and customer communications, freeing staff to focus on higher-value work and customer engagement.
- Develop a Te Manawataki o Te Papa events app that provides a single destination for event discovery, ticket purchasing, venue information, notifications, and personalised recommendations, improving customer engagement and accessibility.
- Integrate ticketing and website systems through API connections to create a single source of truth for event information, reducing manual data entry, minimising errors, and ensuring real-time updates across all platforms.
- Leverage AI-powered audience analytics to identify ticket purchasing trends, predict customer behaviour, and support more targeted marketing campaigns that increase attendance and revenue.
- Use AI for real-time data analysis and forecasting, enabling staff to quickly identify emerging trends, measure campaign effectiveness, and make informed decisions about programming and promotions.
- Implement an automated fly system[1] to replace the current counterweight system, reducing health and safety risks, improving operational efficiency, and enabling more complex and visually impressive stage productions.
- Implement an automated seating block system in X Space to streamline venue changeovers, reduce labour costs and manual handling, improve health and safety outcomes, and increase the speed and efficiency of transforming the space to meet different event requirements. This would maximise venue utilisation and allow for more responsive scheduling of events.
- Utilise intelligent stage automation technologies to enhance production capability, creating greater "wow factor" experiences for audiences while reducing manual labour setup/pack down and operating requirements.
- Adopt AI-assisted sound technologies, such as vocal processing and pitch correction tools, to support consistent audio quality and enhance audience experience during performances where appropriate.
- Introduce AI-powered customer service tools, including chatbots and virtual assistants, to pre-order food and beverage at the theatre, answer common enquiries, provide event information, and support customers outside standard operating hours.
- Automate reporting and performance dashboards, providing faster access to attendance, revenue, customer satisfaction, and operational data to support evidence-based decision making.
- Personalise customer communications using AI, delivering tailored event recommendations and marketing content based on previous attendance and customer interests. Could be delivered in conjunction with ticketing provider.

[1] A fly system is the equipment used above a theatre stage to raise, lower, and move scenery, people, curtains, lighting, and other production elements safely and efficiently.

7 Significant negative effects and risks

Negative effects/issue and risks/causes	Mitigation
Lack of available dates for hirers due to high demand for venue.	• Development of a fit-for-purpose booking procedure for each venue, with the aim to maximise venue utilisation.
The economic environment with inflation, labour shortages and lower discretionary income available will reduce the number of events organisers are willing to undertake.	• Offer flexible pricing structures to encourage repeat business and that keep venues competitive in the market. • Strengthen marketing and audience development initiatives to support event attendance and organiser confidence. • Consider multi-year relationships and agreements with key clients to secure future bookings early.
Baycourt is ageing and experiencing significant weather-tightness issues that require major investment.	• Pursue a decision regarding funding a refurbishment of Baycourt, or not. This will provide clarity around building end-of-life considerations, future repairs, and maintenance/renewal budget needs etc.

Building Services

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Building Services supports safe, compliant, and well-designed buildings across the city. The activity provides technical advice, processes building consents within required timeframes, conducting inspections and helps Council meet its responsibilities under the Building Act 2004, the Building Code, and related legislation. It supports quality residential and commercial development, encourages good building practice, and helps give consumers confidence in the building process.

1.3 Why we provide the activity / How does it affect our community?

We provide Building Services to help ensure buildings are safe, healthy, accessible and fit for purpose. By administering the requirements of the Building Act 2004 and the Building Code, we help protect people and property, support sustainable growth, and promote confidence in the quality and safety of building work. Through timely consent processing, inspections and technical advice, we enable quality development while helping the community meet regulatory requirements and reducing building-related risks.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Buildings are safe, warm and accessible for all.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Low	• Buildings do not cause environmental harm and are designed for the future.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Resilient buildings and infrastructure of varied styles are consented and constructed. • Supports the safe development of growth.
	A city that supports business and education - Tauranga a te kura	High	• The construction industry can rely on Building Services to ensure a high-quality service that does not cause unnecessary delays. • Contributes to a safe and resilient built environment that supports economic activity, business growth and employment opportunities across the city.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• Venues that are utilised for events are compliant and safe for attendees.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Building Act 2004	Primary Legislation for the Operation of the Building Services Group.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37

Building Services	We will provide technical advice and consent decisions within statutory timeframes	Percentage of building consent applications approved within statutory timeframes.	No	No	95%	95%	95%	95%
Building Services	We will provide timely building inspections.	Average minimum wait time for a standard building inspection.	No	No	≤ 4 days	≤ 4 days	≤ 4 days	≤ 4 days

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

External economic and environmental conditions continue to make growth forecasting difficult. Cost-of-living pressures, global conflict, inflation and interest rates are affecting confidence, investment and the reliability of growth projections.

Significant sector reform is underway. Regardless of final decisions, these changes are likely to affect how Building Services operates and who it provides services to. The Headstart programme could expand the range of consenting areas and may require significant consolidation of Building Consent Authorities, including accreditation under a new entity. In addition, the emergence of stand-alone Building Consent Authorities, which are not funded by central or local government, increases the need for Council's services to remain high quality, efficient and competitively priced.

The move to a joint water organisation may also affect Building Services. Technical expertise currently supporting the consenting process may shift into a separate entity with different objectives, which could affect the consistency, efficiency and competitiveness of the service.

Building Services can respond to these challenges by carefully managing costs, closely monitoring productivity, upskilling existing staff, and making better use of technology and AI.

Data will be increasingly important. There is a clear expectation that Building Consent Authorities become more transparent about performance, timeframes and service delivery. AI can support this by helping summarise and review consent information more quickly, enabling faster analysis of applications.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Local Government Reform and sector changes/ Service Delivery Method - Structure of the Building Consent Authority (BCA) is likely to change based on wider decisions on amalgamation/ consolidation and there is likely to be more or less consents within the areas.	User fees revenue from consents makes up a large portion of the costs associated with this business so will either increase or decrease based on decisions.
Revenue from Fees and charges – Building Act reform will change the type of consenting that this BCA manages. Smaller risk items will disappear and TCC will be competitive to ensure customers choose to use us for this service.	Exemptions are not taken up by customers or government exempts more than anticipated. Expectation that some work will go to private BCA but additional work being lost could have a significant impact on revenue.
Population and Household projections and locations – Consent volumes will steadily increase over the next 10 years as the City expands in both growth and population.	Population and housing growth assumptions could shift dramatically in either direction which could have an impact on the ability to provide the appropriate service.
Insurance/ Claims / Service Delivery – Proportionate Liability is implemented and Council's are no longer subject to Joint and Several Liability settings.	Adjustment of insurance cover and service delivery methods, appetite for risk adjustment.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• High-performance delivery of our Building Consenting services with competitive advantage over competitors, operating through high degree of change.
Medium term (4-6 years)	• Local Government and Legislative reform changes fully embedded and new service culture adopted and transitioned
Long term (7-10 years)	• Sustainable service delivery of high-quality, high-volume consent services across Bay of Plenty region.

4 How we'll get there / Planning for the future

To reach the desired end state, Building Services needs to move from a high-performing but change-exposed operating model to one that is more resilient, financially sustainable, digitally enabled, and ready for sector reform. The focus over the next three years will be on closing the gap between current service pressures and the future requirement to deliver high-quality, high-volume consent services in a more competitive and uncertain environment.

The key steps will be to maintain statutory performance and inspection responsiveness, improve customer experience, strengthen cost and productivity controls, and prepare for changes to the Building Consent Authority system. This will require Building Services to keep its service offerings competitive, particularly if private or stand-alone Building Consent Authorities take a greater share of the market.

Over the next three years, Building Services will focus on the following priority changes:

- Develop a clear response to Building Act reform, local government reform, and potential BCA consolidation, including the implications for accreditation and future service delivery.
- Review fees, cost recovery settings, productivity measures, and resourcing assumptions so the activity can respond to changing consent volumes while remaining affordable and financially sustainable.
- Retain and develop skilled staff at levels that allow Building Services to respond when the market recovers, while continuing to build capability in more complex consenting, inspection, and compliance areas.
- Improve the way data is used to monitor demand, statutory performance, customer satisfaction, productivity, and emerging risks, so decisions are based on timely and transparent information.
- Progress digital, automation, and AI opportunities that improve the speed and consistency of consent information review, reduce avoidable rework, and support better reporting, while keeping professional judgement central to regulatory decisions.
- Work through the impacts of the joint water organisation transition, particularly where technical expertise currently supporting consenting may move into a separate entity or operate under different priorities.

The main projects and changes required are therefore not separate business-as-usual tasks, but targeted changes to the way the activity is positioned and managed. These include reform readiness planning, workforce and capability planning, review of cost recovery and service competitiveness, stronger performance reporting, and practical use of digital tools to support efficient and transparent decision-making.

By taking these steps, Building Services will be better placed to maintain current performance, manage uncertainty, and transition toward the medium- and long-term direction set out in this plan: an embedded future service model and sustainable delivery of high-quality consent services across the wider Bay of Plenty region.

5 Zero Based Budgeting

Building Services has reviewed operating expenditure through the zero-based budgeting process, with priority given to statutory Building Consent Authority functions, maintaining accreditation, sustaining customer service levels, and managing revenue and affordability risks.

- The main cost drivers are employee costs, consultant support, training and competency assessments, vehicle and travel costs, and corporate allocations. Building Consents is the largest cost centre and includes 71 FTE supporting consent processing, inspections, code compliance certificates, support services and quality assurance.
- No major reduction to core statutory service levels is proposed. Building Services must continue to meet its Building Act obligations, including processing consents within statutory timeframes and maintaining inspection responsiveness.
- Building Compliance remains a core function covering exemptions, certificates of acceptance, swimming pool inspections, BWOF audits, and compliance and enforcement.
- Efficiency opportunities and savings have been identified through consultancy savings, RESET savings, and inflation adjustments. However, consultant support remains required for specialist processing, quality assurance, legal advice and compliance activity, and ongoing investment in competency assessments is required to maintain accreditation and technical capability.
- The key funding choice is to continue a predominantly user-pays model through fees and charges, with quality assurance supported through the accreditation levy and Building Compliance partly rates funded. Alternative options include fee structure changes, rating allocation changes, outsourcing, transfer of functions, or operating through a CCO or stand-alone BCA.
- The main risks are reduced consent revenue, loss of work to private or stand-alone BCAs, reform-driven changes to service boundaries, and insufficient capability if demand increases. Reducing funding or service levels could affect statutory performance, inspection wait times, accreditation, customer experience and Council's competitiveness.

6 AI, Automation and Digital Uplift

Building Services will prioritise practical digital, automation and AI opportunities that improve the speed, consistency and transparency of high-volume regulatory processes, while ensuring professional judgement remains central to all statutory decision-making.

- Introduce rules-based pre-checking of building consent applications at submission stage to identify missing information before formal processing begins.
- Use automated first-cut checks of Code Compliance Certificate applications against consent conditions and Form 5 documentation requirements, to support faster and more consistent requests for missing information.
- Automate regular reporting that is currently produced weekly, monthly, quarterly or annually, reducing manual effort and improving the timeliness and consistency of performance, demand and compliance reporting.
- Automate reminder communications for recurring or time-based services and obligations, including three-yearly pool inspection reminders, invoices requiring payment, and 12-month reminder letters.

The expected benefits are improved customer experience, fewer incomplete applications, faster identification of missing documentation, more consistent communication, reduced administrative effort, better visibility of service performance, and improved resilience as consent volumes and compliance workloads change.

Key dependencies and barriers include the quality and accessibility of consent and compliance data, integration with existing systems, clear business rules, staff capability, privacy and information management requirements, and the need to ensure automated outputs are reliable enough to support regulatory processes.

Human judgement will remain critical for statutory decision-making, technical assessment, risk-based interpretation of the Building Code, decisions on whether information is adequate, enforcement action, and any situation where customer circumstances, public safety or legal risk require professional review.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Building and Resource consent decisions and delivery of information on Building Act, City Plan and development matters can have a significant effect on the social, cultural, economic and environmental wellbeing of the community.	Council addresses this by ensuring that staff have adequate access to all relevant information and are appropriately trained/qualified to make robust decisions to ensure that effects are kept to a minimum.

Cemeteries

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

1.2 About this activity / What is this activity?

Cemeteries activity provides, operates and manages Tauranga City Council cemeteries and memorial gardens. The activity provides burial and ash interment options, cremation services, memorialisation, chapel and lounge facilities, cemetery records, grounds and asset maintenance. The main operational site is Pyes Pā Memorial Park. The Avenues cemeteries have a more limited interment role, while Mission Cemetery / Otamataha Pā is managed primarily for its historic, cultural and conservation values.

1.3 Why we provide the activity / How does it affect our community?

As a local authority we are requested to provide cemetery services under the Burials and Cremations Act 1964. We provide this activity to ensure the deceased can be cared for safely, lawfully, respectfully and with dignity. Cemeteries give whānau and communities places for farewell, remembrance, cultural practice and connection across generations. Long-term planning is required and undertaken so suitable land, facilities, records and operational capacity are available when required, including during civil emergencies.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	Provides accessible and respectful places and services for farewell, remembrance and connection. Service planning recognises diverse cultural, faith, family and accessibility needs, and supports people at a difficult time.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	Cemetery planning and management can increase canopy cover and biodiversity, manage stormwater, reduce water and energy use, and support lower-impact choices such as natural burial. Cremator renewal offers an opportunity to improve emissions performance.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	Plans ahead for burial, cremation, ash interment, access, parking, buildings and supporting infrastructure. Staged investment protects long-term capacity, civil

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			emergency resilience and whole-of-life value.
	A city that supports business and education - Tauranga a te kura	Low	Supports funeral directors and related service providers through reliable facilities, clear processes and coordinated service delivery.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	Cemeteries may host commemorations, remembrance activities and heritage interpretation. The Mission Cemetery is an important cultural and heritage cemetery for Tauranga.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Burial and Cremation Act 1964 and associated regulations	Sets the statutory framework for local authority cemetery and cremation functions, including lawful interment, cremation and record keeping. Legislative change would affect policy, processes, systems and asset planning.
Local Government Act 2002, Long-term Plan and Revenue and Financing Policy	Requires transparent planning, funding and decision-making. The funding review must balance individual benefit, public benefit, affordability, legislative obligations and the ongoing stewardship of cemetery land and assets.
Cemetery rules and operational procedures	Translate legislation and Council decisions into clear requirements for funeral directors, families, monumental masons, staff and contractors.
Pyes Pā Cemetery masterplan and capital programme	Coordinates the crematorium, chapel, office, loop road, burial expansion, natural burial, ash gardens, access, parking, pathways, landscape and frontage improvements. Project sequencing is linked to demand, consenting, design readiness and affordability.
Mission Cemetery / Otamataha Pā Conservation Plan and heritage requirements (under development)	Guides protection, maintenance, interpretation and visitor management for a place of high cultural and historic significance. Delivery depends on engagement with mana whenua, heritage partners and relevant agencies.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Cemeteries	We will provide respectful cemeteries honouring past, present and future residents of Tauranga	Percentage satisfaction with the look and feel of cemeteries in Tauranga	No	Yes	76%	77%	77%	78%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Demand is a key challenge and influenced by population growth, demographic change, mortality, cultural preferences, the availability of other providers and changing choices between burial, cremation, ash interment and natural burial. Forecasts need regular review because relatively small demand changes can materially affect revenue, user fees, burial capacity timing and staffing.

Capacity and asset readiness

Pyes Pā requires staged development so burial and ash interment areas, access, stormwater, parking, pathways and landscaping are ready before existing areas become constrained. The loop road, southern burial development, natural burial area, new ash gardens and frontage improvements require coordinated design, consenting, geotechnical and contamination investigations, cost estimates and delivery sequencing.

Crematorium and buildings

Renewal and development of the crematorium and associated changes to the chapel, office and lounge arrangements are required to improve reliability, compliance, capacity, staff working conditions and customer experience. Interim arrangements and construction staging must minimise disruption to services.

Affordability and funding

The activity has significant fixed stewardship and asset costs, while revenue depends on service volumes that Council cannot fully control. The Revenue and Financing Policy review and user-fee decisions need to balance affordability for grieving families, public benefit, legislative obligations, intergenerational equity and the cost of maintaining land and assets in perpetuity.

Services and spaces must respond respectfully to diverse cultural, faith and family needs. Opportunities include improving environmental outcomes with natural burials, improved landscape and canopy, biodiversity, lower water and energy use, and improved cremator emissions performance.

Operational resilience and safety

The activity must maintain safe access, accurate records, reliable plant, trained staff and contingency arrangements for equipment failure, peak demand and civil emergency capacity. Close coordination with funeral directors, mana whenua, emergency management and specialist contractors is essential.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Demand for burial, cremation and ash interment will broadly follow updated population, mortality and service-choice forecasts, but annual volumes will vary.	Demand assumptions drive revenue, staffing, asset utilisation and the timing of new capital work including burial, ash and cremation services.
Cost escalation will continue to affect construction, energy, contracted services, maintenance and staffing.	Capital estimates and operating budgets require appropriate escalation and contingency. Delays may increase whole-of-life cost or create capacity risks.
Council will continue to be required to provide cemetery services.	Changes in land status, consenting, geotechnical conditions, procurement lead times or workforce availability may change project scope, timing and cost.
The funding approach will remain at full user fees funded, with an equitable approach across services.	User fees might affect demand for more expensive services.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Continue to review demand and capacity updates, for the Pyes Pā masterplan and prioritise a staged delivery approach. • Progress the crematorium and associated building works. • Advance loop road for burial plots, natural burial and ash-garden packages to an agreed level of design and consent readiness. • Complete the Mission Cemetery / Otamataha Pā Conservation Plan and review cemetery rules, records and operational procedures.
Medium term (4-6 years)	• Deliver staged access, burial, ash interment, landscape and visitor improvements in line with demand and funding. • Implement priority digital improvements and strengthen customer feedback, performance reporting and cultural capability.
Long term (7-10 years)	• Maintain reliable cemetery and cremation capacity for Tauranga's changing population, including resilience for civil emergencies. Continue staged site development without compromising future land use. • Achieve a safe, welcoming, culturally responsive and environmentally responsible cemetery network, supported by sustainable funding, accurate records and fit-for-purpose assets.

4 How we'll get there / Planning for the future

- Confirm direction and funding. Complete the funding needs analysis and business model improvement assessment. Align zero-based budget reviews and service-level discussions, and user fees with capital improvements required to meet statutory requirements.
- Review changes to the Burial and Cremations Act when they are released by the Crown, and their impacts on service delivery.
- Refresh demand, capacity and revenue forecasts; confirm asset condition and compliance requirements; and maintain a single source of truth for costs, assumptions, dependencies and project decisions.
- Finalise the Pyes Pā Memorial Park masterplan and staging plan, including crematorium and buildings, loop road for burial plots, natural burial, ash interment, parking, pathways, stormwater, landscape, frontage and operational facilities. Align this with the Mission Cemetery / Otamataha Pā Conservation Plan and wider transport, reserve and growth planning.
- Improve investment readiness. Define project packages, undertake required surveys and investigations, confirm consenting pathways, prepare designs and cost estimates, and identify procurement and construction staging that protects continuity of service.
- Strengthen operations and customer experience. Review rules, booking and funeral-director interfaces, records, maintenance standards, health and safety, emergency response and feedback processes. Clarify service standards and responsibilities across staff, contractors and partner teams.
- Deliver digital improvements. Develop an integrated cemetery information approach covering bookings, records, GIS, asset data, customer information.
- Monitor and adapt. Review demand, capacity, costs, revenue, customer feedback, asset condition and project risks annually, and adjust staging when evidence materially changes.

5 Zero Based Budgeting

- The key cost driver for the Cemetery activity is the need to install and house a new cremator and to make additional land at the cemetery grounds available for new burial plots. These are new capital investments, the full costs of which will be recovered from those that make use of the cemetery services. These constitute the key risk to the activity in that provision of sufficient land for burial is a statutory obligation.
- Identified efficiencies include the opportunity to purchase customer management software to improve customer service and potentially reduce staffing costs over time.
- The operating model for the cemetery will be reviewed and aims to identify the best value-for-money option for the future.

6 AI, Automation and Digital Uplift

- An opportunity is to improve online access to cemetery information through enhanced digital records, mapping and self-service tools, enabling families and funeral directors to locate graves, access records and arrange services more easily.
- Strengthen data collection and analytics to improve forecasting of burial, cremation and memorialisation demand, supporting more informed planning, financial sustainability and timely delivery of future cemetery capacity.
- Increase the use of automation for bookings, record management, invoicing and reporting processes, reducing manual administration and improving efficiency, accuracy and customer service.
- Assistance with customer enquiries, information retrieval and operational planning, while maintaining appropriate privacy, and security controls.
- Realising these benefits will depend on the integration between business systems and investment in digital capability.
- Human judgement will remain essential when supporting bereaved families, making service and policy decisions, managing cultural considerations, and determining long-term investment priorities.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Insufficient burial or ash interment capacity resulting in reduced service availability for the community.	Long-term planning capacity staging the development of new burial plots, ash interment plots to ensure sufficient capacity is available ahead of demand.
Disruption to bereavement services due to crematorium or facility infrastructure developments.	Investing in renewals and upgrades of facilities, undertaking preventative maintenance, and planning works with continuity of service.
Increased costs and reduced affordability for families.	Regular reviews of the funding arrangements, levels of service, and costs of cemetery operations to balance fees with affordability for families.
Environmental effects from cemetery developments and operations.	Stormwater management, regulatory compliance to reduce impacts. Natural burials to reduce environment impacts and long-term changing one cremator to hydrogen energy.
Community dissatisfaction if the cemetery services do not meet changing cultural and memorial preferences.	Incorporation of community engagement in to developments and monitoring of service trends.
Delays to cemetery expansion projects affecting service delivery and increases costs of capital projects.	Council undertakes forward planning and ensures capital projects are timely to meet demand.
Damage to cemetery assets and landscapes from severe weather or climate-related events.	Incorporation of climate resilience into cemetery planning, renewals, and development projects, and maintains assets to minimize the impact of extreme weather events.

City Operations

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

City Operations is Tauranga City Council's in-house operational delivery unit, established following a 2022 Local Government Act s17A review that recommended bringing parks and recreation contracts in-house. While beautification remains an important part of City Operations, the activity has grown significantly since then and now delivers a much broader range of maintenance, operational and reactive services across the city. Since being established in 2023 with 59 staff, City Operations has grown to 169 staff delivering Reserves Mowing, Sports Field Maintenance and Renovations, Natural Vegetation Restoration and maintenance, Walkways and Accessways structures and vegetation maintenance, Horticulture and Gardens, Roadside Mowing, Community Structures and Facilities, Amenity Cleaning, Traffic Management and Community Volunteer Coordination across the city.

The team operates out of three main depots – Tauriko, Aviation Avenue, and Macrae Ave (from October 2026). City Operations delivers maintenance, operational and reactive services on behalf of Council's asset owners. While asset owners are responsible for asset management, strategy, planning, levels of service and future investment decisions, City Operations provides the people, plant, equipment and operational expertise to deliver services on the ground. This includes routine maintenance, responding to issues raised by the community, supporting emergency response activities, and identifying asset and maintenance issues that help inform future planning and investment decisions.

By maintaining a permanent operational presence across the city, City Operations can respond quickly to issues, provide practical insights from the field, and deliver services in a way that is visible, accountable and connected to the communities it serves.

1.3 Why we provide the activity / How does it affect our community?

City Operations helps ensure Tauranga's parks, sportsfields, streetscapes, walkways and community facilities are maintained to the standards expected by the community. Through day-to-day maintenance and operational delivery, the activity helps keep public spaces safe, accessible, welcoming and fit for purpose.

The activity also supports environmental outcomes through natural vegetation management and ecological restoration, helping care for Council-owned land and open spaces for current and future generations.

Regular maintenance protects Council's assets, extends their useful life and helps reduce the need for more costly repairs and renewals in the future. It also supports the efficient use of ratepayer investment by ensuring assets continue to perform as intended over their lifecycle.

As an in-house delivery activity, City Operations provides direct accountability for service delivery and fosters a strong sense of ownership and pride in the work being undertaken. This allows effort to stay focussed on maintaining and improving the places people use every day, while ensuring community outcomes remain at the centre of service delivery.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• We ensure community spaces are maintained to a standard that is safe, accessible and welcoming for people of all ages and abilities
	A city that values and protects and enhances our environment - Tauranga Taurikura	High	• We deliver ecological restoration, maintenance and native planting across 290 hectares of natural vegetation and 110 hectares of dunes. We also deliver weed and pest control programmes that reduce long-term maintenance burden as sites become self-sustaining.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	• We maintain the signage, seating, structures and walkways that underpin the city's public spaces, and work with Asset Managers to align renewals and upgrades with growth areas, keeping infrastructure fit for purpose as the city grows.
	A city that supports business and education - Tauranga a te kura	Low	• We protect the green spaces, gardens, beaches and dune systems that support tourism and local business.
	We are a vibrant city that embraces events	Medium	• City Operations prepares and maintains sports fields, reserves, gardens and civic spaces for events, supporting set-up, traffic management and post-event cleaning.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
City Operations 5 Year Strategic Plan (2023)	Sets the original vision – Better Outcomes for Tauranga – and the case for in-house delivery this Activity Plan builds on.
City Operations Implementation Plan (2024)	Set out the contract-by-contract transition programme (reserves, facilities, sports fields, amenity cleaning, roadside mowing, traffic management) that has now been substantially delivered.
Local Government Act 2002, s17A review (2022)	Statutory basis for the original decision to bring parks and recreation services in-house, and the selection criteria used to assess any further contracts.
Council's Agrichemicals Policy and the Tauranga Agrichemicals Advisory Forum (TAAF)	Governs how, when and where agrichemicals can be used.
TCC Health, Safety and Wellbeing Policy / Tōtika prequalification	City Operations holds Tier 1 Tōtika HSE prequalification; this framework governs how we manage risk as the team and scope grow.
Reserve Management Plans and Council's Long-term Plan 2027–37	Levels of service, budgets and asset strategy for reserves and facilities remain with Asset Owners; City Operations delivers on the ground against these plans.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
		NA						

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

- City Operations staff are highly visible in the community and are often the face of Council's day-to-day services. This creates an opportunity to strengthen community trust and confidence through positive interactions, responsive service delivery and a continued focus on maintaining the places and spaces people use every day.
- As Tauranga and Council's asset base continues to grow, demand for maintenance and operational services will increase. While City Operations will continue to seek efficiencies, new assets bring ongoing maintenance costs and require operational funding to grow alongside agreed levels of service.
- New and upgraded assets, including those delivered through growth projects or vested to Council by external parties, create ongoing maintenance obligations. Ensuring adequate operational funding is identified alongside these assets will be critical to maintaining agreed levels of service and protecting Council's investment.
- Community expectations for timely, high-quality service continue to increase. City Operations will need to balance responsiveness and service quality with affordability while maintaining agreed levels of service.
- Balancing affordability with community expectations and agreed levels of service will remain an ongoing consideration for Council. Opportunities to reduce costs further have been identified but would require changes to levels of service and associated customer outcomes.

- As City Operations and Council's asset base grow, depot capacity, fleet and operational infrastructure will need to keep pace to support efficient service delivery.
- Building and retaining a safe, capable and multi-skilled workforce remains critical. The risk-based Learning Needs Analysis and competency framework will support training, succession planning and workforce flexibility across the activity.
- vWorkss, SafetyCulture/iAuditor and automated reporting are becoming core parts of how City Operations plans, monitors and reports work, improving consistency, visibility and efficiency.
- City Operations has delivered a broader scope of services while remaining broadly cost-neutral to slightly positive overall. Continued benchmarking, service optimisation and community feedback will help ensure the activity continues to deliver value for money.
- There may be future opportunities to work more closely with Western Bay of Plenty District Council or other external organisations where there is a clear operational, service or value-for-money benefit. The systems, processes and capability developed through City Operations position the activity well to support these opportunities should they arise
- The systems, processes and capability developed through City Operations position the activity well to respond to future opportunities, including shared services or regional delivery models.
- Continue to explore opportunities for automation where it will improve efficiency, reduce manual handling risks and support environmental outcomes.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
The core in-housing programme set out in the 2023 Strategic Plan and 2024 Implementation Plan is now substantially complete.	Reserves, walkways, structures, facilities, sportsfields, amenity cleaning, roadside mowing and traffic management have all transitioned in-house between FY23 and FY26. A Facilities (building) Cleaning transition was investigated in FY26 but was not approved to proceed; it remains a possible future opportunity rather than a committed item.
From FY27 onward, City Operations is in an ongoing consolidation and efficiency phase for its core TCC-funded scope.	Budget and resourcing growth for TCC-funded activity is not assumed to continue at the FY23–FY28 rate. A focus on service level optimisation alongside opportunities for future contract in-housing where there is a clear benefit to TCC.
Council's asset base will continue to grow over the life of the LTP through growth, renewals and new capital investment.	City Operations assumes responsibility for the ongoing maintenance of many new and upgraded assets. While efficiencies will continue to be sought, growth in the asset base is assumed to require corresponding increases in operational funding to maintain agreed levels of service.
Growth across specialist skills in sportsfields renovation, playground maintenance and auditing, continues organically based on strong FY26 performance.	This growth is demand-led rather than a scheduled contract transition and is assumed to be funded from the additional revenue these areas generate rather than requiring new base funding.
Traffic Management delivery is being consolidated and bedded in before any further growth is pursued.	No further growth in Traffic Management scope is assumed within the short term of this plan; the priority is proving the current model at its established scale first, delivering primarily City Ops specific Traffic Management for routine works.
Core digital systems, including vWorkss, SafetyCulture and reporting tools, are successfully implemented and embedded into business-as-usual operations.	Planned productivity, reporting, scheduling and efficiency improvements assume these systems continue to mature, be supported and are adopted consistently across all operational teams.

Assumption	Relevance to this activity
The risk-based competency framework is rolled out across all City Operations divisions within Year 1 (FY28), becoming business-as-usual thereafter.	This is assumed to underpin safe delivery of growth areas and to progressively build a more multi-skilled workforce, rather than remaining limited to the Mowing work family pilot.
City Operations will maintain Tier 1 Tōtika health and safety prequalification throughout the plan period.	This underpins our ability to safely grow scope without compromising our safety record.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Grow the minor project works team and specialist skills in sports fields renovation, streetscape, playground maintenance and auditing. • Consolidate and bed in the Traffic Management model, before pursuing further growth. • Roll the risk-based competency framework out across all City Operations divisions within Year 1, building toward a more multi-skilled workforce over time. • Deliver Stage 1 and Stage 2 of the vWorkss Field Service Management solution, standalone for planned and scheduled works. • Engage with Councils and potentially other external organisations, regarding opportunity for providing services, without committing resource or budget ahead of an agreement. • Complete embedding of contracts brought in-house since 2022, so every round runs on consistent systems (vWorkss, SafetyCulture/iAuditor, the management dashboard). • Hold Tier 1 Tōtika prequalification and keep building the safety culture that underpins everything else. • Continuously improve service delivery through fleet optimisation, technology, workforce capability and efficiency initiatives, while maintaining agreed levels of service.
Medium term (4-6 years)	• Move the competency framework fully into business-as-usual, expanding on core competencies to build an increasingly multi-skilled workforce across every division. • Continue to grow specialist skills (sports fields renovation, playground maintenance, streetscape, auditing) where demand and value for money support it. • If service arrangements to other Councils has developed, progressively grow to meet agreed requirements, leveraging shared capability and operational efficiencies across the sub-region. • Scale Stage 3 of the vWorkss Field Service Management solution – scoped integration back to the Accella/Arch GIS asset management system. • Only take on new scope where it meets agreed selection criteria and delivers a clear benefit to Council and the community.
Long term (7-10 years)	• City Operations is established as a well-performing and benchmarked in-house delivery model for Tauranga City Council. • If a partnership with other Councils has proceeded, City Operations is an established shared-services partner across the wider sub-region; if it has not proceeded, the

Timeframe	Proposed direction for this activity
	core TCC model remains strong and benchmarked in its own right. • Continue to only take on new scope where it meets our selection criteria – capability and capacity, risk profile, improvement potential and strategic alignment. • Demonstrate a sustainable, efficient and well-performing in-house delivery model that provides long-term value for Tauranga communities.

4 How we'll get there / Planning for the future

- Consolidation is the priority. Growth opportunities in sections 2 and 3 are not commitments. Each requires evidence of demand, strategic fit, value for money, funding and sufficient workforce, fleet, depot and digital capacity, with safety and commercial risks assessed. Obtain asset-owner agreement and delegated approval before committing resources. Protect core services and emergency capacity through clear performance limits, review and exit arrangements.
- A risk-based Learning Needs Analysis and competency framework is being implemented across all divisions to strengthen workforce capability, support safer operations, improve succession planning and develop a more adaptable, multi-skilled workforce.
- City Operations will continue to pursue demand-led growth opportunities where there is a clear need and value-for-money case. Current opportunities include expanding specialist services such as sports field renovation, playground maintenance, streetscape maintenance and auditing, while leveraging existing capability, systems and expertise.
- Additional opportunities may include providing sports field, horticulture, mowing, structures and facilities services to external organisations where this can be achieved without impacting existing service levels. Any future growth or expansion will be carefully assessed to ensure it is appropriately resourced, cost-effective and beneficial to the community.
- There is an opportunity to provide services to other Councils or external organisations. While no commitments have been made through this plan, this has the potential to extend the City Operations model across the sub-region over time, creating efficiencies and shared capability while remaining cost-neutral to Tauranga ratepayers.

5 Zero Based Budgeting

- As Council's operational delivery team, City Operations delivers services in line with the levels of service and budgets set by asset owners. City Operations has identified opportunities to reduce the cost of delivery while maintaining agreed service levels through fleet optimisation and some workforce reduction.
- Further material savings would require changes to agreed levels of service. City Operations has worked with asset owners (Spaces and Places and Transport) to identify these options and the associated impacts and trade-offs, should Council wish to pursue further savings.
- Workforce planning and fleet optimisation remain an ongoing focus, ensuring resources are deployed where they deliver the greatest value and that future investment is based on operational need rather than historic practice. Reconcile draft Year 1 savings assumptions to the supporting schedule before adoption, confirming amounts, evidence, approvals and implementation dependencies.
- Future contract transitions are generally expected to be delivered within existing contract budgets, with funding remaining in the relevant activity area. While ongoing operational funding is not expected to increase, some transitions may require upfront capital investment for fleet, plant, equipment or depot requirements.
- External services have no additional budget and must meet section 4's approval, full-cost-recovery and core-service protections.
- The vWorkss subscription is funded within City Operations' existing budget envelope, with a discounted per-user rate achieved through vehicle-based licensing rather than per staff member.

6 AI, Automation and Digital Uplift

- Our immediate priority is implementing vWorkss to improve planning, scheduling and work management across City Operations. This will replace manual spreadsheet-based processes, improve management of recurring maintenance programmes, streamline quoting and work delivery, and provide better visibility of performance and resource utilisation.
- Continued use of SafetyCulture/iAuditor and automated reporting will improve compliance, safety management, auditing, and the consistency and transparency of performance reporting.
- City Operations will continue to explore opportunities such as robotic mowing, automated line-marking and electric plant where they can improve efficiency, reduce manual handling risks and support environmental outcomes.
- City Operations expects improved scheduling, resource allocation and visibility of programme delivery through vWorkss, reducing administration time and providing better information for planning and reporting. This will strengthen reporting and benchmarking while also providing the opportunity for the community to see planned work via a future customer portal.
- vWorkss security and privacy assessment is complete with no issues identified during the trial. Full integration with TCC's Accela/Arch GIS asset management system has been deliberately deferred to a later stage to align with Digital Services capacity and funding priorities. Ongoing success will depend on continued investment in system development and consistent data capture across planning, supervisory and field teams.
- Where human judgement remains critical**:** Community relationships and on-the-ground decision making, health and safety judgement in a high-risk outdoor environment, and quality assurance, inspections and audits will continue to rely on the experience and expertise of City Operations staff.
- City Operations will continue to monitor and trial relevant technologies, including robotic and drone-based solutions, building on the robotic mowers, line-marking equipment and drone sprayers already in use.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Council's asset base grows faster than operational funding, creating pressure on service levels and response times.	Work closely with asset owners during planning and budgeting processes to identify maintenance implications of new assets early. Ensure operational funding requirements are identified and considered alongside growth and capital investment decisions.
The expected efficiency and productivity benefits from digital systems are not realised due to implementation, adoption or data quality issues.	Phased implementation of vWorkss and other digital tools, supported by training, process improvement and ongoing performance monitoring. Partnership with Council's Digital team to ensure City Operations has access to fit-for-purpose systems, integrations and support that enable efficient service delivery and ongoing optimisation of the activity.
Loss of key operational knowledge and expertise impacts service delivery and growth opportunities.	Implement the competency framework across all divisions, continue leadership development programmes, strengthen succession planning, and build a more multi-skilled workforce. Ensure we offer appropriate salary and employment opportunities.
Moving from a high-growth phase (2022–2028) into consolidation reduces career progression opportunities, affecting staff retention.	Continue investment in training and leadership development (Te Kura Whanake, Te Huringa Tai, the new competency framework); use Landscaping, specialist skills growth and any future in-housing or work for external organsations to provide ongoing development pathways even as core TCC-funded growth slows.

Negative effects/issue and risks/causes	Mitigation
Increasing community expectations place pressure on affordability, responsiveness and agreed service levels	Work with asset owners to review levels of service, priorities and customer feedback to ensure resources are delivering the greatest community value. Continue benchmarking, service optimisation and efficiency initiatives to balance affordability with customer outcomes.
Over time, City Operations becomes inefficient and no longer cost-effective compared with a contracted model.	Ongoing benchmarking, fleet and workforce optimisation, continuous improvement initiatives, and implementation of digital tools such as vWorkss. Regular review of performance, costs and community feedback to identify improvement opportunities and ensure the City Operations model continues to deliver value for money.

City Planning & Growth

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- how we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The City Planning & Growth Activity manages:

- TCC's strategic approach to City growth over a 30–50-year period, including input into the SmartGrowth subregional urban growth partnership.
- Resource Management policy, which is transitioning from the City Plan under the Resource Management Act to a Regional Spatial Plan and Land Use Plan under the new resource management system reforms led by government.
- Strategic growth planning, including spatial planning, structure planning, and infrastructure planning within both existing communities (where intensification will occur) and new greenfield development.
- Growth-related landform, hazards, resilience and infrastructure planning working across other council activities and external partners such as NZTA, BOPRC and the joint Water Organisation.
- Growth funding, including development contributions, developer agreements, government funding opportunities, infrastructure funding and financing levies, development feasibility assessment and input into growth funding reform led by government.
- Growth monitoring, projections and analytics.

In respect of growth, the overall aim is to ensure that land use, infrastructure, funding and feasibility is aligned.

1.3 Why we provide the activity / How does it affect our community?

The City Planning & Growth activity has an active role in promoting sustainable management of Tauranga City's natural and physical resources for existing and future people and communities with a focus on taking an integrated land use and infrastructure approach to managing the city's current and future population and urban growth.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Low	• The activity has limited contribution to this community outcome.
	Values and protects the environment - Tauranga Taurikura	High	• Environmental protection and constraints is a key part of the activity. These are mapped, considered and protected through planning instruments such as zones and overlays with a particular focus on green and blue corridors and features like our harbour as well as matters like indigenous biodiversity. • Environmental considerations are a core aspect of structure and spatial planning.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• This is fundamentally what the activity is about – identifying how best the city's growth and development can be accommodated within the constraints that we face., taking an integrated approach to urban form, transport, infrastructure and community amenities.
	A city that supports business and education - Tauranga a te kura	High	• The activity plays a key role in identifying appropriate locations for business and education and providing appropriate zoning and planning frameworks for these outcomes to be delivered. • Monitoring and projections of business uptake and future needs is undertaken and then fed into planning processes such as the City Plan and structure planning to ensure sufficient development capacity is provided to meet future needs.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• The activity has limited contribution to this outcome although zoning and planning frameworks can influence the delivery of events in certain locations or require consenting to occur.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
SmartGrowth Strategy 2024-74	Joint TCC / WBOPDC / BOPRC / tangata whenua and central government strategy focusing on growth management for the sub-region over a 30–50-year period.
Western Bay City / Regional Deal	Agreement between TCC / WBOPDC / BOPRC and tangata whenua with central government around joint outcomes sought over the next 10 plus years – including key infrastructure and land use / growth projects.
Urban Form and Transport Initiative and Transport System Plan	Transport investment identified through the UFTI and TSP is critical to enabling the planned land use outcomes for the City.
Te Papa, Otumoetai and Mount/Arataki spatial plans	These plans guide outcomes and investment in the older parts of the city as infill development and intensification occurs in future.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
City Planning & Growth	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years	No	No	Not achieved	Not achieved	Not achieved	Achieved
City and Infrastructure Planning	We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth.	There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years	No	No	Progressing	Progressing	Progressing	Achieved

		2) 10 years 3) 30 years						

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The activity will be significantly affected by a range of government reforms including resource management and development levy reforms. Staff are actively engaging with government officials on these reforms and in the case of the resource management reforms staff are seconded to MCERT to help develop aspects of the new system.

The activity works closely with City Waters on growth-related planning through intensification and greenfield projects, future growth projections, infrastructure funding, long-term growth options and other matters. The transition of waters planning responsibilities to the joint Water Organisation presents the need to create build and develop a collaborative working relationship with the new entity. One specific matter relates to development contribution (and future development levy) funding for waters assets – initially TCC will likely manage this on behalf of the water organisation, however in time, responsibility is likely to transfer to the water organisation.

Efficiencies are likely to be driven by the new resource management system which has in part been designed because of the inefficiencies of the current RMA system. It features significant standardisation of content, less plans, reduced scope, more government direction and more streamlined process. Significant resource will still be required to develop initial plans but beyond that efficiencies are anticipated to occur.

Given Tauranga's small size and high growth, cross boundary development challenges are becoming more pressing – specifically growth in the WBOP District reliant on TCC infrastructure, including both planned and unplanned development (including fast-track projects). These will be managed through several arrangements including through the water entity, regional spatial plan, funding agreements and boundary changes and/or other local government reform processes.

With specific reference to growth planning a range of challenges exist around infrastructure capacity constraints, the high cost of new infrastructure, limited funding options and development feasibility. This covers both greenfield and intensification development. These matters are likely to continue to affect TCC's ability to supply sufficient residential and business development capacity to meet planned growth and statutory requirements.

There is an aspiration to see a rapid transition to more intensification rather than greenfield development. There are several challenges to overcome to realise delivery of intensification at scale, including high construction cost, public preferences, lack of large-scale site opportunities and planning constraints such as flood risk and restrictive private covenants.

Growth also relies on infrastructure delivery from other agencies which remains uncertain, especially NZTA state highway improvements e.g. SH29 Tauriko.

Digital data and AI all have potential to assist in greater data availability to support decision making, as well as increasing general productivity. There is increasing provision of data and AI provision at both a central and local government level that will assist in this regard. Automation is less relevant in the context of city planning given the complex, placed based issues.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Population and employment growth rate is broadly aligned with current projections	A significant focus of the activity is planning for sustained future growth. Changing growth rates (either lower or higher) would have a significant input on planning requirements.
Spatial allocation of growth is broadly aligned with current allocations	Future growth is spatially allocated and sequenced. Changes to where and when growth is proposed to occur, including the mix of greenfield development and intensification can have significant impacts on the activity.
Government reforms across the resource management system and growth funding will be completed and implemented	Resourcing and budget requirements have been built assuming these reforms will be completed.
Water Organisation established	It is assumed that the Water Organisation is established and will resource, undertake and fund three waters planning associated with City Planning & Growth projects eg greenfield structure plans.
Growth-related infrastructure will continue to be primarily funded through a "growth pays for growth" approach and managed through development agreements.	This activity relies on growth funding tools to enable infrastructure delivery, support development, and minimise costs to existing ratepayers. Other funding and financing mechanisms will continue to be sought out and established.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Focus on implementation of government reforms, especially new resource management system while keeping current system operational through the transition period. • Complete first generation Regional Spatial Plan. • Ensure infrastructure costs of growth continue to be met by new developments rather than broader community. • Identify ways to support more intensification and centre development. • Prepare for and implement transition to new development levies system (assuming legislative changes proceed).
Medium term (4-6 years)	• Complete transition to new planning system, including the first-generation Land Use Plan. • New strategic growth priorities become plan enabled (zoning operative) – including Te Tumu (and other areas that may be required to meet national direction). • Residential and business land development constraints addressed. Intensification levels increasing. • New growth funding tools being employed enabling more development to proceed.
Long term (7-10 years)	• NZTA State Highway 29 improvements advanced / completed unlocking further growth in the Western Corridor. • New planning system embedded. • Intensification now a significantly greater portion of city growth. • Housing development in Te Tumu underway. • Enabling housing and business land supply in other areas, to meet demand and national direction.

4 How we'll get there / Planning for the future

- The key focus is around planning for and implementing the resource management reforms, specifically the Regional Spatial Plan (RSP) and the Land Use Plan.
- The RSP is at a BOP level involving all councils in the region. Work is well underway to prepare for the RSP including collaboration between councils and advancing work to set up a Spatial Plan Committee. The BOP region is in a strong position to deliver a RSP given significant spatial planning in place, including through SmartGrowth.
- The Land Use Plan will broadly replace our current City Plan under the Resource Management Act. City Planning and Growth staff have been working closely with government officials to develop the new system including standardised zoning provisions with four staff seconded to this work. This will put us in a strong position to understand and implement the new system.
- From a more place-based perspective growth priorities are intensification, eastern corridor (Te Tumu) and Western Corridor (including further business land). Further planning and assessment is required to address issues and constraints in these areas to enable development to process, infrastructure to be delivered and appropriate funding arrangements agreed.
- At a strategic infrastructure level there will be a focus on working with the government and NZTA to enable key projects to proceed to delivery including SH29 Tauriko.
- From a waters perspective the focus will be on alignment and coordination with the water entity, especially on growth planning and delivery.

5 Zero Based Budgeting

The activity has responsibility for delivering statutory requirements in terms of the current and future resource management system. The majority of budget and staffing requirements relate to this. There are some uncertainties around the cost and resourcing requirements associated with the new resource management system and we expect to adjust budget needs as more information becomes available (including in future financial years).

Significant budgets have also been provided against specific growth projects, especially greenfield structure planning (e.g. Te Tumu and western corridor areas). In some cases, Council decisions are still required as to if / how some of these areas will proceed and this will affect budget needs in future.

Overall budgets requirements are estimated to be lower than they were in the 2024-34 LTP

It is also worth noting that budgeting of the growth funding team (primarily salaries) creates significant new revenue to Council through development contributions and other funding mechanisms as well as resulting in the transfer of infrastructure funding responsibilities from TCC to landowners / developers through development agreements.

6 AI, Automation and Digital Uplift

The Government is committed to delivering a single, consistent digital system to underpin the new planning system. Central government is investing in the roll-out of shared digital tools, consistent data standard and core national datasets. This new digital system will be designed to improve access to planning information, increase consistency in how information is applied, reduce fragmentation across the planning system and support better visibility of system performance. This new digital system will assist TCC to implement the new system. Once further details are provided, TCC will need to review our existing digital systems used in planning.

AI is used to some extent to assist staff in research and report writing, human judgement is still required and will remain an essential component in City Planning Growth's core functions.

The greatest opportunity identified for the City Planning & Growth Activity is the standardisation provided for in the new resource management planning system (including standardised zoning provisions) and associated national direction. This will vastly reduce the need for our own planning provisions noting that human judgement is still an essential component in deciding which zones should apply to which parts of the City and where bespoke planning provisions are requirement to address Tauranga specific planning matters such as natural hazards.

Benefits are expected in the need for less staff and consultant resource relative to the current RMA system. However, this relies on the government delivering high quality and timely content, and the implementation of the new system and transition period is expected to require significant resource.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
The cumulative effects of subdivision, land use and development can have significant negative environmental and social effects.	Ensuring that projects contain effective community, stakeholder and tangata whenua engagement and where relevant the ability for formal consultation. Working with strategic partners in implementing SmartGrowth and other sub-regional strategic programmes related to urban growth and development. Preparing a Regional Spatial Plan and Land Use Plan and making it operative through the new resource management planning system. Including appropriate objectives, policies and rules to promote sustainable management of natural and physical resources. Monitoring growth trends and resource management issues regularly and responding to those issues as appropriate. Monitoring national, regional and local trends and environmental policy initiatives in order to provide high-quality advice to the organisation.
Some of the costs of city growth may have to be met by existing ratepayers.	Monitoring the growth of the city, developing infrastructure plans to address provision and costs of growth and providing this for inclusion in the Development Contributions Policy. Seeking other sources of funding for growth-related infrastructure including Waka Kotahi subsidies, government grants and the use of IFF levies. Working closely with other key public agencies and private sector developers on efficient methods of infrastructure delivery and funding, including direct funding and delivery of infrastructure by developers; ensuring in-house resources support integrated growth management policy and technical delivery.

Adaptation
(Climate & Resilience)
Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- how we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Climate & Resilience activity helps Tauranga City Council and the community understand, prepare for, and respond to climate change and natural hazard risks. The activity takes an integrated approach to climate change which combines mitigation (reducing emissions) and adaptation (building resilience).

The activity provides robust evidence, frameworks and advice to support consideration of climate change, natural hazards and resilience into governance decisions, land-use planning, investments, and operations. Examples of outputs include natural hazard information, adaptation planning, risk assessments, and energy efficiency initiatives.

The activity supports and coordinates the delivery of council's Climate Action and Investment Plan and Emissions Reduction Plan and plays a crucial role in a range of other plans and programmes, such as the Organisational Improvement Programme developed as a response to the Mauao External Review (2026). By being centrally coordinated, it ensures that climate change decisions are consistent and aligned across council functions.

This work helps council avoid future costs, reduce risk exposure, improve resilience of infrastructure and services, and support the wellbeing of current and future generations.

1.3 Why we provide the activity / How does it affect our community?

Climate change and natural hazards are creating increasing risks to people, property, infrastructure, ecosystems and the local economy. Tauranga is already experiencing more frequent and severe weather events, increasing pressure on community wellbeing and council resources. This activity helps council understand these risks and make informed decisions about how they should be managed over time. The activity supports:

- reliable natural hazard datasets, mapping, modelling and technical advice.
- earlier identification and escalation of significant natural hazard and life-safety risks.
- improved review and use of geotechnical and natural hazard information.
- risk-informed land-use, infrastructure and investment decisions.
- targeted adaptation planning in the highest-priority locations.
- focused energy and emissions analysis that supports operating-cost reductions.
- essential public information and engagement for statutory or significant risk decisions.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Low	Supports community understanding of climate and natural hazard risks.
	Values and protects the environment - Tauranga Taurikura	High	Supports climate adaptation, emissions reduction, resilience, and nature-based solutions.
	Well-planned city that is easy to move around - Tauranga - Tatai Whenua	High	Provides climate and hazard information that informs land-use planning, infrastructure planning, and investment decisions.
	Supports business and education - Tauranga a te kura	Low	Supports long-term economic outcomes such as energy resilience.
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	Low	Provides indirect benefits through improved resilience of public infrastructure, facilities and community spaces.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002	Providing climate and natural hazard evidence to support resilient, affordable infrastructure and sound statutory decision-making.
Long-term Plan 2027-37	Provides strategic direction, levels of service, and funding for climate and resilience across all council activities.
Infrastructure Strategy and Asset Management Plans	Uses climate and resilience information to support identification of infrastructure risks, adaptation pathways and investment priorities.
Planning Act 2026	Uses hazard and climate-risk information to inform development decisions and reduce future risk exposure, including identification of priority areas for adaptation planning.
Emergency Management Act 2026	Uses hazard data to inform emergency preparedness and risk reduction activities.
Climate Change Response Act 2002	Sets out adaptation planning and emissions reduction requirements for local authorities.
Climate Action and Investment Plan	Primary framework for Council's climate adaptation, resilience and emissions reduction activities.
Organisational Improvement Programme 2026	Requires in-house natural hazard expertise to strengthen the identification, review, escalation, recording and management of significant natural hazard and life-safety risks.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Adaptation (Climate & Resilience)	We will do our part in limiting global warming and reach net zero greenhouse gas emissions by 2050	Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels)	No	No	37.8 %	42.0 %	46.2 %	75.6 %

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and understand where we come from. This section provides an overview of the current state of the activity, including key challenges and opportunities.

2.1 Expected challenges and opportunities

Tauranga's climate and natural hazard risks are increasing due to its coastal geography, historic development patterns, rapid growth, ageing infrastructure and changing climate conditions.

Many people, properties and infrastructure assets are located in low-lying coastal areas, former wetlands, flood-prone catchments and areas exposed to erosion, landslides, and extreme weather. Growth will increase this exposure unless risk information is embedded into planning, infrastructure and investment decisions.

Climate change is expected to intensify many of these hazards, placing greater pressure on infrastructure networks, service delivery, insurance availability, community wellbeing and Council finances.

At the same time, expectations on local government are increasing. Emerging climate adaptation and planning reforms are likely to require councils to identify priority adaptation areas, improve climate-risk information and undertake adaptation planning with affected communities.

Council also faces financial and operational pressures from rising energy costs, emissions-reduction expectations and the need to transition infrastructure, buildings, and operations toward more resilient, low-emissions alternatives.

Key challenges include:

- Increasing exposure to climate and natural hazard risks as the city grows.
- Affordability pressures for council and the community, including future recovery, insurance and adaptation costs.
- Uncertainty about national adaptation legislation, funding arrangements and local government responsibilities.
- Rising energy costs and the need to reduce fossil-fuel dependence across assets and operations.
- Increasing expectations for clear climate-risk information, transparent engagement and informed adaptation choices.
- Growing demand for specialist natural hazards and adaptation capability, energy efficiency expertise, and communications and engagement support.

Key opportunities include:

- Improving planning, infrastructure and investment decisions through better risk information.
- Reducing future recovery, maintenance and adaptation costs through early intervention.
- Lowering operating costs through energy efficiency, emissions reduction and low-carbon investment.
- Embedding resilience and climate considerations into infrastructure, asset management, land use and growth planning.
- Supporting targeted community awareness, preparedness and participation in priority risk and adaptation processes.
- Leveraging green finance, sustainability funding and digital tools where they improve value for money.
- Building stronger partnerships with mana whenua, communities, neighbouring councils and infrastructure providers.
- Supporting a resilient, low-emissions city that is better prepared for future climate, energy and economic uncertainty.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Climate and natural hazard risks will continue to increase over the next decade.	Supports ongoing investment in risk assessments, adaptation planning and resilience programmes.
The need to understand local impacts of climate and natural hazard risks will grow.	Highlights the importance of maintaining and improving local natural hazards data and risk information to support council planning and decisions.
External funding opportunities for resilience and adaptation activities will remain limited and uncertain.	Most programme costs are assumed to be funded through general rates.
Community expectations regarding climate-risk management and resilience will continue to increase.	Creates increasing demand for information, engagement and adaptation planning.
Delivery will rely on additional specialist roles focused on natural hazards and adaptation planning. No dedicated community engagement role is funded.	Technical risk information and adaptation planning capacity will improve, but engagement will need to be delivered through existing communication teams. The scale and timing of adaptation processes may therefore be constrained by engagement capacity.

3 Where do we want to be? / Direction setting

Vision: Tauranga is a climate-resilient, low-emissions city where communities, infrastructure and decision-makers are equipped to understand, manage and adapt to climate and natural hazard risks in a way that supports long-term wellbeing, affordability and sustainability.

Timeframe	Proposed direction for this activity
Short term (1-3 years)	Natural hazard risk information is current and improving, organisational capability to manage climate risks and opportunities is strengthened, priority areas for adaptation planning are confirmed, and focused energy initiatives are delivering cost savings.
Medium term (4-6 years)	Adaptation planning is underway in priority locations, infrastructure decisions consistently reflect climate risk, and energy and emissions initiatives are integrated in selected asset and investment programmes.
Long term (7-10 years)	Communities, infrastructure and council services are better prepared for future climate conditions, long-term costs are reduced, and organisational emissions continue to decline toward the net-zero pathway.

4 How we'll get there / Planning for the future

This section outlines the practical work programme for the first three years of the Long-term Plan period. The work programme focuses on the core foundations needed to support long-term adaptation, resilience and emissions reduction.

Workstream	Focus	Key deliverables in years 1-3	Key dependencies
Risk information	Improve the quality and use of climate and natural hazard information.	Maintain and improve hazard mapping, climate risk information, data systems and risk assessment methods to support planning and management of natural hazard risks (incl. Mauao External Review Organisational Improvement Programme). Maintain core public information about natural hazard exposure.	Data investment, staff capacity, systems functionality, communications and engagement support.
Capability and decision-making	Embed climate and resilience considerations into governance, policy, business cases, planning and investment decisions.	Strengthen internal guidance, decision-support tools, organisational knowledge and staff capability to improve cross-council alignment and reduce reliance on external consultants.	Leadership support, staff capacity, organisational policies and processes.
Infrastructure resilience	Improve how climate risks, adaptation pathways and level-of-service trade-offs are considered in asset and infrastructure planning.	Support asset teams to assess climate risks and integrate resilience into infrastructure planning, renewals and capital programme decisions.	Asset data and ownership, capital programme alignment.
Adaptation planning	Identify priority areas for adaptation and develop long-term response plans.	Establish the evidence base and prioritisation framework, assess climate risks and commence adaptation planning in a limited number of priority locations. Community and mana whenua engagement will be limited.	Regional spatial planning, central government guidance, staff capacity, communications and engagement support.
Emissions and energy	Reduce organisational emissions and energy costs.	Deliver energy efficiency, electrification, emissions reporting and other initiatives that lower operating costs and enable a net-zero organisational emissions pathway.	Business cases, energy costs, and available funding.

5 Zero Based Budgeting

The Climate & Resilience activity has been reviewed using a zero-based budgeting approach to ensure investment is focused on activities that provide the greatest strategic, legislative and long-term value.

Priority has been given to:

- Climate and natural hazard risk information.
- Hazard mapping and evidence programmes.
- Governance and decision-making support.
- Infrastructure resilience assessments.
- Adaptation planning (with limited community engagement).
- Key energy efficiency and emissions reduction initiatives.

The proposed programme places greater emphasis on building internal capability and integrating resilience into existing council processes while reducing reliance on external consultancy services.

The budget provides for the core evidence and tools needed to manage climate and natural hazard risks, including hazard mapping and modelling, geotechnical investigations, infrastructure risk assessments and energy and carbon analysis. It also funds the two additional specialist roles – a natural hazards specialist and an adaptation advisor – to strengthen internal technical review and progress priority risk and adaptation work.

The budget also supports adaptation planning as this work ramps up, energy-efficiency and emissions-reduction initiatives, carbon and energy audits and platforms, selected feasibility studies, and existing climate-related grants. Provision is included for essential public information, but not for a dedicated community engagement role; more intensive engagement will depend on corporate support or project-specific funding.

6 AI, Automation and Digital Uplift

Digital tools, automation and AI have potential to improve the effectiveness and efficiency of the Climate & Resilience activity. Priority opportunities include:

- Improving risk assessment and scenario modelling.
- Enhancing climate and natural hazard data analysis.
- Improving monitoring, reporting and programme evaluation.
- Supporting integration of asset, hazard, financial and planning datasets.
- Improving public access to climate and hazard information.
- Streamlining information management and reporting processes.

Many of these opportunities are already being captured or explored. For example, our energy, carbon and emissions analysis is mostly automated, and AI is supporting much of our natural hazards data analysis. We are continuously in dialogue with the Digital team about opportunities, and we are monitoring the growing market of service providers that could help us better analyse complex natural hazard and climate risks. Benefits are expected to include improved decision-making, reduced administrative effort, improved data quality and more efficient delivery of services.

Human judgement will remain essential for governance decisions, risk tolerance discussions, adaptation planning, community engagement and investment decisions.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the council's approach to mitigating the effects are noted below.

Significant negative effects and risks	Mitigation
Publishing hazard information may cause concern, affect perceptions of properties and create uncertainty for owners and occupiers.	Use robust evidence, explain uncertainty and limitations, provide accessible supporting information, and meet statutory notification and consultation requirements.
Risk assessments and technical advice may be interpreted within a narrow lens, leading to disproportionate responses or decisions based on incomplete evidence.	Encourage cross-council reviews and governance settings to test alignment with council strategies, risk information and investment priorities before decisions are made.
Prioritising some hazards, assets or locations may defer work elsewhere and be perceived as inequitable.	Use transparent, evidence-based criteria that consider risk to life, vulnerability, consequences, affordability and statutory obligations.
Adaptation planning may create uncertainty, conflict or expectations about land use, infrastructure investment, funding and responsibility for costs.	Clarify scope, decision rights and funding constraints early; assess options and stage decisions through agreed governance processes.
Engagement that is limited, poorly timed or not representative may reduce trust and lead to decisions that do not reflect affected communities or mana whenua.	With limited staff capacity, prioritise engagement for the most consequential decisions and involve mana whenua and key stakeholders early.
Resilience recommendations may increase near-term project costs, constrain design choices or compete with other investment priorities.	Use proportional, risk-based advice and whole-of-life assessment of costs, benefits, service impacts and avoided losses.
Energy-efficiency and emissions initiatives may require upfront investment, or result in unplanned maintenance costs.	Require robust business cases, staged implementation, and monitoring of costs, savings and performance.

Commercial

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Commercial Activity helps manage Council assets and make well-informed decisions about how it manages, measures and uses its resources. The activity brings together strategic and commercial property, property facilities management, procurement, fleet, performance monitoring and assurance, business intelligence, GIS and mapping, capital programme assurance, commercial advisory, and the Insights Portal.

It provides specialist property advice, procurement policy and practice, commercial insight, programme assurance, geospatial insights, data and analytics, systems thinking and practical delivery support so Council can improve value for money, manage assets and statutory obligations effectively, support capital and operational decision-making, and unlock opportunities for the community.

1.3 Why we provide the activity / How does it affect our community?

The activity supports the community by helping Council use public resources responsibly, improve commercial outcomes, manage property and procurement risk, identify savings and revenue opportunities, and make better decisions using data and evidence.

Strategic property advice supports projects, infrastructure upgrades, statutory processes, land access, acquisitions and disposals. Procurement supports better public value by helping staff obtain the right goods, services and works through good policy, sound practice, whole-of-life cost consideration, sustainability and broader outcomes.

Performance, Monitoring and Assurance supports performance measure capture, business intelligence, GIS, mapping and the Insights Portal so leaders, staff and residents can access accurate, trusted, actionable and easy-to-understand information. The Insights Portal provides a central source of organisational information, reducing duplication and helping staff use the same validated dashboards, reports and insights.

The activity helps ensure Council services are delivered efficiently, sustainably and with a clear focus on community value.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Supports inclusive access to Council services by improving the stewardship of property, procurement and resources that enable services to be delivered across the city.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	• Improves asset, fleet and procurement decisions so Council can reduce waste, consider lifecycle costs and support more sustainable management of property and resources.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Provides commercial, property, procurement and performance advice that supports planned investment, asset optimisation, divestment decisions and long-term financial sustainability.
	A city that supports business and education - Tauranga a te kura	High	• Supports business activity through procurement, commercial advisory services, asset realisation and advice that helps Council make better investment and service delivery decisions.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• Indirectly supports events and visitor activity through property, procurement and commercial support.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Property Acquisition and Disposals Policy	Sets the process and decision pathways for property acquisitions, disposals and use of the Strategic Acquisition Fund, including statutory obligations, due diligence, valuation and transparent decision-making.
Local Government Act, Reserves Act and Public Works Act	Property advice and transactions must comply with statutory requirements for reserve land, public works land acquisition, compensation, road stopping, legalisation, covenants, easements, rights of entry and land disposal.
Procurement Policy, procedures, templates and tools	Provides the framework for achieving value for money through whole-of-life cost, fit-for-purpose quality,

Strategy, plan, policy, or legislation	Linkages and interdependencies
	sustainability, broader outcomes, good practice, e-tendering, contract management, panels and procurement capability building.
Asset realisation, reserve recycling and strategic acquisition workstreams	Commercial property advice supports Council decisions on asset optimisation, divestment, remediation, valuation, legal constraints, revenue opportunities, disposal processes and future investment choices.
Infrastructure, capital programme and property access requirements	Property investigations, easements, rights of entry, landowner engagement and legal access requirements are critical dependencies for project design, delivery timing and infrastructure outcomes.
BI Data and Analytics Strategy, PMA, GIS and Insights Portal	Supports programme assurance, geospatial information, data warehousing, reporting, dashboards, performance measurement, reusable data models, self-service analytics, data governance, advanced analytics, AI and accessible insights for staff, leaders and the community. The Insights Portal is a central source of trusted organisational information, using validated dashboards, executive-level tiles and interactive Power BI reports to reduce report clutter and support organisation-wide storytelling.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
NA								

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Commercial faces a strong need to improve value for money, strengthen stewardship of Council's property, procurement, fleet, data and assurance functions, and use evidence more consistently to support decisions.

Strategic and commercial property work is increasingly important as Council manages infrastructure delivery, easements and access rights, reserve land requirements, Public Works Act processes, acquisitions, disposals, remediation and asset realisation.

Procurement will continue to support better public value through good policy, whole-of-life cost analysis, sustainability, broader outcomes, contractor engagement, e-tendering, supplier arrangements and contract management.

Performance, Monitoring and Assurance is newly established and has an opportunity to become the leading hub of expertise for digital engineering, geospatial insights, business intelligence and organisation-wide performance information. The Insights Portal responds to a clear organisational need for one trusted place to find validated dashboards, reports and insights, reducing duplication and helping staff, leaders and teams work from the same source of truth. BI currently supports cross-system reporting, dashboards and curated data models, with opportunities to reduce report clutter, improve reusable models, increase access through the Insights Portal, strengthen governance, enable self-service analytics, and mature advanced analytics and AI.

Digital engineering is also an important opportunity to improve the quality, consistency and reuse of infrastructure and asset information through digital as-builts, geospatial data, common standards and digital twin capability.

Key opportunities include reducing and better integrating the fleet portfolio, progressing asset realisation and reserve recycling opportunities, reviewing procurement delivery models including BOPLASS integration or exit options, clarifying overlaps between business intelligence and Digital functions, and testing whether selected facilities and leasing services could be outsourced where market capability and savings are proven.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Property transactions and statutory processes will continue to require specialist advice and legal/regulatory review.	Acquisitions, disposals, easements, reserve land matters and Public Works Act processes can affect project scope, timing, cost and risk, and must be planned early with asset, infrastructure and project teams.
Procurement demand will remain broad, from simple purchases to complex and strategically important projects.	The activity will need to maintain policy, tools, training, advice, e-tendering support, contract and panel guidance, and fleet management capability to support value for money and public value outcomes.
Asset realisation, reserve recycling and disposal proceeds are dependent on investigation, elected member decisions, legal pathways and market conditions.	Financial benefits may not be realised in the planned year if statutory processes, land status, valuation, remediation, consultation, decision-making or market timing create delays.

Assumption	Relevance to this activity
Demand for trusted data, dashboards, geospatial insights, performance reporting and will continue to grow.	The activity will need to maintain and mature BI, GIS, performance measure capture, Insights Portal, data governance, reusable data models, programme assurance and self-service analytics capability so decision-makers can rely on consistent, accessible and actionable information.
The Insights Portal will remain the primary internal channel for trusted organisational dashboards, reports and insights.	The activity will need to maintain validation by subject matter experts, clear ownership of reports, appropriate Power BI reporting capability, and easy access to executive-level and team-level information so staff can make faster and more consistent decisions.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Strengthen core property, procurement, PMA and BI services, progress priority asset realisation opportunities, improve fleet utilisation analytics, review BOPLASS and other procurement delivery options, embed clearer property input into infrastructure and project planning, and improve access to trusted data through the Insights Portal.
Medium term (4-6 years)	• Mature the commercial model for property portfolio management, procurement capability, contract management, sustainability, broader outcomes, programme assurance, performance reporting, data governance and Insights Portal adoption, and implement agreed operating model improvements where they demonstrate value for money.
Long term (7-10 years)	• Operate as a trusted centre of commercial and assurance excellence that uses strong property, procurement, programme assurance, GIS, BI, data and advisory capability to optimise Council resources, reduce risk, support infrastructure delivery, maintain trusted information, and improve long-term community value.

4 How we'll get there / Planning for the future

- Over the next three years Commercial will focus on strengthening value for money, improving asset, property, procurement, fleet, performance, assurance and data stewardship, and using evidence more effectively to support decisions.
- Key work will include embedding early property advice into major projects, improving the coordination of easements and access rights, progressing acquisitions and disposals in line with the Property Acquisition and Disposals Policy, supporting Public Works Act and reserve land processes, progressing the asset realisation programme, testing reserve recycling and other property opportunities, reviewing fleet utilisation and operating model options, considering procurement delivery improvements including BOPLASS, and supporting better procurement capability through policy, tools, e-tendering, contract guidance, supplier arrangements and broader outcomes.
- PMA will focus on programme assurance, GIS and mapping, performance measure capture, business intelligence, the Insights Portal, report rationalisation, reusable data models, data

governance, self-service analytics and trusted organisational storytelling. Digital engineering will focus on developing the business case, standards and operating model for digital as-builts, digital twins and consistent asset information requirements across capital delivery and asset handover.

5 Zero Based Budgeting

- Fleet optimisation remains an active savings opportunity, particularly through further review of leased vehicles and potential integration with the City Operations fleet into one portfolio.
- Property and asset realisation opportunities are expected to contribute proceeds over the LTP period, including progress toward the current $60m+ asset realisation target by year end 2029, subject to elected member decision-making.
- Reserve recycling, childcare, seawalls and other property opportunities may create revenue, savings or proceeds, but require legal, policy and elected member consideration before implementation.
- Procurement savings may be available through reviewing BOPLASS and considering integration with TCC procurement, with timing dependent on whether this is progressed through HeadStart or earlier decision-making.
- Some activities, such as facilities and leasing, may have outsourcing potential, but further market testing is required to confirm capability, risk and whether savings are material enough to justify change.
- Procurement will continue to focus on whole-of-life cost, quality, sustainability and broader outcomes, while building capability, supporting e-tendering, managing existing supply arrangements and improving contract and panel guidance to deliver better public value.
- Strategic and commercial property work will support savings and revenue opportunities through acquisition and disposal due diligence, valuation, reserve land advice, remediation considerations, landowner engagement and statutory process management.
- PMA and BI will support better value for money by reducing duplicated or low-use reporting, strengthening reusable data models, improving access to performance information, and enabling programme assurance and decision support through trusted data and insights.

6 AI, Automation and Digital Uplift

Digital engineering will be a key opportunity for Commercial to improve how Council plans, designs, delivers and manages infrastructure and property assets. It includes the use of digital as-builts, common asset information standards, geospatial data, digital twins, model-based design information and integrated project data to create a more accurate and accessible view of Council assets across their lifecycle.

The immediate focus is to develop a clear business case and operating model for digital engineering capability, including how existing capital budgets, asset information requirements, GIS, BI, Digital, infrastructure delivery teams and Commercial will work together. This should support better capital programme assurance, improved asset handover, more reliable lifecycle cost decisions, reduced rework, stronger contractor information requirements, and better long-term stewardship of Council's built assets.

- Establish minimum digital information requirements for capital projects, including digital as-builts, metadata, geospatial references and asset handover standards.
- Develop a digital twin roadmap that prioritises high-value asset classes and use cases, such as infrastructure planning, property optimisation, risk management and lifecycle cost forecasting.
- Use digital engineering to improve collaboration between project teams, asset owners, property, procurement, PMA, GIS, BI and Digital.
- Align procurement and contract requirements so suppliers provide consistent, usable and future-ready asset information at practical completion.
- Maintain strong governance over data standards, ownership, security, quality assurance and the relationship between digital models and official asset registers.

- Improve data-driven decision-making by clarifying business intelligence responsibilities, reducing overlap with Digital where appropriate, and strengthening organisational data stewardship, data ownership, quality controls, standards and governance.
- Use AI, automation and analytics to support procurement analysis, spend under management, property portfolio insights, fleet utilisation analytics, capital programme assurance, performance monitoring, geospatial insights and community-facing reporting.
- Develop digital twins and digital as-built capability to improve engineering information, asset management, capital delivery and lifecycle cost decisions.
- Key dependencies include data quality, system integration, governance, capability, investment approval and clear ownership between Commercial, Digital and operational teams.
- Human judgement remains critical for commercial advice, elected member recommendations, procurement decisions, market testing, risk assessment and choices that involve community, legal or strategic trade-offs.
- Priority digital opportunities include improved property portfolio data, automated title and ownership checks where appropriate, procurement spend analytics, supplier and contract reporting, e-tendering process improvement, and better fleet utilisation dashboards.
- The Insights Portal and future community insights capability should make common reports and insights easier to find, reduce report clutter, provide a trusted source of truth, support executive-level tiles and drill-through Power BI reporting, enable open data where appropriate, and support more consistent storytelling from trusted data.
- Digital engineering will require clear governance, supplier requirements, information standards and integration with GIS, BI and asset systems so digital as-builts and digital twins become trusted operational tools rather than standalone project outputs.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Property, acquisition, disposal, easement, road stopping, reserve land or Public Works Act processes may delay infrastructure projects or create financial, legal or community risk if not identified early.	Ensure we have appropriately qualified people. Embed early property advice into project planning, undertake due diligence, clarify ownership and land status, identify title constraints, obtain necessary consents, engage landowners appropriately and use the PADP and statutory pathways to guide decisions.
Poor procurement practice, weak contract management or unmanaged supply arrangements may reduce value for money, increase delivery risk, or miss sustainability and broader outcome opportunities.	Maintain good procurement policy, tools, training, advice and assurance; use whole-of-life cost, fit-for-purpose quality and sustainability considerations; support e-tendering, contract registers, supplier panels, existing supply arrangements and contractor engagement processes.
Poor data quality, unclear data ownership, duplicated reporting, weak governance or inconsistent performance information may reduce trust in decision-making and limit benefits from analytics, AI and automation.	Strengthen data governance, data dictionaries, certified reusable models, reporting standards, PMA assurance processes, report rationalisation, Insights Portal access, and clear roles between BI, Digital, GIS and business teams.
If the Insights Portal is not maintained as a trusted source of truth, staff may return to duplicated local reports, inconsistent data and slower decision-making.	Maintain subject matter expert validation, clear ownership of datasets, report rationalisation, executive-level tiles, interactive reporting, user support, and ongoing governance so staff can confidently use one trusted source of organisational information.

Negative effects/issue and risks/causes	Mitigation
Digital engineering may increase complexity, cost or delivery risk if asset information standards, supplier obligations, governance and ownership are not clearly defined before implementation.	Develop a staged business case and roadmap, set minimum digital information requirements, align procurement and contract clauses, define roles across Commercial, Digital, GIS, BI and asset owners, and ensure digital models are governed as part of the asset information ecosystem.

Communications and Engagement

Susan Davidson October 2026

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Communications & Engagement plays a vital role in connecting Council with our community, ensuring people are informed, heard and involved in decisions that shape Tauranga's future.

We support the delivery of Elected Member priorities by helping Council communicate clearly, engage meaningfully and demonstrate the value of its work to the community.

Through strategic communications, community engagement, media relations, brand and storytelling, we build understanding, strengthen relationships and ensure the right information reaches the right people at the right time. By bringing community insights into Council's planning and decision-making, we help build trust and confidence in Council and deliver better outcomes for Tauranga.

- ✓ Supporting Elected Member priorities: Making Council's priorities, progress and outcomes visible and understood.
- ✓ Connecting Council and community: Ensuring people have a voice and opportunities to influence decisions.
- ✓ Building trust and reputation: Through clear, consistent, proactive communications and meaningful engagement.
- ✓ Delivering community value: Using insights to inform better decisions and focusing resources where they make the greatest difference.

1.3 Why we provide the activity / How does it affect our community?

We connect Council with our community, helping people understand Council's priorities, the decisions being made and how these will shape Tauranga's future.

Through clear, timely communication and meaningful engagement, we ensure our community is informed, heard and has opportunities to influence decisions that affect them.

By listening to our community, sharing progress on Elected Member priorities and demonstrating the value Council delivers, we strengthen relationships and build trust and confidence in Council.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Enables people to understand and participate in Council decisions through accessible, inclusive and meaningful communications and engagement. Builds relationships with communities, iwi, hapū and partners, and helps ensure diverse voices are heard and feedback is reflected in decision-making
	Values and protects the environment - Tauranga Taurikura	Medium	• Builds understanding of environmental priorities, natural hazards, resilience and the choices Council and communities face. Supports engagement on significant environmental decisions and provides trusted information during emergencies, recovery and environmental events.
	Well-planned city - Tauranga - Tatai Whenua	High	• Supports understanding and participation in the long-term decisions shaping Tauranga, including growth, infrastructure, transport, housing and major investment. C&E helps explain the why, benefits and trade-offs, engage affected communities early, and connect individual projects to the city's wider direction.
	Supports business and education - Tauranga a te kura	Medium	• Supports businesses and partners through timely information and early engagement on Council decisions, infrastructure, disruption and city investment. Strengthens relationships with key sectors and helps communicate Tauranga's progress, opportunities and long-term direction. •
	We are a vibrant city that embraces events – *Translation to be included*	Medium	• Builds awareness and participation in Tauranga's events, arts, culture, heritage, facilities and city experiences. Strategic storytelling and promotion help showcase Tauranga as a vibrant place to live, visit, work and invest.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
2027–2037 Long-term Plan, Annual Plans and Council strategic direction	Translates Council priorities, investment decisions and levels of service into clear public narratives and engagement programmes. Supports LTP and Annual Plan engagement and consultation, communicates progress against Council priorities, and brings community insight into planning and decision-making.
Significance and Engagement Policy / Local Government Act 2002	Provides the policy and statutory basis for determining when, how and to what extent communities should be involved in Council decisions. C&E supports appropriate engagement planning, stakeholder identification, consultation approaches, elected member involvement and closing the loop with communities.
Executive Business Plan / organisational transformation and reform programme	Aligns C&E resources and activity to Council's highest organisational priorities. Drives early C&E involvement in major programmes, change and reform; coordinated stakeholder and internal communications; strategic narrative development; and proactive management of emerging issues
Digital Strategy / Data, Technology and AI policies and governance	Guides the progressive modernisation of Council's communication and engagement channels. Supports responsible use of AI and automation, improved audience segmentation and insights, digital accessibility, channel optimisation and stronger measurement, within Council's privacy, cyber security and information-management requirements.
Emergency Management and Business Continuity Frameworks / CDEM requirements	Establishes C&E's role in maintaining public information capability during emergencies and significant disruptions. Requires tested channels, trained communication capability, escalation processes, coordinated public information, stakeholder communications and transition from response into recovery communications.
Risk Management Framework / Reputation and Issues Management	Integrates communication and stakeholder risk into Council's wider risk environment. Supports early identification of emerging issues, reputational risk assessment, escalation, scenario planning, coordinated messaging and proactive communication on high-risk or high-interest matter
Local Government Official Information and Meetings Act 1987 (LGOIMA) / transparency and accountability requirements	Reinforces Council's obligations for openness, transparency and public accountability. C&E supports accessible communication of Council decisions, public meetings, significant issues and information of community interest, while working alongside Governance, Legal and information-management functions.
Accessibility, Te Tiriti / Māori engagement and Council partnership frameworks	Ensures communications and engagement approaches recognise different communities, remove barriers to participation and support Council's relationships with iwi and hapū. Influences channel choice, engagement design, accessibility, language, stakeholder planning and culturally appropriate communication.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	**Level of Service**	**Performance Measures**	**DIA measure**	**New measure**	**27/28**	**28/29**	**29/30**	**30-37**
Communications & Engagement	We will communicate clearly and transparently so our communities understand Council decisions, priorities and investment.	Percentage of residents satisfied or neutral with how Council communicates and provides information.	No	No	56%	58%	60%	60% +

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

Over 2027–2037, Tauranga's growth, major infrastructure investment, local government reform and changing community expectations will increase the importance of clear communication, meaningful engagement and public trust.

Communications & Engagement will play a critical role in supporting Elected Member priorities, strengthening Council's connection with the community and helping the organisation anticipate challenges, manage risks and demonstrate the value of its work. Our focus will be on working earlier and more strategically across Council, using community insights to inform decisions, proactively sharing progress and achievements, and ensuring consistent communication across all channels.

We will also embrace digital technology, AI and smarter ways of working to improve efficiency, strengthen our reach and deliver greater value for money.

Our opportunity is to build a more informed, engaged and confident community while helping Council deliver its priorities more effectively.

four areas of strategic value:

- ✓ Organisational performance: Helping Council deliver Elected Member priorities through earlier planning, coordinated communications and effective engagement.
- ✓ Community outcomes: Building understanding, participation and stronger relationships between Council and the people it serves.
- ✓ Trust and reputation: Anticipating issues, managing risk and proactively demonstrating Council's progress and achievements.
- ✓ Efficiency and value for money: Using insights, technology and smarter prioritisation to focus effort where it delivers the greatest impact.

Top 6 Expected Challenges and Opportunities

1. **Local government reform and organisational change** (including Organisational Improvement Programme) – Changes to Council functions, responsibilities, structures and direction will require significant internal change communications, support for team members, and clear communication with communities about changing services and accountabilities.

2. **AI, automation and changing workforce capability** – AI and automation will increasingly support monitoring, analysis, content and workflow, enabling people to focus on strategic advice, relationships, engagement and complex issues while requiring new skills and governance.
3. **Changing media environment** – Faster news cycles, pressure on traditional media, misinformation and increased scrutiny will require strong reporter relationships, proactive media management, rapid fact-checking and trusted Council-owned channels.
4. **Growth and major infrastructure investment** – Continued city growth, investment and disruption will require coordinated communications and engagement that connect projects to Tauranga's longer-term direction and clearly explain benefits, impacts and trade-offs.
5. **Changing community expectations and digital behaviour** – Communities will increasingly expect information and engagement to be timely, accessible, relevant and available through the channels they use, while Council will need to maintain inclusive options for those less digitally connected.
6. **Risk, crisis and emergency communications** – Growing risks and unexpected events will require clear, timely and trusted communication. We will lead Council's crisis and day-to-day communications, support emergency teams with communications and engagement, and help keep our community informed while building trust and confidence in Council.

2.1 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Community expectations for timely, transparent and accessible communication will continue to rise.	The activity must continue to improve channel experience, plain language, accessibility, responsiveness and transparency rather than rely on current communication models.
Digital channels, AI and automation will continue to evolve materially over the 10-year period.	Investment will need to be staged and adaptable, with regular review of platforms, capability and governance rather than committing the activity to a fixed technology model for the full decade.
Council will continue to experience significant reform, major programmes and changes to service-delivery arrangements.	C&E demand will remain high and increasingly complex, requiring early involvement, flexible resource allocation and clear communication of responsibilities and transitions.
Human-led engagement and strategic judgement will remain necessary despite increased automation.	Technology can improve efficiency and insight, but relationship-based engagement, cultural context, crisis communication, contested issues and final public accountability will continue to require skilled people.
Trust and reputation will remain material organisational assets and risks.	Sustained investment in proactive communication, meaningful engagement, issues management, monitoring and emergency readiness will be required

3 Where do we want to be? / Direction setting

Our 10-year ambition: *A community that is informed, connected and actively involved in shaping Tauranga's future, with greater understanding, trust and confidence in Council.*

Our focus *is on the outcomes we create for our community, supported by a proactive, strategic and effective Communications & Engagement function.*

Timeframe	Proposed direction for this activity
Short term (1-3 years)	*Establish a more proactive and coordinated approach to communications and engagement, ensuring communities are informed, heard and involved early in decisions that affect them.* **What success looks like**: Clearer communication of Elected Member priorities, earlier community involvement, more consistent messaging across channels and stronger management of emerging issues and reputation. **Strategic shift:** From reactive communication to proactive community connection.
Medium term (4-6 years)	*Embed community voice in Council decisions* *Strengthen the role of community insights and meaningful engagement in shaping Council's priorities, services and investment decisions, supported by more accessible digital channels and smarter ways of working.* **What success looks like**: Greater participation from diverse communities, stronger evidence of how community feedback influences decisions, and improved understanding of Council's progress and investment. **Strategic shift:** From informing communities to involving them in shaping outcomes
Long term (7-10 years)	*Build lasting trust, confidence and community participation* *Create a strong, enduring connection between Council and the community, where clear communication, meaningful engagement and community insights are integral to how Council plans, makes decisions and delivers for Tauranga.* **What success looks like:** Sustained community understanding and participation, stronger trust and confidence in Council, and a more responsive organisation that anticipates community needs and demonstrates the value of its work. **Strategic shift:** From managing communications to strengthening Council's relationship with its community.

4 How we'll get there / Planning for the future

The 2027–2037 pathway will progressively shift Communications & Engagement from a predominantly communications delivery function to an **enterprise-wide strategic capability**. Building on *Earlier. Clearer. More Connected.*, we will invest in the people, partnerships, technology, data and operating disciplines needed to engage earlier, anticipate risk, understand our communities and support better Council decision-making.

2027–2030 Build and embed

Strategic focus: Establish the foundations and embed C&E earlier in Council planning, decisions and delivery.

How we will get there – examples:

- **Embed portfolio partnering** so significant projects, policy, reform and organisational change have C&E involvement from the outset, not after key decisions have been made.
- **Introduce communications and engagement planning** aligned to elected member priorities, Executive priorities and the LTP, allowing resources to shift toward the highest-risk and highest-impact work.
- **Establish a consistent engagement framework** covering who we need to hear from, when communities and partners should be involved, and how Council closes the feedback loop.
- **Strengthen media, issues and crisis readiness** through forward issues planning, reporter relationships, trained spokespeople, tested emergency communications and clear escalation protocols.
- **Reduce the cost to serve** by consolidating suppliers and platforms, removing duplicated channels, creating reusable content and bringing recurring capability in-house where this provides better value.
- **Build the digital and AI foundations**, including responsible-use standards and initial automation of activities such as monitoring, reporting, transcription, content adaptation and engagement analysis.
- **Establish outcome measures** for community understanding, participation, reputation, early C&E involvement, crisis readiness and efficiency.

Outcome: C&E becomes an earlier, more proactive and strategically prioritised partner across Council.

2030–2033 Connect, scale and use intelligence

Strategic focus: Use technology, data and community intelligence to improve decisions, participation and efficiency.

How we will get there – examples:

- **Create a connected community-intelligence capability**, bringing together resident research, engagement feedback, customer insights, media monitoring, social listening and digital analytics to identify emerging themes and risks.
- **Move toward audience-led communications**, using better segmentation so businesses, residents, affected communities and other audiences receive information that is more relevant to them.
- **Scale responsible AI and automation** across appropriate repeatable activities, reducing manual administration and freeing specialist capability for strategic advice, relationships and complex engagement.

- **Modernise participation**, combining digital engagement, representative research, workshops, community networks and face-to-face engagement rather than relying on one consultation model.
- **Develop early-warning capability** for emerging media, reputation and community issues so Council can respond before issues escalate.
- **Measure impact rather than volume**, reporting whether C&E has improved understanding, participation, decision-making, reputation, delivery risk and value for money.

Outcome: Council increasingly uses community intelligence and C&E insight to inform decisions, rather than using communications primarily to explain decisions afterwards.

2033–2037 Anticipate, adapt and optimise

Strategic focus: Become an adaptive, insight-led capability able to anticipate changing community needs, risks and expectations.

How we will get there – examples:

- **Use near-real-time insight** to identify changes in community sentiment, media narratives, emerging issues and information needs earlier.
- **Provide more personalised public information**, allowing people to receive relevant Council information based on location, interests, services or projects affecting them, while maintaining accessible non-digital options.
- **Embed AI and automation into everyday delivery** where appropriate, with clear human oversight, privacy, security and public accountability.
- **Use predictive insight carefully** to support major projects, organisational change, engagement planning, issues management and emergency preparedness.
- **Create more continuous participation**, allowing communities to engage throughout significant projects and decisions rather than only at formal consultation points.
- **Continually review channels, technology and investment**, retiring low-value approaches and redirecting resources as community behaviour and technology change.

Outcome: By 2037, C&E helps Council anticipate rather than simply respond, identifying risks earlier, supporting better-informed decisions, strengthening participation and providing trusted information in the ways communities need it.

The decade-long shift is from communicating what Council has decided, to helping Council understand, engage and anticipate earlier, using human relationships, community intelligence and technology to improve decisions and outcomes.

5 Zero Based Budgeting

Communications & Engagement will adopt a zero-based budgeting and prioritisation approach, actively reducing discretionary expenditure, consolidating resources and managing organisational demand. Through the new portfolio model, work will be prioritised against elected member priorities, statutory obligations, community impact and available capacity. This will shift the team from responding to all requests towards delivering a focused, affordable programme of work that provides the greatest value for Tauranga's communities.

This will happen over time. Budget to be removed in the next iteration of the budget.

Summary

	Indicative annual value
Financial opportunity	
External consultancy and creative production	$70,000
Advertising, consultation and research	$50,000
Printing, subscriptions and monitoring	$20,000
Events and supplier consolidation	$30,000
Total indicative operating savings	**$170,000**
Additional FTE reductions through Waters and HeadStart reform	To be quantified
Vacancy management and work prioritisation	To be quantified

Detailed Breakdown

Category	Opportunity	Action to implement now	Indicative savings p.a.
Operating savings	External consultancy	Stop routine outsourcing of communications plans, copywriting, media and campaign management. Introduce internal-first approval.	$40,000
Operating savings	External design and production	Reduce agency graphic design, video and content work. Standardise internal creative brief approvals.	$30,000
Operating savings	Paid advertising	Reduce discretionary advertising, consolidate campaigns and prioritise Council-owned channels where appropriate.	$30,000
Operating savings	Consultation and research	Combine overlapping research and consultations. Use internal engagement capability where possible.	$20,000

Operating savings	Printing and publications	Stop low-value print runs and reduce brochures, reports and collateral. Adopt digital-first delivery where suitable.	$10,000
Operating savings	Monitoring and subscriptions	Cancel or do not renew duplicated or underused media monitoring, software, stock libraries and subscription licences.	$10,000
Operating savings	Events and engagement	Consolidate community engagement sessions, use Council venues and reduce external facilitation and production costs.	$15,000
Operating savings	Supplier consolidation	Centralise purchasing oversight, negotiate shared supplier rates and eliminate duplicated contracts.	$15,000
Workforce / reform	Waters Organisation transition – FTE reduction	Identify C&E activities ceasing or transferring following Waters reform. Reduce funded FTE through vacancy management, non-replacement or approved establishment changes.	To be quantified
Workforce / reform	HeadStart / organisational reform – FTE reduction	Review portfolio staffing, consolidate responsibilities and reduce duplicated funded positions where approved.	To be quantified
Workforce / reform	Vacancy and backfill control	Review all vacancies before recruitment, reduce temporary backfilling and minimise external contractors.	To be quantified
Operating savings	Stop low-priority activities	Stop or reduce discretionary campaigns, events, publications and activities that do not align with elected member priorities or deliver demonstrable community value.	To be quantified
Cost recovery	Transport subsidy recovery	Identify eligible transport-related communications and engagement expenditure and validate applicable subsidy claims.	To be quantified
Demand management / prioritisation	Council-wide project and job prioritisation	Implement a single intake and triage process through CRHub and portfolio planning. Assess requests against elected member priorities, community impact, statutory requirements, reputational risk, urgency and team capacity. Approve, schedule, consolidate, defer or decline work rather than automatically accepting ad hoc requests.	To be quantified

6 AI, Automation and Digital Uplift

Our focus is on using AI, automation and existing digital tools to reduce repetitive work, improve productivity and deliver faster, more effective communications and engagement without significantly increasing costs.

1. **Automating work requests and prioritisation** – Use our central work management system to automatically capture, allocate and track communications and engagement requests. Introduce automated approvals, reminders and reporting to reduce manual administration and improve visibility of workloads and priorities.
2. **Using AI to speed up content development** – Introduce approved AI tools to support first drafts of media releases, community updates, social media content, FAQs and internal communications. Develop reusable prompts and templates to reduce time spent producing routine content, while retaining staff review and approval.
3. **Reducing repeat work** – Create standard communications and engagement plans, templates and materials that can be reused for common Council activities, such as roadworks, consultations and project updates. This will save time, reduce duplication and ensure the team isn't starting from scratch each time, allowing more focus on higher-priority work.
4. **Improving community insights and reporting** – Use existing engagement platforms, website analytics, media monitoring and community feedback to identify emerging issues, understand what matters to residents and measure communication effectiveness. Automate regular reporting where possible.
5. **Making information easier for the community to access** – Work with Council's Digital team to improve online information, FAQs and self-service content so residents can find answers more easily, reducing avoidable enquiries and repeat requests.
6. **Improving content planning and coordination** – Introduce shared digital content calendars and automated workflows across portfolio, media and brand teams to reduce duplication, improve forward planning and ensure consistent messaging across Council channels.
7. **Building digital and AI capability within the team** – Train staff to use approved AI and automation tools effectively and safely, share successful approaches across the team and regularly review opportunities to improve productivity.

Budget approach: *Prioritise existing Council technology, approved AI tools and current platforms. Any additional investment will require a clear business case demonstrating measurable savings, improved efficiency or better community outcomes.*

Example of proposed measure of success

Initiative	Proposed measure of success
Automated work requests	30% reduction in administration time per request
AI-assisted content	25% reduction in first-draft preparation time
Repeatable communication packages	50% of routine projects using standard templates
Automated reporting	50% reduction in time spent preparing monthly reports
Community self-service	15% reduction in repeat enquiries on selected topics

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

- *Declining community trust and confidence.*
- *Communities are not heard or represented.*
- *Crises, emergencies and reputational risks.*
- *Inconsistent or fragmented communication.*
- *Communications and engagement are involved too late.*
- *Rapid changes in technology, media and misinformation.*

Negative effects/issue and risks/causes	Mitigation
Strategic risk	**Our response**
Rebuilding community trust, confidence and Council's reputation	The Mauao tragedy, alongside leadership and organisational culture challenges, has impacted public confidence and Council's reputation. Rebuilding trust will take time and require sustained, transparent and accountable leadership. Prioritise proactive communications, visible leadership, consistent messaging and meaningful community engagement.
Communities not heard or represented	Deliver targeted, inclusive engagement, prioritising communities most affected by decisions. Consolidate engagement activities to reduce costs and duplication.
Crises and reputational risks	Maintain essential crisis communications capability, clear protocols and coordinated messaging to protect public safety and Council's reputation
Demonstrate value for money and community outcomes	Limited evidence of communications and engagement effectiveness may undermine confidence in investment. Introduce measurable outcomes, performance reporting and cost-benefit assessments to demonstrate community value and support future investment decisions.
Inconsistent or fragmented communication	Deliver one coordinated Council voice through centralised planning, consistent messaging, shared resources and reduced external supplier costs.
Technology change and misinformation	Use digital tools, AI and automation to improve productivity, reduce administration costs and deliver timely, accessible and accurate information
Local government reform and organisational change	Proactively communicate Waters Organisation and HeadStart changes. Realign resources, reduce duplicated functions and review FTE requirements to deliver sustainable cost savings

Community Development, City Partnerships & City Safety Engagement; Community Funding Services

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Community Development activity supports strong, connected and resilient communities by building community capacity, facilitating participation, strengthening relationships, and helping communities identify and respond to local needs. The activity works alongside community organisations, iwi and hapū, residents and Council teams to support collaboration, inclusion, wellbeing and community-led solutions.

The City Partnerships and Safety Engagement activity supports vibrant, safe and welcoming urban centres through partnerships with Mainstreet organisations, businesses, community organisations and government agencies. The activity oversees Mainstreet targeted rate agreements, supports place activation and economic vitality, and works collaboratively to improve perceptions of safety, respond to social issues and strengthen community wellbeing outcomes.

The Community Funding Services activity connects council and community investment with projects, organisations and initiatives that support Tauranga's wellbeing and growth. The activity administers funding programmes and partnership agreements, supports community housing and external fundraising, and works with community, government and funding partners to ensure investment delivers positive outcomes for Tauranga communities.

1.3 Why we provide the activity / How does it affect our community?

Community Development helps create strong, inclusive and resilient communities by supporting participation, connection and community-led action. By building community capacity and strengthening relationships, the activity contributes to social wellbeing and positive outcomes for Tauranga communities.

City Partnerships and Safety Engagement helps create vibrant, welcoming and economically resilient urban centres. Through Mainstreet partnerships, place activation, safety engagement and collaboration with community partners, the activity contributes to stronger local economies, improved perceptions of safety and enhanced community wellbeing.

Community Funding Services helps build strong and resilient communities by investing in projects, services and organisations that support community wellbeing and Council priorities. Through funding, partnerships and fundraising, the activity enables community outcomes and attracts additional investment into Tauranga.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	Supports inclusive, connected and resilient communities through community development, safety initiatives, community funding and place activation.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	Supports community-led environmental initiatives, sustainable urban centres and projects that contribute to environmental outcomes.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	Supports community insights, strategic partnerships and targeted investment to support accessible, safe and vibrant places.
	A city that supports business and education - Tauranga a te kura	High	Supports Mainstreet organisations, economic development initiatives, community capability building and external investment into Tauranga.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	High	Supports events, activations, cultural experiences and community initiatives that contribute to vibrant and welcoming places.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Accessible Tauranga Action & Investment Plan 2023 - 33	This plan outlines actions to improve the lives of older people and people with disabilities in Tauranga, creating a city that is fully accessible and inclusive for everybody.
Welcoming Communities WBoP Plan	The plan aligns with our requirements as a participating Council in the Welcoming Communities programme, led by MBIE in which TCC is accredited as an 'Advanced Welcoming Community' and is part of a national network of councils.
Mainstreet Targeted Rate Funding Agreements	Defines funding arrangements, accountability requirements and expected outcomes for Mainstreet organisations.
City Centre Action and Investment Plan	Aligns city centre activation, economic vitality, safety and placemaking initiatives.
Safer Communities Action and Investment Plan 2023-2033	The plan provides a solid framework and a good overview of Tauranga's safety landscape. It highlights the importance of collaboration and recognises TCC's role in designing safer

Strategy, plan, policy, or legislation	Linkages and interdependencies
	spaces, leading central city interventions, and supporting community connection.
Kāinga Tupu: Homelessness Strategy 2023 - 2028	Advocate for housing needs, including access to social and transitional housing, and supporting healthy communities.
Community Funding Policy	Guides how council funding is allocated and managed. Charities Act 2005, Local Government Act 2002, City Vision 2022, Procurement Policy, Events Funding Framework, Active Reserves Level of Service Policy, Grants for Development Contributions for Community Housing Policy, Grants for Development Contributions for Pāpakāinga Housing Policy, Rates Remissions Policy and User Fees and Charges.
Support and Sponsorship of Tauranga Community Facilities and Activities Policy	Provides a framework for Council to develop relationships with individuals, businesses and organisations that can contribute funding, sponsorship, in-kind support and other resources to community facilities and activities more accessible and affordable. Works alongside the Naming Policy and Procurement Policy.
Grants for Development Contributions on Community Housing Policy	Supports the delivery of affordable, community and transitional housing by reducing the impact of citywide development contributions on eligible developments. Works alongside the Grants for Development Contributions on Pāpakāinga Housing Policy, Development Contributions Policy, Local Government Act 2002 and Public and Community Housing Management Act 1992.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Community Funding Services	We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building	Percentage of available grant funding awarded to community organisations	No	No	>95%	>95%	>95%	>95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Tauranga's growing and increasingly diverse population, combined with an ageing demographic, housing pressures and changing community needs, will continue to increase demand for community support, accessibility, engagement and funding. Economic conditions may affect community wellbeing, business confidence and the sustainability of community organisations and Mainstreet centres. Increasing complexity of social issues, including housing insecurity and homelessness, will require strong partnerships and coordinated responses across the community sector and government agencies. At the same time, advances in technology, data and digital tools provide opportunities to improve service delivery, strengthen decision-making and enhance customer experience. Demand for community and external funding is expected to remain high, requiring a continued focus on strategic investment and achieving the greatest community benefit from available resources.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Demographic changes—including growing homelessness (particularly among older people), shifting ethnic diversity (increasing Māori, Pacific and Asian populations), an aging population, and youth population growth—will create increased demand for specialized community development services that current advisor capacity and capability cannot adequately meet.	This will significantly increase the workload of the advisors, particularly those working with the unhoused community. There is the assumption that current provider network may not have capacity nor capability to address growing needs and may require additional supports from the team to support delivery. This may require planning for services and activities to support these sectors of the community and research and advocacy on diversity of provision of bespoke housing options.
Mainstreet organisations will continue to operate as key partners in delivering local economic activation and business support.	Council's approach relies on strong partnerships with Mainstreet organisations to achieve economic outcomes.
Mainstreet targeted rate funding arrangements will continue throughout the LTP period.	Funding supports business promotion, activation and strategic initiatives across Mainstreet centres.
Social and safety-related issues within Mainstreet centres will continue to require coordinated responses from multiple agencies.	The City Safety Engagement Team's role relies on effective partnerships and collaboration to achieve positive outcomes.
Community demand for funding will continue to exceed available budgets.	Funding programmes and assessment processes will need to prioritise investment where it can achieve the greatest impact.
External funding sources will remain available, although funding criteria and priorities may change over time.	Council will continue to seek external funding opportunities to support community outcomes and major projects.

Assumption	Relevance to this activity
Community organisations will continue to play a significant role in delivering services and outcomes for Tauranga communities.	Partnership agreements and grant programmes will remain an important way of achieving community outcomes.
Community organisations will continue to face increasing financial and workforce pressures.	There may be increased demand for funding, capability support and partnership approaches to help organisations remain sustainable and continue delivering services to the community.

3 Where do we want to be? / Direction setting

As Tauranga continues to grow, the focus of the teams will continue to be on building community capacity and capability. Our role is to support, strengthen and empower community organisations to be responsive to people's needs, while helping them develop internal resilience to ongoing change. A key focus will be to continue support community organisations to access social wellbeing funding available from central government.

Short term (1-3 years)
Focus on delivering key community wellbeing programmes, strengthening community capacity, improving accessibility and safety outcomes, enhancing funding practices and increasing the use of digital tools and data.

Medium term (4-6 years)
Strengthen partnerships, improve outcome measurement and evidence-based decision-making, support sustainable community organisations and ensure Mainstreet and community investment models remain fit for purpose.

Long term (7-10 years)
Support resilient and connected communities, thriving urban centres and a strategic approach to community investment that maximises social, economic and wellbeing outcomes for Tauranga.

4 How we'll get there / Planning for the future

Over the next ten years the activity will focus on strengthening community wellbeing, resilience and participation through community development, strategic partnerships and targeted community investment. Priorities include delivering key action and investment plans, supporting vibrant and safe urban centres, strengthening relationships with community organisations and funding partners, improving outcome measurement, increasing external funding opportunities and making greater use of data, digital tools and automation to improve efficiency and customer experience. The activity will continue to adapt to changing community needs while ensuring investment remains aligned with Council priorities and delivers value for Tauranga communities.

5 Zero Based Budgeting

Operating expenditure across the activity has been reviewed using a zero-based budgeting approach, with funding prioritised towards activities that deliver the greatest value to community wellbeing and Council outcomes. Expenditure continues to focus on community development, strategic partnerships, community safety, Mainstreet programmes, community funding and investment. Where possible, efficiencies have been identified through improved processes, collaboration, use of data and technology, and alignment of work programmes, while maintaining core service levels and community outcomes. The majority of these activities are for staffing costs with small operational budgets.

6 AI, Automation and Digital Uplift

Current challenges include fragmented data, disconnected systems, manual processes, increasing service demands, and difficulties measuring and reporting outcomes. Over the next 5 to 10 years, the desired future state is a more integrated and data-driven environment, with shared systems providing a single view of stakeholders, projects, partnerships, funding, and community outcomes. Routine administrative tasks such as reporting, data management, communications, and coordination could be automated, while relationship management, strategic decision-making, community engagement, funding decisions, and sensitive matters remain human-led. Key improvement opportunities include implementing an integrated relationship management system, AI-assisted insights and reporting, digital self-service options, intelligent grants administration, and a unified community investment data platform, enabling staff to spend more time on strategic work, community outcomes, and building trusted relationships.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Low resilience of community organisations to respond and adapt to social, cultural, environmental and economic impacts	Work in partnership with the community and community stakeholders to build capacity, capability, and resilience.
Economic downturn reduces business confidence and participation in Mainstreet initiatives.	Maintain strong relationships, support targeted initiatives and provide relevant available economic insights to assist decision-making.
Increasing social issues and demand for support services within urban centres may affect perceptions of safety.	Continue proactive engagement, strengthen partnerships with agencies, and focus on early intervention and coordinated support responses.
Demand for funding exceeds available budgets, which may lead to community expectations not being met.	Maintain transparent assessment processes and clearly communicate funding priorities and decisions.
Funded organisations may be unable to deliver agreed outcomes due to financial or operational challenges.	Use funding agreements, monitoring and regular reporting to identify and manage risks early.
Reduced availability of external funding may impact community and Council projects and initiatives.	Diversify funding sources and strengthen relationships with funding partners.

Customer Services Contact Centre

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

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In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

- The Contact Centre responds to a wide variety of enquiries, registrations and payment transactions from the public across multiple channels – phone, social media, apps and email. Professional agents with local knowledge are well trained and supported by information systems to be the public face of Council, providing accurate and personalised information.
- The Contact Centre performs support functions including training, maintaining a knowledge base and Service Level Agreements that support the Contact Centre, and the Libraries and Community Hubs team to provide council services.
- Provides after hours service to other councils – Western Bay of Plenty, Regional Council and Taupō District Council.
- Provides business hours and after-hours service to the joint TCC WBOP Waters Organisation, currently both face-to-face in Library Community Hubs and all other channels via the Contact Centre.
- The Contact Centre performs an important role in weather events by triaging urgent weather-related enquiries to efficiently provide response.
- Data gathered on enquiries to the Contact Centre can be utilised to improve Council's services to the community.

1.3 Why we provide the activity / How does it affect our community?

- By centralising the management of incoming enquiries to Council, the Contact Centre is able to utilise contact and service request management technologies and practices for a consistent level of service, allowing council departments and contractors to focus on their areas of expertise.
- The Contact Centre performs support functions including training, maintaining a knowledge base and Service Level Agreements that support the Contact Centre, and the Libraries and Community Hubs team to provide council services.
- After hours service to other councils support collaboration across the district and is a revenue source.
- Business hours and after-hours service to the Joint Waters Organisation, supports success of the new Waters Organisation and is a revenue source.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Low	• Customer Services supports a community of all abilities and needs, and aims to ensure its services are accessible to all. The partnership we have with mana whenua is reflected in bilingual signage in our buildings and personal greetings used.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Low	• Sustainability practices and care for the environment are woven into the delivery of services. For example, offering digital products, promoting online information, and good recycling practices.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	• Provides an accessible source of information on council processes and projects to all residents.
	A city that supports business and education - Tauranga a te kura	Medium	• Customer Services provides support to business by making a wide array of council information easily available with staff on hand to respond to enquiries. Staff are frequently educating customers about council policies/processes and the services available.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• Assists residents to find information about Tauranga events.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Official Information and Meetings Act 1987 (LGOIMA)	The Contact Centre is a key front door for public enquiries and may receive requests for council-held information under LGOIMA. Staff need to identify, record, and triage potential official information requests, provide accurate routine information where appropriate, and escalate formal requests through the correct channels to support statutory timeframes, transparency, and public trust.
Privacy Act 2020 / Council Privacy Policy	The Contact Centre handles a high volume of customer information through calls, emails, service requests, and payment transactions. Privacy requirements guide how staff collect, verify, record, use, and share personal information, including escalation of privacy concerns and maintaining trust in Council services.

Strategy, plan, policy, or legislation	Linkages and interdependencies
Public Records Act 2005 / Council Information and Records Management Policy	Contact Centre interactions create council records through call notes, emails, service requests, complaints, payment enquiries, and referrals. Good records management supports accountability, customer follow-up, business continuity, LGOIMA responses, privacy obligations, and reliable reporting on service demand and performance.
Emergency Management / Civil Defence Emergency Management arrangements	The Contact Centre plays an important role during severe weather, infrastructure disruption, and Civil Defence events, by providing a clear public access point for information, triaging urgent enquiries and service requests, escalating issues to operational teams, and supporting consistent messaging across Council. The activity depends on current emergency communications, clear escalation pathways, resilient systems, after-hours arrangements, and business continuity planning to manage demand during emergency events.
Complaints Procedures	The Contact Centre is often the first point where customers raise dissatisfaction with Council services, decisions, delays, or unresolved service requests. The Complaints Management Policy supports staff to recognise, record, categorise, respond to and escalate complaints consistently. Complaint information also provides useful insight into service issues, customer experience, contractor performance and opportunities for improvement, while supporting accountability, transparency and fair treatment of customers.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Customer Services Contact Centre	We will provide a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information	Percentage of phone enquiries that are resolved at the first point of contact	No	No	85%	85%	85%	85%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Local government reform and after-hours services

Local government reform may influence whether Bay of Plenty councils continue their after-hours call management contracts with Tauranga City Council. Customer Services managers at Bay of Plenty Regional Council and Western Bay of Plenty District Council have indicated they intend to budget for continued after-hours services with TCC. Joint governance arrangements across Bay of Plenty councils could create an opportunity to collectively review the cost of providing a 24/7 contact centre, along with the benefits and risks of either continuing the after-hours service, or outsourcing it to an external provider. Taupō District Council is also likely to renew its after-hours services contract with TCC; however, continuation over the next four years may be influenced by local government reform impacts in that district. Pricing agreements for after-hours call management have been set to increase by 10% per year from 2027 to 2029 for all three councils.

Digital, automation and AI opportunities

Current and emerging virtual service and artificial intelligence technology could enhance Contact Centre services across multiple channels. It was expected that the Contact Centre Telephony Project would help deliver these improvements through a new system with AI capability; however, those benefits have not yet been realised. The Service Request Management project is currently taking priority and is expected to streamline services for customers and clarify departmental responsibilities. The transition to a new ERP system creates an opportunity to review how AI could improve processes and reduce staff time in the Contact Centre, although this will require support and resourcing from Digital Services.

Joint Waters Organisation impacts

The Joint Waters Organisation will affect Contact Centre services. Analysis and negotiation of the service transition will be led by the COFO and should take into account Contact Centre data, costs, and service impacts. It is estimated that approximately 25% of Contact Centre costs relate to waters services. The interim Waters team has indicated that an agreement will be developed for the continued provision of Contact Centre, and face-to-face services through library and community hubs. The transition to new systems, price increases, Western Bay daytime calls, and separate billing arrangements are all likely to affect customers and increase enquiry volumes in 2027/28. This transition will need to be carefully resourced to support a successful setup for the Joint Waters Organisation. Clear direction from the TCC Executive team to the Manager: Libraries and Community Hubs will be essential to confirm expected customer service levels to be provided to the Joint Waters Organisation.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Joint Waters Organisation progresses as planned	Funding for Contact Centre and face-to-face customer services will include a contribution from the Joint Waters Organisation. Waters-related services are estimated to represent up to 25% of the activity, so any changes to the timing, scope, or funding model for the Joint Waters Organisation could affect budgets, service levels, and resourcing.

Assumption	Relevance to this activity
New customer service technologies continue to be prioritised	The Contact Centre and face-to-face customer service teams rely on Digital Services support and project management to maintain and improve customer service systems. Continued prioritisation of digital, automation and service request management projects will be important to improve customer experience, efficiency and reporting.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Clear agreements for service levels and cost recovery are in place with the Joint Waters Organisation. This work is led by the COFO, with appropriate input from Customer Services and Libraries and Community Hubs management. • Reception facilities at 90 Devonport Rd meet the needs of customers and internal stakeholders, and are safe for staff. • Future arrangements for managing external third-party after-hours calls are determined, taking into account the impacts of local government reform. • The transition to a new ERP system improves customer management and customer experience across service channels. Digital self-service channels continue to be improved by Digital Services, with input from the Customer Services team. • Face-to-face services provided by the Libraries and Community Hubs team are well supported by Contact Centre systems and training programmes.
Medium term (4-6 years)	• Embed the Joint Waters Organisation customer service model, with clear roles, funding, service standards and reporting. • Expand digital self-service and automation to reduce avoidable contact while maintaining assisted support. • Use Contact Centre data and reporting to improve services, planning, and customer experience. • Introduce AI-enabled tools to support faster, more consistent responses, and better knowledge management. • Review and sustain the 24/7 service model, including after-hours services, resilience and value-for-money. • Strengthen staff capability through training, quality assurance, and improved knowledge systems. • Better integrate face-to-face and Contact Centre services through Libraries and Community Hubs.
Long term (7-10 years)	• Use data, automation and AI to proactively improve customer experience, and operational efficiency.

4 How we'll get there / Planning for the future

- Work with the Waters Organisation and COFO teams to establish a clear customer service model, including roles, funding, service standards and reporting.
- Confirm future service arrangements with Western Bay of Plenty District Council, Bay of Plenty Regional Council, and other partner councils, including after-hours service expectations and cost recovery.
- Seek Executive direction on a joint agreement approach that supports efficient customer service across TCC, partner councils, and the new Waters organisation.
- Review Contact Centre systems, customer data, and reporting in 2027/28, following implementation of the new Service Request system, and identify practical AI and automation opportunities with support from Digital Services.
- Strengthen training, knowledge management and system support so Contact Centre and Libraries and Community Hubs staff provide consistent customer service.
- Review the 24/7 Contact Centre model to ensure it remains resilient, affordable and fit for future service demand.

5 Zero Based Budgeting

Staffing costs are the main cost component of the Contact Centre Budget. The future budget has been set prioritising continuing the existing levels of service to Tauranga residents, and Joint Waters customers. The existing level of service builds trust with customers and manages risk 24/7.

There needs to be investment over the next three years in AI and automation to realise benefits from implementing the SAP system. Efficiency benefits could reduce costs, the quantum of which is unknown at this time. Digital Services expertise is needed to support the investment and change processes.

If local government reform leads to amalgamation of councils in the Bay of Plenty, there may be some combined cost savings in customer service for a new amalgamated council.

6 AI, Automation and Digital Uplift

The top opportunities for this activity are:

Use of AI Automation to create the tools that human Agents use to answer enquiries, and use of AI Automation to assist human Agents to provide more accurate and full answers to phone, email, and ap enquiries.

Use of AI Automation for reporting on the content of queries coming through the Contact Centre to departments and partner organisations to provide opportunities for service improvement.

Manage risk by automating escalation alerts based on enquiry content (triggers) that identify key risks.

Realise the benefits of the transition to new Service Management System by an organisation-wide review of where benefits have been realised, and what pain points still exist and could be streamlined.

The key benefits expected would be:

Efficiencies in number of staff required and length of staff training.

Improved information for service improvement across all council activities.

Significant dependencies or barriers:

The Customer Services Contact Centre within the Regulatory and Community Team does not have the resources to create a shift to AI Automation and relies on Digital Services to lead this change, and implement the needed systems.

There is no organisation-wide Customer Service Experience Strategy to drive service improvement across all council departments.

In depth training for customer service contact centre staff, backed by a high level of supervisor support and call quality management, remains important to managing critical risks and residents trust in council.

Systems and information sources used are fragmented and require many hours of training and human attention to detail to get accurate. A review of Contact Centre systems, customer data and reporting in 2027/28, following implementation of the new Service Request System, could identify practical AI and automation opportunities in the Contact Centre. This will require support from Digital Services.

Which parts of this activity are routine vs requires judgement:

The enquiries dealt with include both routine answers that could be found on the website, and more complex or risky situations such as weather-related risks and dog attacks.

Even routine enquiries can have an emotional element or become more complex depending on the specific needs of the customer. It will not be appropriate to automate enquiries without a human agent's review. Many of our customers call or email because they want verification or reassurance of information by a human expert. Or, they are seeking emotional validation to be heard. This is where many of the compliments that build trust in council come from in the Contact Centre, such as "*the person explained complex matters in a way I could understand*", or "*I felt listened to*".

The benefits will be realised by agents being able to provide fast, accurate and full answers to all queries consistently, without relying so much on training and experience.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Reduced access and inclusion if services shift too quickly to digital or self-service channels. Some residents may have limited digital skills, access to devices, or confidence using online systems. This could affect social wellbeing and equitable access to Council and library services.	Maintain assisted digital support, face-to-face service options, clear escalation pathways, and staff training.

Digital Services

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Digital Services is an internal and community-facing activity that supports Tauranga City Council's business processes, information and records management, communications platforms, and technology needs. It also provides digital channels for the community and digital connections through networking, data, integration, cyber security, cloud, AI and other modern workplace services.

1.3 Why we provide the activity / How does it affect our community?

Digital Services enables Council to operate effectively, efficiently, and securely. It supports staff to use modern tools, systems, data and digital channels to plan, deliver and improve services for Tauranga's residents, businesses and visitors. It also helps the community access information, insights and self-service options when and how they choose.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Digital Services provides the foundation for accessible digital services and channels for the community. It enables Council teams to use smart technologies, data and digital tools to better understand, engage with and serve Tauranga's communities
	A city that values and protects and enhances our environment - Tauranga Taurikura	High	• Provide integrated data and analytics services support for environmental monitoring, resilience planning and evidence-based decision making.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Digital Services supports planning, regulatory and infrastructure functions through ePlans, data modelling and modern business systems.
	A city that supports business and education - Tauranga a te kura	Medium	• Digital Services helps local businesses, schools and community partners access information, insights and digital engagement opportunities.
	A vibrant city that embraces events - Tauranga a te ihi	Medium	• Digital Services supports events and civic experiences through reliable connectivity, digital channels, audio-visual capability, data, and technology-enabled engagement.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Digital Strategy	Sets the direction for technology investment, digital delivery, operating models, service management and ongoing maturity improvement.
Cyber Security Strategy and programme	Guides how Council manages cyber risk, protects information, strengthens staff awareness and invests in security tools, controls and practices.
Lifecycle policy	Sets the approach for managing, maintaining and modernising technology assets so they remain secure, supported and fit for purpose.
Information Management	Supports compliance with public records, privacy and official information obligations while enabling trusted information, transparency and collaboration.
Community Relations Strategy	Influences investment in digital channels, engagement platforms and storytelling tools that help the community access information and participate in Council processes.
AI strategy and roadmap of work *in development*	Digital Services enables and supports the programme of work to adopt AI safely, consistently and in a way that improves services and productivity.

1.4 What you can expect from us / Performance framework

Activity	LTP 2027-2037 Proposed Performance Measures				Targets			
	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
NA								

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Digital Services is operating in an environment of increasing demand, growing technology complexity, and heightened expectations for secure, modern, easy-to-use digital services. The key challenges and opportunities include continuing to reduce reliance on legacy technology, managing ongoing and growing cyber security risks, supporting organisational and community growth, enabling hybrid and mobile working, strengthening information management, and responding to the rapid emergence of automation and artificial intelligence. Demand for trusted data, enterprise insights, AI, digital engagement, and modern business systems is expected to continue growing across Council. This will require stronger integration of data, analytics and insight capabilities, supported by consistent governance, platforms and delivery practices. Reform programmes, regional collaboration opportunities and changing community expectations may also influence the scale and timing of work required. Digital Services will need to maintain a strong focus on value for money by prioritising risk reduction, keeping core technology secure and supported, using cloud and as-a-service models where appropriate, and partnering with business groups to deliver practical improvements and measurable outcomes.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks; the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Demand and cost for staff technology, software licensing, AI, automation and related support services will continue to increase as Tauranga and Council grow, with costs further impacted by exchange rate volatility, global events and supply chain constraints. **(Devices and software licensing)**	Providing staff with increasingly connected, responsive and flexible technology is essential to support modern ways of working and enable Council to meet the demands of a rapidly growing city. As Tauranga's population and Council workforce continue to grow, demand for productivity devices, mobile technology, software licensing artificial intelligence (AI) capabilities, automation tools, and support services is expected to increase. Costs continue to be influenced by exchange rate volatility, global events and supply chain constraints, which are driving up the cost of technology devices and critical components.
Organisation and community growth will continue to increase demand for integrated modern business solutions, data platforms, analytics, storage, governance, reporting capability and appropriate AI-enabled tools. **(Business solutions and data growth)**	Organisation and community growth will continue to drive demand for modern business solutions that integrate different data platforms, analytics, , storage, governance, reporting capability and AI solutions where appropriate.

Assumption	Relevance to this activity
Cyber threats will continue to increase in scale and sophistication, requiring ongoing investment in secure, resilient and current technology platforms, lifecycle management, legacy reduction, and adaptive security controls. **(Cyber security, resilience and technology lifecycle)**	As cyber threats continue to evolve in both scale and sophistication, ongoing investment is required to ensure Council systems remain secure, resilient and fit for purpose. This includes keeping platforms and infrastructure current through planned lifecycle management, reducing reliance on legacy technology, and continually enhancing and adapting security controls and toolsets to respond to emerging risks and industry trends.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	Move from foundation-setting to active uplift: • maintain secure, reliable and supported technology foundations; • reduce legacy system risk; • strengthen cyber security, information management, data integration and governance; • establish scalable AI governance; • increase use of automation, data, analytics, geospatial capability and digital engagement tools; • modernise priority asset, regulatory, planning and information management systems
Medium term (4-6 years)	Shift from uplift to optimisation: • embed enterprise-wide digital operating models • mature AI and automation governance • standardise reusable platforms and integrations • improve cross-Council data sharing • expand self-service and proactive digital channels • use analytics to anticipate demand, prioritise investment and improve service performance
Long term (7-10 years)	Shift from optimisation to transformation: • establish a digitally enabled Council where AI, machine learning, infrastructure lifecycle data, predictive analytics and intelligent automation are embedded into core decision-making and service delivery, with strong governance, transparency, resilience and human oversight

4 How we'll get there / Planning for the future

Digital Services will focus on a practical set of priority workstreams to close the gap between current capability and future needs. These include keeping core technology secure, supported and fit for purpose; reducing legacy system risk; continuing modernisation of business systems and information management; strengthening cyber security and privacy practices; enabling better use of data, and supporting digital engagement and storytelling for the community. Over the first three years, the focus should remain on prioritised investment that lowers organisational risk, supports service continuity, improves value for money, and enables Council teams to deliver services more effectively.

5 Zero Based Budgeting

- Key cost drivers include software licensing, cyber security, cloud and as-a-service and consumption costs, device growth, data storage, lifecycle replacement, and specialist digital capability.
- Operating expenditure should be prioritised toward keeping essential services secure and reliable, reducing legacy system risk, and supporting Council-wide productivity and service delivery.
- Efficiency opportunities include rationalising applications, improving contract and licence management, increasing automation and AI, standardising platforms, and reducing manual support effort where practical.
- Trade-offs may be required between maintaining core resilience, funding new digital capability, and supporting emerging organisational demand for data, automation and customer-facing digital services.
- Material risks include under-investment in cyber security, unsupported technology, constrained support capacity, higher supplier costs, and reduced ability to respond to organisational growth, maturity and customer expectations.

6 AI, Automation and Digital Uplift

Priority area	What this means for Digital Services	Expected benefit
Responsible AI governance and assurance	Establish clear governance for AI use across Council. Digital Services should support a practical “governance before tools” approach so AI adoption is safe, transparent and aligned with public-sector expectations.	Improves trust, reduces legal and reputational risk, supports consistent decision making, and enables teams to trial AI safely without creating unmanaged risk.
Data governance and quality	Prioritise data governance and data quality and reliability. so that Council can use information confidently for planning, service delivery and performance monitoring.	Creates the foundation for useful AI and automation, improves evidence-based decisions, reduces duplicated reporting effort, and enables better public transparency and storytelling.
Internal productivity and knowledge management	Use automation, workflow tools and AI-assisted search, drafting and summarisation to reduce manual administration, improve document and records practices, and make Council knowledge easier to find and reuse.	Reduces staff time spent on repetitive work, improves consistency and speed, supports better compliance, and helps teams operate more effectively within existing resource constraints.
Business process automation and system modernisation	Continue modernising high-risk, high-volume and legacy-dependent processes by simplifying workflows before automating them.	Improves service reliability, reduces operational risk, supports value for money, and enables Council to scale services without relying only on additional staff capacity.
Cyber resilience	Strengthen cyber security capability as AI and automation increase the speed and scale of cyber threats.	Protects Council information and services, improves resilience, strengthens community trust, and reduces the likelihood and impact of cyber incidents.

Staff confidence and capability in using digital tools and AI	Build staff confidence and capability to use digital, data, automation and AI tools safely and effectively. This includes targeted training, self-service options within constraints, communities of practice, change support, clear escalation pathways and ongoing communication about where AI should and should not be used.	Improves adoption, reduces misuse, supports ethical and consistent practice, and helps teams realise benefits rather than simply introducing new technology.

For the first three years of the 2027–37 period, Digital Services should focus on practical, governed adoption rather than isolated experimentation. Priority should be given to use cases that are low to medium risk, repeatable, measurable and aligned to Council outcomes. AI should support staff by improving access to information, drafting, triage and analysis, but should not replace accountable decision making. Key dependencies include reliable data, clear governance, secure platforms, privacy and records controls, cyber security assurance, sustainable funding and operating costs, and staff capability.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Gradual or sudden failure of hardware, software applications, networks or legacy platforms.	Continue lifecycle planning, prioritise replacement of unsupported systems, execute legacy reduction roadmaps, maintain appropriate support arrangements, and move to cloud or as-a-service models where this improves resilience and value.
Significant loss, misuse or breach of Council information, including cyber security, privacy, records management or official information risks.	Continue strengthening cyber security maturity, staff awareness, privacy and records practices, security-by-design approaches, appropriate system controls, and active management of high-risk or legacy platforms.

Economic Development

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

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- what the activity involves, why we deliver it
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- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Economic Development activity helps create the conditions for a thriving local economy by supporting business growth, attracting investment, enabling innovation, strengthening workforce capability, and promoting Tauranga as an attractive place to live, work, visit and invest.

The activity works with businesses, Māori partners, government agencies, industry organisations, education providers and regional stakeholders to improve economic opportunities and productivity across the city. Economic Development also provides leadership on initiatives that support resilient economic growth, employment, skills development, city centre revitalisation, and investment attraction.

1.3 Why we provide the activity / How does it affect our community?

The 2026 amendment to the Local Government Act 2002 has a stronger focus on:

- Good-quality, cost-effective local infrastructure
- Public services
- Regulatory functions
- Supporting local economic growth and development

A strong economy supports community wellbeing by creating employment opportunities, attracting investment, increasing household incomes, and providing the revenue base needed to fund community infrastructure and services.

Economic Development helps ensure Tauranga remains competitive, resilient and attractive for business investment while supporting sustainable growth, innovation and prosperity. It also helps connect businesses with skills, talent, infrastructure and opportunities needed for long-term success.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Supports employment opportunities across diverse communities. • Promotes inclusive economic participation and improved access to jobs.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	• Encourages sustainable business practices, low-carbon economic opportunities and green innovation.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Aligns economic growth with city planning, infrastructure investment and future development areas.
	A city that supports business and education - Tauranga a te kura	High	• Directly supports business growth, workforce development, innovation and partnerships with education providers.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	High	• Supports events that attract visitors, stimulate economic activity and enhance Tauranga's profile.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Tauranga City Council Long-term Plan	Economic development outcomes influence investment priorities and growth planning.
Tauranga City Centre Action and Investment Plan	City centre revitalisation supports business attraction, investment and economic activity.
SmartGrowth Strategy	Aligns economic growth with regional land use, infrastructure and transport planning.
Western Bay of Plenty Economic Development Partnership	Supports coordinated regional economic development initiatives.
2026 Amendment to the Local Government Act 2002	Section 10(c) expressly states that one purpose of local government, inter alia, is: "to support local economic growth and development by fulfilling the purpose set out in paragraph (b)".

1.4 What you can expect from us / Performance framework

There are no performance measures or targets for the whole activity within the Long Term Plan. However, all funding grants approved through this activity have specific deliverables set against milestones included in their agreements. These are monitored quarterly and reported through to Council annually.

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
NA								

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Tauranga continues to experience strong population growth, placing pressure on infrastructure, housing supply and workforce availability. While growth creates opportunities for business expansion and investment, it also requires strategic planning to ensure economic benefits are realised sustainably.

Key challenges include:

- National and global economic uncertainty affecting investment decisions.
- Ongoing workforce and skills shortages in key sectors.
- Infrastructure constraints impacting productivity and business confidence.
- Rapid technological change requiring businesses to adapt.
- Competition from other regions for investment and talent.

Key opportunities include:

- Leveraging Tauranga's strategic location and port connections.
- Strengthening partnerships with tertiary education and training providers.
- Supporting innovation, technology adoption and productivity improvements.
- Growing Māori economic development opportunities.
- Revitalising the city centre and supporting major events that stimulate economic activity.
- Using digital tools and data to better understand economic trends and inform decision-making.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Tauranga will continue to experience moderate to strong population growth over the next 10 years.	Growth creates demand for employment, investment and business opportunities and underpins economic development planning.
Partner organisations will continue to collaborate on regional economic development initiatives.	Successful delivery relies on relationships with regional agencies, iwi, government and industry partners.
Businesses will increasingly adopt technology and digital solutions.	Economic development programmes will focus on supporting productivity and innovation.
Government funding programmes for economic development will remain available periodically.	External funding can enable delivery of strategic projects and leverage Council investment.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Refresh economic development priorities and partnerships. • Support city centre activation and business confidence.

Timeframe	Proposed direction for this activity
	• Improve economic data and reporting capability. • Strengthen investment attraction initiatives.
Medium term (4-6 years)	• Increase business innovation and productivity programmes. • Support development of future workforce pathways. • Attract investment into strategic growth sectors. • Strengthen Māori economic development partnerships.
Long term (7-10 years)	• Establish Tauranga as a leading location for investment and innovation. • Achieve a resilient and diversified local economy. • Improve productivity, employment and income outcomes. • Support a sustainable economy that contributes to environmental and community wellbeing.

4 How we'll get there / Planning for the future

Over the next three years Council will:

- Develop and implement a refreshed Economic Development Framework aligned with the Long-term Plan.
- Develop and implement a framework that delivers on and supports the AIM of the Bloomberg Innovation Track.
- Strengthen partnerships with business organisations, iwi, tertiary institutions and government agencies.
- Support investment attraction activities targeting sectors aligned with Tauranga's economic strengths.
- Contribute to city centre revitalisation initiatives that encourage business growth and investment.
- Improve economic intelligence, business engagement and performance monitoring.
- Support workforce development initiatives that address skills shortages and future employment needs.
- Promote innovation, digital adoption and productivity improvements across local businesses.

5 Zero Based Budgeting

- Budget review focused on ensuring expenditure is directly linked to measurable economic outcomes.
- Priority funding retained for strategic partnerships, investment attraction and city centre economic initiatives.
- Opportunities identified to increase collaboration with regional partners and reduce duplication of effort.
- Key risk is reduced economic impact if investment in economic development initiatives falls below levels required to support growth and competitiveness.

6 AI, Automation and Digital Uplift

Over the next decade, the Economic Development activity has significant opportunities to use digital technologies, data analytics, automation and AI to improve economic intelligence, stakeholder engagement and strategic decision making. The greatest value will come from automating data collection, reporting and administrative activities, allowing staff to focus on economic leadership, partnerships and investment outcomes. Human judgement will remain essential for strategy, relationship management, governance advice and decisions affecting the future prosperity of Tauranga. Success will depend on improved data quality, integrated systems, organisational capability and a robust governance framework for the responsible use of AI.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Economic downturn reduces business confidence and investment.	Maintain strong partnerships, diversify initiatives and focus on resilience-building activities.
Limited funding available for economic development programmes.	Prioritise high-value initiatives and seek external funding opportunities.
Skills shortages constrain business growth and investment attraction.	Support workforce planning initiatives and collaboration with education providers.
Failure to coordinate with regional partners leads to duplication or reduced impact.	Maintain clear governance arrangements and collaborative planning processes.
Rapid technological change leaves some businesses behind.	Promote digital capability and innovation support programmes for local businesses.

Emergency Management
Activity Plan 2027-37

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Document management

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1 Introduction

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- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Emergency Management activity helps communities prepare for, respond to, and recover from emergencies and disasters. This includes events such as severe weather, flooding, storms, earthquakes, wildfires, infrastructure failures, and other incidents that may affect public safety and community wellbeing. Council has a legislative responsibility to manage response during an emergency.

The function operates in two distinct modes: community planning and preparedness in 'peacetime', and 'response mode' when emergencies are occurring.

Emergency Management prioritises community education and preparedness. This involves providing information, training, and awareness programmes that help individuals, households, businesses, schools, and community groups understand local hazards and prepare for emergencies. The goal is to build resilient communities that can respond effectively and recover more quickly when emergencies occur.

During an emergency event, the Emergency Management team coordinates the response activity. The team works with emergency services, government agencies, utility providers, community organisations, and local communities to support decision-making, share information, coordinate resources, and help protect people, property, and the environment.

Through planning, coordination, public information, and community engagement, Emergency Management helps ensure communities are better prepared for emergencies and supported when they occur.

1.3 Why we provide the activity / How does it affect our community?

Local councils have a legislative responsibility to support the safety and wellbeing of their communities before, during, and after emergencies. Because councils have strong local knowledge, established community relationships, and responsibility for many essential services and infrastructure, they are well placed to help communities prepare for and respond to local hazards and disruptive events.

Emergency Management helps councils:

- Protect the lives, health, and wellbeing of residents and visitors.
- Coordinate local response activities during emergencies.
- Provide reliable public information and warnings.
- Support vulnerable people and affected communities.

- Reduce the impact of emergencies on homes, businesses, and critical services.
- Assist communities to recover and return to normal activities as quickly as possible.

Emergency Management has a direct impact on the community by helping people understand risks and be better prepared for emergencies. Through education, awareness campaigns, training, and community engagement, residents learn what actions to take before, during, and after an emergency.

As a result, communities are generally safer, more resilient, and better able to cope with disruptions. Effective Emergency Management can reduce the impacts of emergencies, speed up recovery, and help people, businesses, and community organisations return to normal more quickly.

2 Community outcomes

The table below shows how the Emergency Management activity contributes to each of Council's community outcomes.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Education and promotion of home preparedness messaging. • Engagement with all sectors of the community to identify and understand the needs of those groups, i.e. iwi/marae, schools, businesses, older people, disabled people, and multi-ethnic communities. • A prepared and engaged community plays a crucial role in delivering a successful and efficient emergency response and recovery. • It builds community resilience to emergency events and fosters greater social connections. • It provides an opportunity for community-led collaboration in emergency management planning, response, and recovery.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	• Working collaboratively with the climate & sustainability teams to mitigate risks associated with natural hazards. • Apply modern sustainability practices during recovery efforts when rebuilding.
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	High	• Identifying vulnerable or at-risk communities to deliver tailored emergency response plans and actions. • Informing land-use planning and development to incorporate emergency management considerations. • Supporting decision making associated with resilient infrastructure. • Supporting community-led improvements for emergency resilience through partnerships and development.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			• Establishing relationships with agencies and community groups to support the city during and after emergency events.
	A city that supports business and education - Tauranga a te kura	High	• Engagement with the business sector to develop and improve business continuity planning and resilience. • Engagement with education institutions to identify and practise emergency response plans. • Support the education curriculum to deliver knowledge of natural hazards and how they can impact a community.
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	Low	• Contribution to major event planning and protocols to ensure emergency management considerations are included. • Utilise events as a mechanism to engage with the community and visitors to improve natural hazard knowledge and awareness.

2.1.1 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Civil Defence & Emergency Management Act 2002 **Upcoming Emergency Management Bill (late 2026)**	Membership of Emergency Management Bay of Plenty Group; KPIs and reporting requirements. Outlines legislative obligations of Councils in relation to emergency management.
Civil Defence Emergency Management Plan Order 2015	Outlines roles and responsibilities of central and local government, lifelines and utilities groups, emergency services, and NGOs.
Bay of Plenty CDEM Group Plan 2024-2029	Membership of Emergency Management Bay of Plenty Group;
Bay of Plenty CDEM Group Recovery Plan	Framework for coordinated and supported recovery delivery across the region.
Bay of Plenty CDEM Partnership Agreement	Membership of Emergency Management Bay of Plenty Group; KPIs and reporting requirements.
NEMA National Resilience Strategy	Framework for increasing community and local government resilience to emergency planning, response and recovery.
Directors Guideline for Civil Defence Emergency Management Groups (DGL23/22)	Risk assessment guidance for Group Planning.
Bay of Plenty CDEM Response Coordination Plan	Alignment of response actions across the Bay of Plenty.

2.2 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	**Level of Service**	**Performance Measures**	**DIA measure**	**New measure**	**27/28**	**28/29**	**29/30**	**30-37**
Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Number of training activities or exercises conducted and activations	No	No	9	9	9	9
	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC positions filled	No	No	100%	100%	100%	100 %
	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC staff adequately trained	No	No	≥80%	≥80%	≥80%	≥80 %
	We will provide community education initiatives to increase public awareness and preparedness	Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency Source: Annual Residents Survey)	No	No	82%	82%	82%	82%

3 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

3.1 Expected challenges and opportunities

- Population Growth will have a significant impact on the function of emergency management and how its core business programmes will be delivered.
  Population growth across the city increases exposure to natural hazards, demand on infrastructure, and the complexity of evacuation and response planning.
- Climate change is expected to increase the severity and frequency of extreme rainfall events, flooding, coastal inundation, drought, wildfire etc. This creates increasing pressure on preparedness, adaptation planning, and recovery capabilities.
- Community preparedness and social vulnerability: not all communities have the same capacity to prepare for or recover from emergencies. The emergency management function must ensure preparedness programmes are inclusive and accessible.
- Introduction of the new Emergency Management Bill expected in late 2026 may present some challenges and opportunities to Council and the emergency management function. While Council has been actively involved in the development of the Bill's content via the Bay of Plenty Emergency Management Group, we can expect some changes to responsibilities, priorities and accountabilities at a local level.
- Increased collaboration with community to increase the understanding of natural hazards and to better equip community to plan and respond to emergency events.
- Opportunity to increase the function's capacity to engage and collaborate with various sectors of the community. At present, the function has limited capability due to the ratio of staff to community members.
- Technology advancements will assist emergency planning as well as response capabilities. The use of AI and other automated processes and systems has the potential to expedite some existing tasks that require human intervention, effectively speeding up response activity during an emergency.

3.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Increased frequency and severity of weather-related events.	An increased focus on emergency planning and preparedness across council and community. A requirement to better plan for and improve the resilience of community and infrastructure. An increased investment in emergency management planning, resources and equipment to ensure that council can effectively manage response and recovery.
Population growth will continue across the city.	Increased resourcing to effectively maintain community engagement and education, i.e. a greater ratio of professional emergency management staff to the community. Increased need for more detailed and localised emergency response plans for different segments of the community. It is not a one-size-fits-all approach.

Assumption	Relevance to this activity
	Investment in more resilient infrastructure to safely and effectively evacuate large portions of the community when required.
Greater expectation on Council to effectively manage the risk of natural hazards.	Greater collaboration between the Emergency Management function and other Council departments, such as climate and sustainability, operations and infrastructure, to better understand natural hazard risk and how this may influence decision-making processes for the function. Investment in more robust hazard scape research, ranking and application.
Greater emphasis on communities being responsible for immediate response actions during emergency events.	Increased education opportunities for community to better understand what they can do to support themselves and their own communities as emergency services struggle to maintain first response capability. Increased reliance on community groups such as Iwi/Marae to provide welfare support during emergency response and recovery. This may require additional dedicated funds and support mechanisms to local Iwi/Marae groups in the form of specialised training and financial assistance.
Limited financial support from central government and agencies to assist with recovery from major events.	Greater need for local council to lobby for and identify potential funding sources to help rebuild infrastructure and services in the aftermath of a major emergency event. There has already been evidence of this need since events in early January 2026 in Tauranga and across the country.

4 Where do we want to be? / Direction setting

The emergency management function continues to strive for a well-prepared, resilient and well-planned city that can capably respond to and recover from emergency events. As the frequency of these events is forecast to increase, investment in both community understanding and preparedness, as well as physical infrastructure remains a priority.

Timeframe	Proposed direction for this activity
Short term (1-3 years)	The emergency management function goals will focus on improving community resilience, strengthening response capability, and addressing the city's most likely hazards such as severe weather, flooding, coastal hazards, landslides, infrastructure disruption, and earthquakes. • Increased community engagement and preparedness. Continue to facilitate those existing community relationships while creating new ones with the sections of the community that the function has not yet been able to effectively engage with. • An increase in human resources, with specific direction to seek new engagement opportunities, is achievable and will increase communities' understanding of natural hazards and preparedness levels.

Timeframe	Proposed direction for this activity
	• Increased capability of our own emergency operations centre (EOC) through training and development of EOC staff within council. The purpose-built facility at Haumaru will go a long way to achieving this. We will also improve our existing response and recovery processes and procedures. Have all TCC staff trained in basic emergency management principles. • We will look to enhance our working relationships with community groups such as Iwi/Marae, government agencies and other welfare support agencies. Growing this capacity will help build a more resilient and prepared community in times of need. • Improve our ability to share and maintain situational awareness and intelligence before, during, and after an emergency event. With many Council functions maintaining their own emergency response plans and activities, we will need to better understand how they can support and streamline our response activities. • A well-established community emergency hub and support network across the city. • Prepare for and respond to changes arising from Emergency Management Reform.
Medium term (4-6 years)	• For Tauranga City Council, medium-term goals (4 to 6 years) will focus on transitioning from building capability to embedding resilience across community preparedness, council operations, infrastructure and partner agencies. These goals align well with local risks, growth pressures, climate adaptation requirements, and the wider Bay of Plenty emergency management environment. • Embedded connections with our vulnerable community areas across the city. • Implementation of secure and reliable technology systems that allow for improved planning and response. • A well-established and embedded recovery framework that incorporates and plans for all identified natural hazards and potential major events, such as tsunami or an Alpine Fault response. • Improvements to our existing climate and natural hazard resilience. • Mass evacuation planning and delivery is well-supported by Council and community. Identifying critical areas where community may need to find safety is understood and embedded within day-to-day knowledge. • Maintain a high-performing professional emergency management team with well-trained and highly engaged volunteer support. • Strengthened strategic partnerships with key stakeholders and agencies to enhance emergency management outcomes. This may include improved collaboration in training and exercising for readiness.
Long term (7-10 years)	Tauranga is a resilient, adaptive, and connected city where communities, infrastructure, ecosystems, and institutions are prepared for future challenges, can withstand and adapt to major emergency events, and recover stronger through shared leadership, innovation, and partnership.

5 How we'll get there / Planning for the future

The next ten years will prove to be as challenging as ever for the Emergency Management function within Council; however, there are significant actions that can be taken to ensure Council is strategically aligned and well prepared.

Starting with the proposed Emergency Management Bill expected in late 2026, the Bill will shape how local councils are expected to deliver emergency management planning, response, and recovery. The Bill aims to create a more modern, coordinated, and resilience-focused emergency management system by:

- Clarifying roles and responsibilities across national, regional, and local government.
- Strengthening readiness, response, recovery, and risk reduction activities.
- Improving management of critical infrastructure and lifeline services.
- Increasing consistency across Emergency Management Committees.
- Strengthening recovery arrangements following major emergencies.
- Embedding greater engagement with iwi, Māori, communities, and infrastructure providers.

Council will inherently adopt more accountability and ownership of local actions and planning in relation to emergency management.

The likelihood of more frequent and more intense severe weather events, combined with potential impacts from other natural hazards, such as earthquakes and tsunami, will require Council to invest and take steps to ensure emergency management response and capability are prioritised. Events in early 2026 have already identified a need for improvements across the organisation in relation to risk assessments and information sharing. Emergency Management plays a vital role in this. This investment may consider human and financial resources, as well as investment in more resilient infrastructure.

Tauranga City is forecast to continue to grow in population. Community engagement is an ongoing challenge for Emergency Management, as the ratio of staff to community is currently below international best practice. An ever-increasing population across a diverse range of backgrounds and vulnerabilities will require more resources to engage, educate, and collaborate with the community.

Lastly, community have always been considered the first line of response to an emergency, and this will continue. Embedding the importance of community preparedness and resilience will assist council in being able to effectively respond to and recover from emergency events. Strategic relationships with key agencies and stakeholders helps build a well-prepared and aware city. The emergency management function is tasked with delivering this objective daily.

6 Zero Based Budgeting

The emergency management function operates on a relatively small OPEX budget with minimal CAPEX.

The priority areas and key cost drivers for the emergency management function include:

- Maintaining adequate OPEX to deliver community education and engagement activities such as home preparedness collateral, advertising/promotion, and attendance at community events. This budget is forecast to increase moderately across the LTP timeframe to allow for increased community engagement activity as the city's population grows and new community networks are established.
- Delivery and completion of a dedicated EOC facility at Haumaru. This project has been a long time coming and will create a fit-for-purpose facility that will enhance Council's ability to effectively manage emergency response activities.
- Our investment and involvement in the delivery of capital expenditure is minimal. As an example, the project steering group that has been established to improve existing evacuation paths for tsunami will see the physical work and expenditure managed by the Transport function with emergency management contributing to the planning.

- Other budget lines associated with emergency management include a cost centre that is only activated during an emergency response.

7 AI, Automation and Digital Uplift

8 Significant negative effects and risks

The delivery of this plan will result in risks, as well as positive and negative effects. These, and Council's approach to mitigating the effects, are noted below.

Negative effects/issue and risks/causes	Mitigation
Reduced community understanding and knowledge of natural hazards and emergency preparedness. A less resilient community.	Council continues active community engagement and educational activity across all sectors of the community as a priority.
Reduced capability of council staff to be able to effectively manage emergency response during events.	Continue to deliver training to Council staff to meet the minimum standards set by the Group.
Population growth, climate change, and increasing natural hazard exposure may increase demand on emergency management services, community preparedness activity, evacuation planning, welfare coordination, and recovery support.	Maintain and update local hazard information, strengthen relationships with lifeline utilities and partner agencies, support targeted community engagement for higher-risk areas, and align future investment with growth, climate adaptation, and resilience priorities.
Technology, communication, or data system failure during an emergency could reduce situational awareness, delay public information, or affect coordination across agencies.	Maintain tested backup systems and manual workarounds, include technology failure scenarios in exercises, and ensure emergency communication channels are resilient and regularly reviewed.
Unclear roles, responsibilities, or funding arrangements following national emergency management reform may affect Council's ability to plan and resource the activity with certainty.	Monitor reform progress, participate through the Bay of Plenty CDEM Group, review local responsibilities once legislation is confirmed, and update resourcing and service level assumptions as required.
Insufficient funding and capacity may limit Council's ability to support long-term recovery from emergency events.	Undertake long-term financial planning, advocate for appropriate central government support, and strengthen engagement with relevant agencies to improve Council's ability to support recovery programmes.
Council may experience reputational risk if its response to, or recovery from, emergency events is perceived as inadequate by the community, partners, or other stakeholders.	Maintain emergency management readiness through ongoing investment in capability, training, public information, community education, and coordinated post-event review and improvement processes.

Environmental Health & Alcohol Licensing

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

This activity includes both our Environmental Health and our Alcohol Licensing functions.

Environmental Health protects public health through the education, registration, monitoring and enforcement of food and health-related businesses. It also helps ensure that activities on public and residential property do not create public health risks or nuisance issues. Alcohol Licensing helps minimise alcohol-related harm through the education, licensing, monitoring and enforcement of licensed premises and managers.

This activity contributes to the health, safety and wellbeing of our community by promoting compliance with key legislation. We achieve this through positive engagement with the public, regulated businesses, licensed premises and key stakeholders. Our work includes assessing applications, monitoring compliance, investigating complaints, providing education and advice, preparing reports, negotiating solutions and, where necessary, taking enforcement action.

This activity includes, food premises, licensed premises, special licences and events, campgrounds, funeral directors and offensive trades. The activity also covers public health and nuisances on public and residential land.

1.3 Why we provide the activity / How does it affect our community?

We are required to provide this activity by legislation. It protects and promotes public health, safety and wellbeing by monitoring and promoting compliance with key legislation.

This work helps create a safer, healthier environment for our community by reducing public health risks, minimising alcohol-related harm and responding to activities that may adversely affect people's wellbeing.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Low	• We contribute by supporting people of all ages and backgrounds to feel safe, connected and healthy.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Med	• Registration, licensing, monitoring and enforcement of businesses contributes to enhancing the communities enjoyment of our environment.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Med	• Enabling community input through the Local Alcohol Policy and Alcohol Fees Bylaw.
	A city that supports business and education - Tauranga a te kura	Med	• Businesses can rely on us to ensure a high-quality registration service that does not cause unnecessary delays. • We support businesses by empowering (educating and assisting) them to achieve compliance.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• We support event organisers to manage events safely.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Food Act 2014	The Act and its Regulations provides regulatory guidance to the Environmental Health team to ensure that food that is sold is safe and suitable
Health Act 1956	The Act and its Regulations provides regulatory guidance to the Environmental Health team when dealing with issues related to public health
Sale and Supply of Alcohol Act 2012	The Act provides regulatory guidance to the Alcohol team when dealing with issues related to Alcohol Licensing
Sale and Supply of Alcohol Regulations 2013	The Regulations provides regulatory guidance to the Alcohol team when dealing with issues related to Alcohol Licensing
Sale and Supply of Alcohol Fees Regulations 2013	The Fees Regulations outline the current status of fees and charges for alcohol licensing applications and activities (Current situation as we are waiting for the fee bylaw to be endorsed and implemented fully by council)

Strategy, plan, policy, or legislation	Linkages and interdependencies
Alcohol Fees Bylaw	The policy allows Tauranga City Council to determine the fees for alcohol licensing applications and supporting activities (Not fully implemented at this time)
Local Alcohol Policy	The policy gives guidance to the District Licensing Committee and key stakeholders
Gambling Venue Policy	This policy determines where Class 4 gambling venues (pokies) can be located with the city of Tauranga.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
Environmental Health	We provide verification services, and Food Safety Officer enforcement as required by the Food Act 2014	Percentage of food premises that have been verified as required by the Food Act 2014.	No	No	95%	95%	95%	95%
Alcohol Licensing	We provide inspections of licensed premises to ensure compliance under the Sale and supply of Alcohol Act 2012	Percentage of venues with alcohol licences that have been inspected	No	No	95%	95%	95%	95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Environmental Health

- The work operates in an environment of variable demand, driven by regulatory responsibilities for food businesses, health-licensed premises, and public health nuisance investigations. Future government reform, including potential changes to local government structures and service delivery models, may present both challenges and opportunities. To respond effectively, the activity will continue to focus on maintaining strong regulatory capability, consistent service delivery, and adaptable systems and processes.

- The team has implemented significant service improvements and efficiencies over recent years through process review, standardisation, and improved business practices. Further efficiency gains are available, particularly within registration, invoicing, debt management, and information management processes. However, opportunities to streamline these functions are currently constrained by the limitations of the existing SAP Service Cloud Version 1 platform. Progression to SAP Service Cloud Version 2 is expected to enable greater automation, reduce manual administration, improve customer experience, strengthen revenue management processes, and support more efficient service delivery.

Alcohol Licensing

- The work operates in an environment of variable demand, influenced by licensing application volumes, compliance and enforcement requirements, and broader regulatory responsibilities under alcohol legislation. Future legislative reform and changes to local government structures may present both challenges and opportunities. The activity will remain focused on maintaining regulatory capability, delivering consistent services, and ensuring systems and processes can adapt to changing legal and community needs.
- The team has improved service delivery and efficiency through the implementation of a Quality Management System (QMS), process reviews, and standardised procedures in the last two years. These improvements have strengthened consistency in licence assessments, reduced processing delays, identified pressure points and enhanced service quality for applicants and stakeholders. Further efficiencies are being sought in application administration, invoicing, debt management, and reporting.

Environmental Health & Alcohol Licensing

- Digital technology, automation, and artificial intelligence provide opportunities to improve workflow management, document management, data quality, knowledge management, and customer self-service. The greatest opportunities are likely to be in reducing manual administration, improving system integration, automating routine tasks, and supporting regulatory staff with access to information and decision-support tools. Activities involving regulatory assessment, public health risk assessment, investigations, compliance decisions, and enforcement actions will continue to require professional judgement and remain human-led.
- **The Ministry for Regulation's Hospitality Review Report (July 2026)** has made recommendations on how food registration and alcohol licensing can be regulated by councils.
    - For businesses that hold food registrations they suggest removing the requirement to renew the registration of food businesses.
    - For alcohol licensing they recommend some major alcohol licensing reforms, including streamlined licensing and renewals, mandatory training, stronger compliance tools, changes to DLCs and fee structures, a single national licensing framework supported by a nationwide information system.
    - The impact on revenue and resourcing for Environmental Health and Alcohol Licensing teams will need to be reassessed if the Ministry implements all the recommendations.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
Demand for verification services will be maintained at current levels	We have a steady number of registered food businesses. Many of those businesses can choose whether to engage us, or an independent third party to undertake their verification.

Assumption	Relevance to this activity
Demand for alcohol licensing services will continue to increase over the long term.	Alcohol licence applications have increased over the past three years, reflecting population growth, ongoing development, growth in the hospitality sector, and increased economic activity within Tauranga. As all premises selling alcohol require licences under the Sale and Supply of Alcohol Act 2012, continued growth is expected to increase demand for licence processing, compliance monitoring, inspections, and District Licensing Committee support.
The alcohol licensing regulatory framework will continue to change.	Central Government is progressing reforms to the Sale and Supply of Alcohol Act 2012, which may affect licensing processes, compliance requirements, and workload. Future legislative changes could require updates to policies, procedures, staff training, and systems
Technology and continuous improvement initiatives will support service efficiency.	The implementation of a Quality Management System (QMS) has improved consistency, quality assurance, and application processing efficiency. Further improvements are expected through digital solutions and future system enhancements, enabling the activity to manage increasing demand while maintaining service levels.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Over the next one to three years, the focus will be on improving digital systems, introducing automation for routine administrative tasks, strengthening compliance activities, and enhancing customer self-service options. • This period will also focus on building staff capability and improving the quality and accessibility of regulatory data.
Medium term (4-6 years)	• Over the medium term, Environmental Health and Alcohol Licensing will implement integrated regulatory management systems that connect key business functions and automate more of the regulatory workflow. • Greater use of data analytics and AI-assisted tools will support decision-making, planning, and operational performance.
Long term (7-10 years)	• Over the long term, the goal is to deliver fully connected and largely automated administrative services that are scalable, sustainable, and responsive to future growth. • Advanced analytics and AI-supported insights will be used to proactively manage risks, monitor trends, and support strategic planning.

4 How we'll get there / Planning for the future

Environmental Health and Alcohol Licensing will focus on improving efficiency, strengthening regulatory outcomes, and ensuring services are well positioned to meet future growth and community needs.

Key Areas of Focus

- Invest in modern digital systems, automation, and AI-assisted tools to streamline application processing, registrations, data management, reporting, debt recovery, quality management, and licensing administration. Improve customer experience through more efficient processes, reduced delays, and better access to digital services.
- Enhance compliance monitoring and regulatory oversight through improved workflows, data insights, and targeted interventions. Focus enforcement and verification activities on higher-risk premises and activities, working collaboratively with partner agencies where appropriate to support public health and safety outcomes.
- Ensure services have the capacity, capability, and systems required to respond to increasing demand, population growth, and evolving regulatory requirements. Adopt scalable processes and technologies that enable efficient delivery of regulatory services as volumes increase.
- Improve data quality, reporting, and performance monitoring to support operational decision-making, policy development, and service improvements. Provide robust evidence and insights to inform future regulatory and policy reviews.
- Continue investing in staff capability through training, knowledge sharing, succession planning, and the responsible adoption of new technologies. Ensure specialist regulatory expertise remains at the centre of assessment, compliance, and decision-making activities.
- Review regulatory charging models and fees, including verification activities, to ensure cost recovery is appropriate and aligned with industry expectations and national benchmarks. Support long-term investment in service improvements, technology, and regulatory capability.

5 Zero Based Budgeting

The key components of the activity's operating expenditure relates to salaries and corporate allocations. In the coming three years the activity will rely on delivering consistent service to our regulated customers by maintaining a consistent level of workforce, until such time as technological improvements may change our approach. Continuous improvement will ensure growing workloads can be managed by the existing level of staffing. Ongoing focus on cost recovery, including a potential decision from Council to implement the alcohol fees bylaw will lead to increasing revenue opportunities for this activity.

6 AI, Automation and Digital Uplift

- The greatest opportunity is to introduce fully digital application, payment, and validation processes. This would reduce incomplete applications, minimise manual handling, improve customer experience, and significantly reduce administrative effort. The main dependency is investment in integrated systems and digital workflows.
- Automating reminders, renewals, invoicing, correspondence, and workflow tracking would improve efficiency and free staff from repetitive tasks. Success relies on standardised processes, good data quality, and organisational readiness for change.
- Can assist with application validation, reporting, document management, and customer enquiries, helping reduce workload and improve turnaround times. Strong governance, quality data, and clear operating parameters are required to ensure safe and effective use.
- Limited integration between regulatory, finance, records, and customer service systems is a key barrier to improvement. Investing in connected systems would eliminate duplicate data entry, improve information visibility, and enable future automation and data-driven decision-making.
- Technology investment should focus on reducing administration so staff can concentrate on complex assessments, compliance activities, investigations, enforcement, and stakeholder engagement. These areas involve risk, discretion, public interest, and regulatory interpretation, and will continue to require experienced human judgement.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Environmental Health and Licensing decisions and delivery can have an effect on the social, economic and environmental wellbeing of the community	Council addresses this by ensuring that staff operate under quality management systems; have adequate access to all relevant information and are appropriately trained/qualified to make robust decisions to ensure that effects are kept to a minimum.

Environmental Planning

Activity Plan 2027-37

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1 Introduction

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- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long-term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Environmental Planning activity helps manage how Tauranga grows and develops. It does this by applying national planning legislation and the City Plan when considering resource consent applications, development contributions, road names, and compliance matters.

This includes processing resource consents for a wide range of activities, from small subdivisions through to larger developments. The activity also calculates and charges development contributions, administers Council's road naming policy, monitors compliance with planning rules, and responds to issues raised by the community, including noise complaints.

Over the life of this plan, the activity will also need to respond to changes in national planning legislation as the Resource Management Act is replaced by new legislation.

1.3 Why we provide the activity / How does it affect our community?

This activity helps Tauranga grow and develop in a way that works for the wider community. It supports people and businesses to develop land and property through the resource consent process, while making sure development fits with the City Plan, as agreed with the community.

It also helps protect people's ability to enjoy their homes, neighbourhoods and public spaces by monitoring compliance with relevant rules and responding to issues raised by the community, such as noise or other effects from nearby activities.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Planning processes enable community input and support well-designed, inclusive neighbourhoods.
	A city that values and protects and enhances our environment - Tauranga Taurikura	High	• The legislation and City Plan set out the rules framework to protect our natural and built environment; the planning

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			functions help to bring those goals into effect.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• The City Plan outlines how Tauranga should grow, which is delivered through the consenting function.
	A city that supports business and education - Tauranga a te kura	Medium	• Planning and consenting functions provide certainty for development and support business and educational growth.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• The majority of events will require some sort of resource consent and monitoring; the activity works alongside our events team to front-foot any community concerns.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Resource Management Act	Provides overarching direction for consent and compliance implementation
Tauranga City Plan	Specifies rules and requirements for managing activities throughout the city, what is permitted, what requires consent and what must be considered if consent is required.
Development Contributions Policy	Sets the development contributions for each financial year and identifies what and how each charge will be calculated.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Environmental Planning	We will provide a noise control service to ensure community wellbeing is protected from excessive	Percentage of noise complaints that are attended within 1 hour of the second call to the Customer Service Centre	No	95%	95%	95%	95%	95%

	and unreasonable noise							
Environmental Planning	We will meet the community's expectations through making professional regulatory decisions.	Percentage of new resource consent applications processed within statutory timeframes	No	95%	95%	95%	95%	95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The Environmental Planning activity will be subject to significant change through legislative reform, with the Resource Management Act expected to transition to new legislation during the course of this Long-term Plan. This reform represents major and fundamental change to how growth and development will be enabled within our community, with the intention of establishing a more enabling framework alongside wider local government reform.

In the short term (years 1-3), it is expected that functions will continue under the current legislation, with some adjustments in place. During this time, processes will commence to set national direction, which will then guide the development of region-wide spatial plans and support implementation of the new system.

The move to a joint water organisation poses some risks for the consenting function, which relies heavily on feedback from asset managers to ensure infrastructure is sufficient prior to enabling new developments. Establishing strong connection and communication between Council and the water entity will be critical to maintaining the current level of service.

Within the course of the Long-term Plan, it is anticipated that technology and AI will start to enable significant opportunities to improve efficiency and service delivery. This is discussed further below.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
Resource consent volumes/demand to remain steady	Despite varying pictures in economic outlook, the demand for resource consents has remained largely steady for the last four years. Based on this, it is reasonable to assume that these current volumes can be assumed to be "normal" for the purposes of determining resource needs. Council will remain well equipped to respond to any spikes in demand through the use of external planning services.
Resource need for new system to remain unchanged in the short term, and balanced in the long term	The new planning bill is intended to reduce the number of resource consents; however, in the initial transition, the current framework and processes will continue to remain in effect.

Assumption	Relevance to this activity
	When the new system is fully stood up, it is expected that a reduction in consents, *if* realised, will likely be matched by an increase in reliance on compliance and enforcement functions.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Tauranga City Council will be leading by example in the consenting and compliance space and successfully implementing the initial transitional phase of the legislative reform.
Medium term (4-6 years)	• Council will be well placed to fully implement the new system as it comes into effect.
Long term (7-10 years)	• New system will be well established, with Council maintaining leadership within the sector.

4 Zero-based Budgeting

Council's consenting functions, and aspects of its compliance functions, are largely funded through fees and charges, with revenue and workload tied to the number of incoming applications.

The zero-based budgeting exercise has focussed on ensuring that the team is appropriately resourced to deliver a high level of service based on expected volumes and prepare for significant incoming changes, while reducing any unnecessary ratepayer burden.

5 AI, automation and digital uplift

Opportunities for automation and AI-based tools are progressing quickly in the consenting field. While not yet fully realised, it is anticipated that a number of simpler aspects of the process will either be supported or replaced by these tools.

At present, various functions of the activity are fragmented across separate systems, with some more recently integrated into SAP, while others sit outside of the system. It is unclear what options will be available to bring these functions together. However, in the interim, the use of apps and agents is being explored to help provide better oversight and delivery.

Compounding this, there is some uncertainty in relation to systems being provided through RM reform; central government has signalled an intention to establish a standardised system to enable and monitor consenting across the country, although it is not yet clear whether this will replace SAP entirely or supplement it.

6 Significant negative effects and risks

The delivery of this plan will result in risks, as well as positive and negative effects. These, and the Council's approach to mitigating the effects, are noted below.

Negative effects/issue and risks/causes	Mitigation
Legislative reform and transition may create uncertainty and affect consistency, resourcing, customer expectations, and service delivery.	Engage proactively with the national reform process, participate in sector collaboration, provide clear communication, and build staff capability to operate across current and future systems.
Delays or inconsistency in resource consent processing may affect development, with implications for environmental outcomes, and community confidence.	Maintain appropriate resourcing, use external support during demand peaks, and continue to monitor statutory timeframe performance.
Insufficient compliance monitoring or enforcement may encourage non-compliance, resulting in adverse environmental, amenity, cultural, or infrastructure effects.	Maintain a risk-based monitoring programme, respond to complaints, use education and enforcement where appropriate, and improve data and reporting to identify trends and recurring issues.

Events

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Events activity is responsible for attracting, supporting, developing and leveraging a diverse portfolio of events that contribute to Tauranga's social, cultural and economic wellbeing. Through funding, promotion and facilitation, the activity aims to maximise the benefits of events for the community while aligning with, and advancing the city's strategic priorities.

The activity provides the systems, coordination and expertise needed for events to take place safely and successfully in Council-controlled public spaces, including approvals and bookings, and city activation initiatives. It coordinates with event organisers, internal Council teams and external agencies to ensure events are well planned, legally compliant, operationally sound, and managed in a way that minimises risks and impacts on the wider community.

The activity delivers Council-led events and activation programmes while strengthening the capability and sustainability of the local events sector. It is responsible for attracting and securing new events in partnership with city stakeholders, promoting Tauranga as a lively events destination, and managing allocation of event funding and leverage to support a diverse range of events for the city.

The activity leverages Council investment through strategic event funding and development initiatives to maximise long-term benefits for Tauranga, its communities, and the local event sector. Through attracting, supporting, and developing a diverse portfolio of events, the activity generates social, cultural and economic benefits, strengthens the local event sector, and encourages additional investment and collaboration. Monitoring and evaluation ensure funding is aligned with Council priorities and delivers value to the community.

The activity includes managing the marketing and communication activity for What's On Tauranga, Council delivered events, and Council event funds, delivering data-driven campaigns, managing operational resident communications, promoting the value of events to the community, and identifying media, social media, and stakeholder opportunities to connect our community and visitors with events and venues in Tauranga.

These services are integral to our growing reputation, community outcome, and goal to be a vibrant city that embraces events.

1.3 Why we provide the activity / How does it affect our community?

The Events activity plays a key role in creating a vibrant, connected and welcoming Tauranga. Events bring people together to celebrate culture, identity and community, fostering a sense of belonging, pride and social wellbeing for residents while enhancing the city experience for visitors.

Events also generate significant economic benefits through visitor expenditure, tourism activity, employment opportunities, and increased patronage of local businesses. By attracting people to Tauranga's centres, venues, parks and public spaces, events help showcase the city's unique lifestyle, places, and experiences.

Through supporting a diverse year-round programme of community, cultural, sporting and major events, the activity helps activate public spaces, strengthens community connections, and creates memorable experiences that contribute to Tauranga's identity and quality of life.

The activity promotes and communicates Tauranga's events and experiences to the community and visitors, helping people understand what is happening across the city and encouraging participation. Effective promotion increases awareness and attendance, fosters civic pride, and maximises the social, cultural, and economic benefits that events deliver across Tauranga.

The activity also ensures events held in Council-controlled public spaces are delivered safely, responsibly, and in accordance with the Public Places Bylaw, the Use of Council Land Policy, and Council's obligations under the Health and Safety at Work Act 2015. This supports effective risk management, protects community interests, and enables Council to meet its regulatory and governance responsibilities.

Council further invests in event funding, attraction and development to secure, grow and leverage events that deliver lasting social, cultural and economic benefits. This investment helps ensure events align with Council priorities and contribute to Tauranga's long-term strategic outcomes.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive and vibrant city - Tauranga Mataraunui	High	• Provides opportunities for people of all backgrounds to connect through shared arts, culture, sport, history and heritage experiences. • Events build social connection, belonging and community pride, celebrate Tauranga's unique identity and cultural heritage, support youth engagement, and enhance the city's vibrancy, reputation and quality of life through accessible and inclusive participation.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	• Supports sustainable transport planning and environmentally responsible event operations, managing the impacts generated by participants and spectators. • Encourages event organisers to consider environmental responsibility in event planning and delivery, helping protect the city's natural assets for future generations.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	• The event approval process and coordination across the city supports integrating events of all scales into city operations and manages the impact of events on our community. • Support the planning of fit-for-purpose event venues and infrastructure. • Activates city centres, neighbourhoods, parks, reserves and community facilities,

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			helping maximise the use and value of public spaces and infrastructure. • Supports thriving city and neighbourhood centres by attracting people, increasing visitation and contributing to place-making and local economic activity.
	A city that supports business and education - Tauranga a te kura	High	• Supports local business growth and economic activity by attracting visitors and increasing spending across the city. • Creates opportunities for learning, skills development and knowledge exchange through business, cultural, sporting, and community events. • Enhances Tauranga's reputation as a destination for business, innovation, investment, and major events. • Provides pathways for youth, volunteers and event professionals to develop skills, experience, employment opportunities, and sector growth. • Supports education outcomes including an increasing awareness of significant historical events for Tauranga Moana Māori.
	A vibrant city that embraces events - Tauranga a te ihi	High	• Activates our spaces and places, creating vibrant and welcoming environments where residents and visitors can connect with their community.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Inclusive and Vibrant City Strategy	Sets out how we will deliver on the community outcome *"a vibrant city that embraces events"* and the benefits of events to the city.
Tauranga Events Action and Investment Plan (2022)	Developed in partnership with Tourism Bay of Plenty, Bay Venues Ltd and Priority One, the plan is key for delivery and development of the events activity (and community and recreational facilities group of activities). Progress updated August 2026.
Eventful City Framework (in development)	Strategic approach towards the attraction, funding and leverage of a balanced event portfolio of events in the city (Goal 1 of the Events AIP).
Event Venues Network Plan (in development)	Identifies a programme of improvements to deliver fit-for-purpose event venues and infrastructure to meet the growing needs of the city (Goal 6 of the Events AIP).

Strategy, plan, policy, or legislation	Linkages and interdependencies
Council AIP's including Our Public Places Strategic Plan, Play, Active Recreation and Sport AIP and Reserves and Open Spaces AIP, Arts, Culture and Heritage AIP and City Centre AIP.	Recognises events as an integral part of our spaces and places network, and contributor to vibrant communities and opportunities to reflect our history and culture. Sets direction for spaces and places used for events and future facility provision.
Use of Council Land Policy	Sets out policy for events use of Council land including the bookings and approval process.
Open Space Provision Policy	Sets the level of service for local, medium, large and premier outdoor event venues.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	**Level of Service**	**Performance Measures**	**DIA measure**	**New measure**	**27/28**	**28/29**	**29/30**	**30-37**
Events	We will deliver, support, and advocate for events in Tauranga	Percentage of residents satisfied with the range and frequency of event experiences in Tauranga	No	No	75%	75%	75%	75%
Events	We will provide a network of arts, cultural, and events spaces in Tauranga	Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces.	No	No	75%	75%	75%	75%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

- The new community outcome direction, "*a vibrant city that embraces events*", provides strong overarching direction and expectation. The Events AIP is still strategically sound to deliver on this outcome, and a recently updated action plan will set priority directions for the next three years. Most Events AIP actions are now either embedded in how Council operates, in progress, or near completion, demonstrating good progress in working towards the goals of the AIP.
- Central government's proposed activity groupings place events and festivals in the "Other" category, signaling that events are not being treated as a core local government service. This classification significantly understates the value of events to community wellbeing, economic

development, destination marketing, and social connection. It also fails to recognise the unique and essential role that local government plays in enabling events, not delivering them, through the provision of public venues, regulatory approvals, operational coordination, safety and compliance oversight, managing impacts on the community and environment, and targeted funding that helps unlock external investment that may otherwise be unavailable.

- This classification is also at odds with central Government's recent significant investment in the events sector, highlighting the importance of events in delivering economic and social outcomes. This reinforces the need for clarity and alignment between central and local government roles to ensure the event ecosystem remains sustainable and effective.
- 2026/27 Annual Plan community feedback indicated events and festivals are a lower priority for Council within the context of the other items residents were asked to rate in relation to rates challenges. This represents a significant change from years of consistent feedback to do more in the events space, and the creation of a new Community Outcome to support this. If the rates percentages were also alongside these questions, it may have provided more context to respondents.
- A reduction in rates funding for events in 2026/27. This is partially offset through the Events Reserve; however, the overall outcome is that there is less funding available for events applying to either the Tauranga Event Fund or the Major Event Fund in the 2026/27 financial year. It's likely this will see the funds closing early and the impact is there may be less events for our community to enjoy.
- Existing venues are at capacity and require compromise and adeptness to deliver quality events. This restricts the ability to grow and respond to demand for most types of events, and impacts the cost of delivering events in our city.
- Attracting audiences to events is becoming more challenging due to reduced discretionary spending, rising event costs and crowded digital channels. We need to use targeted, coordinated and data-informed marketing to ensure people know what is on, understand the value of attending, and are motivated to participate.
- Population growth and increasing diversity are driving demand for a broader, year-round events programme, putting pressure on staff, service providers, venues, event spaces, and infrastructure.
- Economic uncertainty, inflation, and reduced discretionary income may affect ticketed event viability, increasing demand for free community events, and placing more pressure on event funding and support.
- Supplier cost increases, staff shortages, and industry talent shortages are creating operational and recruitment challenges.
- Technology expectations are rising, with venues needing to support evolving requirements such as augmented and virtual technology.
- Severe weather is increasing risks for outdoor events, while limited commercial accommodation may restrict the types of events Tauranga can attract, especially business events.
- Sustainability is a significant focus for our community, so our venues and events need to operate sustainably, reducing carbon emissions, with all events focused on waste minimisation.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions, and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Population growth	Increase in demand for vibrant and diverse range of events and fit-for-purpose venues to hold events.
Local government reform – mandatory activities	The events activity will continue to be delivered by Council recognising its enabling role in contributing to a vibrant city that embraces events, and an inclusive city.
Demographic changes – ethnicity and age	Programme and accessibility considerations across the functions or the activity.
Inflation **Revenue from fees and charges**	Increase to user fees and charges impacts the event industry – from delivery of major events through to community events. Increases the demand for low-ticket price and free events.
Funding availability for asset renewal, upgrades and growth	Impacts the ability to implement the Event Venues Network Plan and achieve fit-for-purpose venues for events to minimise cost and complexities of event delivery.
Continued availability of event funding	Continued investment in event funding to support community events and attraction, and retention of economic events to deliver social, cultural and economic benefits.
Resourcing (staff)	Budgets and Activity Plan is based on being able to retain and attract qualified and experienced personnel, and keep up with growing demand for event activity.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• A vibrant and diverse year-round programme of events that our community love and keep people coming back for more. • Events that recognise and promote partnerships with tangata whenua, and value culture and diversity. Where people of all ages, beliefs, abilities and backgrounds are included, feel safe, connected, and healthy. • An established Eventful City Framework, led by an anchor events portfolio and the Tauranga Event Fund that drives strategic event investment and prioritisation delivering strong social, economic, and cultural benefits for Tauranga. • The events industry is supported to deliver safe, assessable and successful events. • Continued increase in What's On Tauranga reach and engagement, event listing volume, and database subscribers. • Events Action and Investment Plan goals are met within timeframes. • Event venue improvements across the city aligned with the Event Venues Network Plan
Medium term (4-6 years)	• Community pride in being the best host city in Aotearoa, staying true to who we are and sharing these experiences through our events.

Timeframe	Proposed direction for this activity
	• Increase in resident survey results in relation to events outcomes. • Event venue improvements across the city aligned with the Event Venues Network Plan • Events Action and Investment Plan goals completed and revaluated to continue to improve the events ecosystem in our city. • A growing pipeline of major event opportunities is identified and actively pursued, contributing to Tauranga's reputation as the best host city in Aotearoa and supporting long-term social, cultural and economic benefits.
Long term (7-10 years)	• Fit-for-purpose event venues, supported by sustainable transport initiatives and a range of accommodation options. • Equitable access to a range of event experiences across the city. • A sustainable pipeline of major event opportunities is actively developed and leveraged through strategic partnerships and investment, ensuring Tauranga remains competitive in attracting and retaining events that align with city priorities. • A recognised destination for high-quality events that deliver enduring social, cultural and economic benefits.

4 How we'll get there / Planning for the future

Timeframe	How we'll get there
Short term (1-3 years)	• Review event investment criteria and assessment frameworks to ensure funding decisions are transparent, strategic, and aligned with community outcomes. • Develop a Tauranga Event Attraction and Bid Prospectus to support targeted event attraction and partnership opportunities. • Develop a 10-year Event Pipeline and Attraction Plan, including a monitoring and reporting framework for priority events. • Work with regional partners to identify strategic partnerships and complementary event opportunities. • Review Event Facilitation and Event Development resourcing to ensure the team can support increasing event demand. • Implement the Event Venues Network Plan through the 2027–2037 Long-term Plan and future long-term plans. • Work with iwi and hapū to identify opportunities to grow events that reflect local culture, history, te ao Māori, and local stories. • Expand the functionality of What's On Tauranga to improve event promotion, coordination, and customer experience. • Develop a citywide resource management framework to unlock the events potential of key sites, including investigating resource consent options and alignment with the new RMA framework. • Continue to strengthen the capability of event organisers through training, resources, mentoring and knowledge sharing opportunities.

Timeframe	How we'll get there
Medium term (4-6 years)	• Review and update the Tauranga Events Action and Investment Plan to reflect progress, emerging opportunities, funding settings, and longer-term event priorities. • Continue to review priorities and implement the Event Venues Network Plan through future long-term plans. • Support the development of locally grown events with the potential to become regionally or nationally significant events. • Continue to grow strategic partnerships with event organisers, national governing bodies, and agencies to attract and retain priority events. • Review the funded events portfolio to ensure investment remains aligned with community outcomes, strategic priorities and emerging opportunities.
Long term (7-10 years)	• Contribute to the development of fit-for-purpose event facilities, to enhance audience and performer experience, strengthen industry relationships, and improve commercial competitiveness. • Maintain a sustainable pipeline of major event opportunities through proactive attraction and long-term investment planning. • Build a resilient and sustainable local events sector with strong organisational capability, diverse funding sources and reduced reliance on Council funding over time.

5 Zero Based Budgeting

The Events activity's operating expenditure was reviewed using a zero-based budgeting approach, with all costs assessed from first principles and required to demonstrate a clear contribution to service delivery, community outcomes, strategic priorities, or statutory obligations. Expenditure was prioritised towards core event facilitation, event funding, event development, event delivery, and event promotion activities that deliver the greatest community, cultural and economic benefits for Tauranga, while supporting the achievement of the Events Action and Investment Plan and Council's Community Outcomes.

- Operating expenditure was challenged line-by-line, with a focus on affordability, value-for-money, and alignment with Council priorities rather than relying on historical budgets.
- Funding was retained and, where justified, additional investment provisions were made for event attraction, major event opportunities**,** future event delivery, and activities that are expected to deliver long-term community cultural and economic benefits, manage operational and reputational risk, and contribute to Council's strategic objective of being an eventful city.
- Additional investment and budget provisions were assessed on a case-by-case basis and included where a clear strategic rationale and cultural, economic, and wider community benefit could be demonstrated.
- Revenue generation, cost recovery opportunities, and efficiency improvements were assessed to reduce reliance on rates funding while maintaining an event-friendly environment and supporting a diverse events portfolio.
- The review balanced affordability with the need to maintain vibrant events activity and a diverse funded events portfolio, recognising that further significant reductions could adversely impact event quality, community participation, visitation, event attraction, cultural and economic benefits, and Council's ability to manage risk and achieve its desired outcomes through events

6 AI, Automation and Digital Uplift

The Events team will use AI, automation and digital technologies in line with Tauranga City Council policies, frameworks and standards to improve operational efficiency and service delivery.

- Digital, automation and AI opportunities exist to streamline event funding, facilitation, approvals, reporting, and event promotion through integrated systems, self-service portals, automated workflows, and improved use of data and analytics.
- Over the next 10 years, digital investment will focus on three key areas:
    - **Digital self-service for event applications and funding** to make it easier for organisers to access information, submit applications, track progress and engage with Council.
    - **Data and insights to support decision-making** through improved data collection, reporting and analysis to better understand event outcomes, community participation and investment priorities.
    - **Automation and AI-assisted administration and communications** to streamline routine processes, improve customer service and free up staff capacity for higher-value work.
- Key benefits include improved customer experience, faster and more transparent processes, reduced administrative effort, better use of staff resources, improved data quality, and more informed investment and planning decisions.
- Investment in digital solutions would enable staff to focus more on strategic event development, stakeholder engagement, partnership management, and maximising community outcomes rather than routine administrative activities.
- Key dependencies and barriers include fragmented data, limited integration between systems, reliance on manual processes, staff capability and change management requirements, and securing investment to support technology improvements.
- Human judgement remains critical for funding and approval decisions, risk assessment, stakeholder and community engagement, strategic prioritisation, and resolving complex or sensitive issues where accountability, local knowledge, and public trust are essential.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Events managed, facilitated or assisted by Council may have negative effects on the wellbeing of non-participants. Such negative effects include increased noise, increased traffic congestion and restricted access to public facilities.	Council works with event managers and effected parties to minimise these negative effects wherever possible. Through Council's event approval process, appropriate stakeholders are engaged to ensure operational and regulatory requirements are met.
Low resilience of community organisations to respond and adapt to social, cultural, environmental and economic impacts	Work in partnership with the community to build capacity, capability, and resilience.
Unclear or insufficient event communications can create reputational risk around events.	Ensure clear, targeted communication to help manage expectations around community disruption around events.
The economic environment with inflation, labour shortages and lower discretionary	Utilise the Event Funding Framework, event facilitation services, and marketing and

Negative effects/issue and risks/causes	Mitigation
income available will reduce the number of events organisers are willing to undertake.	promotion to support event organisers to continue to deliver events.
Council investment may not achieve the intended social, cultural, economic or community outcomes if funded events do not perform as expected.	Apply robust assessment, monitoring and evaluation processes to inform funding decisions, measure outcomes, and continuously improve the funded events portfolio.

Finance

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

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In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Finance activity operates under a financial strategy that enables Council to deliver on its key services and outcomes for the city.

- Strategically we ensure that Council funds and finances its services and capital investments in a way that is financially sustainable and meets the needs of the community.
- At the corporate level we provide support to the organisation and governance on the long-term plans and budgets required to deliver agreed services, capital investment and funding risk mitigation. We monitor and advise management and Council on performance, trends and risks. There are statutory regulatory and GAAP requirements that influence our work requirements including financial reporting requirements.
- Operationally the finance team undertakes treasury operations, sets and collects rates and other revenue, manages property database and capital revaluation, pays all suppliers and manages supplier database, and meets tax, internal control, audit operational requirements.

1.3 Why we provide the activity / How does it affect our community?

The finance function ensures that Council can continue to deliver services to the community including long-term infrastructure and community investment and delivers on agreed priority outcomes into the future in a way that is affordable and financially sustainable.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Low	• Analyses and advises on fair and equitable funding and financing for services and capital expenditure. Finance team looks at rating structure and is responsible for commissioning capital revaluation of property across the city as the basis for rating

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A city that values and protects and enhances our environment - Tauranga Taurikura	Low	• Obtains and maintains climate action loans and green borrowing to fund infrastructure. • Advises and supports activities of council managing the environment sustainability and risk.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	• Modelling for development contribution charges and Infrastructure funding and financing. Maintains corporate planning model and database of capital programmes/projects and initiatives that gain approval through the long-term planning (LTP) process. Develops frameworks for prioritisation and financially sustainable timing and funding in the LTP. Provides financial analysis advice and support to activities of council planning growth and providing transportation services. Takes a lead role in maximising NZTA financial support and satisfying audit and reporting.
	A city that supports business and education - Tauranga a te kura	Low	• Supports and advises activities in councils that supports these outcomes through funding and financing and the provision of monitoring and reporting. Ensures rating through annual and long-term planning processes for targeted rates to support various business initiatives.-mainstreet
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• Supports and advises activities in councils and Bay Venues Limited to support these outcomes through funding and financing and the provision of monitoring and reporting.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002 – Funding needs analysis and Revenue and Financing Policy	Outlines the policy for funding all council activities and underpins establishment of user charges
Financial Strategy	Sets out how the council will remain financially sustainable into the future and deliver on agreed outcomes for the city. Identifies options

Strategy, plan, policy, or legislation	Linkages and interdependencies
	to respond to risk and the need for revenue sufficiency and debt capacity to manage risk respond=se and mitigation and
LGA and Local Government (Rating) Act 2002 and consistent with this rating and rates remission policies	Supports the setting and collection of rates, including remissions and payment plans.
Infrastructure Strategy	Identifies the capital investment we have to maintain assets mitigate risks associated with assets and the environment, meet the inew infrastructure requirements of a growing city. Finance coordinates the budgets to funding and finance infrastructure over time
Development Contribution Policy	Supports the development and application of this policy to support growth projects and monitor reserves and sufficiency of funding along with other development agreements.
Infrastructure Funding and Financing (IFF) Legislation	Administer and report on the Transportation (TSP) IFF agreement including the annual levy and reporting to NIFCO.
Treasury Policy and Strategy	Manages interest rate credit and liquidity risk and borrowing exposure with results reported quarterly.
Water Services Plan	Finance supports the funding and financing of the Water Organisation through shared services arrangements.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
NA								

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Finance functions will continue into the future with key challenge areas including:

a. **Separation of three waters activities means some operational workloads will reduce over time.** While some costs are fixed, particularly in the short term, there will be a requirement to downsize some activity resourcing or redirect resources to other areas of deliverables. The establishment of a water organisation removes about 25% of TCC's assets, revenue and capital programme. As a result, workload should decrease over time and some of the staff delivering to waters activities will transfer to the water entity.
b. **Shared services with the waters organisation** provides an opportunity to right size over time rather than immediately and an opportunity to resource the additional work that will initially come with the organisational separation and confusion for the customers.
c. **Challenges and fraud risks of AI** include increasing risk to finance of fraud e.g., false suppliers & altering of bank accounts and data.
d. **Opportunities of AI** include ability to reduce manual processes through agentic AI which will improve the productivity of staff, along with the other analysis and research potential of AI.
e. **A secure finance system platform** is now in place with most finance functions transferred to a new version of SAP, including Finance GL, rates and collections and some invoicing.. Coupled with development of BI reporting this has ensured we have more accessible financial information and a reliable and secure underlying financial platform in SAP which reduces vulnerability to cyber fraud and other risks of fraud or error. Some bedding in and adjustments to the new systems will be required to take advantage of efficiency, although some staff reduction was undertaken too early in 2025 ahead of these efficiencies being realised. As a result there is a need for temporary staff for a period to cover additional workload associated with new systems being implemented.
f. **Local Government reform, an indebted Council and regional growth requirements** continue to require senior level analytical and leadership capacity within the finance team. The need for finance talent is in increasing through the early years of the LTP. Financial analysis and workstream support for reforms have been significant to date have largely been resourced within teams with some backfill. Additional backfill will be required as reforms continue through the LTP to avoid staff burnout and risks of errors and non-delivery of business as usual operations and requirements.
g. **Ongoing productivity and efficiency improvements will continue** with a focus on system improvement and reporting development through BI as corporate data has been included in the data warehouse and to support the proposed new capital reporting system as well as to provide relevant information for ongoing risk management improvement.
h. **Business advisory and business support requirements** continue to increase especially with city operations growing, challenges to maximise value of government subsidies, manage revenue opportunities as well as cost control financial risk and internal control requirements. Business improvement across external revenue activities has been significant and in future will continue to require skilled senior finance staff

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

The workload and nature of work of the finance activity will be influenced by the level of capital expenditure and operational revenue and expenditure for the organisation. New workstreams in the development of reform initiatives and increased complexity or challenges for Council activities (eg, risk management, external and internal organisational reform options, & alternative funding and financing options) increase demand for the time of senior finance staff.

Significant finance shared services are assumed with the new water organisation for the first 1 to 2 years but beyond that no additional new activities or amalgamation has been assumed. The main underlying assumptions for the finance activity are listed below. A second set of financial assumptions are subsequently listed that influence the organisation's ability to achieve a sustainable financial strategy.

Assumption	Relevance to this activity
Shared Services arrangements to support the waters entity.	Revenue billing and collection assumed in first few years only, with a smaller ongoing payment for rating database Treasury assumed to be a support service for full 10 years. Accounts payable and other support assumed for first year only Professional services assumed for the full period.
No additional functions to be brought into Council and existing business risks and requirements will be covered within activity budgets rather than undertaken by finance staff	No additional functions have been assumed to be taken on by Council (which would create further work for finance as a support service). For example, if BVL is brought in-house additional financial support would be required. An additional FTE may be required to support city ops if more functions are brought in-house and if the activity is unable to resource the financial aspects of its existing operation. An additional finance FTE is not currently budgeted. No functional reform is assumed e.g. from amalgamation, so current state excluding three waters is expected to continue to be the responsibility of TCC.
Additional responsibilities allocated from the wider organisation to finance	Financial advisory and business support functions would remain as current with no further expectation of centralisation of functions noting TCC currently has decentralised purchasing, DFA management, contract management and business operational information and management.
Level of demand for financial support will increase but be offset by use of AI by finance staff.	Capital delivery and operational delivery is assumed to continue at 80 to 90% of capital budgets. There is currently pressure to resource financial support for capital projects which has not been budgeted as additional FTE. The assumption in the LTP is that

Assumption	Relevance to this activity
	reprioritisation of tasks and use of AI will provide sufficient capacity to reduce the currently identified workload pressure.
LGFA continues to lend to TCC	LGFA lending structures and services are assumed to continue to enable our treasury operation to be more streamlined than if we were trying to source funds directly from the market
The Following Assumptions Affect Financial Strategy Delivery	Impact on organisational financials and updating of financial forecasts and strategies
The new water organisation will commence on 1 July 2027 with debt repayment offsetting loss of revenue for Council and all waters assets and costs are transferred.	This reform has a significant impact on Council's balance sheet and its ability to deliver on future capital programmes. Borrowing capacity for the rest of Council will be higher once waters debt is transferred. The loss of one third of council's revenue will impact borrowing capacity over time however as 3 waters activities have strong targeted revenue sources. The overheads of council will have fewer services to be distributed across unless shared services are agreed. This could lead to higher overhead portions into other services in the short term and the need to reduce and rationalise overheads over time.
Inflation assumptions will translate to average capex and service cost increases across the business	Any negative inflation variations will impact on the cost of future projects hence future funding and financing requirements. Significant changes would require rework by finance and project managers to update financial forecasts and future year budgets.
Interest rates and some costs eg fuel will continue to be more volatile and higher than in 2024/25.	Overall costs to council have increased and will remain at higher levels for the next few years. Council staff will look at strategies and options to reduce the impacts of this volatility and higher prices. Monitoring of prices and accommodation of significant changes may require rework of budgets and financial strategies over the ten years.
Growth will continue at 1% per annum	Any changes to growth assumptions will impact on projects and future affordability conversations. Higer growth will also increase workload in service areas such as rates and collections and customer services.
Rates received will continue at close to 98-99% of the rates set	The updated systems and staff resources in rates and collections will continue to support high rates collection with current staffing pressures offset as the rates and collections SAP system is imbedded.
Council will transition to a rates cap of 4% after growth by year 3 of the LTP (2029/2030)	Finance will work with the organisation to set an LTP that meets the 4% rates cap (unless infrastructure driven exemptions are justified) and understands the service and infrastructure delivery and risk associated with remaining within the cap.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Provision of shared services with the water entity at least in the initial years phasing out for revenue collection in year 2 or 3. Improvement in efficiency of accounts payable over the first 2 to 3 years. • Assist with major reform programme and organisational reform meaning staff capacity remains in the strategy and advisory area, apart from initial reduction with transfer of water services financial advisors and support.
Medium term (4-6 years)	• As for years 1 to 3, with reduction in shared services across revenue billing and collection as the water entity becomes independent and staff transfer across to the water organisation.
Long term (7-10 years)	• As for years 4-6 given no reform assumptions are included.

4 How we'll get there / Planning for the future

The Finance activity is working toward streamlined efficient and customer centric operations, along with insightful and impactful financial analysis and advice at the activity and corporate levels.

Within our financial transactional services, we aim to continue to achieve the very high rates and water revenue collection of about 98-99% that it currently achieves. This result is among the best in the country.

- The upgraded SAP rates and collections module was introduced for 2025/26 and its functionality with extension automation is still bedding in. Automation will be experienced in faster collection of unpaid rates as customers can be more readily identified and contacted. At present there is work to do to realise the value of this automation which is still not producing 100% correct information so is requiring rework by staff and working with customers to advise of and correct system errors. An example of automation is that after the first instalment period automated messaging was sent to 5,300 ratepayers with unpaid rates pre-application of penalties. As a result of this notification the number of ratepayers with pemnalties applied was 3,000. Automation will automatically remove penalties as ratepayers make payments within specified timeframes. The 1- 3 year plan is to fully realise the efficiency benefits and revenue collection advantages of the new SAP collection and billing modules. This should enable collection of a high proportion of rates without the extremely long hours required of staff in 2025/26, which is not sustainable.

- Accounts payable is extremely manual with invoices being manually entered into SAP without taking advantage of OCR scanning, or AI opportunities. As a result, staff numbers are higher and manual typing is prioritised over other tasks such as sundry invoicing follow up, than would be needed if a more automated system was in use. Options have been reviewed and and budget is included in 2027/28 to implement a scanning/AI module. Once this is in place a lower staffing on accounts payable tasks will be enabled.

  The manual invoicing processes also delay visibility to the business of cash requirements for the month until close to 20th of the month. A modern solution will provide early visibility of invoice levels and other analysis and therefore avoid interest costs of misaligned borrowing. Risk associated with manual entry and poor visibility will also be reduced.

- Revenue collection is decentralised with poor corporate visibility of outstanding debtors. This in turn leads to suboptimal revenue collection practices. As the ERP system is rolled out to revenue collecting businesses of Council, Finance is playing a role in imbedding better business practices

and better visibility of outstanding debtors and appropriate charging practices. Debtors and follow up processes can also be improved. The outcome will be better revenue collection and charging practices across the Council which will support lower debt and rates with higher revenue from charges.

- Shared service opportunities are being explored with the water organisation. At this stage most are expected to be transitional in nature other than for Treasury, rating database information and professional advice, which are assumed to be ongoing. Some staff will transfer to the water organisation.

Corporate planning, budgeting and performance will be improved through the use of AI alongside existing ERP and BI tools with more consistent training and reports/ information rolled out across business activities. This should enable more reliable budgets and delivery of projects and services agreed with the community through annual plans and long-term plans.

- Over 1 to 3 years there will be a streamlining of management accounting processes and senior strategic advice on major intitiaves, better insights and higher quality advice and analysis (including benchmarks) provided to the business.
- It is noted reform and amalgamation is not assumed in this plan but it is a real possibility over this time which could see a lower cost of overheads per ratepayer from sharing of these services across more people/ businesses. Most of this benefit will impact in the medium to long-term.

Debt and options for future funding and financing continue to be the key challenges of the council's financial strategy. The separation of three waters will temporarily remove the debt constraint from capital investment, but the high level of future proposed capital infrastructure investment requirements means that the financial strategy and approach to funding and financing will remain key challenges for Council. The rates cap means revenue will be limited and the LGFA bespoke covenant requirement for a balanced budget create further challenges to deliver the infrastructure proposed for a growing city.

User fees and Charges should grow to support a fair charge for services and take pressure off rates. An increased reliance on user fee revenue rather than rates would require additional resources to invoice and collect this revenue and ongoing oversight and monitoring from Finance..

5 Zero Based Budgeting

Finance activity was reviewed from a zero-based budget perspective. The finance functions includes broad areas of responsibility that range from:

- Accounts payable
- Rates and water billing and collection
- Treasury Functions
- Business advisory
- Corporate planning and performance
- Financial Strategy
- Corporate compliance taxation and reporting

Key **cost drivers** and pressures include:

- The costs and requirements of debt in terms of Treasury operations
- Growing business operations and capital which require financial advice and support to oversee manage and advise on performance and risks
- Reform investigation and development work and the requirements this places on finance to support through information and analysis and advice.

Key funding changes proposed include:

- Efficiency opportunities or savings through invoice scanning, future process improvement and use of AI
- Funding of rates collection through rates directly,
- treasury costs through borrowing margin
- Shared service arrangements with waters entity and
- the remaining corporate planning and reporting, and business monitoring and advisory services through allocators

6 AI, Automation and Digital Uplift

The **top opportunities** to improve Finance using digital, automation, or AI include:

- Automation of rates billing and collection which is already in place through SAP rates and billing module introduced in 2026/27.
- The key benefits expected
  - automation of rates and collections will improve an already very high collection % for rates relative to other councils.
  - Automation of aspects of accounts payable will improve staff productivity and provide better quality information to the business.
  - AI and BI reports will improve identification of expenditure and revenue risks and trends and reporting this to appropriate level of management and governance. enable better budget performance and accountability and improve planning. It will enable targeting of areas for future efficiency and performance improvements
  - Customer service and trust will improve as accuracy and timeliness of data and correspondence improves through automation and this is already being experienced
- Staff resource capacity constraints both in digital and finance limit the speed and quality of system improvements and AI development.
- Human judgement remains critical in areas of
  - Financial risk analysis taking the insights and analysis created and applying to future planning and decision-making
  - Treasury and risk management decision-making
  - Communicating with and assisting our customers and suppliers
  - Advice to management and governance on capital infrastructure and service budgeting, performance decisions and long-term planning.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Financial sustainability is impacted by a rates cap that prevents Council from obtaining sufficient revenue to meets it service and infrastructure requirements for our growing community	Council will need to match its level of service and infrastructure delivery with the revenue it can secure.

Negative effects/issue and risks/causes	Mitigation
Council and the community does not support paying user fees or rates that are sufficient to sustainably provide the level of service and investment the community requires	Council will need to match its level of service and infrastructure delivery with the revenue it can secure.
Interest costs or other costs such as fuel rise significantly affecting rates requirement and affordability to the community	Council will need to match its level of service and infrastructure delivery with its costs and the revenue it can secure
There is a disruption affecting revenue to council or more costs to Council that were not budgeted such as from a major weather event or a claim	Council may need to borrow to cover these costs and develop a long-term strategy to ensure financial sustainability
There is fraud or loss of revenue arising from poorly observed internal controls or matters not picked up through analysis and monitoring	Regular review of adequacy of finance team staffing numbers to achieve the outcomes for customers and financial performance of the organization and its financial sustainability,

General Counsel

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Risk & Assurance team: helps ensure Tauranga City Council can deliver services safely, effectively and sustainably by providing independent oversight, advice and assurance over the risks that matter most. The team leads enterprise risk management, business continuity, internal audit, integrity and assurance activities, while supporting leaders across the organisation to identify, manage and monitor risks, improve organisational resilience, strengthen governance and maintain public trust and confidence in Council's decision-making

Information services: Meet Council's statutory responsibilities under the Local Government Official Information and Meetings Act 1987 and the Privacy Act 2020 by responding to official information and personal information requests within legislative timeframes.

The Regulatory & Litigation team: The Litigation & Regulatory Legal Team provides specialist in-house legal advice and representation across Council's regulatory and operational activities, helping ensure decisions and actions are lawful, defensible, and aligned with statutory obligations. The team manages litigation, legal disputes, regulatory and enforcement matters, works closely with external counsel and insurers, and provides legal risk advice to minimise Council's financial, operational, and reputational exposure. Through these services, the team supports effective governance, business continuity, and the protection of Council's interests and the wider community.

The Commercial Legal Team: The Commercial Legal Team provides specialist legal advice and support for Council's commercial, corporate, procurement, governance, privacy, and contractual activities. The team assists with contract preparation and negotiation, manages legal and privacy risks, supports statutory compliance, and works with Council teams to ensure decisions, projects, and commercial arrangements are legally robust and protect Council's interests. In recent years, the team has also played a leading role in supporting several of Council's most significant strategic and commercial initiatives. This has included providing legal support for the due diligence, establishment planning, governance arrangements, and implementation of the joint Water Organisation with Western Bay of Plenty District Council. This work is expected to continue through the establishment phase and beyond the organisation's go-live date of 1 July 2027. The team has also provided legal and commercial support on a range of major projects and reviews, including the Marine Precinct development, Tauranga Airport governance and commercial matters, the Bay Venues Limited review, and other significant Council-led infrastructure and strategic projects.

The Property Legal team: The Property Legal Team provides specialist in-house legal and property advice across Council's property, infrastructure and land management activities, helping ensure property transactions and decisions are legally sound, effective and aligned with Council's statutory obligations and strategic objectives. The team assists with advice on acquisitions and disposals, leases, easements, reserves and other property interests, and supports significant infrastructure and

land management projects. It also provides legal and property support for natural hazard management and climate adaptation, including the Tauranga Recovery Plan. Through these services, the team helps manage legal, financial and property risk, facilitates the delivery of Council projects and services, and protects Council's property interests and the wider community.

1.3 Why we provide the activity / How does it affect our community?

The Risk & Assurance team exists to help Council make informed decisions, manage uncertainty, strengthen organisational resilience, and maintain public trust by providing oversight, advice and assurance that significant risks are understood and effectively managed2

The information services team - Providing official information and responding to privacy requests promotes transparency and accountability, protects people's personal information, and builds public trust and confidence in Council.

The Litigation & Regulatory team provides specialist legal support for Council's regulatory, enforcement, and litigation matters. It enables lawful and defensible decision-making, manages legal risk, and protects Council's interests. This benefits the community by supporting transparent governance, effective regulatory outcomes, and the responsible use of public resources.

The Commercial Legal Team helps ensure Council's projects, contracts, services and decisions are legally sound, transparent and well managed. This benefits the community by protecting public funds, reducing legal and commercial risk, supporting reliable service delivery, safeguarding personal information, and helping Council make informed decisions in the best interests of current and future residents.

The Property Legal Team provides specialist legal and property support to help Council manage its land and property interests, deliver infrastructure and other significant projects, and respond to increasingly complex property issues, including those arising from natural hazards and climate adaptation. It helps ensure property decisions and transactions are legally sound and well managed, protects Council's interests, and reduces legal, financial and property risk. This benefits the community by supporting effective use of Council land and resources, enabling the delivery of projects and services, and helping Council make informed and consistent decisions about property and land.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Ensures people can access Council information and their personal information, supporting openness, participation and equitable treatment. • Ensures people can access Council and personal information in accordance with statutory requirements. • Protects privacy rights and promotes public confidence in how Council handles information. • Helps ensure regulatory and enforcement activities are applied consistently and fairly across the community.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			• Supports fair, transparent and lawful decision-making that considers the interests of all community members.
	Values and protects the environment - Tauranga Taurikura	Medium	• Provides access to environmental information, supporting informed public participation and accountability for environmental decisions. • Assists Council to meet its environmental statutory obligations and make legally robust environmental decisions. • Supports transparent access to environmental information and accountability in environmental management. • Helps manage legal and financial risks associated with environmental issues and litigation.
	Well-planned city - Tauranga - Tatai Whenua	High	• Makes planning information and decisions accessible, enabling informed engagement and transparent, accountable city planning. • Supports lawful and defensible planning, infrastructure, property and development decisions. • Helps manage risks that could delay projects or increase costs to ratepayers. • Provides legal oversight of contracts, procurement and major projects that enable city growth and service delivery. • Promotes transparent and accountable governance that supports long-term community outcomes.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	Supports business and education - Tauranga a te kura	High	• Provides businesses, researchers and learners with access to Council information while protecting personal information and privacy rights. • Supports commercial arrangements, procurement activities and economic development initiatives that benefit the city. • Protects Council resources, enabling continued investment in services and infrastructure that support economic growth. • Helps create certainty and confidence through robust contracts, governance and regulatory processes.
<Icon>	We are a vibrant city that embraces events – *Translation to be included*	Medium	• Supports transparency about Council-supported events and protects the personal information of event participants and attendees. • Provides legal and risk advice that supports the safe and responsible delivery of events. • Helps manage contractual, insurance and liability risks associated with public events

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
NA	

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
LGOIMA responses	We will respond to LGOIMA requests accurately and within statutory timeframes.	Percentage of LGOIMA requests responded to within the statutory 20-working-day timeframe.	No	No	95%	95%	95%	95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Over the coming years, the Risk & Assurance team will support the successful delivery of the OIP by helping strengthen governance and accountability, improve organisational risk maturity, and maintain confidence that key risks, controls and assurance activities remain effective during a period of significant transformation.

The Commercial Legal Team is expected to face ongoing demand as Council responds to legislative reform, delivers major projects, and establishes the new joint Water Organisation. While water service delivery will transfer to the new organisation on 1 July 2027, legal support is expected to continue for a further two to three years as transitional arrangements are implemented and the shareholder relationship matures. Opportunities to improve efficiency include ongoing use of contract templates and processes, self-service guidance for staff, and reduced reliance on external legal advisers where appropriate. Digital tools, automation and AI also have the potential to improve legal research, document management and contract administration, allowing the team to focus on more complex and strategic work.

Information Services:

- Request volumes are expected to continue increasing, placing greater pressure on staff capacity and Council's ability to consistently meet statutory response timeframes.
- Requesters' use of AI may generate broader, more detailed and more frequent requests, increasing the amount of information that must be searched, assessed, consulted on and reviewed.
- Requests are becoming more complex and may involve large datasets, multiple business areas, sensitive personal information and competing legal considerations, requiring specialist judgement and effective coordination across Council.
- Develop AI tools to assist with collating, reviewing and preparing responses to information requests, improving efficiency while retaining appropriate human oversight for accuracy, privacy and legal compliance.

The Litigation & Regulatory Legal Team will be significantly impacted by ongoing legislative reform, local government change programmes and the establishment of a joint water organisation, all of which are expected to increase the volume and complexity of legal, regulatory and dispute-related work. To respond effectively, the team will focus on maintaining sufficient internal capability, developing specialist expertise, and ensuring early involvement in key projects and organisational change initiatives. Value for money will be achieved through strong in-house legal support, proactive risk management, early resolution of disputes where appropriate, and reducing reliance on external legal advisers. Opportunities also exist to improve efficiency and service delivery through better use of digital tools, data, automation and AI, including legal research, document management, workflow automation, reporting, precedent management and administrative processes, allowing legal staff to focus on higher-value regulatory, enforcement and litigation matters.

The Property Legal Team is expected to face increasing demand and complexity from significant infrastructure and land projects, legislative change, and property issues associated with climate change and natural hazards. Opportunities include developing consistent policy and legal frameworks, including Council's landslide risk policy, strengthening internal capability, and using digital tools,

automation and AI to improve efficiency and enable greater focus on complex and strategic property matters.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
That the Risk & Assurance function will be suitably and adequately resourced commensurate with the size and complexity of the organisation, and the deliverables of the OIP	Additional resourcing is a key dependency for the Risk & Assurance function to continue to deliver and to support the OIP
The Commercial Legal Team will be adequately resourced to support Council's commercial, governance, procurement and strategic project requirements.	Additional legal demand is anticipated from the establishment and transition of the Water Organisation, ongoing major projects, legislative reform and complex commercial arrangements. Sufficient internal legal capability is a key dependency to ensure Council can manage legal risk, support decision-making, negotiate commercial arrangements and reduce reliance on external legal advisers where appropriate.
The volume and complexity of LGOIMA and Privacy Act requests will continue to increase.	Additional resourcing may be required to manage the increased workload while maintaining response quality and meeting statutory timeframes.
Demand for litigation, regulatory and enforcement legal services continues to grow as Council undertakes major projects, responds to legislative change, and operates within an increasingly complex regulatory environment.	The team is already operating at capacity, and additional demand will further challenge its ability to provide timely legal support across Council. Maintaining sufficient in-house capability is essential to manage legal and regulatory risks, support defensible decision-making, oversee disputes and litigation, and protect Council's interests. Without additional capacity, there is an increased risk of service delays, staff turnover, greater reliance on external legal providers, and increased financial, operational and reputational risk to the organisation.
Demand for Property Legal services will continue to increase in volume and complexity, driven by significant property and infrastructure projects,	Sufficient internal capability, supplemented by specialist external expertise where required, will be necessary to support timely property decisions, manage legal and property risk, and respond effectively to increasingly complex natural hazard matters.

Assumption	Relevance to this activity
legislative change, climate adaptation and natural hazard risk.	

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	(InfoServices) - Work will proceed to develop a more automated administrative workflow tool for official information, privacy and CCTV requests removing the need to manage all information requests through an Excel spreadsheet The Commercial Legal, Property Legal, and Litigation & Regulatory Legal Teams to be appropriately resourced and sustainably structured to meet the growing and evolving legal needs of the organisation. The teams have the capacity and capability to provide timely, accurate and practical legal advice, effectively manage legal and regulatory risks, and support Council's strategic priorities, major projects and operational activities. The teams are recognised as trusted business partners, supported by current knowledge, systems and processes that enable efficient service delivery. Staff are engaged, well-trained and retained through a positive and sustainable working environment, reducing reliance on external providers and ensuring organisational knowledge and expertise are maintained. This enables Council to make informed, legally robust decisions and continue delivering services and outcomes that benefit the community.
Medium term (4-6 years)	• Further develop a strong culture of risk awareness, integrity and accountability. • Improve organisational resilience and preparedness for disruption. • Strengthen consistent contracting, delegated authority, information protection and propertymanagement practices.
Long term (7-10 years)	• Sustain Council capability to manage complex legal, property, natural hazard and climaterelated issues. • Protect Council information, assets and land interests while minimising legal exposure. • Strengthen public confidence in Council

4 How we'll get there / Planning for the future

Information services Reduce the administrative burden of responding to official information, privacy and CCTV requests by improving systems and processes to automate as much of the end-to-end workflow as possible, while retaining appropriate human oversight.

To achieve a sustainable, high-performing legal function, the Commercial Legal, Property Legal, and Litigation & Regulatory Legal Teams will focus on building capability, capacity and resilience over the next three years. A key priority will be ensuring the teams are appropriately resourced to meet growing demand and reduce the risks associated with operating at or near capacity. This includes strengthening recruitment and retention, developing staff capability through targeted professional development, and creating clear career pathways to support workforce sustainability. The teams will continue to improve processes, knowledge management and the use of technology to enhance efficiency, consistency and service delivery. A further focus will be maintaining up-to-date legal expertise to support legislative reform, major infrastructure and commercial projects, regulatory and enforcement activities, and emerging organisational priorities. These initiatives will help ensure Council receives timely, accurate and practical legal advice, reduce reliance on external providers where appropriate, manage legal and commercial risks effectively, and support informed, legally robust decision-making across the organisation.

The General Counsel Group will achieve the proposed outcomes by:

• Providing timely, practical and solution-focused legal advice to elected members and staff.

• Supporting major property, infrastructure, transport, water, recreation, community and growth projects.

• Providing specialist property law advice for land transactions, reserve management, third -party occupations and strategic property matters.

• Supporting Council's management of natural hazard risks, including adaptation, recovery and resilience programmes.

• Maintaining enterprise risk management frameworks, systems and guidance. • Coordinating audit and assurance activities to support continuous improvement.

• Supporting organisational resilience through business continuity frameworks, tools and testing.

• Building and promoting a culture of integrity through awareness, education and oversight of integrity -related processes.

• Managing conflicts of interest, protected disclosures and independent investigations. • Supporting compliance with privacy and information-management obligations.

• Managing litigation and regulatory matters and engaging specialist external legal advisers where required.

• Reviewing and maintaining commercial contracting processes, legal templates and delegated authorities.

• Providing training, guidance and professional support to staff across the organisation. Over the Long-term Plan period, the activity will remain a critical enabler of Council's ability to deliver safe, resilient, affordable and sustainable services for the Tauranga community.

5 Zero Based Budgeting

The activity is expected to be funded primarily through general rates as a corporate support function, subject to Finance confirmation across the full Group.

• Key cost drivers include maintaining specialist legal, risk, privacy and assurance capability and obtaining external specialist advice where required.

• Where appropriate, costs linked to specific projects, developments, property transactions, insurance recoveries or regulatory matters may be allocated directly to those activities.

• Detailed cost pressures, efficiencies, savings, trade-offs and budget risks remain to be confirmed through the zero-based budgeting process.

6 AI, Automation and Digital Uplift

- Develop AI agents to reduce administrative time by supporting the collation and review of information, helping staff prepare and finalise responses to information requests while retaining appropriate human oversight.
- Explore how AI could securely access and compile relevant documents, communications and information across TCC platforms to support responses to specific information requests, subject to appropriate privacy, security and access controls.

6 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the

Negative effects/issue and risks/causes	Mitigation
Risk: If the Information Services activity is not adequately resourced as request volumes and complexity increase, Council may be unable to meet statutory timeframes or provide complete and accurate responses under LGOIMA and the Privacy Act. This could result in complaints, regulatory scrutiny, reputational damage and reduced public trust.	**Mitigation:** Regularly monitor request volumes, complexity, workloads and compliance; prioritise requests against statutory deadlines; improve and automate workflows; maintain staff capability and cross-team support; and increase permanent or temporary resourcing when demand exceeds available capacity.
Risk: The primary risks associated with this activity relate to maintaining sufficient legal capacity and capability to meet increasing organisational demand. If the Commercial Legal, Property Legal, and Litigation & Regulatory Legal Teams are not adequately resourced, there is a risk of delays in legal advice, increased reliance on external legal providers, loss of institutional knowledge, and reduced ability to effectively identify and manage legal risks. High workloads may also increase the likelihood of errors, information being overlooked, and staff turnover. These risks could result in financial, operational and reputational impacts for Council,	Mitigation: Council could mitigate these risks by maintaining appropriate legal resourcing levels, strengthening recruitment and retention initiatives, and investing in staff development to ensure legal knowledge and capability remain current. The teams will continue to improve knowledge management, precedent libraries, quality assurance processes and peer review practices to support consistent and accurate legal advice. Workloads will be prioritised based on risk and organisational priorities, with external legal providers used strategically to address specialist expertise or capacity requirements. Early legal involvement in significant projects and decisions will also help

Negative effects/issue and risks/causes	Mitigation
ultimately affecting its ability to deliver services and outcomes for the community. To mitigate these risks, Council will focus on maintaining appropriate resourcing levels, investing in staff development and retention, strengthening knowledge management and quality assurance processes, and continuing to build internal legal capability to support effective decision-making and risk management.	identify and manage risks proactively, supporting effective decision-making and reducing Council's exposure to legal, financial, operational and reputational risks.

Governance Services

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

This activity principally involves supporting the mayor, councillors and appointed committee members to be effective, responsible and accountable decision-makers. The Governance activity ensures Council and committee meetings are prepared and conducted in a smooth and efficient way to allow for good decision-making.

Depending on the stage of the electoral cycle, the Governance activity runs local elections, by-elections and referenda, lead the development of representation reviews, and provide induction, training, and professional development for the mayor and councillors, and appointed representatives to Council committees.

The Governance activity also includes the mayoral office which provides direct strategic and communications support to the mayor.

The wider Governance team also supports the governance interactions between Council and its council-controlled organisations (CCOs). This includes statements of expectation prepared by Council, statements of intent prepared by the CCOs, six-monthly and annual reporting by the CCOs, the appointment of directors to CCOs by Council, and related matters.

1.3 Why we provide the activity / How does it affect our community?

A key element of the purpose of local government, set out in section 10 of the Local Government Act 2002 (LGA), is *"to enable democratic local decision-making and action by, and on behalf of, communities."* The primary purpose of the Governance activity is to give effect to that while adhering to the first principle relating to local government (sec 14 of the LGA) that council should *"conduct its business in an open transparent, and democratically accountable manner"*.

In a wider sense, much of the work of the activity is led by legislation such as the Local Government Official Information and Meetings Act 1987, the Local Electoral Act 2001, and the LGA (predominantly Part 4 regarding the governance of council, Part 5 regarding CCOs, and Part 6 regarding decision-making).

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	The Governance activity does not directly deliver on outcomes. Rather, it facilities and influences through supporting and enabling the democratic decision-making processes, including involvement by the community.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	Medium	
	A city that supports business and education - Tauranga a te kura	Medium	
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Medium	

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002	Purpose and principles, decision-making, delegations to committees and staff, code of conduct, standing orders, remuneration, CCO relationships.
Local Government Official Information and Meetings Act 1987 (LGOIMA)	This Act promotes transparency and accountability in local government. It gives people the right to request official information from councils and sets rules for council meetings, including when meetings can be closed to the public.
Local Electoral Act 2001 and regulations	This Act and its regulations set the rules for local elections and polls. They cover how candidates are nominated, how voting is conducted, and how election results are managed and declared.
Local Authorities (Members' Interests) Act 1968	This Act sets rules for contracts between the Council and elected members. It also restricts elected members from taking part in discussions or decisions on matters where they have a financial interest.
Local Governance Statement	Outlines council's democratic processes: how we engage with our community, how we make decisions, and how the community can influence Council's decisions. https://www.tauranga.govt.nz/council/about-your-council/mayor-and-councillors/local-governance-statement

Strategy, plan, policy, or legislation	Linkages and interdependencies
Standing Orders	Standing orders are a set of rules that provide formal guideline about the way that a Council conducts its meetings. https://www.tauranga.govt.nz/council/about-your-council/mayor-and-councillors/standing-orders
Code of Conduct	The Code of Conduct provides guidance on the standards of behaviour expected from the mayor and councillors of Tauranga City Council. https://www.tauranga.govt.nz/council/how-the-council-works/governance/code-of-conduct-and-members-interests
Elected Members' Expenses - Resources Policy 2026	This policy clarifies the expenses and allowances elected members may claim in undertaking their role.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	**Level of Service**	**Performance Measures**	**DIA measure**	**New measure**	**27/28**	**28/29**	**29/30**	**30-37**
Governance Services	We will make decisions in the best interests of the city	Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city	No	No	≥30 %	Increasing	Increasing	Increasing

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The most significant direct impact on this activity is the ongoing uncertainty regarding the future structures for local government in the Bay of Plenty. Any substantive changes will require a significant response from the Governance activity.

The establishment of the water organisation has a relatively minor impact on the Governance activity. It is expected that the currently established joint committee relating to the establishment of the water organisation will continue post 1 July 2027 in some form. The administration arrangements for water and wastewater related committees and advisory groups post 1 July 2027 is yet to be determined, and is relevant to the Waiari Kaitiaki Advisory Group, Wastewater Management Review Committee, and Matapihi Southern Pipeline Advisory Group.

At a broader level, the global rise of misinformation and disinformation, coupled with AI tools that can feed and exacerbate this, is a challenge to democratic processes and public trust in organisations like councils. The Governance activity will need to display constant vigilance to ensure that community engagement and democratic decision-making processes are protected from such risks.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Local government elections will be held under the existing structure for Tauranga in 2028 and every three years thereafter	This activity plan (and the budgets that support it) have been prepared under a status quo assumption regarding local governance structures and arrangements, in the absence of confirmed legislation to the contrary. It is acknowledged that this assumption is unlikely to be realised for the full period of the LTP.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Provide high-quality support and advice to the elected members. • Provide induction, professional development, and training opportunities to develop good governors. • Provide a positive user experience for the community during meeting processes • Increase voter turnout during elections • Enable smooth interactions between Council and CCOs on governance-related matters
Medium term (4-6 years)	As for years 1 to 3
Long term (7-10 years)	As for years 1 to 3

4 How we'll get there / Planning for the future

There are no specific projects planned for 2027-37 that are different to the current pattern of requirements for the activity.

Specifically major projects that are expected, based on current legislative settings, include:

- Representation review concluding in 2027/28 and again in 2033/34
- Triennial council elections in 2028, 2031, and 2034
- Annual round of CCO statements of intent, six-monthly and annual reporting, and board appointments
- Biennial review of CCO boards' performance

5 Zero Based Budgeting

Costs in this activity fall into four categories:

- Staff costs in the Governance team (including the CCO Specialist) and the mayoral office

- Elected member salaries and costs related to other members of committees
- Legislatively required projects such as elections
- Other costs

Excluding the one-off projects (a triennial election is budgeted at $1 million), the vast majority of year-on-year costs relate to staff (39%) and elected member and committee member costs (49%). The remaining 12% of costs include LGNZ membership fees, travel, governance functions and so on.

There is no expectation that service levels to the mayor, the Council and its committees, or the community will materially change through the LTP period.

Opportunities to stop individual activities are few and relate to marginal budget items (mayoral grants, sister city relationships, governance-level functions, etc).

6 AI, Automation and Digital Uplift

There are potential automation opportunities when dealing with information flows around Council and committee meetings. These are being explored by staff and with the assistance of key vendors (particularly Infocouncil).

The principal opportunity that some councils are looking to implement, AI-assisted meeting minutes, is less applicable to Tauranga because standing orders already require that minutes only cover the decisions made, votes cast, and actions initiated. This excludes comments made by public forum participants which are subject to fuller minute-taking that is already assisted by AI.

There are no plans through this LTP to change the platforms used for agenda and minute preparation and dissemination, though the existing approach is subject to regular review.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
No significant negative effects	

Historic Village

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

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- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Historic Village is a unique Council-owned community destination that brings together heritage, arts, culture, business, hospitality, recreation and events in one location. Set across approximately 5.5 hectares, it is the home to more than 60 heritage and character buildings, six venue spaces, a variety of public open spaces, and a diverse mix of commercial businesses, community organisations, and creative enterprises.

The Historic Village provides a range of services and experiences for the Tauranga community. It preserves and celebrates local heritage, provides affordable accommodation for community organisations, supports local businesses, hosts events and festivals, offers venues for hire, and creates welcoming public spaces for people to connect, learn, relax, and enjoy.

Unlike many Council facilities that deliver a single service, The Historic Village performs multiple functions. It is a community hub, a visitor destination, a business precinct, an events venue, and an important heritage asset. This diversity creates a vibrant environment that supports social, cultural and economic outcomes, while contributing to Tauranga's identity and sense of place.

Tauranga City Council owns and manages The Historic Village on behalf of the community. Council's role is to ensure the Village remains financially sustainable (as much as is possible), well maintained, and responsive to changing community needs, while protecting the heritage character and unique experiences that make it one of Tauranga's most distinctive destinations.

1.3 Why we provide the activity / How does it affect our community?

The Historic Village exists because it delivers benefits that extend beyond what the private sector alone would provide. It protects and celebrates Tauranga's heritage, provides affordable spaces for community organisations and creative enterprises, supports local economic activity, and creates opportunities for people to connect through events, culture, recreation, and shared experiences.

Council's role is to balance community outcomes with responsible stewardship of a significant public asset. This includes maintaining heritage buildings and infrastructure, providing safe and accessible public spaces, supporting a diverse mix of tenants and activities, and investing in the Village's long-term sustainability.

The Historic Village contributes to Tauranga's identity by creating a place where history, culture, business, and community come together. It provides opportunities for residents and visitors to experience the city's heritage in an active and engaging environment, while supporting local organisations, businesses and events that strengthen community wellbeing.

Through this activity, Council helps ensure The Historic Village continues to evolve as a vibrant, accessible, and financially sustainable (as much as is possible) destination that delivers lasting value for current and future generations.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Provides affordable and accessible community spaces, venues and facilities for a diverse range of organisations, activities and events. • Supports arts, culture, recreation and community services that bring people together and strengthen social connectedness. • Creates a welcoming destination that is accessible to residents and visitors of all ages and abilities.
	A city that values and protects and enhances our environment - Tauranga Taurikura	High	• Protects and maintains Council's heritage buildings and landscapes for future generations. • Integrates sustainability and resilience into asset management, renewals and future investment decisions. • Applies kaitiakitanga by improving environmental performance and responding proactively to climate and geotechnical risks.
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	High	• Delivers long-term planning and investment aligned with the Historic Village Strategic Plan, Master Plan, and Long-term Plan. • Improves accessibility, connectivity and public infrastructure to meet future community needs. • Supports efficient use of Council assets through planned renewals and sustainable asset management.
	A city that supports business and education - Tauranga a te kura	High	• Provides opportunities for local businesses, hospitality operators, creative industries and community enterprises to thrive. • Supports employment, entrepreneurship and skills development through a balanced mix of commercial and community tenancies. • Creates opportunities for lifelong learning through heritage interpretation, arts, culture and educational experiences.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	High	• Delivers a diverse programme of festivals, markets, performances, exhibitions and community events throughout the year. • Provides unique venues and public spaces that attract visitors and activate the city. • Strengthens Tauranga's identity as a vibrant destination for residents and visitors.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Historic Village Strategic Plan (2020–2030)	Provides the long-term vision, objectives and strategic direction for the Historic Village. The Activity Plan supports delivery of the adopted Strategic Plan.
Historic Village Master Plan	Guides future capital investment, site planning, accessibility improvements, public realm enhancements, precinct development, and infrastructure upgrades over time.
Te Papa Spatial Plan	Supports the integration of mana whenua values, cultural identity, placemaking and wider city outcomes within the Te Papa peninsula.
Tauranga City Council Long-term Plan (2027–2037)	Provides the funding framework and investment priorities required to deliver renewals, capital projects, and ongoing service delivery for the Historic Village.
Tauranga City Council Asset Management Framework and Infrastructure Strategies	Supports long-term asset planning, lifecycle management, renewals, resilience, and sustainable investment decisions for the Historic Village's buildings, infrastructure and public spaces.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
Historic Village	We provide a vibrant destination that attracts residents and visitors.	Annual visitor numbers	No	No	260K	270K	280K	300K
Historic Village	We provide a balanced mix of community and commercial tenancies that support community outcomes and financial sustainability.	Occupancy rate of Village leasable spaces (%)	No	No	95%	95%	95%	95%
Historic Village	We provide a diverse programme of events and activities for the community.	Number of events held annually	No	Yes	145	155	165	175

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The Historic Village will continue to operate in an environment of changing community expectations, financial constraints, and increasing demand for high-quality public places. Over the next ten years, several key challenges and opportunities will influence how the activity is managed and where investment is prioritised.

Population Growth and Community Expectations

Tauranga's continued population growth will increase demand for accessible community facilities, events, recreation, and arts and cultural experiences. The Historic Village is well positioned to respond to this demand however, increased use will place greater pressure on buildings, infrastructure, car parking, and public spaces. Community expectations will also continue to evolve, with greater emphasis on accessibility, safety, sustainability, and high-quality visitor experiences.

Ageing Heritage Assets

The Historic Village's heritage buildings are central to its identity but require ongoing investment to remain safe, functional, and fit-for-purpose. As assets continue to age, maintaining an appropriate balance between heritage conservation, accessibility, operational requirements and affordability will become increasingly important. Planned renewals and proactive asset management will be essential to protecting these assets for future generations.

Financial Sustainability

Like all Council activities, The Historic Village operates within a constrained financial environment. Future investment decisions will need to balance affordability with maintaining levels of service, protecting heritage assets, and delivering the outcomes of The Historic Village Strategic Plan. Opportunities to improve commercial performance, increase utilisation, and grow visitor activity will support the Village's long-term financial sustainability, while maintaining its role as a community destination.

Technology and Innovation

Technology presents opportunities to improve both operational efficiency and customer experience. Digital platforms, data analytics and emerging artificial intelligence (AI) tools can support more informed decision-making, improve customer service, streamline business processes, and enhance marketing and visitor engagement. As these technologies mature, Council will continue to assess opportunities to adopt solutions that improve service delivery while maintaining appropriate governance and data security.

Climate Resilience and Environmental Responsibility

Increasing expectations around environmental sustainability and climate resilience will influence how the Village is managed and developed. Future investment will continue to consider resilience, resource efficiency, and environmental performance, while recognising Council's role as kaitiaki in caring for this important community asset for future generations.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
The Historic Village Strategic Plan remains the long-term strategic direction for the activity.	The Activity Plan aligns investment, operational priorities, and service delivery with the adopted Strategic Plan.
Council will continue to provide funding for planned renewals and capital investment through future Long-term Plans.	Ongoing investment is required to maintain ageing heritage buildings, infrastructure, and public spaces and to enables delivery to agreed levels of service.

Assumption	Relevance to this activity
Demand for community spaces, events, venue hire and visitor experiences will continue to grow broadly in line with Tauranga's population growth.	Future planning assumes continued demand for the Village's facilities, services, and public spaces.
Tenant occupancy will remain at a high level.	High occupancy supports the Village's financial sustainability, activation, and the delivery of community outcomes.
Heritage buildings will continue to be suitable for adaptive reuse following planned renewal and maintenance programmes.	The Village's operating model relies on heritage buildings remaining safe, functional, and fit for contemporary use.
Council's transport and accessibility initiatives in the surrounding area will continue to improve access to the Village over time.	Improved access supports visitor experience, tenant success, and the long-term growth of the activity.
Technology, digital platforms and artificial intelligence will continue to evolve and present opportunities to improve service delivery.	Emerging technologies will support operational efficiency, customer service, marketing, and evidence-based decision making.
Council will continue to strengthen its environmental sustainability and climate resilience practices.	Asset management, renewals, and future investment will increasingly incorporate resilience and sustainability considerations.

3 Where do we want to be? / Direction setting

The Historic Village Strategic Plan provides the long-term direction for this activity. Over the next ten years, investment will be staged to address immediate priorities, enhance the visitor experience, and progressively implement the Historic Village Master Plan.

Timeframe	Proposed direction for this activity
Short term (1-3 years)	Focus on addressing the Village's highest priority infrastructure, accessibility, and safety needs. Deliver projects that improve parking capacity, entrances, pedestrian connections and accessibility, aligned with the 17th Avenue and surrounding transport improvements. Continue priority renewals that address asset condition, resilience and health and safety risks, establishing a strong foundation for future investment.
Medium term (4-6 years)	Shift investment towards placemaking and enhancing the visitor experience. Deliver public realm improvements identified through The Historic Village Master Plan, including landscaping, shade, seating, accessible paths, wayfinding, gathering spaces, and stronger connections between precincts. Continue integrating cultural storytelling and strengthening the Village's identity as a vibrant community destination.
Long term (7-10 years)	Continue implementing The Historic Village Master Plan through staged renewal and redevelopment projects that respond to changing community needs. Investment will focus on adapting buildings and public spaces, strengthening resilience and sustainability, and ensuring the Village

Timeframe	Proposed direction for this activity
	remains a distinctive, financially sustainable, and well-connected destination for future generations.

4 How we'll get there / Planning for the future

The Historic Village Strategic Plan and Master Plan provide a clear long-term direction for the Village. This Activity Plan focuses on the first stage of that journey by prioritising the investment and changes required over the next three years.

The initial focus is on addressing the Village's most significant infrastructure, accessibility, and asset risks while also strengthening its identity as a community destination. These initiatives respond directly to the challenges identified in the Environmental Scan and establish the foundations for future placemaking, cultural storytelling, and sustainable growth.

The following initiatives represent the key areas of focus over the first three years of this Activity Plan.

Key initiative	Purpose
Increase parking capacity	Deliver Stages 2 and 3 of the Historic Village car park development to improve visitor access, support future growth, reduce parking pressure, and strengthen the Village's ability to host events and support its tenants.
Improve arrival and accessibility	Upgrade the Village's entrances, boundary treatments, and landscaping along 17th Avenue, aligning with the Cameron Road and multimodal transport improvements to create a safer, more welcoming and accessible arrival experience.
Deliver targeted placemaking improvements	Complete public realm improvements associated with the Stage 1 car park, including stronger pedestrian connections to Main Street, landscaping and public amenity improvements that enhance the visitor experience, and better connect the Village's precincts.
Reduce strategic asset risk	Deliver the highest priority building and infrastructure renewal projects identified through condition assessments to maintain safe, functional and reliable assets while protecting the Village's heritage character.
Reduce strategic asset risk	Complete structural and fire assessments for Complex 1 and, subject to the outcomes, undertake seismic strengthening and associated works to improve safety, resilience, and the long-term viability of this important heritage asset.
Continue planned asset renewals	Deliver the highest priority building and infrastructure renewal projects identified through condition assessments to maintain safe, functional and reliable assets while protecting the Village's heritage character.
Strengthen cultural identity and heritage storytelling	Work in partnership with mana whenua and key stakeholders to progressively enhance cultural expression, heritage interpretation and storytelling throughout the Village. This will help visitors better understand the history, significance and identity of the site while delivering on the objectives of the Historic Village Strategic Plan.
Support activation and financial sustainability	Continue initiatives that strengthen the Village's destination appeal, support existing and future tenants, increase visitation and improve financial sustainability through greater utilisation of venues, public spaces and commercial opportunities.

Together, these initiatives represent the first stage of implementing the Historic Village Master Plan. They focus on improving access, reducing risk, protecting heritage assets, enhancing the visitor

experience, and strengthening the Village's identity, creating a solid platform for future investment over the remainder of the Long-term Plan.

5 Zero Based Budgeting

A Zero-Based Budget (ZBB) review has been completed for The Historic Village to ensure operating expenditure is aligned with service delivery, strategic priorities, and value-for-money.

The review confirmed that The Historic Village operates a unique integrated service model that combines heritage asset management, community leasing, commercial tenancy management, venue and event operations, destination management, visitor services, and marketing. These interconnected services work together to deliver community, cultural, and economic outcomes while generating commercial revenue that helps offset operating costs and reduces reliance on general rates.

The review reinforced the importance of continuing to optimise commercial performance, maintain high tenant occupancy, and maximise the utilisation of venues and public spaces to support long-term financial sustainability. It also highlighted the need to continue prioritising investment in ageing heritage assets to protect Council's investment and maintain safe, functional, and attractive facilities for the community.

The outcomes of the ZBB review have informed this Activity Plan by confirming the current operating model, identifying opportunities for continuous improvement, and ensuring future investment remains focused on delivering value-for-money while supporting the objectives of the Historic Village Strategic Plan.

6 AI, Automation and Digital Uplift

The Historic Village is committed to embracing AI, automation, and digital technologies to improve operational efficiency, enhance visitor experiences, and support evidence-based decision-making. These technologies will be adopted where they deliver measurable service improvements while maintaining appropriate governance, privacy, cybersecurity, and human oversight.

A detailed AI, Automation and Digital Uplift assessment has been completed for The Historic Village. The assessment identified opportunities to improve service delivery through greater use of digital technologies while recognising that many aspects of the activity, including heritage management, stakeholder relationships, commercial decision-making and emergency management, will continue to rely on professional judgement and human interaction.

Over the next 10 years, digital investment will focus on three key areas:

- **Smart Site Management** – Building on recent investment in AI-enabled pedestrian monitoring and environmental monitoring to improve site management, public safety, security, parking management, visitor analytics, and operational decision-making.
- **AI-Assisted Business Operations** – Increasing the use of AI and automation to streamline administration, reporting, marketing, customer enquiries, project planning and business intelligence, enabling staff to spend more time delivering high-value customer and community outcomes.
- **Digital Visitor Experience and Heritage Interpretation** – Enhancing the visitor experience through improved digital information, interactive heritage storytelling, digital wayfinding, accessible content and technologies that make it easier for visitors to engage with the Historic Village's unique heritage and cultural stories.

Implementation of these opportunities will be guided by Tauranga City Council's digital strategies, governance frameworks and investment priorities. The Historic Village will continue to adopt practical technologies that improve service delivery, strengthen operational resilience, and support the long-term sustainability of the activity.

Digital investment will support the delivery of the Historic Village Strategic Plan by improving accessibility, strengthening heritage storytelling, enhancing visitor experiences, increasing operational efficiency and supporting the long-term management and resilience of Council assets.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Climate resilience and geotechnical instability Increasingly frequent severe weather events, flooding and land instability may damage heritage assets, impact public safety and disrupt operations.	Continue geotechnical monitoring, implement the Trigger Action Response Plan (TARP), utilise the on-site weather station, undertake proactive vegetation and slope management, invest in resilience works and incorporate climate adaptation into future capital planning.
Ageing heritage assets The deterioration of ageing buildings and infrastructure may increase maintenance costs, create health and safety risks and reduce customer experience if investment does not keep pace with asset needs.	Deliver planned renewals and capital projects, undertake regular condition assessments, prioritise high-risk assets and apply lifecycle asset management principles.
Financial sustainability Rising operating costs, constrained funding and changing economic conditions may reduce the Historic Village's ability to maintain assets and deliver community outcomes.	Maintain a balanced community and commercial operating model, optimise tenant occupancy, diversify revenue streams, undertake regular Zero-Based Budget reviews and align investment with strategic priorities.
Visitor accessibility and site capacity Limited parking, accessibility barriers and ageing public infrastructure may reduce visitation, customer satisfaction and future growth opportunities.	Deliver staged car parking projects, improve entrances and wayfinding, enhance accessible connections, upgrade public amenities and continue implementing the Historic Village Master Plan.
Health, safety and security Public safety incidents, crime, vandalism and emergency events may impact visitors, tenants, staff, Council assets and the Village's reputation.	Continue strengthening health and safety systems, upgrade CCTV and site security, maintain emergency management procedures, improve lighting and utilise digital technologies to support proactive risk management.
Stakeholder relationships and community expectations Failure to maintain strong relationships with mana whenua, tenants, community organisations, visitors and Council partners may reduce collaboration and impact delivery of the Historic Village Strategic Plan.	Continue proactive engagement, transparent communication, partnership-based decision-making and regular stakeholder consultation to support shared outcomes.
Technology and organisational capability Failure to adopt appropriate digital technologies or maintain workforce capacity and capability may reduce operational efficiency and limit the Historic Village's ability to respond to future challenges.	Implement the AI, Automation and Digital Uplift programme, invest in staff capacity and capability, align with Council ICT governance and continuously improve business processes through digital innovation.

Libraries and Community Hubs

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Libraries are community hubs that contribute to vibrant and engaged communities in the city centre, and in neighbourhood centres. We operate Libraries and Community Hubs at four locations: Te Manawataki o Te Papa (city centre), Pāpāmoa, Greerton, Mount Maunganui, and a mobile library.

The key levels of service are:

- Providing community hubs in the city and suburban centres
- Resources for information, reading, and recreation are provided digitally and in community hubs
- Programmes, events, and learning opportunities for community wellbeing and social connection
- Cultural identity and heritage preservation
- Access to community services
- Face-to-face council enquiries, registrations, and payment transactions as part of an integrated community hub with wider facilities
- Meeting rooms for hire and community spaces.

1.3 Why we provide the activity / How does it affect our community?

- Supports inclusive opportunities to take part in cultural activities, explore heritage and appreciate local writers, artists, and performers.
- Community hubs allow people to do the things they like to do closer to home, without needing to trek back and forth across the city. Social and economic opportunities within close proximity allow for greater ease of mobility, reducing the reliance on personal vehicles, and promoting a more compact urban form.
- Neighbourhoods have easy access to places where people can connect, feel safe, and curate activities that bring the community together. This ensures the public can access these face-to-face services locally, as much as possible.
- Support lifelong learning, computer skills, and literacy.
- Engage with local education at all levels to provide local learners with a curriculum enriched with Tauranga history, and a connection to the local community.
- City centre Libraries and Community Hubs supports economic development through city vibrancy and attracting regional, national, and international visitors to Te Manawataki o Te Papa.
- Provides support to businesses by making a wide array of council information easily available with staff to respond to enquiries. Similarly, a key role of staff is to educate users about the services and projects of Council.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Supports inclusive opportunities to take part in activities that explore culture and heritage and promote wellbeing and connection.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Low	• Libraries promote environmental mindfulness by providing information and being a sustainable shared resource for everyone to use. Library buildings and library events provide battery recycling and seek to be zero waste.
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	Medium	• Community hubs allow people to do the things they like to do closer to home, without needing to trek back and forth across the city. Social and economic opportunities within close proximity allow for greater ease of mobility, reducing the reliance on personal vehicles and promoting a more compact urban form.
	A city that supports business and education - Tauranga a te kura	Medium	• Provides support to business by making a wide array of council information easily available with staff to respond to enquiries. • Programmes with local education at all levels provide local learners with a curriculum enriched with Tauranga history and a connection to the local community.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Medium	• Programmes and events support lifelong learning, computer skills and literacy Te Manawataki o Te Papa Libraries and Community Hubs provides a vibrant new event venue in the central city.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Our Public Places Strategic Plan He Tauranga Tangata	Key Action and Investment Plan for TCC Libraries.
Community Centres Action and Investment Plan	Goals and strategies are aligned to OPPSP for an integrated approach to social infrastructure.
Library Archives Policy	This Policy applies to archive materials in analogue and digital format held by Tauranga City Libraries. This includes (but is not limited to): documents, photographs, books, maps, oral histories, artworks and material made publicly available on Pae Korokī.
City Centre Action and Investment Plan	Key Action and Investment plan for Te Manawataki o Te Papa, which includes the Library and Community Hub.
Complaints Procedures	The Complaints Management Policy supports staff to recognise, record, categorise, respond to and escalate complaints consistently. Complaint information also provides useful insight into service issues, customer experience, contractor performance, and opportunities for improvement, while supporting accountability, transparency and fair treatment of customers.
Public Records Act 2005 / Council Information and Records Management Policy. **Privacy Act 2020 / Council Privacy Policy** **Local Government Official Information and Meetings Act 1987**	Face-to-face Council services interactions create council records through call notes, emails, service requests, complaints, payment enquiries and referrals. Good records management supports accountability, customer follow-up, business continuity, LGOIMA responses, privacy obligations and reliable reporting on service demand and performance.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
Libraries and Community Hubs	Library spaces are community hubs for placemaking in the city centre and neighbourhood centres	Percentage of residents satisfied with library services Source: Annual Residents Survey	No	No	85%	85%	85%	85%
Libraries and Community Hubs	Library spaces are community hubs for placemaking in the city centre and neighbourhood centres	Visits to all council libraries	No	No	800,000	Increasing	Increasing	Increasing

Libraries and Community Hubs	We will provide programmes, events and learning opportunities that build skills and connect our community	Number of participants in all programmes	No	No	25,000	Increasing	Increasing	Increasing
Libraries and Community Hubs	We will provide digital resources for information, reading, and recreation	Total number of virtual visits	No	No	1,100,000	Increasing	Increasing	Increasing

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we have come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

- Local government reform within the Bay of Plenty may create opportunities to reduce costs by combining Libraries and Community Hub functions across the district. The financial implications are currently unknown. Greater cooperation could also improve community service outcomes, for example by enabling library books to circulate across Tauranga and the Western Bay of Plenty District.
- Services and amenity have expanded with the addition of the new 5,000-square-metre facility at Te Manawataki o Te Papa. This creates a significant increase in operational costs at a time when the overall Council budget is constrained. Maintaining current library services and programme levels will support the intended benefits of Te Manawataki o Te Papa. The Business Case for the precinct focuses on increased participation, visitation, city-centre activity, and community benefit. Reductions in resourcing would affect the ability of the new facility to operate as intended and would limit the benefits of Council's significant investment. The cost of providing access to print and electronic resources is also increasing due to inflation and unfavourable exchange rates. Budgets for magazines and online resources are particularly exposed because many are subscription-based. Constrained budgets could require service reductions that directly affect the public.
- There are opportunities to realise the benefits of automation and self-service, including staff efficiencies and more time for higher-value customer interactions. Further investment in app-based services could provide more self-service options and future financial savings. Non-staffed library access, using membership cards to swipe in, could also improve access at a lower cost. This is proposed for the Mount Library refurbishment to allow Sunday opening at an estimated cost of about $7,000 per year. Future costs could be reduced by introducing non-staffed weekend access at Greerton and Mount Maunganui Libraries.
- The Joint Waters Organisation will affect face-to-face services for water payments and enquiries. Analysis and negotiation of the service transition will be led by the CFO and should consider face-to-face customer service data, costs, and service impacts. It is estimated that approximately 15% of face-to-face customer service costs relate to waters services. The interim Waters team has indicated that an agreement will be developed for the continued provision of Contact Centre and face-to-face services through libraries and community hubs. This transition will need to be carefully resourced to support a successful setup for the Joint Waters Organisation. Clear direction from the TCC Executive team to the Manager: Libraries and Community Hubs will be essential to confirm the customer service levels expected for the Joint Waters Organisation.

- Digital inclusion remains a key opportunity. Libraries play an important role in reducing digital exclusion across the community, including by supporting access to elections and Long-term Plan consultation.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
New customer service technologies continue to be prioritised and supported.	Face-to-face customer service teams rely on Digital Services support to maintain and improve customer service systems. Continued prioritisation of digital tools, automation, and service request management projects will improve customer experience, efficiency, and reporting.
Demand for library and community hub services will continue to grow as the city's population grows and as Te Manawataki o Te Papa increases city-centre visitation.	Operating budgets, staffing levels, collections, programmes, and venue operations need to reflect higher use of library and community hub spaces. If resourcing does not keep pace with demand, service quality, customer experience, and the benefits expected from Council's investment in Te Manawataki o Te Papa may be reduced.
Face-to-face customer service requirements for the Joint Waters Organisation will continue during the transition period and may require ongoing service agreements and funding.	Libraries and community hubs currently support water-related payments and enquiries as part of face-to-face Council services. The level of service, funding model, data sharing, training, and reporting arrangements will need to be confirmed so the team can plan staffing, systems support, and customer service expectations.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Invest in marketing and programme promotion to increase awareness, participation, and use of library and community hub services. • Support the goals of the Te Manawataki o Te Papa Business Case by driving strong visitation to the new city-centre Library and Community Hub. • Use coordinated marketing across the Te Manawataki o Te Papa precinct to support visitation, venue hire, café activity, and city centre vibrancy. • Support the transition to the new ERP system so customer information, service requests, and customer experience are improved across service channels. • Ensure face-to-face services delivered through Libraries and Community Hubs are supported by appropriate Contact Centre systems, training, service standards, and escalation processes.
Medium term (4-6 years)	• Embed the Joint Waters Organisation customer service model, with clear roles, funding, service standards, reporting, and data-sharing arrangements. • Expand digital self-service and automation to reduce avoidable contact while maintaining assisted support for customers who need help.

Timeframe	Proposed direction for this activity
	• Continue to improve operational efficiency through app-based services, self-service options, and automation where this supports customer experience and value-for-money.
Long term (7-10 years)	• Use data, automation, and AI to proactively improve customer experience, service planning, and operational efficiency. • Plan for future community facility needs, including suburban community hubs for Tauriko West and Te Tumu/Pāpāmoa East. • Strengthen the role of libraries and community hubs as accessible, inclusive places that support digital inclusion, learning, connection, and civic participation.

4 How we'll get there / Planning for the future

The next three years will focus on embedding Te Manawataki o Te Papa as a successful city centre Library and Community Hub, responding to growth in demand, and improving customer experience through digital tools, automation, and clearer service models.

Key priorities include strengthening marketing and programme promotion, confirming face-to-face customer service arrangements for the Joint Waters Organisation, reviewing resourcing to support increased visitation and use, expanding self-service and non-staffed access where appropriate, and maintaining digital inclusion support for the community.

Longer-term planning will consider future suburban community hub needs in growth areas such as Tauriko West and Te Tumu/Pāpāmoa East, supported by better use of data to inform service planning and investment decisions.

5 Zero Based Budgeting

The Libraries and Community Hubs activity has reviewed operating expenditure through a zero-based budgeting lens, with a focus on maintaining core public access while identifying opportunities for efficiency and revenue improvement.

Key cost pressures include the transfer of some digital contracts and software budgets into the Libraries activity; increasing costs for print and electronic resources due to inflation and exchange-rate exposure; and the ongoing operating costs associated with Te Manawataki o Te Papa.

Corporate cost allocations should be reviewed to ensure they reduce appropriately where costs have been transferred directly to the activity.

Maintaining free borrowing for library members remains a key service-level consideration, with the exception of existing charges for high-demand "top title" books. Alternative revenue options, including charges for some events or bookable activities have been considered, and will be put in place, balanced against affordability, participation, and the community wellbeing role of libraries.

Efficiency opportunities include expanding non-staffed access using membership-card entry, beginning with the proposed Mount Library refurbishment to support Sunday opening at an estimated cost of approximately $7,000 per year. Over time, similar models of non-staffed access at Greerton and Mount Maunganui Libraries could reduce future staffing cost pressures while improving community access.

A further funding consideration is lease revenue from Te Manawataki o Te Papa Library should remain within the Libraries activity, given that related depreciation and interest costs are also held there. If revenue, cost allocations, and activity budgets are not aligned, the true cost and affordability of the service may be difficult to assess.

6 AI, Automation and Digital Uplift

Digital, automation, and AI opportunities for Libraries and Community Hubs should focus on improving customer experience, reducing avoidable manual effort, and supporting staff to provide faster, more consistent responses. The highest priorities are to review customer service systems, data, and reporting following implementation of the new Service Request System; expand app-based and self-service options; and introduce non-staffed library access where appropriate, starting with the proposed Mount Library refurbishment.

Key benefits include better access for customers, improved consistency and speed of information provided by staff, potential staffing efficiencies, improved reporting, and more time for higher-value customer interactions. These benefits depend on integrated systems, reliable data, Digital Services support, staff capability, and clear information management processes.

Human judgement will remain critical for complex, sensitive, or emotionally charged enquiries, including situations involving risk, escalation, or customers seeking reassurance and trust. AI and automation should therefore support staff decision-making and access to accurate information, rather than replace human review for higher-risk customer interactions.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Reduced access and inclusion if services shift too quickly to digital or self-service channels. Some residents may have limited digital skills, access to devices, or confidence using online systems. This could affect social wellbeing and equitable access to Council and library services.	Maintain assisted digital support, face-to-face service options, clear escalation pathways, and staff training.
Service quality and community trust could decline if budget constraints reduce staffing, collections, programmes, or opening hours. This may reduce participation, learning opportunities, access to trusted information, and the expected benefits of Te Manawataki o Te Papa.	Use service demand data, customer feedback, and performance reporting to prioritise resources. Protect core services, actively manage collection and programme planning, explore appropriate revenue opportunities, and clearly communicate any service-level changes.

Marine Facilities

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Marine Facilities activity provides, manages, maintains and renews Council-owned facilities that enable recreational and commercial access to Te Awanui /Tauranga Harbour and the coast. The network includes boat ramps, wharves, jetties, pontoons, coastal protection structures and associated parking and supporting assets. The activity also manages land and commercial premises in marine areas, including Sulphur Point and Marine Park, and contributes to planning for new or upgraded facilities, resource consent compliance and network investment decisions.

1.3 Why we provide the activity / How does it affect our community?

Marine facilities provide safe and convenient access to the moana for boating, fishing, water sports, tourism and commercial marine activity. They support recreation, social connection and economic activity, while helping manage access, parking, safety and environmental pressures at high-use coastal locations. A coordinated network approach is needed so investment decisions balance recreational and commercial demand, mana whenua aspirations, accessibility, affordability, environmental effects, resilience and whole-of-life asset costs.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	Provides fair and reasonable access to the harbour for a broad range of recreational users, clubs, whānau and visitors. Accessibility improvements can reduce barriers to participation.
	A city that values and protects the environment - Tauranga Taurikura	High	Network planning and asset management seek to protect harbour values, manage coastal effects, improve resilience and ensure facilities are safe and sustainable over their life.
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	Low	Coordinates the location, function, capacity, renewal and development of marine facilities with growth, land-use planning, parking, transport and adjacent public-place projects.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A city that supports business and education - Tauranga a te kura	Medium	Supports the commercial marine sector, tourism, charter activity, fishing, vessel servicing and marine-related employment through reliable access, wharves, berthing and supporting land uses.
<Icon>	A vibrant city that embraces events – Tauranga Tātai Whenua	Medium	Supports boating, fishing, water-sport and waterfront events, while requiring careful management of congestion, safety, access and effects on neighbouring areas.

1.3.2 Other strategic linkages.

Strategy, plan, policy, or legislation	Linkages and interdependencies
Our Public Places Strategic Plan	Sets the strategic direction for a safe, effective and accessible city-wide marine facility network, balancing recreational and commercial users with community and mana whenua aspirations. Identifies master planning for Sulphur Point, Pilot Bay and harbour areas from Ōtūmoetai to Welcome Bay.
Marine Facilities Framework	Provides the evidence base and network principles for functional, safe, sustainable and inclusive facilities, and identifies work needed to support investment and management decisions.
Tauranga Harbour Recreation Strategy / Harbour management work	Provides joint strategic context for managing and enhancing recreation opportunities on Tauranga Harbour. Its remaining actions and relationship with newer plans require review with partner councils and Bay of Plenty Regional Council.
Spaces and Places Asset Management Plan and renewals programme	Guides condition assessment, maintenance, renewals, whole-of-life decisions and delivery of safe levels of service for marine assets.
Bay of Plenty Water Sports Facility and Access Plan / regional access-to-water work	Regional supply, demand and access work led through Sport Bay of Plenty will provide evidence for the boat-ramp network plan and future facility investment.
Coastal structures policy (under review)	This policy guides council decisions on coastal structure installation, maintenance and access on public land. It provides guidance on Councils position on maintaining or renewing coastal structures.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
NA								

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

- Demand and evidence: Existing monitoring and engagement identify pressure at key boat ramps and parking areas, but the network lacks a consistent, recurring dataset on use, user needs, capacity and demand. The regional access-to-water study, CCTV/counting and repeat surveys are opportunities to create a stronger evidence base.
- Asset condition and resilience: A number of marine structures are reaching end of life or are no longer fit for purpose. Coastal exposure, corrosion, sedimentation, inundation, erosion and other natural hazards can accelerate deterioration and increase renewal and consenting complexity.
- Integrated network planning: Work has progressed in parts, including Sulphur Point, Fergusson Park, Pilot Bay, waterfront and commercial marine projects, but roles, priorities and dependencies across planning, design, operations, property, commercial and city-centre work need stronger coordination.
- Growth and competing uses: Population growth and increased water recreation opportunities create demand for ramps, all-tide access, parking and non-powered craft access. Land and all tide access locations are constrained and must also support open space, commercial marine activity, transport, cultural values and environmental outcomes.
- Partnership and community expectations: Decisions require early engagement with mana whenua, users, clubs, commercial operators, neighbouring councils, the harbourmaster and affected communities. The feedback around boat-ramp fees shows heightened expectations for transparency, service standards and reinvestment.
- Climate change impacts and increasing severe weather events provide a challenge for operating budgets and renewals with unexpected increases in asset damage. There is an opportunity to review marine assets and how responsive they are to climate impacts.
- Affordability and value: Marine structures are high-value assets with specialist maintenance requirements and a limited local contractor market. Better asset data, coordinated procurement, clearer levels of service and transparent revenue/cost reporting are opportunities to improve value for money.
- Reform and organisational change: Changes to water-service delivery may affect interfaces around coastal infrastructure, stormwater, land, consenting and project coordination. The activity should maintain clear ownership, service interfaces and data-sharing arrangements as new structures are implemented. Recreational facilities are considered a core services local authorities are required to consider in performing their role.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Demand and access constraints will continue to shape investment.	Population and participation growth are expected to maintain pressure on ramps, parking, marine structures and access points, while coastal land remains constrained.
Existing assets will require increasing renewal and resilience investment.	Marine assets face aggressive coastal conditions, natural hazards and consenting complexity, and some are reaching end of life. Budgets must allow for condition-led renewals, specialist works and potential scope changes where like-for-like replacement is not appropriate. This may require us to retire some facilities.
Consenting requirements under a revised RMA will require the applicant to	Marine and Coastal assets occupation of space, use, maintenance and renewal are governed by the RMA. Future planning for renewal of existing or new structures

Assumption	Relevance to this activity
demonstrate similar considerations as is required under the current RMA	need to consider the consenting requirements and looks for opportunities to reduce complexity, cost and time taken to consent structures.
This is not a stand-alone activity and interacts with multiple assets, depending on the location	Marine and coastal assets connect with parks, reserves, transport, water and private assets so planning and project delivery requires coordination and collaboration.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Deliver priority renewals and resolve near-term safety, access and consenting issues. • Align Sulphur Point, Fergusson Park, Pilot Bay, city-centre and commercial marine work.
Medium term (4-6 years)	• Adopt and begin implementing a prioritised marine facilities / water-access programme covering renewals, upgrades, optimisation and any new investment. • Confirm the primary function of each significant facility and related service levels. • Progress place-based plans and consents for priority sites. • Work closely with other authorities to coordinate condition assessments, consenting, renewal planning and procurement to achieve better efficiencies.
Long term (7-10 years)	• Maintain a resilient, safe, inclusive and financially sustainable network matched to demand. • Deliver staged capacity and accessibility improvements where evidence supports investment. • Adapt facilities and operations to climate, coastal and harbour change.

4 How we'll get there / Planning for the future

- Define network purpose and service levels: confirm the role of each major facility, service standards for safety, accessibility, availability and condition, and the split between recreational and commercial functions.
- Prepare a prioritised programme: develop a boat-ramp and related-assets plan that tests optimisation of existing sites before expansion, integrates parking and land constraints, and identifies renewals, upgrades, new provision, costs, timing and dependencies.
- Coordinate place-based projects: align network decisions with Sulphur Point / Marine Park, Fergusson Park, Pilot Bay, waterfront, city-centre and commercial marine projects so individual decisions do not undermine wider network outcomes.
- Strengthen asset management: use condition and whole-of-life information to programme renewals; improve cost and revenue visibility; review berthage management, enforcement and charging processes; and coordinate specialist marine procurement where practical.
- Partner and engage: work with mana whenua, users, clubs, commercial operators, and affected communities at key decision points.
- Bring decisions through the LTP and annual-plan processes: provide evidence-based options, affordability impacts, service trade-offs and implementation sequencing for elected-member decisions.

5 Zero Based Budgeting

- Operating budgets are designed to align with renewals, community expectations, legal requirements and programmed condition assessments to ensure public safety.
- Changes or reductions to budgets need to be considered against the level of risk to the asset and the public that use it, as well as Councils role in providing access to water. Any reductions in budgets will need to coincide with reductions in provision.
- The frequency of severe weather events that cause damage to marine and coastal infrastructure, increases pressure on the operating budgets for this activity.

6 AI, Automation and Digital Uplift

- Improve the collection and use of data on marine facility usage, demand, asset condition and customer needs to support evidence-based decision-making, prioritisation of investment and long-term network planning.
- Increase the use of digital monitoring tools, including asset condition data and usage information, to inform and improve maintenance planning, optimising renewals and reducing the risk of asset failure.
- Enhance customer access to information through digital platforms to provide up-to-date information on marine facilities, access points, parking, projects, and service levels, and improving transparency and customer experience.
- Use automation, data analytics and AI tools to support demand forecasting, asset management and reporting, enabling efficient planning and investment decisions while reducing manual administrative effort.
- Realising these opportunities will depend on improved data quality, system integration and organisational capability.
- Human judgement will remain critical when balancing recreational, commercial, environmental and cultural interests, engaging with mana whenua and stakeholders, and making strategic investments and service-level decisions.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Increased use of facilities resulting in delays	Council works with known user groups and wider community on options to manage use. This could take the form of publishing user data in real time to provide users with improved information to make decisions.
Limited suitable areas for new facilities	Develop a prioritisation programme to identify which existing structures can be upgraded before new facilities are planned. Incorporate land constraints into planning for new structures.
Additional fees introduced to offset operational costs	Early and thorough engagement with the community around the need for additional fees.
Climate change impacts and severe weather events may damage marine infrastructure and increase costs.	Incorporation of climate resilience considerations into marine facility planning, design, renewals and investment decisions to improve long-term asset performance.
Rising costs may affect affordability and limit investment in marine facilities.	Regular reviews of levels of service, coastal structures, funding approaches, asset performance and investment priorities to maximize value for money and long-term sustainability.

Relationship with mana whenua	A consistent and collaborative partnership with mana whenua.
Reduction in level of service and community trust in assets	Regular condition assessments and keeping up with renewals programmes.

Museum & Arts

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Museum & Arts activity supports the collection, preservation, interpretation and sharing of Tauranga's stories, taonga, heritage, and public art. The activity includes stewardship of the museum and civic art collections, and operation of the new Tauranga Museum (opening July 2028), including delivering a dynamic annual calendar of exhibitions, education, events, and public programmes.

The activity also delivers the Public Art Framework, providing for a programme of new public art installations throughout the city, in partnership with external funders and advocates.

The Museum & Arts activity contributes to a vibrant, inclusive and culturally confident city by enabling residents and visitors to connect with local identity, creativity, and heritage.

1.3 Why we provide the activity / How does it affect our community?

Council provides the Museum & Arts activity because access to heritage, culture and creativity strengthens community wellbeing, supports lifelong learning, encourages civic pride, and helps build a distinctive sense of place. The activity supports social connection, cultural expression, education, tourism, city centre vitality, creative industries, and intergenerational stewardship of significant collections and stories.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city Tauranga Mataraunui	High	• Provides accessible opportunities for people to see themselves, their histories and their creativity reflected in public programmes, exhibitions and events.
	A city that values and protects the environment – Tauranga Taurikura	Medium	• Supports environmental awareness through collections, interpretation, public programming and sustainable approaches to cultural facility planning and operations.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			• The Discovery Centre in the Museum will have an environmental theme and is aimed specifically at children and young people to promote awareness of the environment of the region and the challenges facing it.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Contributes to city centre renewal, civic identity and long-term planning for fit-for-purpose cultural infrastructure.
	A city that supports business and education - Tauranga a te kura	High	• Supports education, tourism, creative industries, cultural employment pathways and partnerships with schools, tertiary providers and sector organisations. • Contributes to the economic development of the city by providing a major new tourism destination that will encourage visitors to stay longer and spend more.
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	High	• Enables exhibitions, public programmes, festivals, arts activities and cultural experiences that increase participation and activate public places.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Long-term Plan 2027–2037	Sets funding, investment priorities, service levels and delivery expectations for the activity.
City centre planning and civic precinct workstreams	Museum and arts infrastructure, exhibitions and public programmes contribute to city centre activation and place-making.
Arts, Culture and Heritage strategies and policies	Provide direction for sector support, collection stewardship, public art, heritage interpretation and community participation.
Partnership commitments with mana whenua	Shape governance relationships, cultural narratives, taonga care, tikanga-led practice and co-design of programmes.
Public Art Framework	Guides the funding and implementation of the public art policy throughout the city.
Climate, sustainability and resilience planning	Influences facility design, collection storage, emergency planning, travel impacts and sustainable operations.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
Activity	Level of Service	Performance Measures	DIA measure	New measure	Targets 27/28	28/29	29/30	30-37
Museum	We will facilitate, support, and advocate for the arts, culture and heritage in Tauranga	Patronage at the Tauranga Museum	No	Yes	0	110,000	115,000	Increasing

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Population Growth and Community Expectations

The Museum & Arts activity is operating in a period of growth, rising community expectations, and increasing pressure on public funding. Tauranga's population growth, city centre redevelopment, interest in local identity, and demand for high-quality cultural experiences creates strong opportunities.

At the same time, the activity faces challenges including affordability, collection storage and care requirements, workforce capacity, climate resilience, changing visitor expectations, and the need to strengthen digital access and data-informed decision-making. The Museum will need to operate in a lean and efficient manner, ensuring excellent value-for-money is delivered to the community.

Legislative Environment

At a national level, museums are named as core Council services in the Local Government (System Improvements) Amendment Bill. This gives added profile to museums and ensures Council commitment to delivering a high-quality museum service to the community.

Tourism Environment

Improving tourism sector forecasts, including cruise ship visitation, provide an opportunity for the museum to grow its visitor base and admissions revenue, thereby reducing the cost to ratepayers and contributing more to the economic development of the city and wider region.

Financial Sustainability

Like all Council activities, the Museum operates within a constrained financial environment. Future investment decisions will need to balance affordability with maintaining levels of service, and delivering quality exhibitions and experiences to the community and visitors to the city. Opportunities to increase visitation and revenue generation will support the Museum's long-term financial sustainability while maintaining its role as a community destination.

Technology and Innovation

Technology presents opportunities to improve both operational efficiency and customer experience. Digital platforms, data analytics and emerging artificial intelligence (AI) tools can support more informed decision-making, improve customer service, streamline business processes, and enhance marketing and visitor engagement. As these technologies mature, Council will continue to assess opportunities to adopt solutions that improve service delivery while maintaining appropriate governance and data security.

Climate Resilience and Environmental Responsibility

Climate change and emergency risks require resilient collection storage, facility design, disaster planning and sustainable operating models. The Museum is aiming for a 6 Green Star rating, demonstrating a commitment by Council to long-term sustainability and best practice.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
Demand for museum and arts services will continue to grow over the 2027–2037 period.	Planning for programmes, access, storage, staffing and infrastructure will need to respond to community demand, population growth and visitor expectations.
Council will continue to work in partnership with mana whenua and sector partners.	Successful delivery depends on trusted relationships, shared priorities and appropriate resourcing for partnership-based work.
External funding, philanthropy and partnerships will remain important to delivery.	Major exhibitions, infrastructure, collection projects and sector development may require funding beyond core Council budgets.
Digital access and collection information management will become increasingly important.	Investment in systems, data quality and staff capability will be needed to improve access, preservation and efficiency.

3 Where do we want to be? / Direction setting

The Museum & Arts activity will help Tauranga become a culturally confident city where people can connect with local stories, taonga, creativity, and contemporary arts practice. Over the next ten years, Council will focus on strengthening access to museum and arts experiences, protecting and activating the collection, supporting the creative sector, and planning for fit-for-purpose cultural infrastructure that reflects Tauranga's identity and growth.

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Focus on strengthening the foundations for delivery, in particular the successful commissioning and opening of the new Museum in July 2028. • Focus on improving collection care, documentation and digital access; growing public programmes and exhibitions through partnerships; and confirming the operational, governance and investment requirements needed for future museum and cultural infrastructure. • Partner with like-minded organisations (i.e. The Elms, Tourism Bay of Plenty, Otamataha Trust) to develop significant new tourism product that can be launched to market and generate new revenue streams. • Continue to develop the public art collection in the city with the assistance of external funding agencies and commissioning partners.
Medium term (4-6 years)	• Shift towards a more visible, accessible, and integrated museum and arts offer across the city. Priorities include expanding outreach and education programmes, increasing opportunities for community participation, strengthening relationships with mana whenua and creative sector partners, and progressing staged investment in facilities, collection storage, interpretation and visitor experience. • Firmly establish the Museum as a "must-see" attraction in the city, growing visitation from all markets, and generating

Timeframe	Proposed direction for this activity
	significant levels of repeat visitation (particularly from the local community) through a vibrant and ever-changing programme of exhibitions, programmes and events.
Long term (7-10 years)	• Establish the Museum as a leading regional museum in New Zealand, modelling a mature, sustainable and well-connected facility that supports Tauranga's identity, learning, creativity, and destination appeal. The activity will focus on delivering enduring public value through high-quality exhibitions and programmes, resilient collection stewardship, strong cultural partnerships, sector development and fit-for-purpose infrastructure for future generations.

4 How we'll get there / Planning for the future

Delivery of the Museum & Arts activity over the next three years will focus on building the capability, partnerships, systems, and infrastructure needed to support long-term growth. The priorities below respond to the challenges identified in the Environmental Scan and establish the foundations for improved access, stronger collection stewardship, greater cultural participation, and future investment decisions.

The following initiatives represent the key areas of focus over the first three years of this Activity Plan.

Strengthen collection stewardship by improving collection care, documentation, storage planning, conservation priorities, and disaster preparedness to protect museum collections and taonga, enhance understanding, and support future access.

Improve digital access and collection information through continued digitisation, better data quality, and expanded online access to collection records, stories, and interpretation, supporting both community engagement and efficient internal processes.

Develop exhibitions, learning and public programmes that connect people with Tauranga's histories, communities, creativity, and contemporary issues through exhibitions, education activities, outreach, talks, workshops, and events.

Strengthen partnerships with mana whenua by supporting tikanga-led practice, cultural narratives, taonga care, co-designed programmes, and appropriate governance involvement.

Plan for future collection storage infrastructure by advancing planning, business case development, and investment advice for fit-for-purpose facilities that meet Tauranga's long-term collection storage needs.

Grow audiences and participation by using audience insights, marketing, partnerships, and accessible programme design to increase engagement across diverse communities, age groups, and visitor segments.

Improve operational sustainability and resilience through stronger workforce planning, revenue generation, external funding, environmental sustainability initiatives, emergency preparedness, and performance reporting.

Together, these initiatives provide a practical pathway for strengthening the Museum & Arts activity over the first stage of the Long-term Plan. They focus on protecting collections, increasing public access, supporting creativity, strengthening partnership-based delivery, and ensuring future investment is informed by clear evidence, community need and long-term sustainability.

5 Zero Based Budgeting

A Zero-Based Budgeting (ZBB) review has been completed for the Museum & Arts activity to ensure operating expenditure is aligned with the proposed service model, expected levels of service and long-term value for money.

The new museum is scheduled to open in July 2028. As this represents a new operating environment, the budget has been built from the ground up rather than relying on historic operating expenditure (apart from the collections management cost centre which is existing). The budget reflects the resources required to establish, open and operate a contemporary museum service, including staffing, collection care, exhibitions, learning and public programmes, visitor services, security, facilities support, marketing, digital systems, insurance, utilities and ongoing asset stewardship.

The ZBB process has used a combination of planning assumptions and benchmarking from similar museums and facilities to test the proposed cost base. These assumptions include anticipated visitation and participation, opening hours, staffing requirements, exhibition rotation, education and public programme delivery, collection management standards, building operating costs, customer service expectations, and revenue opportunities.

In the period before opening, expenditure will focus on mobilisation activities such as recruitment, operating model development, collection preparation, exhibition and programme planning, policy and procedure development, digital and ticketing systems, partnership development, staff training, and readiness testing. From July 2028, expenditure will shift to full museum operations, with costs reflecting public opening, increased visitor servicing, active exhibition delivery, learning programmes, facility operation, and ongoing audience development.

The review confirmed that the activity will require a different operating model from the current pre-opening museum and arts service. The future model will need to balance public access, professional collection stewardship, cultural partnership obligations, commercial opportunities, and financial sustainability. Revenue from admissions, retail, venue hire, commercial partnerships, grants, philanthropy and sponsorship may help offset costs, but the core public value of the activity will continue to require Council investment.

The outcomes of the ZBB review have informed this Activity Plan by establishing a transparent operating cost base for the new museum, identifying the key assumptions that drive expenditure, and providing a benchmarked foundation for future budget monitoring, service level decisions and continuous improvement once the museum is open and operating.

6 AI, Automation and Digital Uplift

The Museum & Arts activity is committed to using AI, automation and digital technologies to improve collection stewardship, operational efficiency, audience engagement and public access to Tauranga's stories, taonga, heritage and creative practice. These technologies will be adopted where they improve service delivery, reduce manual effort, strengthen evidence-based decision-making and enhance visitor experiences, while maintaining appropriate governance, privacy, cybersecurity, cultural permissions and human oversight.

A detailed AI, Automation and Digital Uplift assessment has been completed for the Museum & Arts activity. The assessment identified opportunities to support the establishment and operation of the new museum, particularly in collection information management, digitisation workflows, visitor services, ticketing and customer relationship management, marketing, audience insights, reporting, education resources, exhibition interpretation and internal business processes.

Over the next 10 years, digital investment will focus on four key areas:

- **Digital Collection Stewardship** – Improving collection management systems, digitisation processes, metadata quality, digital preservation, image management and controlled digital access to collection records so that the museum collection is better protected, searchable and usable for exhibitions, research, education and community access.
- **AI-Assisted Business Operations** – Using AI and automation to streamline administration, reporting, procurement support, scheduling, enquiry management, content drafting, audience

analysis, performance monitoring and routine workflows, enabling staff to spend more time on specialist museum practice, partnerships and public-facing activity.

- **Digital Visitor Experience and Interpretation** – Enhancing exhibitions, learning programmes and public engagement through digital wayfinding, accessible content, interactive interpretation, multilingual resources, online learning materials, audio-visual storytelling and digital channels that make it easier for visitors and communities to connect with Tauranga's stories.
- **Audience, Revenue and Service Insights** – Integrating ticketing, customer relationship management, website analytics, programme attendance, retail, venue hire and visitor feedback data to support evidence-based planning, targeted marketing, audience development, revenue optimisation and continuous service improvement.

Implementation will be staged to align with the new museum opening in July 2028. Before opening, the focus will be on establishing core systems, improving data quality, preparing digital content, testing customer-facing platforms, training staff and embedding governance for privacy, copyright, cultural permissions and cybersecurity. After opening, the focus will shift to optimisation, using operational data and visitor insights to improve programmes, customer experience, collection access, marketing and business performance.

Digital uplift will support the delivery of this Activity Plan by improving access to collections and stories, strengthening operational readiness for the new museum, enhancing visitor experience and enabling more efficient and resilient service delivery. Council will continue to adopt practical technologies that deliver clear public value while ensuring that professional judgement, tikanga-led practice, cultural authority and human relationships remain central to museum and arts delivery.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
New museum opening and mobilisation risk: Delays in recruitment, operating model development, fit-out, systems implementation, exhibition production or readiness testing may affect the July 2028 opening, visitor experience, and public confidence.	Maintain a detailed mobilisation plan, staged decision gateways, project governance, readiness testing, recruitment planning, procurement oversight, and regular reporting on opening critical path risks.
Collection care and storage risk: Inadequate storage, environmental control, documentation, handling or conservation planning may result in damage, loss, reduced access, or reputational harm.	Implement collection management standards, improve documentation and digitisation, maintain appropriate environmental monitoring, prioritise conservation needs, strengthen disaster preparedness, and plan for fit-for-purpose collection storage.
Cultural authority, taonga care and partnership risk: Failure to work appropriately with mana whenua and mana taonga, uphold tikanga-led practice or manage cultural permissions may undermine trust, affect taonga care, and reduce the authenticity of exhibitions and programmes.	Strengthen partnership arrangements with mana whenua and mana taonga, support co-design and cultural governance input, apply tikanga-led processes, clarify cultural permissions and ensure appropriate resourcing for relationship-based work.
Financial sustainability: Operating costs, inflation, visitor demand uncertainty, revenue volatility or insufficient	Use the Zero-Based Budget as the operating baseline, monitor assumptions after opening, pursue revenue opportunities, grants, philanthropy and sponsorship, manage costs through regular budget review and adjust

Negative effects/issue and risks/causes	Mitigation
external funding may place pressure on Council budgets and future service levels.	programming in line with evidence and affordability.
Audience participation and relevance: If exhibitions, programmes and services do not meet community expectations, or reflect Tauranga's diverse communities, participation, customer satisfaction, and public value may be lower than expected.	Use audience insights, community engagement, evaluation, accessible programme design, partnerships and inclusive storytelling to ensure exhibitions and programmes remain relevant, high quality and responsive to changing needs.
Workforce capacity and specialist capability: Insufficient staffing, specialist museum capability or sector capacity may affect collection management, public programming, visitor services, project delivery, and partnership obligations.	Implement workforce planning, staged recruitment, capability development, clear operating procedures, succession planning, sector partnerships, and targeted use of specialist contractors where needed.
Digital systems, data and cybersecurity: Failure to implement effective digital systems, protect data, manage copyright and cultural permissions, or maintain cybersecurity may affect operations, privacy, visitor trust, and digital access.	Align with Council ICT governance, complete privacy and security assessments, improve data quality, manage permissions and copyright, provide staff training and maintain appropriate controls for collection, customer and operational systems.
Health, safety, security and emergency management: Public safety incidents, security breaches, emergency events or poor crowd management may affect visitors, staff, collections, facilities and Council's reputation.	Maintain health and safety systems, emergency response plans, security procedures, staff training, incident reporting, business continuity planning and appropriate controls for exhibitions, events, public programmes and collection areas.
Climate resilience and environmental performance: Climate-related events, utility disruption, temperature or humidity instability and inefficient operations may affect collections, facilities, visitor comfort and operating costs.	Incorporate resilience into facility and storage planning, monitor environmental conditions, maintain disaster response plans, improve resource efficiency and consider sustainability in procurement, exhibitions, transport and operations.

People & Safety

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

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- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The People & Safety activity ensures Council has the capability, payroll & systems, leadership, workforce and safety and wellbeing foundations needed to deliver services to the community effectively and sustainably. It provides expert advice, operational services and safety and risk management across all areas of Council.

1.3 Why we provide the activity / How does it affect our community?

The people & safety function ensures that Council can continue to deliver services to the community including long-term infrastructure and community investment and delivers on agreed priority outcomes into the future in a way that is affordable, safe and sustainable.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	Developing leadership capability to build a high-performing, engaged and inclusive workforce. Ensuring equal opportunities and inclusive employment practices are delivered. Support diversity and inclusion. Developing a strong partnership with mana whenua and other minority groups to support cadet and employment pathway programmes.
	A city that values and protects the environment - Tauranga Taurikura	Low	The extent of the People & Safety team's influence on outcomes depends on the specific projects, strategies, and policies that are agreed within any period. The

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A well-planned city – Tauranga Tatai Whenua	Medium	team does not often deliver directly on outcomes, rather it indirectly supports and guides the organisation for the short, medium and long-term with people, systems safety and leadership support. The team will also support Local Government change reform processes.
	Supports business and education - Tauranga a te kura	Medium	
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	Medium	

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002	The People & Safety Team provides the workforce, capability, safety, and organisational support that enables Council to deliver its statutory responsibilities under the LTP and Annual Plan commitments.
Safety at Work Act 2015 (HSWA)	Ensuring Council provides a safe, healthy, and compliant workplace for employees, contractors, elected members, and visitors. Ensuring effective risk management practices are implemented to protect the health, safety, and wellbeing of all persons and maintain compliance with all relevant legislative and regulatory obligations.
Employment Relations Act 2000 (ERA)	Supporting positive employment relationships and ensuring fair, lawful, and effective people management practices.
Employment Leave Act 2026 (replacing the Holidays Act 2003)	Ensuring employees receive their correct leave entitlements through compliant payroll, systems, policies, and processes.
Equal Pay Act 1972	Supporting pay equity obligations, including responding to relevant claims and ensuring fair, lawful, and consistent remuneration practices.
Executive Business Plan / future operating model and reform programme	Supporting major programmes, organisational change and reform readiness through early strategic advice, internal advice, engagement and issues management.

1.4 What you can expect from us / Performance framework

This activity is an enabling activity and does not have any proposed performance measures in the LTP.

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

People & Safety will remain a key enabling function for Council following local government reform and the transition of waters services, providing the workforce, leadership, employment relations, health and safety, and wellbeing support needed to endure organisational performance through change.

Management changes arising from local government reform, including service delivery and organisational structure changes, may require significant workforce planning, change management, leadership support, employment relations advice, and capability building. While the exact impacts remain uncertain, the People & Safety Team plays a critical role in helping the organisation navigate change, maintain employee wellbeing and engagement, ensure compliance with employment and health and safety obligations, and support leaders through periods of transition. The team's experience in organisational change, workforce strategy, employment relations, health and safety, and people leadership will help Council adapt successfully to future reforms.
The transition of waters staff into the new Waters CCO will only have a small impact on the team's workload post 1 July 2027, e.g. removing 200 staff from a workforce of approx. 1250.

At this stage it is unknown what support services will continue to be provided by TCC for the new Waters CCO. However, organisational reform and service transfers will result in a higher proportion of corporate overhead costs being assumed by remaining Council activities. It is important that Council looks to provide corporate services to other existing CCO's e.g. Bay Venues where possible to minimise the impact post waters.
The team have adopted a value for money people strategy, optimising inhouse workforce capacity and capability, reducing avoidable labour costs, and fully utilising internal talent development through secondments and increased fixed term capacity.
We already utilise AI efficiencies, through BI reporting (where safe & practical with confidential data) and will increase efficiency through automation, digital tools, and streamlined people and safety processes.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Legislative change is assumed	Across a range of government legislative changes, this will continue to impact on Council's strategic framework and direction. The team will be heavily involved in implementing any changes that effect workforce capability and capacity.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Deliver effective workforce, health and safety, payroll, and employment relations services. • Maintain compliant and fit-for-purpose people and safety policies, systems, and practices. • Strengthen workforce capability, leadership, wellbeing, and organisational performance. • Support leaders and elected members with workforce reporting and organisational expertise. • Enable successful implementation of legislative, regulatory, and organisational change. • Lead and contribute to strategic people, safety, and organisational improvement initiatives.
Medium term (4-6 years)	• As above
Long term (7-10 years)	• As above

4 How we'll get there / Planning for the future

There are no major new programmes currently identified that are substantially different from the People & Safety Team's core functions, with the exception of new health and safety legislation and the new Employment Leave Act.

The Employment Leave Act replaces the Holidays Act; this is a significant project for the team to ensure employees receive their correct leave entitlements through compliant payroll, systems, policies, and processes. An additional fixed term resource may be required to assist the team with payroll system changes, updated processes and education programmes for staff and leaders.

The team will continue to focus on delivering and enhancing workforce, health and safety, wellbeing, employment relations, payroll, people systems, leadership development, and organisational capability services.

Key initiatives are expected to include:

- Workforce planning, leadership development, and succession planning.
- Continuous improvement of health, safety, risk management and wellbeing practices.
- Implementation of employment and health and safety legislative changes.
- Implementation of the new Employment Leave Act 2026 (replacing the Holidays Act 2003).
- Supporting pay equity obligations, including responding to relevant claims and ensuring fair, lawful, and consistent remuneration practices.
- Optimisation of people systems, workforce analytics, and automation.
- Organisational change and workforce transition initiatives arising from Council priorities and sector reforms.
- Recruitment, talent attraction, retention, and capability-building programmes.

These initiatives represent ongoing continuous improvement rather than discrete capital or transformational projects.

5 Zero Based Budgeting

The People & Safety Team delivers a number of interrelated functions that support Council's people, culture, capability, safety, and organisational performance. These include health, safety and wellbeing, employment relations, recruitment, learning and development, payroll and people systems, and workforce planning and reporting. Costs are predominantly employee-related, reflecting the specialist advisory, compliance, and operational services provided across the organisation. No significant staffing

changes are proposed through this Long-term Plan, although one FTE may transfer to the Waters entity, however this is dependent on service level arrangements.

As part of the FY27 Annual Plan process, Council decided to maintain the levels of service at status quo, which means that the people and safety teams workload remained at the same level.

Many of the team's core services are underpinned by legislative obligations, including employment, health and safety, payroll, and leave compliance requirements. As a result, there is limited scope to reduce service levels without increasing organisational risk, reducing compliance, or impacting core services provided by the team. The team already reduced by 2 FTE in the Reset 2025.

The health, safety and wellbeing function focuses on maintaining a safe and healthy workplace through risk management, due diligence, worker engagement, training, and continuous improvement. Demand for these services is expected to increase as Council continues to increase compliance with health and safety obligations and implementation of the Mauao Landslide safety related recommendations.

The employment relations, recruitment, and learning and development functions support organisational capability by providing employment advice, managing workforce change, attracting and retaining talent, developing leaders, and building workforce capability. The demand for these services is expected to increase throughout the LTP period, due to reform changes.

The payroll, people systems, and workforce planning functions provide critical organisational payroll administration, people systems, workforce data, reporting, remuneration management, and workforce planning. Future efficiencies are expected to come from greater automation, digital self-service, improved analytics, and process improvements rather than reductions in service levels. We are anticipating that we will need an additional fixed term resource to assist with the implementation of the new Employment Leave Act 2026 (replacing the Holidays Act 2003).

The team will continue to play a key role in supporting organisational change, workforce planning, leadership development, wellbeing initiatives, and the implementation of legislative and sector reforms. Demand for strategic workforce advice and organisational support is expected to increase with LG reform over the life of the Long-term Plan.

We will explore a shared service arrangement with the water’s entity and investigate other opportunities to either re-integrate outsourced services or CCO’s as part of long-term workforce planning strategies to gain further cost savings efficiencies.

Lastly, our aim is to continue to reduce low-value demand and duplication within the teams activities, introduce clear-cut service levels and prioritisation, increase templates and self-service options.

6 AI, Automation and Digital Uplift

A significant proportion of the People & Safety Team’s work involves specialist advice, complex decision-making, legislative compliance, workforce analysis, organisational development, and employee support. While professional judgement remains central to these activities, the team is increasingly using AI, automation, and digital tools to improve efficiency and service delivery. A key area of focus is the:

Increased automation and self-service through people systems and digital tools, reducing manual administration and improving employee access to information and services.

Current applications include summarising workforce data and feedback, supporting policy and procedure development, analysing employee survey results, preparing reports and communications, reviewing employment and health and safety information, and assisting with research and legislative interpretation. AI tools are also used to enhance the quality, consistency, and readability of reports, business cases, and organisational communications.

The continued adoption of AI, automation, self-service technology, and workforce analytics will help reduce administrative effort, improve access to information, support evidence-based decision-making, and allow specialist resources to focus on higher-value activities. Opportunities to leverage these

technologies will continue to be explored across all People & Safety functions to improve productivity, service quality, and value for money. Co-pilot and Claude which are current being used at Council will be sufficient to support continued effectiveness.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Rapid legislative, structural, and workforce change may create pressure on people & safety systems, policies, advice, and capability, increasing the risk that employment, health and safety, payroll, and organisational practices do not keep pace with Council's operating environment.	The people & safety function will need to prioritise core compliance, risk, workforce planning, and advisory services, supported by fit-for-purpose systems, clear policies, and targeted leadership guidance.
Growing financial pressures and expectations for value for money, which may not reflect the demands of a growing city, e.g. reduced levels of support services.	Utilization of AI tools for advice and automation of systems and processes.
Workforce attraction and retention.	Effective retention strategies.

Programme Insights and Performance

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

Programme Insights and Performance supports Council to plan, prioritise, govern and monitor the capital programme. It provides the frameworks, tools, assurance, reporting and insights needed to help projects and programmes be delivered consistently, transparently and effectively.

The activity helps project managers deliver successful projects, and decision-makers to understand programme performance, manage delivery risks, prioritise investment and track whether projects are delivering the intended value for the community.

1.3 Why we provide the activity / How does it affect our community?

Council invests in infrastructure, facilities and community assets on behalf of Tauranga. This activity helps ensure those investments are well-governed, affordable, transparent and focused on delivering the outcomes promised to the community.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city – Tauranga Mataraunui	Low	Helps Council prioritise, deliver and monitor investments so services, facilities and infrastructure respond to community needs.
	A city that values and protects the environment – Tauranga Taurikura	Low	Supports better visibility of environmental commitments, project risks and delivery decisions so investment can be aligned with sustainable outcomes.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	Helps Council make informed investment decisions, prioritise projects and monitor delivery so infrastructure and community investments align

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			with growth, strategic priorities and community outcomes.
	Supports business and education – Tauranga a te kura	Medium	Supports sustainable programme delivery and delivery confidence for projects that enable growth, business activity, education connections and economic resilience.
	A vibrant city that embraces events – Tauranga a te ihi	Low	Helps Council plan, prioritise and track investments that support events, recreation, public places and community activity.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Procurement Policy	Direction on supplier engagement
Significance and Engagement	Ensure all products, services and works are fit for purpose, value for money and are bought using commercially astute and appropriate processes.
Local Government Act 2002	Long term planning, **Section 14 principles** requiring transparent and prudent decision making, **Section 101B Infrastructure Strategy** requiring councils to identify significant capital decisions and investment pathways

1.4 What you can expect from us / Performance framework

This activity is an enabling activity and does not have any proposed performance measures in the LTP.

2 Where are we now? / Environmental scan

This section summarises the main pressures, risks and opportunities that will shape how Programme Insights and Performance supports Council's capital programme over the next ten years.

2.1 Expected challenges and opportunities

Expected challenges and opportunities

- The capital programme is becoming larger, more complex and more visible. Stronger prioritisation, governance, assurance and reporting are needed so decision-makers can understand trade-offs, delivery risks and expected community value.
- Programme interdependencies are increasing, particularly across growth, transport, land development and water-related infrastructure. Water reform will require clearer coordination between Tauranga City Council, Western Bay of Plenty District Council and the future water services organisation.
- Demand for Programme Insights and Performance support is growing while team capacity is constrained. Standardisation, self-service reporting, automation and proportionate governance will be needed to maintain service quality.

- Current reporting still relies on manual processes, legacy tools and fragmented data sources. The new project and portfolio management system provides an opportunity to create a trusted source of project, programme and portfolio information.
- Reliable data is essential for investment decisions, delivery confidence and public transparency. Better data ownership, quality checks and reporting standards will support more evidence-based decisions.
- AI, automation and digital tools can reduce administration, improve reporting quality, identify emerging risks and free staff to focus on higher-value analysis and assurance.
- Project delivery capability will remain important as Council's programme grows. Training pathways, communities of practice, updated templates and consistent stage-gate expectations can improve delivery confidence.
- Strategic portfolio management provides an opportunity to direct resources towards the initiatives that best support Council priorities, affordability, deliverability and community outcomes.

As the function has matured and taken on a broader stewardship role, the demand for PI&P services has continued and is expected to further grow. However, over the past three years the team has experienced a reduction of positions, creating capacity pressures and increasing the risk that demand may outpace available resources. Balancing growing organisational expectations with a smaller team will require continued focus on process improvement, standardisation, and efficient service delivery. This is expected to be both a constraint and an opportunity as new technologies become available.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Employment projections and sector projections	Driver of required investment into capital programme
Land use changes (intensification)	Driver of investment and viability of brownfield v greenfield investment
Resource management reform	Planning timeframe allowances within project lifecycle
Inflation - Our costs	Impact of individual projects and programme viability, wider impact on financial thresholds of what is affordable
Borrowing and interest rates	The cost of capital impacts business case viability of individual projects, and the wider programme in terms of the capex investment impact on rates
Waka Kotahi NZ Transport Agency Funding	A significant assumption that is relied on for inclusion of projects within the long term plan, if assumptions are set too high then projects are unlikely to be able to be affordable
Ownership of water infrastructure assets	Impacts on total capital programme, what can be delivered, and also the interaction between TCC and the new asset owning entity to ensure project lifecycles are aligned across our infrastructure and the entities infrastructure
Asset lifecycles and depreciation methods	If asset lifecycles are decreasing, then consideration of the business case and viability of continuing with the status quo needs to be considered carefully

Assumption	Relevance to this activity
Level of Service changes	Changes the viability of projects against desired community outcomes, the makeup of the capital programme could change
Resourcing (staff)	Successful project delivery relies on having both well trained staff but also the capacity to deliver the programme, this is one of the single biggest risks to the delivery of the capital programme
Resourcing (suppliers)	Supply chain availability has a big impact on the cost and delivery of the programme, this is set to be challenged
Deliverability of the capital programme	An output of all the various risks and assumptions considered as part of the LTP. The PI&P teams' role is to ensure that the programme set in the LTP is deliverable but also provides flexibility to manage ongoing and emerging risks.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Establish stronger portfolio foundations, including trusted project data, clear governance, consistent reporting and practical prioritisation for the Long-term Plan and Annual Plan. • Use the new project and portfolio management system to improve visibility of performance, risk, dependencies, benefits and decisions required. • Apply proportionate assurance and stage-gate requirements so governance effort is scaled to project size, complexity and risk. • Begin targeted AI, automation and reporting improvements where the benefits, risks and controls are clear.
Medium term (4-6 years)	• Mature portfolio management, benefits tracking, reporting automation and delivery assurance so Council has clearer visibility of affordability, deliverability and community value across the programme.
Long term (7-10 years)	• Provide integrated, evidence-led portfolio stewardship that improves delivery confidence, supports transparent investment decisions and helps Council deliver the right projects well.

4 How we'll get there / Planning for the future

PI&P will move from a primarily supportive function to a more guiding and enabling enterprise portfolio function. The focus over the next three years will be to close the gap between current manual, fragmented and labour-intensive ways of working and a future state where Council has stronger portfolio governance, trusted project data, clearer prioritisation, improved assurance and better insight to support investment decisions.

The approach is to strengthen the foundations first, then use technology, automation and AI to improve the quality, speed and value of the service. This means standardising processes, improving data quality, embedding governance disciplines, and using the new PPM system as the central platform for project and portfolio information.

Key steps over the next three years

- Implement the new PPM system as the trusted source of project, programme and portfolio information, with clear data ownership, consistent reporting standards and integration with key systems such as SAP, IBIS and Power BI.
- Strengthen portfolio prioritisation for the Long-term Plan and Annual Plan so investment decisions are informed by deliverability, strategic alignment, affordability, dependencies, risk and expected community value.
- Embed Stage Gate and project governance requirements across the project lifecycle, with clearer decision points, better assurance evidence and more consistent use of project delivery templates.
- Improve portfolio reporting and insights by moving from manual status reporting to more automated, timely and forward-looking information that highlights risks, trends, dependencies and decisions required.
- Develop a practical AI, automation and digital uplift roadmap, starting with high value and lower risk opportunities such as reporting automation, Stage Gate administration, action tracking, risk summarisation and governance pack preparation.
- Build organisational project delivery capability through training pathways, PMI certification opportunities, communities of practice, refreshed templates and targeted support for project managers, sponsors and governance groups.
- Improve visibility of programme interdependencies, particularly across transport, growth, land development and water related infrastructure, including the future relationship between Tauranga City Council, Western Bay of Plenty District Council and the new water services organisation.
- Shift PI&P effort towards higher value assurance, analysis and decision support by reducing duplicated administration, standardising repeatable processes and increasing self-service access to reliable project information.

Changes required to the way we operate

- Move from document based and spreadsheet-based reporting to system generated portfolio reporting supported by agreed data standards.
- Move from reactive support to proactive portfolio stewardship, where PI&P helps identify emerging delivery risks, resourcing pressure and investment trade-offs earlier.
- Apply proportionate governance, so project controls are scaled to the size, complexity and risk of each project rather than applying a one size fits all approach.
- Clarify the roles and accountabilities of project owners, sponsors, governance groups and PI&P so that advice, assurance and decision-making responsibilities are clear.
- Use automation and AI as decision support tools, while retaining human judgement and accountability for investment, governance and delivery decisions.

By taking this approach, PI&P will help Council improve confidence in the capital programme, make better informed investment decisions, support sustainable delivery within constrained resources, and ensure projects continue to deliver value for the community.

5 Executive Decisions and Trade-offs Required

This section makes the choices and trade-offs explicit for Executive Team consideration. Financial values and service impacts should be confirmed through the LTP and zero-based budgeting processes before approval.

5.1 What must be protected

- - Core portfolio prioritisation, governance, assurance, reporting and decision-support services needed to maintain oversight of the capital programme.
- - A trusted source of project, programme and portfolio information, with clear data ownership and proportionate controls.

5.2 What could be reduced, deferred or stopped

- - Reduce bespoke or duplicated manual reporting where reliable standard or self-service reporting is available. Proposed impact: less tailored support, with teams using agreed enterprise reports.
- - Defer lower-value automation or AI use cases until data quality, ownership, benefits and risk controls are demonstrated. Proposed impact: slower efficiency gains but lower implementation risk.
- - Stop or consolidate templates, reports and governance activities that duplicate an agreed enterprise process. Proposed impact: reduced local variation and administration.

5.3 Cost to maintain current service and growth requests

- - Confirm the baseline cost and resourcing required to maintain current core services, separately from PPM licensing and support, capability uplift, automation and other enhancements. Values: [to be confirmed through the ZBB and LTP financial process].
- - Identify any additional resource request by capability, timing, cost, funding source and measurable service benefit. Requests: [to be confirmed].

5.4 Dependencies and risk appetite

- - Key dependencies include timely project data from activity teams, Digital enablement and integration, Finance information, project sponsor and governance participation, and organisation-wide adoption of common processes.
- - Executive guidance is required on the acceptable level of assurance and reporting for projects of different scale, complexity and risk, including the consequences of accepting reduced oversight or slower support.

5.5 Recommended Executive decisions

1. Endorse the proposed core services that must be protected and require the baseline cost to maintain them to be separately identified.

2. Confirm proportionate governance and assurance as the default operating approach, with effort scaled to project risk, complexity and value.

3. Direct PI&P to quantify the cost, service impact, organisational dependencies and risk implications of each proposed reduction, deferral or enhancement before LTP trade-off decisions.

4. Confirm the Executive risk appetite for reduced assurance, reporting timeliness and tailored support where affordability or capacity constraints require prioritisation.

6 Zero Based Budgeting

The PI&P operating budget has been reviewed using a zero-based budgeting approach, with a focus on retaining the core services required to support Council's capital programme governance, assurance, reporting and portfolio management functions. The main change is an increase in PPM system support and licensing costs, reflecting the move to a modern portfolio management platform and the ongoing support required to operate it effectively. These additional costs are offset by savings identified within the Transport activity, meaning the overall funding impact is managed within the wider Infrastructure Group budget.

The final zero-based budget should clearly separate:

a. (a) the cost to maintain current core services;
b. (b) unavoidable system licensing and support;
c. (c) growth or enhancement requests; and
d. (d) savings or offsets.

It should also record the service, delivery, control and reputation consequences of each option.

6.1 Options for Executive consideration

- - Protect: core prioritisation, enterprise reporting, risk-based Stage Gate administration and portfolio assurance. Quantified cost: [to be confirmed].
- - Reduce: bespoke reporting and advisory support outside agreed priorities. Quantified saving and service impact: [to be confirmed].
- - Defer: lower-priority automation, AI and capability initiatives that do not yet have an approved business case or clear operational owner. Quantified saving and impact: [to be confirmed].
- - Invest: PPM support, wider integration, data ownership and capability required to realise the intended enterprise benefits. Additional cost and funding source: [to be confirmed].

7 AI, Automation and Digital Uplift

Digital tools, automation and AI offer practical opportunities to improve how Programme Insights and Performance supports Council's capital programme. The focus will be on improving data quality, reducing manual reporting, strengthening assurance, supporting better decisions and freeing staff to focus on higher-value analysis and delivery support.

Currently underway

- Implement the project and portfolio management system as the trusted source of project, programme and portfolio information.
- Improve reporting standards, data ownership and quality checks so portfolio information is more reliable and easier to use.
- Streamline stage-gate administration, governance reporting and action tracking where repeatable processes can be standardised.

Future opportunities

- Automate routine portfolio reporting, reminders, data completeness checks and governance pack preparation.
- Use AI to support drafting, summarising risks and issues, identifying common themes, highlighting inconsistencies and finding relevant lessons from previous projects.
- Improve portfolio intelligence by identifying emerging cost, schedule, dependency, resource and benefits risks earlier.
- Develop practical capability for project managers, sponsors and governance groups so AI-supported outputs are used safely and critically.
- Strategy and investment alignment
- Portfolio prioritisation
- Governance and assurance
- Benefits and value management
- Risk management
- Data and reporting standards
- Organisational change
- Delivery capability
- Continuous improvement

Controls and safeguards

- AI and automation will be used as decision-support tools, with human review and accountability retained for governance, investment and delivery decisions.
- Use cases will be tested against data quality, privacy, security, accuracy, reliability, benefits and operational ownership before wider use.
- Adoption will be prioritised where the service benefit, efficiency gain and risk controls are clear.
- Strategic value: AI initiatives should be connected to organisational outcomes rather than introduced because the technology is available.

- Governance and compliance: Clear accountability, decision rights and controls are needed throughout the AI lifecycle.
- Risk: AI related risks should be identified and actively managed through normal governance processes.
- People: AI should support human capability and judgement rather than remove accountability.
- Data quality: AI outputs are only as reliable as the information and context provided to the system.
- Human oversight: People must review AI outputs and retain responsibility for important decisions.

8 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

If governance, assurance or portfolio reporting is inconsistent, late or not trusted, Council may be less able to explain investment choices, identify delivery issues early or demonstrate value for money. Conversely, controls that are disproportionate or overly complex may delay decisions and reduce organisational confidence in PI&P. Mitigation should therefore combine clear minimum standards, proportionate assurance, transparent escalation and routine monitoring of data quality and service performance.

Negative effects/issue and risks/causes	Mitigation
Reduced delivery confidence due to inconsistent project information, manual reporting and fragmented systems. **This may affect Council's ability to identify emerging risks, make timely investment decisions and provide transparent reporting on the capital programme. This primarily relates to economic and social wellbeing.**	Implement the PPM system as the trusted source of project and portfolio information, supported by clear data ownership, reporting standards, system integration, quality checks and consistent governance reporting.
Capacity pressure within PI&P as demand for governance, assurance, reporting and portfolio support increases. **A reduced team and increasing workload may limit the level of support available to project managers, sponsors and governance groups. This may affect the quality, consistency and timeliness of project delivery support. This primarily relates to economic and social wellbeing.**	Prioritise core services, standardised repeatable processes, increased self-service reporting, automate manual tasks where appropriate and apply proportionate governance based on project scale, complexity and risk.
Risks associated with AI, automation and digital uplift, including data quality, privacy, security, over-reliance on AI outputs and unclear accountability. **If not well governed, AI and automation could lead to poor decisions, inconsistent advice, loss of trust, or unintended impacts on staff and stakeholders. This relates to social, economic and cultural wellbeing.**	Use AI and automation as decision support tools only, with human review and accountability retained for investment, governance and delivery decisions. Establish clear controls for data quality, access, privacy, security, testing, benefits measurement and ongoing monitoring through the PPM system, Stage Gate and assurance processes.

Regulation Monitoring

Activity Plan 2027-37

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Document management

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1 Introduction

1.1 About this plan / Context

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In this plan you can find information on:

- what the activity involves, why we deliver it
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- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Regulation Monitoring activity enforces the city's bylaws and various Land Transport legislation, and contributes to the community's well-being by educating the public as appropriate on specific legislative responsibilities.

1.3 Why we provide the activity / How does it affect our community?

To ensure consistent application of city bylaws and education of responsibilities. This encourages compliance and ensures that we are protecting, promoting and maintaining public health and safety, minimising the potential for offensive behaviour in public places, protecting the public from nuisance, and our environments are protected.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city – Tauranga Mataraunui	Medium	• We support the wider community but specifically people with disabilities, ensuring dedicated parking and accessways are available. Our homeless community are supported and connected with other support agencies.
	A city that values and protects the environment – Tauranga Taurikura	Medium	• Education and enforcement of city bylaws protect the public from nuisance, maintain health and safety, and ensure the enjoyment of our environments for the public.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Low	• We support other activities in ensure infrastructure and environments are protected and efficiencies are maintained.

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	A city that supports business and education - Tauranga a te kura	High	• Education and enforcement of parking and special vehicle lanes ensure network is operating efficiently.
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	High	• Enforcement of parking restrictions in CBD's ensure vehicle turnover so target occupancy is achieve, creating vibrant city centres.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Tauranga Parking Strategy	Expectation that our activity will be responsible for ensuring the success and compliance with recommendations from the strategy.
Parking Management Plans	Expectation that our activity will be responsible for ensuring the success and compliance with recommendations from these plans.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Regulation Monitoring	We will monitor the Freedom Camping Bylaw and provide education and enforcement where appropriate.	Freedom camping bylaw patrol completion rate a) Daily patrols of key designated and prohibited freedom camping sites	No	No	95%	95%	95%	95%
Regulation Monitoring	We will monitor traffic and parking bylaw and related legislation, taking an education approach to	Percentage of parking complaints responded to within 24 hours	No	No	95%	95%	95%	95%

	raise awareness in the community, or enforcement where appropriate.							

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

We expect to see increased levels of requests for service such as illegal parking complaints and breaches of city bylaws, as our population continues to grow. Residential intensification impacts the demand on our on-street parking, often leading to an increase in illegal parking. Residential developments in city's fringe impact our response times to complaints across the city.

An increase in afterhours complaints will eventually lead to Council providing an afterhours enforcement service in relation to parking and bylaw breaches. People relocating to Tauranga from larger cities already have the expectation that Council should be providing 24/7 parking enforcement.

Planned infrastructure such as special vehicle lanes will require enforcement to ensure compliance and support network efficiencies. Technology will be used where possible but will not be fully automated requiring continued input from warranted officers.

Parking management plans for Tauranga CBD, Mount Maunganui and other business districts generally including the implementation of paid parking and or time restrictions. Additional resources such as warranted officers and enforcement technology will be required to efficiently monitor and enforce these restrictions

Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
New paid parking and time restrictions will be implemented in line with city growth and demand on parking stock.	Additional staff and technology (CCTV & LPR's) will be required to proactively monitor these restrictions.
Increased population will impact school enrolment and parking issues around schools.	More complaints will be received from parents and residents regarding dangerous parking behaviour requiring additional staff to physically attend schools for enforcement at peak times.
Continued increase in people experiencing hardship and homelessness due to increase cost of living.	Expected increase in complaints regarding individuals occupying public spaces and related behaviour issues. While this issue is multi-faceted, requiring action from other agencies such as Police, MSD and also Central Government, Council are still required to manage public places to ensure nuisances are minimised, health and safety and environs are protected and maintained.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	Adequately staffed to respond to complaints and conduct enforcement/investigation to achieve required outcomes for the community. Provide proactive enforcement to address issues before then are raised by the community. Implementation of new infringement management system platform to support improvements to administration of enforcement
Medium term (4-6 years)	Actively involved in central government legislative reform in relation to Land Transport and Local Government Act enforcement. Working on, and with, industry bodies/associations toward creating best practices. Explore and implement new enforcement technology as and when it becomes available.
Long term (7-10 years)	Implement enforcement technology that is fully automated removing the requirement for human input.

4 How we'll get there / Planning for the future

Implementing new and evolving enforcement technology will be key to maintaining compliance on our network. Creating an environment where drivers are aware that covert enforcement is ubiquitous on our roading network will increase compliance without the need for enforcement. Remote monitoring and enforcement via CCTV and use of licence plate recognition (LPR) technology will increase enforcement capabilities while keep staff costs to a minimum.

5 Zero Based Budgeting

A zero-based budgeting review was undertaken across all operating expenditure to confirm that each budget allocation remained necessary and appropriately funded.

Current budgets aligned with the required level of service being delivered.

Additional budgets required for our digital transformation programme 'exiting ozone' into a new infringement management system and upgrading current, and purchase additional, licence plate recognition systems.

As approved by Council, additional budget for increased freedom camping enforcement patrols.

These operating costs are predicted to result in increased revenue.

6 AI, Automation and Digital Uplift

As detailed, we are moving to a new infringement management system. This will enhance our capacity to deliver timely information to people we are enforcing and will reduce the administrative burden per ticket. Increasing levels of enforcement due to an increasing population, and greater density leading to more complaints and requests for enforcement will quickly absorb the additional capacity.

Priority areas for investment are remote monitoring and enforcement via CCTV and use of licence plate recognition (LPR) technology. This will increase enforcement capabilities while keep staff costs to a minimum.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
No new negative effects and risks to include	

Regulatory Services
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Document management

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1.2 About this activity / What is this activity?

The LIM and Property Files activity provides access to property information held by Council and is responsible for the preparation and delivery of Land Information Memorandums (LIMs) and property file information. The activity identifies, reviews and discloses information retained by Council relating to land and property, including natural hazards, planning and land use requirements, building and development activity, infrastructure, and other property-related regulatory matters. The activity also contributes to the quality and accessibility of property records through the ongoing organisation and maintenance of property files and digital information systems.

The Account Management service provides dedicated support for key development customers. Account Management provides a single point of contact across regulatory processes, helping developers, builders, consultants and internal Council teams navigate Council requirements from early concept through to completion. This support helps customers access the right information at the right time, including LIM, property file, building, planning, development engineering, service connection, development contribution and inspection-related information where relevant to a project.

Development Engineering teams undertake engineering assessment and review. The Building Engineering team provides technical advice and support to the Building team on civil and structural engineering matters as they relate to applications for building consent, or to certificates of acceptance. The Land Development Engineering team reviews and approves civil engineering designs through development works approvals and subsequently monitors construction and manages the sign-off and acceptance process for work to become Council assets. The Resource Consent Engineering team oversees the engineering assessment of subdivision and land-use consents to ensure infrastructure is designed and constructed to Council standards. This team also includes capability and capacity for urban design assessment.

Infrastructure Standards maintains the Tauranga City Council Infrastructure Development Code, which developers and Council must adhere to when designing and constructing new infrastructure. Departures from these standards are also managed within this activity.

1.3 Why we provide the activity / How does it affect our community?

The provision of LIMs and property files in an accurate and timely manner supports informed property and land-use decisions by providing the community with access to reliable information held by Council. It helps property owners, purchasers, developers and professionals understand matters that may affect land and property, supports transparency in decision-making, and promotes awareness of natural hazards, development constraints and other regulatory requirements.

Account Management strengthens this community benefit by coordinating access to Council information across multiple regulatory teams. This reduces confusion, improves transparency, helps resolve issues earlier, and supports better-informed decisions on complex development projects.

Development Engineering teams provide advice, support and decision-making where appropriate to ensure development and redevelopment meet Council's infrastructure requirements and manage risk, including risk to future ratepayers. They facilitate efficient and sustainable urban growth, help ensure developments meet required standards, manage infrastructure delivery by developers and support building quality and safety.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	• Supports access to Council-held property information, enabling informed decision-making and promoting transparency for all members of the community in an equal way. • Provides advice and decisions on engineering matters to facilitate sustainable, efficient and safe development.
	A city that values and protects the environment - Tauranga Taurikura	High	• Provides access to environmental, natural hazard and land-use information held by Council, helping support informed decision-making about land and property. • Provides advice and decisions to help ensure developments minimise effects on the environment and do not worsen existing hazards.
	A well planned city that is easy to move around - Tauranga Tātai Whenua	High	• Supports well-planned growth by providing access to information that informs property transactions, development proposals and land-use decisions. • Provides advice and decisions to help ensure developments align with city planning and infrastructure strategies.
	A city that supports business and education - Tauranga a te kura	High	• Supports business decision-making through access to property information held by Council. • Account Management further supports developers, builders, consultants and businesses by providing a single point of contact across relevant Council processes, improving clarity, responsiveness and confidence when progressing development projects. • Facilitates sustainable growth and development by helping ensure developments and construction

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
			meet legislative and policy requirements.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	Low	• Provides access to property information that may support planning and development activities associated with community facilities and events.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Official Information Meetings Act 1987 (LGOIMA) Part 6A Section 44A-D	This legislation provides the legal framework for the management of LIM applications and the statutory disclosure of land information held by Council.
Building Act 2004 and Building Code	Provides the legislative framework for building consent processing, inspections, code compliance certificates, notices, enforcement and building records. LIMs and property files rely on accurate building consent information so customers can understand approved building work, outstanding matters, compliance history and any building-related constraints affecting a property. Account Management relies on this framework when supporting developers, builders and consultants to understand building consent pathways, key dependencies, inspection requirements, code compliance steps, unresolved issues and the relationship between building consents and other Council approvals. Building engineers assess applications against the Act and relevant Code.
Resource Management Act 1991	Provides the framework for resource consents, land use, subdivision, district and regional plan rules, environmental effects, natural hazards and planning conditions. LIMs and property files disclose planning and resource consent information that helps customers understand how land can be used, developed or subdivided, and whether any consent conditions or planning constraints may affect a property. Account Management relies on this framework when helping development customers understand planning pathways, consent triggers, sequencing, conditions, cross-team dependencies and where planning matters need to be coordinated with building, engineering, infrastructure, development contributions and other regulatory requirements. Development Engineering assesses applications and provides advice on whether an application meets the requirements of the Act.
Tauranga City Plan, regional plans and national direction under the RMA	Sets the local and regional planning rules that determine whether activities are permitted or need resource consent. These instruments affect LIM and property file content because they identify zoning, overlays, designations, hazards, subdivision controls, infrastructure constraints and other matters customers rely on when assessing development potential or due diligence requirements. Account Management uses this information to help customers and internal teams identify early planning risks, clarify which teams need to be involved, support pre-application discussions, and coordinate advice

Strategy, plan, policy, or legislation	Linkages and interdependencies
	where development proposals are affected by plan provisions, overlays, infrastructure constraints or consenting requirements. Development Engineering assesses relevant rules to inform decisions on applications.
Resource management reform and future planning legislation	Central government resource management reform may change planning legislation, consent pathways, national direction and plan-making requirements over the life of this activity plan. The activity will need to monitor reforms and update LIM, property file, planning information and customer guidance processes as legal requirements change. Account Management will need to adapt customer guidance, escalation pathways, relationship management practices and internal coordination processes so development customers continue to receive clear, joined-up support as legislative settings and consenting pathways change.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Regulatory Services	We will deliver LIMs on time and with accurate information	Percentage of Land Information Memoranda that are provided within the 10-day statutory timeframe	No	No	95%	95%	95%	95%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and understand where we have come from. This section looks at the main challenges in our current environment, and how these may affect our planning.

2.1 Expected challenges and opportunities

- The LIM and Property Files activity operates in an environment of increasing growth, development and customer demand for timely access to property information. Future local government reform, including the potential amalgamation of councils, could significantly impact the activity through the need to align LIM processes, service standards, disclosure practices and information systems across organisations. This would present both challenges and opportunities to improve consistency, efficiency and customer experience.
- Water sector reform will impact how Development Engineering services are planned and managed and agreements between the new entity and Tauranga City Council are yet to be worked through. Reform may also affect how information relating to water supply and wastewater services is held, maintained and accessed. As responsibility for water services potentially transfers to a new organisation, the activity will need to ensure that information

currently disclosed through LIMs, such as water meter details, infrastructure information and charges associated with water services, remains accessible and can continue to be provided accurately to customers.

- Opportunities exist to improve efficiency and deliver value for money through continued digitisation of property records, improved information management practices, greater self-service access to information, and streamlined business processes. Improvements in data quality and accessibility will support faster information retrieval and reduce processing effort.
- Account Management faces both a challenge and opportunity as development projects become more complex and customers expect clearer, faster and more coordinated support. The service improves customer experience by providing a single point of contact, increasing visibility across related Council processes, reducing hand-offs, supporting early issue resolution, and helping customers understand the steps, dependencies and responsibilities involved in progressing complex development projects.
- There is also an opportunity for more Council teams to recover externally chargeable time through Account Management where staff provide additional coordination, advice, meeting attendance, issue resolution or project support for key development customers. Clear recording, service scope and charging processes would help make this effort visible, support fair cost recovery, and reduce the amount of unfunded internal time spent on complex customer work.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Water services reform is implemented from 1 July 2027	The activity relies on access to water service information for the preparation of LIMs and responses to property information requests. Future service delivery assumes relevant information remains accessible, either directly or through arrangements with the future water services organisation, to support the continued disclosure of property information. Development Engineering will need agreed processes, procedures and service level agreements in place, and fully understood, for implementation by 1 July 2027.
Local government reorganisation, including any future council amalgamation, proceeds in accordance with decisions made by central government and the Local Government Commission.	A council amalgamation could require the alignment of LIM policies, disclosure practices, service levels, property information processes and technology platforms across multiple organisations. This may require significant investment in data migration, system integration, process redesign and staff training. Future planning assumes any transition would be implemented through a managed programme over time.
Demand for LIMs, property information, Account Management services and applications assessed by Development Engineering teams will generally reflect growth, development activity and property market conditions across the city.	Activity workloads and revenue are influenced by the number of applications received. Significant changes in development activity, property transaction volumes or economic conditions may affect service demand, staffing requirements and revenue forecasts.

Assumption	Relevance to this activity
It is assumed that demand for coordinated regulatory support will continue as development projects become more complex and customers increasingly expect timely, clear and joined-up communication across Council.	Account Management will continue to support this need by helping customers and internal teams access the right information early, including property information that can influence design, consent strategy, staging, inspections and completion pathways. The Account Management service is a key operational linkage for this activity. It connects customers with Building Services, Environmental Planning, Development Engineering, Service Connection Approvals, Development Contributions, inspections and other Council teams where development customers require coordinated support. The service is cost-recoverable and is designed to provide timely communication, relationship management, issue resolution and visibility of project risks without changing statutory processing obligations or prioritising applications outside normal requirements.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Responsibilities have been agreed with the new water entity to manage and share water-related information for LIMs, including rates owing and other natural-hazard information such as flooding from intense rainfall and depth-by-velocity information. Service level agreements clearly set out agreed processes and procedures for engagement on engineering matters. • Automation has been introduced into LIM processing for basic functions, including map printing, tabulated building and resource consent information, and auto-completion of rating, valuation and levy information into the template summary. • A new system has been designed and implemented for the creation of property files. • Account Management has been formally established as its own activity, with a clear service purpose, defined customer eligibility, agreed service scope, onboarding process, cost-recovery model, internal escalation pathways, and baseline reporting on customer demand, service effort and key development project risks.
Medium term (4-6 years)	• An online hub has been created that allows customers to more directly access property information for owned properties. • Further automation of other LIM functions has been established. • Account Management has become a mature, proactive and measurable service, with clear customer account plans, agreed service levels, improved reporting, regular customer feedback, cost-recovery transparency, and stronger visibility of project risks, commitments and cross-Council dependencies. • Development Engineering continues to be a highly regarded service, delivering quality outcomes for applicants, the community and Council.
Long term (7-10 years)	• An online hub has been created that allows customers to more directly access property information for owned properties.

Timeframe	Proposed direction for this activity
	• Further automation of other LIM functions has been established. • Account Management has become a mature, proactive and measurable service, with clear customer account plans, agreed service levels, improved reporting, regular customer feedback, cost-recovery transparency, and stronger visibility of project risks, commitments and cross-Council dependencies. • Development Engineering continues to be a highly regarded service, delivering quality outcomes for applicants, the community and Council. • Regulatory Services is a connected, data-led and customer-centred service. Trusted regulatory and property information is available through integrated digital channels, with routine services delivered through automation and self-service. Staff expertise is focused on complex, high-risk and discretionary matters, with clear human oversight and accountability. The service is resilient, consistent and able to adapt to growth, legislative change and future local government arrangements.

4 How we'll get there / Planning for the future

- Establishing and maintaining information-sharing agreements with the new water services entity and other information providers.
- Investing in system improvements, automation tools, and integration between Council's property, consent, rating, GIS, and records management systems.
- Building staff capability to manage increasingly digital and automated service delivery models.
- Monitoring legislative, technological, and customer service trends to ensure the activity remains fit for purpose and able to respond to future changes.
- Embedding Account Management as a relationship builder and connector between customers and internal teams, so development customers receive clear guidance, timely updates and coordinated support across the project lifecycle.

5 Zero Based Budgeting

A zero-based budgeting review was undertaken across all operating expenditure to confirm that each budget allocation remained necessary and appropriately funded. This process identified opportunities to reduce or reallocate expenditure while maintaining current service levels. Key cost pressures remain staffing costs and fluctuating application volumes. Current staffing levels are retained as they are necessary to meet service demand and statutory obligations. The proposed budget improves affordability through efficiency savings while maintaining service delivery, with the primary risk being sustained growth in application volumes that may place pressure on available resourcing.

Account Management supports the affordability and value-for-money objectives of this activity by providing a cost-recoverable pathway for customers who need additional coordination, communication and support across Council processes. This helps ensure that additional service effort for complex developments is transparent, recorded and charged appropriately, while reducing avoidable rework, duplicated enquiries and escalation across technical teams.

Across all functions of this activity, we actively review fees and charges to ensure an appropriate balance between cost recovery and rates funding.

6 AI, Automation and Digital Uplift

- Automate routine processes using better data, integrated systems, and purpose-built digital tools to improve efficiency and consistency.
- Deliver faster turnaround times, improved customer experience, reduced manual effort, and more consistent information across services.
- Success depends on improving data quality, system integration, and digital capability, while addressing current data integrity issues.
- Increase automation of rules-based activities while retaining staff oversight and accountability.
- Human judgement will remain essential for planning, compliance, natural hazards, geotechnical matters, and other complex or discretionary decisions.
- We will work with both existing systems such as co-pilot, but may need to investigate business cases for specialist systems where current systems have shortfalls.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
The new waters entity has been established, and information has not been shared.	Establish network with key people to ensure communication channels have been set, and information is able to be shared.
Demand significantly increases and timeframes are not able to be met with budget constraints not allowing additional staff to be hired.	Automate and simplify systems and processes to improve efficiencies.
Increased complexity across development projects creates higher demand for coordinated information, customer updates and issue resolution across multiple Council teams.	Use Account Management as a cost-recoverable coordination pathway for key customers, supported by clear service expectations, good record keeping, escalation processes and improved digital visibility across applications and property information.

Solid Waste

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Waste Activity protects public and environmental health through the safe, efficient and responsible management of waste across Tauranga.

There are three interconnected areas of focus:

- **Services, operations and regulatory compliance**: delivering reliable waste services, managing contracts, protecting public health and meeting regulatory obligations.
- **Future planning and infrastructure**: planning for growth, future service needs, waste infrastructure and long-term environmental liabilities.
- **Waste minimisation, engagement and optimisation**: reducing waste generation, increasing resource recovery, supporting behaviour change, strengthening partnerships and improving system performance.

The activity provides services that residents, businesses and visitors rely on every day, including kerbside collections for recycling, food scraps, garden waste and rubbish, waste facilities (transfer stations), public place waste services, litter management, waste minimisation programmes, compliance activities and the management of closed landfills.

Council has responsibilities for waste management and minimisation and ensures residents have access to safe, reliable and affordable waste services. While some parts of the waste system are required by legislation, Council has choices about how services are delivered, including the level of direct involvement, ownership, contracting and partnership arrangements. These decisions influence service levels, costs, community access, waste minimisation outcomes and Council's ability to shape the future waste system.

Waste is a whole-of-system activity. Council directly delivers or funds some services, but many outcomes depend on residents, businesses, private operators, community organisations, iwi and hapū, neighbouring councils and central government. Council's role is therefore not only to provide services, but to steward the wider system so that decisions about services, infrastructure, funding and behaviour change work together.

The activity also plans for and invests in infrastructure needed to support a growing city, improve resource recovery and meet long-term environmental obligations. The long-term aim is not only to manage waste well, but to reduce the amount of waste generated and disposed of over time. This requires Council to provide leadership, services and infrastructure while recognising that waste reduction depends on action across households, businesses, visitors, producers, retailers, the private sector, iwi, community organisations and central government.

1.3 Why we provide the activity / How does it affect our community?

Waste services are essential for protecting public health, safeguarding the environment and supporting a clean, safe and liveable city.

As Tauranga grows, more waste is generated and greater pressure is placed on waste services, infrastructure and disposal systems. Council helps manage these challenges by providing waste services, supporting waste reduction and resource recovery, and investing in the infrastructure needed to meet future demand.

The activity also helps Council meet its statutory responsibilities and manage long-term environmental obligations including those associated with closed landfills.

By providing reliable services and investing in waste minimisation initiatives, the activity supports community wellbeing, environmental outcomes and the efficient use of resources across the city.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city – Tauranga Mataraunui	Medium	• Provides essential waste services that support public health, community wellbeing and access to clean, safe public places across the city.
	A city that values and protects the environment – Tauranga Taurikura	High	• Reduces environmental impacts through waste minimisation, resource recovery, litter management and responsible management of waste infrastructure and closed landfills.
	A well-planned city – Tauranga Tatai Whenua	Medium	• Plans and invests in waste infrastructure needed to support growth, service reliability, resilience and long-term environmental obligations.
	Supports business and education – Tauranga a te kura	Medium	• Provides waste services that support economic activity and works with businesses, schools, community organisations and other partners to reduce waste, increase resource recovery and encourage more efficient use of resources.
<Icon>	A vibrant city that embraces events – Tauranga a te ihi	Low	• Helps maintain clean and welcoming public places through litter management and provides waste management advice and support for events where required.

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Waste Management & Minimisation Plan (WMMP) 2022	Council's statutory plan guiding waste management and minimisation priorities, actions and investment.
Waste Assessment	Provides the evidence base for the WMMP, including waste composition, performance, trends, future service

Strategy, plan, policy, or legislation	Linkages and interdependencies
	needs and opportunities to improve waste minimisation and resource recovery outcomes.
Waste Asset Management Plan	Guides the management, renewal and development of waste assets and infrastructure over the long term.
Long-Term plan	Provides funding and investment direction for waste services, waste infrastructure and closed landfills.
Waste Minimisation Act 2008	Establishes Council's responsibilities for waste management and minimisation, including preparation of the WMMP.
Litter Act 1979	Supports enforcement activities to manage litter and protect public places.
Local Government Act 2002	Provides the broader legislative framework for council decision-making, funding, waste service delivery and promoting community wellbeing.
Bay of Plenty and Waikato Cross Regional Waste Strategy	Supports cross-regional collaboration on waste minimisation, resource recovery and infrastructure planning.
Resource Management Act 1991	Regulates the environmental effects from waste facilities, including consenting, operations and ongoing management of closed landfills.
Emissions Reduction Plan	Provides national direction for reducing greenhouse gas emissions, including emissions from waste. Waste minimisation, organics diversion, resource recovery and circular economy initiatives support emissions reduction by reducing waste generation, landfill disposal and transport impacts.
Waste Infrastructure Network (WIN) Programme	Identifies future waste infrastructure requirements, service needs and investment priorities to support growth, resilience, affordability and waste minimisation outcomes.
Tauranga Taurikura	Sets the environmental outcomes Council is seeking to achieve. Waste minimisation, resource recovery, litter management, infrastructure planning and management of environmental liabilities all contribute to these outcomes. Two of the strategy's outcomes are directly related to the Waste Activity.
Climate Action and Investment Plan	Waste minimisation, resource recovery and circular economy initiatives support reductions in greenhouse gas emissions associated with waste generation, transport and disposal. The plan also supports consideration of climate resilience in future waste infrastructure and asset planning.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Solid Waste	We will provide reliable and convenient, well-utilised residential kerbside services that reduce waste to landfill.	Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services	No	No	95%	95%	95%	95%
Solid Waste	We will provide reliable and convenient, well-utilised residential kerbside services that reduce waste to landfill.	Percentage of kerbside waste diverted away from landfill.	No	Yes	52%	54%	56%	58%
Solid Waste	We will provide reliable and safe waste transfer stations that enable management and minimisation of waste.	Percentage of waste diverted from transfer stations (not including kerbside consolidation)	No	Yes	14%	15%	16%	18%
Solid Waste	We will provide reliable and safe waste transfer stations that enable management and minimisation of waste.	Percentage of residents that are neutral or satisfied with Council's transfer station services	No	Yes	90%	90%	90%	90%
Solid Waste	We will provide public place waste services that protect public and environmental health	Average compliance score from litter services contract audits (overflowing bins, litter, CCMs etc)	No	Yes	90%	90%	90%	90%

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Population growth, urban development and changing consumption patterns will increase demand for waste services, resource recovery infrastructure and disposal capacity over the coming decades. Community expectations for waste minimisation, recycling, climate action and environmental performance are also increasing. Intensification, an ageing population and increasing cultural diversity will require waste services and communications to remain accessible, convenient and responsive to changing community needs. Increasing housing density may require different approaches to waste storage, collection and resource recovery than traditional suburban service models.

Potential changes to local government arrangements, and opportunities to work more closely with neighbouring councils, may affect how waste services and infrastructure are planned, funded and delivered. These changes could create opportunities to improve efficiency, reduce costs, strengthen regional collaboration and plan for infrastructure at a wider system level.

Waste infrastructure is becoming more expensive to build, operate and maintain. Council must continue to manage existing assets and long-term liabilities, such as closed landfills, while planning for future growth and better resource recovery.

National waste policy changes, waste levy settings, product stewardship schemes, emissions reduction requirements and climate-related obligations may also influence future service delivery, funding and investment priorities.

The waste system relies on a small number of key commercial arrangements and third-party infrastructure. Council will need to understand these dependencies early so it can prepare for future contract negotiations, market changes or alternative delivery options.

Early engagement with mana whenua will be important where waste planning or infrastructure decisions may affect cultural values, land use, waterways, sensitive sites or long-term environmental outcomes. This includes working with iwi and hapū as partners in planning, environmental stewardship and future investment decisions.

Illegal dumping is creating increasing clean-up costs, operational pressure and environmental impacts. Council will continue to improve hotspot identification, reporting workflows, evidence collection, education, enforcement and regional collaboration to better manage this issue.

Resource Management reform may affect future waste infrastructure planning, consenting pathways and the management of environmental liabilities. It may create opportunities for faster infrastructure delivery, but could also change future compliance requirements. Council will need to keep its waste planning, asset management and infrastructure programmes flexible and aligned with the emerging framework.

To minimise risk and make the most of future opportunities, Council should continue advocating for waste infrastructure needs to be recognised in spatial and district planning processes, identify future land and infrastructure requirements early, maintain strong evidence-based business cases, and monitor legislative changes so they can be reflected in planning and budgets.

The proposed future water organisation is not expected to change Council's waste responsibilities, but it is likely to require ongoing coordination on growth planning, environmental management, climate resilience and infrastructure interfaces. Strong relationships and clear responsibilities will be important.

There are significant opportunities to improve waste minimisation and resource recovery. Greater collaboration with businesses, community organisations, iwi, neighbouring councils and the private sector can help reduce waste and recover more valuable resources. Significant opportunities remain in organics, commercial and construction waste streams which currently account for a large proportion of material disposed to landfill.

The waste system is currently delivered through a mix of Council, private sector and community-led services. Future direction-setting work will confirm where Council needs to lead, partner, influence or rely on others. This creates opportunities for innovation and partnership, but also means Council needs to maintain enough influence over key waste, resource recovery and disposal services to protect long-term community interests.

Improvements in data, automation, digital technology and artificial intelligence provide opportunities to improve customer service, better understand waste flows, support decision-making and improve operational efficiency.

Service reliability, public health protection and regulatory assurance are core foundations of the operational aspect of the Waste Activity. Growth places pressure on kerbside collections, transfer station operations, public place waste servicing, litter response, contamination management, contractor performance and customer service. These services need to be planned and funded alongside waste minimisation and future infrastructure priorities, as they are the services most visible to the community and the areas where service failures can quickly create public health, environmental, reputational and cost impacts.

Compliance expectations are also increasing, particularly for closed landfills, resource consent conditions, environmental monitoring, incident response, health and safety, and reporting obligations.

Emerging contaminants, including PFAS and other persistent substances, are likely to create increasing complexity for waste, wastewater, closed landfill and biosolids management. Council will need to monitor national guidance, work across internal teams and regional partners, and ensure any response is evidence-based, affordable and aligned with wider environmental outcomes.

A key challenge for the next decade will be balancing affordability with the need to invest in infrastructure, improve resource recovery, reduce waste to landfill and meet growing environmental expectations. A specific risk for a growing city is that demand, compliance costs and infrastructure costs may increase faster than Council's funding flexibility. If rate capping or tighter funding limits are introduced, Council will need to make clearer trade-offs between service levels, affordability, infrastructure timing and waste minimisation outcomes.

2.2 Activity specific assumptions

Assumption	Relevance to this activity
Waste generated per household and demand for waste services will change as the city grows and intensifies.	Population growth is an LTP-wide assumption. For this activity, the key assumption is that waste volumes, service demand and the type of service needed will change as household numbers, housing density, events and visitor activity increase.
Waste levy funding is expected to continue, but the amount available and policy settings may change over time.	A significant proportion of waste minimisation programmes and future resource recovery initiatives rely on levy funding. Changes to levy settings could affect the timing, scale or priority of future work.
Waste-specific costs will increase because of collection, processing, transport, disposal, compliance and infrastructure market pressures.	General cost escalation is addressed through LTP assumptions. For waste, the main cost pressures are expected to relate to kerbside and facility contracts, disposal and processing markets, transport, contamination management, asset renewal, compliance monitoring and future infrastructure delivery.
Waste reduction and resource recovery will remain national and local policy priorities.	Future planning assumes continued policy support for waste minimisation and circular economy initiatives that divert waste from landfill.
Current waste services rely on private sector investment, operators and partners.	Council planning recognises this current reliance, while future direction-setting work will help confirm where Council should lead, partner, influence, invest directly or rely on others.
Community participation is essential to achieving waste minimisation outcomes	Future waste reduction and resource recovery outcomes rely on households, businesses and visitors to use kerbside collections and other waste minimisation initiatives correctly and consistently.
Planned waste infrastructure will be delivered progressively over time as funding becomes available.	Future service delivery and waste minimisation outcomes assume infrastructure investment can be staged to balance growth, affordability and community needs.
A significant disaster or major event could disrupt waste infrastructure or services during the LTP period.	A major event could create unplanned costs, require temporary service changes, and affect recovery, disposal and infrastructure priorities. The timing and scale of these events is uncertain, so contingency

<table>
<tr><th>Assumption</th><th>Relevance to this activity</th></tr>
<tr><td></td><td>planning and service continuity arrangements are important.</td></tr>
<tr><td>Current operational service levels will need to be maintained while demand increases.</td><td>Kerbside collections, transfer stations, public place waste, litter management, customer service and contractor management are expected to remain core services. Population growth, urban intensification, events and visitor activity will increase demand for responsive and reliable operations.</td></tr>
<tr><td>Compliance requirements for waste assets and closed landfills will continue to increase.</td><td>Future planning assumes ongoing and potentially increasing requirements for consent compliance, environmental monitoring, reporting, risk management, health and safety, and investment in controls that reduce environmental effects from legacy and operational waste assets.</td></tr>
<tr><td>Council will need to plan early for future waste service arrangements.</td><td>The first three years of the LTP will include planning for future kerbside, transfer station, processing, recovery and disposal arrangements. This will include reviewing service needs, testing delivery options, preparing for future procurement or contract changes, and identifying contingency options where needed.</td></tr>
<tr><td>Early engagement with tangata whenua will be important where waste planning may affect cultural values or environmental outcomes.</td><td>Future planning will include early engagement with iwi and hapū where waste-related decisions may affect cultural values, land use, waterways, environmental outcomes, infrastructure, consenting or long-term management of environmental effects.</td></tr>
<tr><td>Rate capping or tighter funding limits may reduce Council’s flexibility at the same time as growth, service demand, compliance expectations and infrastructure costs increase.</td><td>If funding flexibility is reduced while demand and costs increase, Council may need to make clearer trade-offs between service levels, timing of infrastructure investment, waste minimisation outcomes, risk management and affordability.</td></tr>
<tr><td>Waste asset lifecycles will align with forecast and used as the basis of depreciation.
Replacement timing will be based on condition and performance. Before adoption, confirm the source, assessment date and confidence of useful-life estimates, and test how shorter lives would affect depreciation, renewals and funding.</td><td>Waste Assets
<table><tr><th>Asset Type</th><th>Useful Life Range (Yrs)</th></tr><tr><td>Bin Street</td><td>10-12</td></tr><tr><td>Bin Scud</td><td>20</td></tr><tr><td>Bin Wheelie</td><td>15</td></tr><tr><td>Bin Recycling</td><td>10 - 20</td></tr><tr><td>Leachate Line</td><td>100</td></tr><tr><td>Leachate Point</td><td>50</td></tr></table>Waste assets include litter bins, leachate lines and points, buildings, utilities, and parks assets.</td></tr>
</table>

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Complete the next Waste Assessment and Waste Management and Minimisation Plan (WMMP) review, using the strategic direction for the Waste Activity to guide future service delivery, infrastructure and investment choices. • Improve data quality, technology and reporting to support better decision-making and service delivery. • Improve the performance, reliability and value for money of existing services and infrastructure. • Improve participation in existing diversion and waste avoidance opportunities. • Progress planning for future waste and resource recovery infrastructure and services to support growth, resilience and accessibility. • Strengthen contractor management and service performance. • Secure future kerbside service arrangements that continue to meet community needs and support waste minimisation outcomes. • Work with neighbouring councils and industry partners to support long-term waste processing, recovery and disposal solutions. • Prepare for future waste service contracts and commercial arrangements, including kerbside collections, transfer station services, processing, recovery and disposal pathways. • Develop options to maintain essential waste services if current service, contract or commercial arrangements change, including alternative delivery, procurement or partnership options where needed. • Engage early with iwi and hapū on planning and investment decisions that may affect cultural values, environmental outcomes or land use. • Continue to manage closed landfills and meet current and increasing environmental and regulatory obligations.
Medium term (4-6 years)	• Implement the pathways agreed through the strategic direction work, including the role Council will play in service delivery, infrastructure, partnerships, investment and system influence. • Begin delivery of priority waste and resource recovery infrastructure. • Increase waste diversion and participation in resource recovery services. • Improve the resilience and efficiency of the waste system while delivering value for money for the community. • Strengthen partnerships with businesses, iwi, community organisations, neighbouring councils and industry partners. • Support greater shared responsibility for waste minimisation across the city.
Long term (7-10 years)	• Continue to deliver and refine the agreed pathways for the Waste Activity so Tauranga moves toward the long-term vision for a lower-waste, resilient and affordable waste system. • Establish a connected and resilient waste and resource recovery network that serves the needs of a growing city and sub-region. • Reduce reliance on landfill through increased waste minimisation and resource recovery. • Support long-term waste processing, recovery and disposal solutions that are resilient, affordable and environmentally responsible. • Continue to safely manage closed landfills and long-term environmental obligations. • Support a more resource-efficient and lower-waste future for Tauranga.

4 How we'll get there / Planning for the future

The Waste Activity must balance the delivery of essential services today with the need to plan and invest for future infrastructure, resource recovery and long-term environmental obligations. Tauranga's growing population, increasing infrastructure costs, changing regulations and evolving waste streams mean the current system will need to continue adapting over the next decade.

Over the next three years, the activity will focus on strengthening the foundations needed to support long-term waste minimisation outcomes, future infrastructure delivery and informed investment decisions. This work will be guided by the strategic direction for the Waste Activity, the Waste Assessment, the next Waste Management and Minimisation Plan (WMMP), the Waste Infrastructure Network (WIN) Programme and the Waste Asset Management Plan. The strategic direction work will help confirm where Council should lead, partner, influence, invest directly or rely on others. It will also identify the pathways needed to move toward the long-term vision for a lower-waste, resilient and affordable waste system.

Complete the next planning cycle
The next Waste Assessment and WMMP review represent a significant decision point for the activity. The Waste Assessment will provide the evidence base, while the strategic direction for the Waste Activity will help guide the choices made through the WMMP. Over the next three years, Council will complete the Waste Assessment and next WMMP, then align work programmes, budgets and infrastructure planning with the adopted priorities.

Plan and prepare for future infrastructure
Tauranga's waste system requires significant investment to address historic underinvestment, support population growth and improve resource recovery outcomes. Council will continue planning for future waste and resource recovery infrastructure, investigating service needs, partnership opportunities and funding approaches. This work will inform decisions on future resource recovery facilities, waste drop-off infrastructure, processing capacity and long-term disposal solutions. Future planning will consider both infrastructure capacity and geographic access to ensure services remain convenient as the city grows. Council will also invest further in closed landfill assets to manage environmental risks, meet regulatory requirements and address long-term liabilities.

Increase waste minimisation and resource recovery
Reducing waste generation and improving resource recovery help reduce future infrastructure demand and disposal costs. Council will prioritise improving participation, utilisation and performance of existing services before investing in new interventions. Waste minimisation investment will be guided by data, evidence and identified waste system opportunities, with a growing emphasis on waste prevention, reuse, repair and recovery. Council will also use policy, regulatory and service design levers where appropriate to support waste minimisation outcomes and reduce pressure on future infrastructure. Many outcomes will be delivered through community organisations, businesses, schools and other partners, with Council providing leadership, coordination and targeted funding.

Strengthen data, technology and decision-making
Waste planning relies on good information about waste generation, waste flows, asset performance and changing service demand. Over the next three years Council will improve waste data quality, analytics, system integration, reporting and monitoring capability. Planned investment in automation and technology will support more informed investment decisions, improved operational efficiency and a better understanding of whole-of-system performance.

Maintain and improve existing services and infrastructure
Maintain reliable, affordable and compliant services while improving existing facilities. The kerbside review below sets out contract and service-planning priorities.

Council will also maintain and test disaster waste arrangements so the city can respond effectively to waste generated by major weather events, natural hazards or other disruptions. This includes ensuring recovery, disposal, communications and service continuity arrangements are understood across waste operations, emergency management and regional partners.

Kerbside contract review and future service planning
Over the next three years, Council will review its kerbside collection arrangements to identify opportunities to improve service delivery, contract management, reporting, performance monitoring and customer experience. The review will inform future procurement and service design decisions. This will include reviewing current commercial dependencies, testing market options and identifying contingency pathways where needed.

Closed landfills and asset management
Closed landfills require ongoing monitoring, compliance and risk-based investment. As environmental standards and regulatory requirements evolve, Council will continue to prioritise works based on environmental and public health risk, improve monitoring and reporting, and ensure decision-makers have clear information on costs, risks, obligations and long-term liabilities.

Strengthen partnerships and strategic influence
Many future waste challenges extend beyond Tauranga's boundaries and cannot be addressed by Council alone. Council will continue working with mana whenua, neighbouring councils, regional partners, businesses, industry, community organisations and the private sector to improve infrastructure resilience, affordability and resource recovery outcomes. This includes cross-regional collaboration across the Bay of Plenty and Waikato where shared planning, infrastructure, recovery, processing or disposal solutions may provide better long-term outcomes. Collaboration will be particularly important when considering future recovery and disposal solutions, shared infrastructure opportunities and long-term system resilience.

Waste infrastructure and closed landfill decisions can have long-term environmental and cultural impacts. Council will need to continue working with mana whenua as partners where waste related decisions may affect cultural values, land use, waterways, infrastructure, consenting or long-term environmental management.

5 Zero Based Budgeting

Required activities

Waste includes activities Council must-do and activities Council chooses to do because they deliver wider benefits for the community and environment. For budgeting purposes, it is useful to distinguish between required activities and discretionary or choice-based activities.

Required activities	Discretionary or choice-based activities
• **Statutory waste planning and reporting, including the Waste Assessment and WMMP.** • **Safe waste management that protects public health and the environment.** • **Consent compliance, environmental monitoring and reporting.** • **Closed landfill management and long-term environmental obligations.** • **Health and safety obligations.** • **Contract, asset and service continuity management.**	• How services are delivered, such as direct delivery, contracts, partnerships or reliance on others. • The level of Council ownership or investment in waste facilities. • Waste education, behaviour change and community programmes. • Reuse, repair and targeted resource recovery initiatives. • Business, school, iwi, community and industry partnerships. • Service enhancements above core requirements.

Some activities may be discretionary in how they are delivered, but still important because they reduce long-term cost, manage risk, support waste minimisation outcomes or meet community expectations.

Delivery choices

Elected-member decisions required: confirm Council's role as owner, funder, provider, partner or market steward; agree service levels and affordability trade-offs; and approve investment priorities and funding. Present options, costs, risks and decision dates before committing to new delivery arrangements.

Although the delivery model is a choice, the community generally expects Council to make sure waste services are available, reliable and affordable. If services are not working well, the community is likely to hold Council accountable, regardless of who delivers the service. This means Council needs enough visibility and influence over the system to manage risk and protect long-term community interests.

Each delivery choice has trade-offs for cost, risk, service quality, community access, Council influence, resilience and waste minimisation outcomes.

Council involvement can provide economies of scale, consistent service standards, better data and stronger contract performance management. Greater reliance on others may reduce some direct

Council costs, but can also reduce Council's influence over pricing, access, infrastructure timing, resilience and diversion outcomes.

Why discretionary activities are still funded

Discretionary activities are funded where they provide clear value. This may include reducing long-term cost, deferring infrastructure demand, reducing waste to landfill, supporting WMMP outcomes, improving environmental outcomes, managing risk or meeting community expectations.

The intent of waste minimisation is to reduce the overall amount of waste generated and disposed of over time, not just to manage a growing waste system more efficiently. Council can support this through services, infrastructure, policy, education, incentives, partnerships and funding, but success depends on shared action by households, businesses, product suppliers, retailers, the private sector, community organisations, iwi, central government and visitors.

Affordability and prioritisation

Future investment will be prioritised toward activities that are required, evidence-based, measurable, affordable and aligned with the agreed strategic direction for the Waste Activity, the Waste Assessment, WMMP, Waste Asset Management Plan and WIN Programme.

Budget decisions will be tested against the agreed strategic direction for the Waste Activity, including the outcomes Council is seeking, the role Council should play, and the pathways needed to move toward a lower-waste, resilient and affordable waste system.

Budget prioritisation will protect essential public health, statutory, compliance and service-continuity functions before discretionary enhancements. Targeted investment in discretionary activities will continue where it provides clear long-term value for money.

Rate capping or tighter funding limits would make these choices more difficult in a growing city. If funding flexibility reduces while household growth, service demand, compliance obligations and infrastructure costs increase, Council may need to make clearer trade-offs between service levels, timing of investment, risk exposure, affordability and waste minimisation outcomes.

Financial evidence required before adoption: quantify major annual cost drivers, restricted levy and reserve funding, contract values and expiry exposure, and infrastructure commitments by year. Separate committed costs from proposed investment and identify funding gaps.

Opportunities to improve efficiency will continue to be pursued through service optimisation, stronger contract management, improved technology, better data, regional collaboration and review of lower-value or unproven activities before additional funding is committed.

6 AI, Automation and Digital Uplift

- Improve waste data quality, reporting and system intelligence to support better decision-making, planning and service delivery.
- Increase the use of digital tools, automation and system integration to improve operational efficiency, customer service and regulatory reporting.
- Incorporate digital, data and automation requirements into future waste infrastructure projects and service contracts to improve long-term performance and reporting.
- Explore opportunities to use artificial intelligence to support data analysis, forecasting, reporting and identification of service improvement opportunities.
- Successful implementation will depend on data quality, system capability and staff capacity, while human oversight will remain essential for regulatory, investment and strategic planning decisions.
- Operational opportunities include automated service request workflows, contractor performance dashboards, audit and inspection tools, contamination and missed-collection trend analysis, public place bin servicing insights, illegal dumping hotspot reporting, and integration of closed landfill monitoring and compliance data.
- Any procurement for infrastructure or services should include options for automation, innovation and evidence-based applications of AI.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Lack of a clear long-term direction for the Waste Activity leads to missed opportunities, fragmented investment, or reduced ability to influence key parts of the waste system.	Complete the strategic direction work and use it to guide future service delivery, infrastructure, investment, partnerships and commercial decisions. This will help Council focus its role where it can provide the greatest public value and protect long-term community interests.
Agreed waste direction is not translated into future budgets, service planning, infrastructure decisions or commercial arrangements.	Use the agreed strategic direction to guide LTP funding, the WMMP, asset planning, business cases, procurement, partnerships and future work programmes.
Failure to achieve waste minimisation outcomes leading to higher disposal costs and increased infrastructure demand.	Continue investment in waste minimisation, partnerships, education and resource recovery initiatives.
Failure to meet statutory or regulatory obligations, including emerging PFAS and persistent-contaminant requirements, could increase environmental liabilities and management costs.	Maintain compliance monitoring and contracts; track national contaminant guidance; assess exposure with relevant teams and regional partners; and identify monitoring, treatment, disposal and funding responses where required.
Failure to adequately manage landfill liabilities and ageing infrastructure.	Undertake long-term planning, asset management and investment prioritisation.
Infrastructure costs exceeding available funding.	Stage investment, investigate alternative funding sources and maintain reserve funding where appropriate.
Community expectations exceed affordable service levels.	Maintain transparent decision-making and balance service outcomes with affordability considerations.
Dependence on third-party providers and infrastructure reduces Council's ability to respond to future service needs and changing market conditions.	Maintain strong contract management, investigate partnership opportunities and plan for future infrastructure requirements.
Disruptions to waste processing, recovery or disposal infrastructure affect service reliability and increase costs.	Improve system resilience through long-term planning, contingency arrangements and consideration of alternative service and infrastructure options.
Failure of frontline waste operations creates public health, environmental, customer service, reputational and cost impacts.	Maintain clear service standards, robust contract management, responsive customer service processes, contingency arrangements, regular audits and performance reporting to identify and resolve issues early.
Increasing compliance expectations exceed current monitoring, reporting or asset management capability.	Strengthen compliance systems, improve asset and environmental data, prioritise risk-based investment, ensure clear governance reporting, and maintain appropriate specialist advice and resourcing.
Rate capping or tighter funding may reduce Council's flexibility at the same time as	Clearly separate must-do activities from discretionary activities, stage investment, use

Negative effects/issue and risks/causes	Mitigation
growth, service demand, compliance expectations and infrastructure costs increase.	restricted reserves and external funding appropriately, and provide decision-makers with clear trade-offs between affordability, service levels, risk and waste minimisation outcomes.
Tangata whenua are not engaged early enough where waste planning or infrastructure decisions may affect cultural values, environmental outcomes or long-term management of environmental effects.	Engage early with iwi and hapū on relevant planning, consenting, infrastructure and environmental management decisions where cultural values or environmental outcomes may be affected.
Changes to service, contract or commercial arrangements affect Council's ability to maintain reliable and affordable waste services.	Plan early for future service needs, test delivery options, and identify procurement, partnership or contingency pathways before key decisions are required.

Spaces and Places

Activity Plan 2027-37

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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

We plan, provide, maintain and enhance Tauranga's network of parks, reserves, recreation infrastructure and community facilities. These spaces support play, sport, active recreation, community connection, cultural activities, events and access to nature, while protecting and restoring the natural environment.

The activity includes playgrounds, pathways, sports fields, aquatic facilities, indoor recreation facilities, community centres, ecological areas and public open spaces. We also deliver projects that protect and enhance the natural environment, improve climate resilience, and ensure our spaces and places continue to meet the needs of a growing and changing city. Our role is to take a citywide network approach to planning, investing in and managing these assets so that communities have equitable access to quality spaces and facilities, now and into the future.

We also deliver projects that protect and enhance our environment and support climate resilience. These projects range from active ecological restoration and pest management projects in our special ecological areas, naturalisation of areas in parks, and tree planting to increase tree canopy, to reduce urban heat and improve biodiversity.

1.3 Why we provide the activity / How does it affect our community?

Spaces and Places contributes to social, cultural, environmental and economic wellbeing by providing places where people can play, be active, connect with others, participate in community life and experience nature, while protecting and restoring nature and biodiversity for their inherent value, beyond their contribution to human wellbeing.

Parks, reserves, pathways, recreation facilities and community spaces provide accessible opportunities for people of all ages, abilities and backgrounds to participate in recreation, sport, cultural activities and community events. They support physical and mental wellbeing, strengthen community connections, and contribute to Tauranga's identity as a great place to live, work and visit. The network also provides habitat, ecological connections and space for nature.

As Tauranga grows, these spaces provide affordable recreation, events and social opportunities close to home. They also support biodiversity, increase tree canopy, restore habitats, provide ecological corridors and improve climate resilience.

Through this activity, Council supports healthy, inclusive and resilient communities and enables Tauranga's natural environment to flourish.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• The expansion of our network of community centres provides places for our all our communities to connect • Our investment in upgrades to our reserves to make them more accessible provides for inclusivity • Quality maintenance of our buildings and facilities • Competitive leasing of facilities and buildings.
	A city that values and protects the environment - Tauranga Taurikura	High	• We actively manage our special ecological areas • Our ecological restoration and pest control programmes supports the active protection of our environment
	A well-planned city that is easy to move around - Tauranga - Tatai Whenua	Medium	• Investment in our network of open spaces and community facilities is planned and designed to provide and a range of social and recreational experiences without people having to travel ross the city . • Investment in growing our tree canopy and naturalisation of open space supports climate resilience
	A city that supports business and education - Tauranga a te kura	Medium	• Supports business and education by providing the public spaces, recreation facilities, community infrastructure and urban environments that attract people, investment, talent and learning opportunities. • Quality parks, reserves, community centres, sports facilities, libraries, event spaces, trails and public realm improvements enhance Tauranga's attractiveness as a place to live, work, study and visit, helping to support economic growth and community wellbeing
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	High	• Through investment in event-supporting infrastructure, attractive public places and destination facilities, we help create opportunities for people to come together, celebrate, participate in community life and attract visitors to Tauranga. These spaces support cultural, recreational, sporting and community events that enhance city identity, economic activity and resident wellbeing. • Many of our reserves and open space provide the physical space for events

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Reserves Act	Provides the overarching legal framework within which out reserves are managed.
Local Government Act	Manages park land, not captured under the Reserves Act, and general local territorial authority.
Tauranga Reserves Management Plan	Guides the management of our reserves.
Use of Council Land Policy	Guides what can be done in our public places.
Classification of Land Acquired by Council for Utilities and Reserves	Assists in determining the appropriate classification and asset management of land purchased or vested in Council.
Our Public Places Strategic Plan	Provides overall strategic direction to our investment in and management of our spaces and places.
Reserves and Open Spaces Action & Investment Plan	Outlines our approach to and planned investments in our local and neighbourhood reserves and open spaces.
Play, Active Recreation & Sport Action & Investment Plan	Outlines our approach to and planned investments in play, recreation and sport at the neighbourhood and city scales.
Nature & Biodiversity Action & Investment Plan	Outlines our approach to and planned investments to encourage nature to flourish in our city.
Community Centres Action & Investment Plan	Outlines our approach to and planned investments in community centres and similar spaces.
Open Spaces Level of Service Policy	Provides a framework for the provision of open space by Council and the private sector.
Bay of Plenty Spaces and Places Strategy	Provides regional and sub-regional framework for planning and prioritising play, active recreation and sport spaces and places, including collaboration with neighbouring Councils and Sport Bay of Plenty.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	**Level of Service**	**Performance Measures**	**DIA measure**	**New measure**	**27/28**	**28/29**	**29/30**	**30-37**
Spaces and Places	We will value, protect, and enhance our environment	Percentage of vegetation canopy cover in Tauranga	No	No	≥18–19%	≥18–19%	≥18–19%	≥21–25%
Spaces and Places	We will value, protect, and enhance our environment	Percentage of residents satisfied or neutral with the opportunities to access and experience nature in Tauranga	No	No	75%	75%	75%	75%
Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of residential households that are within 500m of a neighbourhood area open space	No	No	95%	95%	95%	95%
Spaces and Places	We will provide a network of	Percentage of residents satisfied or neutral with the	No	No	85%	85%	85%	85%

	open spaces, parks, and play spaces	quality and experiences offered by Tauranga's open spaces, parks, and play spaces						
Spaces and Places	We will provide a network of open spaces, parks, and play spaces	Percentage of residents satisfied or neutral with the quality of Tauranga's sports fields	No	Yes	Baseline established	Maintain baseline	Maintain baseline	Maintain baseline

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The overarching challenge for this activity is to continue to provide the quantity and quality of indoor and outdoor spaces and places – for play, for nature, for connection, and for culture. As the city develops, intensifies, the population changes and we try to balance community expectations for maintenance and improvements to this core infrastructure with concerns about ongoing affordability and resilience to climate effects.

These challenges result in an opportunity to consider how improved asset management, network optimisation, demand management and reassessing service levels can ensure we continue to provide high-quality open space and community facilities. This includes understanding how we can make more effective use of existing spaces and being innovative in providing for and delivering serves in new growth areas.

We are already seeing the impact of climate change and severe weather events across our open space network. Responding to this challenge requires us to consider natural hazards when designing new or renewing our spaces and places. It also provides an opportunity to look at how the open space network can provide space for climate resilience projects such as naturalisation, increasing tree canopy, or creating habitat.

Proposed local government legislative changes maintains that local authorities must have regard to provision of reserves and community facilities as core services. However, this will need to be managed against proposed rates caps.

The water-services organisation may transfer land-management responsibilities to Spaces and Places. Confirm the land, obligations, timing and funding before transfer, and assess additional costs for recreation and biodiversity management.

Ensuring equitable access to facilities across the city, particularly for growing communities, older residents, youth and people with disabilities and diverse cultural groups will become increasingly important. Future investment can improve accessibility, inclusion and participation by providing facilities that are well distributed, universally accessible and responsive to changing community needs.

Future investment will need to be prioritised to close the most important gaps, improve equity of access, experience, and make best use of renewals, growth projects and available funding.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Population - A demographic trend towards an older population	An ageing population impacts the type of demand on our facilities, which necessitates building and planning our facilities in such a way to supply the adjusted expectation over a period of time. However, certain developments nationally, and locally, could lead to more families and younger people moving to the area than currently assumed. Youth numbers, working-age adults and older adults are all forecast to increase, with older adults more than doubling by 2048, reinforcing the need for accessible, age-friendly and low-impact recreation opportunities, while continuing to meet the needs of the youth and adult populations.
Climate Change	Climate change is considered in the planning, design, renewal and development of Spaces and Places assets and services. Current and future investment decisions will incorporate climate resilience, adaptation requirements and environmental sustainability considerations to ensure community facilities, parks and open spaces remain safe, functional and fit for purpose over the long term. In some cases, retreat from some spaces may be the most viable option. As a coastal city, much of our open space infrastructure is close to water. Any unforeseen, significant increase in sea levels could leave certain spaces with reduced levels of service, however landslips and flooding will need to be considered for safety and wellbeing.
Cost of living	Cost of living pressures are assumed to continue influencing community participation, willingness to pay for indoor and outdoor facilities, pay user fees, and demand for affordable recreation and community services. This may impact facility usage patterns, revenue from fees and charges, and community expectations regarding the affordability of Council-provided spaces and places. 'Free' spaces such as parks and reserves may become more important as spaces to socialise as alternatives are considered too expensive.
Geographical spread and housing intensification	Continued urban growth, geographical expansion and housing intensification are expected to increase demand for accessible open spaces and community facilities. This assumption influences the timing, location and scale of future Spaces and Places investment to ensure growing communities are adequately served. This includes investment in upgrading spaces in existing areas experiencing intensification to ensure a similar level of service to those in new growth areas.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
• Short term (1-3 years)	• Proposed investment priorities are to address critical service gaps and renewals, improve access and resilience, and make better use of existing assets. Confirm project sequencing against affordability, whole-of-life costs and delivery capacity before committing funding. • Resolve the scope, service standards and funding of any water-services land transfer before accepting additional responsibilities. • Invest in inclusive and accessible play and active recreation spaces, with a focus on areas where draft network planning has identified gaps in level of service, historic under-investment or opportunities to improve provision through renewals and planned upgrades. • Undertake active management of existing special ecological areas such as dunes, ecological corridors and the Kōpūrererua Valley • Deliver upgrades to sports fields to provide additional playing capacity, including the development of additional sports fields on Pōteriwhi. • Expansion of our aquatic facility by partnering with community organisations and progressing the redevelopment of the Memorial Park pool. • Deliver minor projects, that deliver a lot of community amenity (e.g. public toilets, shade). • Progress priority off-road pathway investigations and quick-win connections where these improve access to parks, schools, community facilities, nature and local destinations, or complete missing links.
Medium term (4-6 years)	• Have inclusive and accessible spaces for all ages, abilities, and backgrounds; for play, sport, community, culture, and nature, to meet the needs of our current growing city addressing both geographical spread and intensification. • Active management of existing special ecological areas and increase in nature and biodiversity-focussed projects across the open space network providing habitat and support for climate resilience • Prioritising the development of community facilities in new growth areas. • Continue to deliver a more connected and equitable network of play, active recreation and pathway opportunities, including neighbourhood and suburban play improvements, basketball, skate and wheeled recreation opportunities, and pathway links that connect communities to open space and everyday destinations.
Long term (7-10 years)	• A high-quality network of open space and community facilities that offer inclusive and accessible experiences for all ages, abilities, and background • Our open spaces are maintained to a high degree of customer satisfaction • Minimal gaps in agreed level of service with all areas having equitable access to community facilities and open space. • Nature flourishes across Tauranga, with healthy habitats, abundant native species, and a community that values, protects and restores the city's natural environment. • Our active reserve network meets demand for training and playing hours • A connected, inclusive and accessible network of parks, pathways, community infrastructure, active reserves, aquatic and indoor sports facilities, and destination recreation spaces that keeps pace with growth and provides equitable access to recreation, nature, sport and community opportunities.

4 How we'll get there / Planning for the future

As well as investment in new sports fields, we have planned investment across our active reserves network that will provide for increased field use and address issues around clubroom location and storage.

We will focus on developing local and neighbourhood reserves to enable them to provide a more diverse range of experiences from play to community gathering, and to access nature. This means identifying where planned renewals can be augmented by considering the spatial layout of the park, opportunities for social gathering, and increasing our network of shared pathways. We will work in collaboration with mana whenua on parks, reserves, and sport and recreation facilities.

We will prudently manage assets to ensure renewals across the open space and community facilities network are undertaken in a timely and efficient manner with a focus on value for money.

Spaces and Places is accountable for outcomes, levels of service and asset decisions. City Operations delivers much of the field maintenance. Agree work programmes, budgets, service standards, performance reporting and escalation arrangements between the two activities.

Bay Venues on Council's behalf manages and maintains aquatic facilities, community centres and indoor courts and Council will continue to invest to meet community expectations and levels of service.

Key projects to close the gaps

Investment in new sports fields and aquatic facilities will close the gaps in service provision where gaps currently exist. Development of new community infrastructure (community centre) will ensure that new growth areas have access to facilities available in existing areas of the city.

Key projects or policies

Over the next three years we will finalise a new Open Space Level of Service Policy to ensure that our provision of open space meets the needs of current and future communities. A review of the Tauranga Reserves Management Plan is required to ensure it similarly reflects an up to date approach to managing our reserves and open space network, in particular reflecting mana whenua interest in how the network is managed.

5 Zero Based Budgeting

Some upward operating cost pressure is created by the installation of new recreational assets and by increasing energy and water costs. The extension of the active reserves improvements programme across the LTP period will also increase operating costs.

Identify any additional water-services land-management costs separately in the budget, with the funding source and any unresolved exposure clearly stated.

The ZBB assessment will compare retaining current services with stopping lower-priority work, changing maintenance standards, optimising delivery models and reducing consultancy spend. Each option must state annual savings, implementation costs, service effects, risks and funding alternatives. Savings are not confirmed until quantified and validated.

Distinguish discretionary provision and service levels from the statutory duties applying to land and asset management, including under the Reserves Act and Local Government Act. Confirm the applicable obligations before finalising service options. Maintaining current service levels is a proposal, not yet a demonstrated affordable outcome. Test renewals, new-asset operating costs, climate pressures and potential rates constraints against available funding, and present any shortfall and service trade-offs for Council decision. The Open Space Level of Service Policy Review will inform future provision.

6 AI, Automation and Digital Uplift

Improve the collection and use of data on asset condition, utilisation, customer demand and community trends to support evidence-based planning, investment prioritsations and service delivery.

Enhance digital customer experiences through improved online information, booking systems, self-service access to information about parks, reserves, facilities, programmes and parks.

Increase the use of automation for asset management, reporting, work planning and administrative processes, improving efficiency, reducing manual effort and supporting more timely decision-making.

Use data analytics and AI tools to support planning, demand forecasting, service optimisation and identification of emerging community needs, helping ensure spaces and places continue to meet changing expectations.

Human judgement will remain essential when balancing community priorities, making investment and service-level decisions, undertaking stakeholder engagement and considering environmental, cultural and social outcomes.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Demand for parks, reserves, community facilities and recreation spaces may exceed available capacity.	Long-term planning and investment to expand and renew the open space and community facility network in line with growth projections and changing community needs.
Increasing costs may affect affordability and levels of service.	Regular reviews of service delivery, asset management approaches, user fees and investment priorities to ensure value for money while maintaining agreed service levels.
Climate change and severe weather events damage assets and reduce access to community spaces.	Incorporation of climate adaptation and resilience in to planning, design and renewals. Proactive closure of access to some spaces when severe weather is anticipated
Development of new facilities and open spaces may have environmental impacts.	Application of environmental best practice, undertaking appropriate assessments and integration of sustainable design principles into development and operational activities.
Ageing assets may become less reliable, less accessible or more expensive to maintain.	Ongoing asset management and renewal programmes to maintain safe, reliable and fit-for-purpose facilities and public spaces. This may mean relocation of some facilities.
Water-services land transfers may create unfunded management obligations or unclear accountability	Confirm scope, condition, responsibilities, service standards and funding before transfer; reflect the agreed costs in budgets and work programmes.
Misaligned City Operations capacity, budgets or work priorities may prevent delivery of agreed service levels.	Agree funded work programmes and service standards; monitor delivery and escalate shortfalls jointly. Spaces and Places retains accountability for outcomes and asset decisions.

Strategy & Corporate Planning

Activity Plan 2027-37

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Document management

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Reviewed by:	N/A
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1 Introduction

1.1 About this plan / Context

The Council is involved in providing several activities. All these activities involve providing directly or indirectly, services to our residents, businesses, and visitors to help achieve positive outcomes for our communities. Our activity plans set out what we intend to do, why, and how we'll fund and deliver our activities.

In this plan you can find information on:

- what the activity involves, why we deliver it
- how we're performing and what's changed
- our goals and priorities for 2027 onwards
- what it costs to deliver the activity and how it's funded
- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

The information will be summarised in our 2027-37 Long Term Plan. Note this document will be provided to the Mayor and Councillors and made publicly available as part of the supporting documents to the LTP.

1.2 About this activity / What is this activity?

The Strategy and Corporate Planning team works together to enable quality decisions and investment for community wellbeing now and in the future. The activity covers three connected functions: strategic direction-setting for the city and organisation; development and review of policies and bylaws; and delivery of Council's statutory corporate planning and reporting requirements, including long-term plans, annual plans, annual reports and pre-election reports.

The team also provides strategic input to a range of projects as required by the organisation. This may be through a leadership or contributory role, depending on the nature, scale and timing of the work.

1.3 Why we provide the activity / How does it affect our community?

A successful city balances social, cultural, economic and environmental wellbeing, alongside effective urban form and transport. The Strategy and Corporate Planning team supports the mayor and councillors, and the wider organisation, to make well-informed decisions and ensure Council remains future-focused and responsive to change.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	Medium	The extent of the Strategy & Corporate Planning team's influence on outcomes depends on the specific projects, strategies, and policies that it is involved with in any period. The team does not often deliver directly on outcomes, rather it facilitates delivery by others in the short, medium and long-term.
	A city that values and protects the environment - Tauranga Taurikura	Medium	
	A well-planned city that is easy to move around - Tauranga Tatai Whenua	Medium	
	Supports business and education - Tauranga a te kura	Medium	
<Icon>	We are a vibrant city that embraces events – Tauranga a te ihi	Medium	

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002	A substantial element of the division's work is directly related to the Local Government Act, principally the long-term plan, annual plan, annual report, pre-election report, community outcomes, statutory policies, bylaws, etc.
Other legislation	The policy team, in particular, help council to meet its responsibilities under a wide range of legislation including, but not limited to, the Local Electoral Act, the Local Government (Rating) Act, the Gambling Act, the Dog Control Act, the Shop Trading Hours Act, the Sale and Supply of Alcohol Act, the Hazardous Substances and New Organisms Act, the Health Act, the Health and Safety at Work Act, the Land Transport Act, the Airport Authorities Act, the Freedom Camping Act, the Waste Minimisation Act, and many others.

1.4 What you can expect from us / Performance framework

This activity is an enabling activity and does not have any proposed performance measures in the LTP.

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

The main challenge for this activity is the scale and pace of change affecting local government, including legislative reform, water services transition, potential structural reform, changing community expectations, and increasing demand for transparent, evidence-based decision-making.

The transition of water services to a separate organisation will remove three activities, water supply, wastewater and stormwater from Council's corporate planning documents, including the LTP, annual plan and annual report. However, this is expected to have only a marginal impact on the team's overall workload. The Government's prescribed approach to groups of activities has introduced additional corporate planning requirements, offsetting some of the reduction. The policy team's workload may reduce slightly because of the waters move to the new entity; however, Council has retained responsibility for waters-relevant bylaws, so there is no specific change there.

Wider local government reform may require significant work from the strategy team to ensure any future council are supported by a sound strategic framework, clear priorities, and robust planning and reporting information.

Uncertainty regarding all of these processes is reflected through many of the projects that the team leads or is involved with. The team's collective experience will help the organisation navigate any change processes.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewe.

Assumption	Relevance to this activity
Legislative change is assumed	Across a range of Acts, legislative change will impact on Council's strategic framework, its suite of policies and bylaws, and on its key planning and reporting documents. The team will inevitably be involved in responding to those changes as they arise in a manner that is appropriate to the circumstances. (Note that this is separate to structural reform of local government which will have its own legislative changes if and when it occurs – this LTP is prepared on the assumption that the current TCC will exist for the following 10 years)

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Continue to deliver key accountability documents for the organisation, including the LTP, Annual Plan, Annual Report, Pre-election Report and six-monthly reporting. • Maintain and improve the suite of policies and bylaws so they remain fit for council's circumstances. • Review the strategic framework ahead of the 2030-40 LTP to ensure it remains fit for purpose. • Contribute strongly to the strategic elements of the induction of a new elected Council in October 2028. • Contribute strongly to council's response to any sector-level changes implemented through government-led or sector-led reforms. • Continue to lead and contribute to projects and initiatives as required by the organisation.
Medium term (4-6 years)	• As for years 1-3
Long term (7-10 years)	• As for years 1-3

4 How we'll get there / Planning for the future

There are no significant projects planned for 2027-37 that are markedly different from the current work of the team. Any differences are expected to relate to timing, emphasis, or specific areas of focus, rather than a material change in the nature of the activity at that time.

Projects identified below are included for illustrative purposes and are not necessarily 'key change projects'. For example:

- 2030-2040 Long-term Plan, and again each subsequent three years
- Annual plan each year that isn't an LTP year
- Annual report each year
- Pre-election report each election year
- Strategy stocktake and refresh in the build-up to each LTP
- Annual policy and bylaw programme as resolved by the elected Council of the day

5 Zero Based Budgeting

This activity has three inter-linked purposes and teams. Costs are predominantly staff-based - approximately 86% based on first draft budgets - and are allocated across the relevant output activities. No changes to staffing are proposed through this LTP round

The core work of the **corporate planning team** is meeting statutory accountability requirements under the Local Government Act 2002, including the long-term plan, annual plan, annual report, pre-election report and associated planning and reporting activities. There is limited scope to materially reduce these service levels. Minor changes could be made by reducing consultation activity on key documents, reducing six-monthly reporting, or reducing the scope of the annual residents' survey, but these changes would not materially affect the overall budget.

One change that would have an impact across the wider organisation would be to reduce the detail and specificity of responses to issues raised by submitters to the long-term plan (and annual plan in intervening years). This entails a significant amount of effort to prepare, review, collate, and approve (including by elected members) and is a level of service that is greater than many peer councils. Direction will be sought from Council on this matter as part of the preparation of the LTP.

The core work of the **policy team** is to maintain and improve the policy and bylaw frameworks. A paper was considered by Council during the preparation of the 2026/27 annual plan inviting direction on potential reductions to these levels of service. Council decided to maintain the levels of service at status quo, other than a small reduction in the already-small consultation budget.

The core work of the **strategy team** is the management of the strategy framework, though a significant amount of time and expertise is applied to assisting the wider organisation with the preparation of strategic information to assist decision-making at executive and governance levels. In addition, it is likely that this team will be closely involved in any future local government structure discussions (as a guide, different strategic advisors have, in the past 12-18 months been embedded in projects such as the development of the water organisation proposal, the Mauao recovery team, the Head Start proposal work, and the representation review). This work is strongly supported by the organisation and the demand for it from the organisation is not expected to change in the future.

6 AI, Automation and Digital Uplift

A very large proportion of the work undertaken by this activity is one-off, complex and judgement-based. Most of that work ends up in specific reports and documents prepared for elected member decision-making and for the public.

AI tools are currently being used in the review of some information and for some tasks, typically involving large volumes of information that need to be summarised. Examples include background searches that inform policy or bylaw or strategy reviews, or the review of submissions received by council on policy, bylaw, strategy or plan matters.

For instance, the LTP often receives hundreds or thousands of submissions. Using AI to summarise submissions by topic, while staff continue to review detailed, complex or sensitive submissions, can support efficient workflow without replacing professional judgement or decision-making.

AI is also used to 'critique' Council reports as they are written to ensure that coverage and understandability are to standard.

These opportunities will continue to be considered across the range of work undertaken by the activity, with appropriate human review, privacy safeguards, and quality assurance applied before information is used in formal advice, statutory documents or public-facing material.

Our current understanding is that there is unlikely to be a need for specific AI tools within this activity. Off-the-shelf tools such as Copilot and Claude are likely to be sufficient.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
The pace of change (be it legislative or structural) will occur so fast, Council strategies, plans, policies and bylaws will not be 'ahead of the game'.	Strategies and similar documents need to be agile. Regular reviews of key documents as change occurs.
With the pace of growth and changing demographics, we may not be able to meet the changing needs of our communities.	Effective engagement with our communities means we will be able to better understand and adapt to their needs.
Changing governance priorities may require changes to the documented strategic direction	Current strategic framework is logical and supported by considerable community input. Further engagement would be required to justifiably make significant changes.

Te Pou Takawaenga

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Document management

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1 Introduction

1.1 About this plan / Context

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- How we are thinking about AI and automation, and
- how we manage risks and significant negative effects of the activity.

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1.2 About this activity / What is this activity?

Te Pou Takawaenga leads Tauranga City Council's strategic relationships with tangata whenua, iwi, hapū, and the wider Māori community, ensuring that Treaty of Waitangi principles are reflected in Council decision-making and planning.

The role provides Māori leadership and strategic advice to elected members, executive leaders, senior managers, and staff across the organisation. It works closely with the six iwi and eleven hapū of Tauranga Moana and facilitates engagement through Te Rangapū Mana Whenua o Tauranga Moana and other forums to ensure Māori perspectives are actively considered.

Te Pou Takawaenga also drives the organisation's Māori responsiveness by providing training, guidance, tools, and project support for staff. It helps implement iwi and hapū protocols, supports partnership opportunities, advances shared aspirations, and strengthens Māori participation in local government decision-making to achieve better outcomes for the community.

1.3 Why we provide the activity / How does it affect our community?

Te Pou Takawaenga drives the relationship and engagement with Mana Whenua to meet our desire to work in partnership. It also delivers on our obligations under the Local Government Act and other relevant legislation.

We develop and nurture partnerships that enhance Tauranga City by recognising our shared history, supporting Māori participation at all levels of decision-making, and incorporating kaupapa Māori approaches into planning, implementation, and community development. These partnerships create opportunities for better-informed decisions and stronger outcomes for Tauranga communities.

A trusted relationship enables a strong understanding of opportunities to reflect this partnership in Tauranga City.

1.3.1 Community outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city - Tauranga Mataraunui	High	• Te Pou Takawaenga ensures a Māori lens is applied to developing inclusive strategies and activities both by ensuring our Mana Whenua partners are given due regard but also by bringing Te Ao Māori concepts that enhance general inclusivity.
	A city that values and protects and enhances our environment - Tauranga Taurikura	Medium	• Te Pou Takawaenga facilitates inclusion and understanding of Te Ao Māori concepts relating to the management and enhancement of the taiao (environment).
	A well planned city that is easy to move around - Tauranga Tātai Whenua	Medium	• Te Pou Takawaenga ensures Māori communities are well considered in planning by facilitating clear aspirations and needs from iwi and hapū.
	A city that supports business and education - Tauranga a te kura	Medium	• Te Pou Takawaenga ensures there is a strong connection and understanding with Māori businesses and entities with interests in business and education.
<Icon>	A vibrant city that embraces events - Tauranga a te ihi	<Input here>	• Te Pou Takawaenga facilitates inclusion and participation of tangata whenua in city events to showcase the rich cultural stories of Tauranga Moana

1.3.2 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Te Ao Māori Approach	Provides guidance to strategic decision making at TCC that crosses all five community outcomes and all three approaches.
Treaty of Waitangi Settlements	Provides advice and guidance on Treaty Settlement status and application.
Iwi & Hapū Protocols	Provides advice and guidance on the implementation of these agreed protocols for engagement with iwi and hapū.
Iwi & Hapū Management Plans	Provides advice and guidance on the implementation of these plans in Council settings that enhance community outcomes.

1.4 What you can expect from us / Performance framework

N/A Te Pou Takawaenga don't have any performance measures.

2 Where are we now? / Environmental scan

Before looking forward, it is important to look back and see where we come from. This section looks at the main challenges in our current environment, and how this might affect our planning.

2.1 Expected challenges and opportunities

Government and sector reform

- Local government and Resource Management reforms are likely to create changes in responsibilities, decision-making arrangements, stakeholder expectations, and relationships with iwi and Māori. Strategic Māori Engagement can help minimise disruption by maintaining strong relationships, ensuring clear and consistent communication, supporting Māori participation in reform discussions, and identifying opportunities to strengthen partnership approaches and outcomes for Māori.
- Resource Management reforms for Planning and Environment will be a key area for Tangata Whenua to be involved in the next few years with the development of the Regional Spatial Plan and Land Use Plan. The activity will play a key role in coordinating early and effective engagement with Tangata Whenua.

Water services transition

- The establishment of Tāheke will likely change how engagement with iwi, hapū, and Māori is coordinated on water-related matters. There may be new governance structures, engagement processes, and relationship management requirements. The activity will need to support continuity of relationships, provide strategic advice, and help ensure Māori perspectives and Te Tiriti obligations remain visible throughout the transition.

Tangata Whenua Engagement Review

- The outcomes of the review will enable improved coordination of engagement activities, reducing duplication across projects, adopting consistent engagement frameworks and reporting processes, and prioritising activities that deliver the greatest strategic benefit. Strong relationship management and early engagement can also reduce risks, avoid rework, and improve decision-making outcomes.

Digital transformation and AI

- Digital tools, automation, and AI can support more efficient administration, scheduling, reporting, document drafting, stakeholder communication, and analysis of engagement feedback. Better use of data can improve visibility of engagement activities and emerging themes, enabling more informed decision-making. These tools can increase efficiency and responsiveness, while human judgement remains essential for relationship building, cultural understanding, strategic advice, and engagement with iwi, hapū, and Māori communities.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed *here*.

Assumption	Relevance to this activity
Community expectations for timely, transparent, accessible and culturally responsive communication will continue to rise.	The activity must continue to improve channel experience, plain language, accessibility, responsiveness and transparency, while ensuring communications and engagement approaches are inclusive of Māori perspectives, values and ways of connecting. This includes supporting meaningful participation and ensuring information is accessible to Māori communities, mana whenua and mataawaka.
Digital channels, AI and automation will continue to evolve significantly over the 10-year period.	Investment will need to be staged and adaptable, with regular review of platforms, capability and governance. Technology decisions should support equitable outcomes, strengthen Māori participation and uphold commitments re principles of Te Tiriti o Waitangi, rather than relying on a fixed technology model for the full decade.
Council will continue to experience significant reform, major programmes and changes to service delivery arrangements.	Communications and engagement demand will remain high and increasingly complex, requiring early and ongoing engagement with Māori, flexible resource allocation, and clear communication that maintains trust, supports partnership, and enables continuity during periods of change.
Human-led engagement and strategic judgement will remain necessary despite increased automation.	While technology can improve efficiency and insight, meaningful engagement remains grounded in relationships, trust and cultural understanding. Whanaungatanga, local context, crisis communication, complex issues and public accountability will continue to require skilled people who can engage authentically with Māori and diverse communities.
Trust-based relationships with Māori will remain essential to Council's social licence and long-term success.	Ongoing investment in engagement, partnership approaches, issues management and emergency preparedness will be required to build and maintain trust. Success will depend on demonstrating commitment to Te Tiriti o Waitangi principles, supporting Māori participation in decision-making, and delivering outcomes that reflect the aspirations of mana whenua and mataawaka.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Give effect to the outcomes of the Tangata Whenua Relationship Review which are approved by Council. • Enhance and strengthen the foundational partnership between tangata whenua and Council • Build trust and confidence in a partnership approach to City planning and service delivery • Support Council cultural capacity and capability through best practice training and advice that enables strong understanding of tangata whenua issues and the ability to transfer that into enhanced community outcomes • Actively address capacity and capability where possible to will enable our partners to participate in decision making processes • Acknowledge, and where appropriate address historic injustices and inequities that undermine trust and confidence • Support and enable utilisation of Māori land especially for papakāinga
Medium term (4-6 years)	• Build a portfolio of demonstrated partnership approaches that reduce barriers to participation in Council decision-making processes, strengthen Māori influence in strategic planning, and deliver enhanced community outcomes.
Long term (7-10 years)	• Create an environment of trust and confidence that enables dynamic and responsive decision making for the benefit of the community

4 How we'll get there / Planning for the future

- Invest strongly in close and active relationships with iwi, hapū and other Māori organisations that enable us to have a strong understanding of how Māori input into decision making can enhance community outcomes but also in a way that enables us to appropriately service Māori communities.

- Consider how to best use our available resources to improve capacity and capability to directly address the challenges we face with engagement. Issues such as availability, responsiveness and quality of knowledge systems and therefore feedback can be resolved with good planning and an open and honest relationship.

- Jointly discuss and design appropriate engagement processes that are tailored to the issues and activities at hand and to the people we seek to engage with. This requires appropriate prioritisation of our engagement processes, appropriate resourcing to get the desired engagement and the implementation of initiatives to enhance outcomes.

- Focus commitment on the better utilisation of Māori land, taking into account the unique challenges and barriers, especially in the area of papakāinga development that will contribute to solutions to the housing crisis.

- This combination will serve to build the trust and confidence of the Māori community and the wider community alike.

5 Zero Based Budgeting

This activity is predominantly relationship and advisory-based, with costs primarily driven by staff resources. Approximately 70% of costs, based on first draft budgets, are staff-related and support the provision of kaupapa Māori advice, cultural guidance, relationship management, and engagement activities across the organisation.

The core work of the Strategic Māori Engagement team is to maintain effective partnerships with tangata whenua and support engagement across the organisation. This includes providing trusted advice, building organisational capability, and facilitating iwi and hapū involvement in projects, programmes, and strategic initiatives. Given the breadth of Council activity and the importance of tangata whenua participation, there is limited scope to materially reduce these service levels without impacting relationship outcomes and Council commitments.

The remaining 30% of the budget comprises operational, engagement, and relationship management costs. Approximately half of this funding supports Council's relationship with Tauranga Moana iwi and hapū through Te Rangapū Mana Whenua o Tauranga Moana and associated partnership activities. The balance supports engagement and relationship activities across iwi and hapū, iwi and hapū management plan funding, and the delivery of significant annual events and commemorations such as Matariki and Waitangi Day. These activities are important opportunities to strengthen relationships, support community participation, and maintain meaningful connections between Council and tangata whenua.

Opportunities to reduce expenditure would primarily involve reducing discretionary engagement activities, partnership forums, event support, or external funding programmes. However, these reductions would likely impact relationship outcomes, limit opportunities for collaboration with tangata whenua, and reduce Council's ability to effectively engage with iwi and hapū across its work programme.

6 AI, Automation and Digital Uplift

- Key opportunities: Use digital tools, automation, and AI to streamline meeting administration, communications, document drafting, reporting, and the analysis of engagement feedback. This would reduce time spent on routine tasks and improve access to information.
- Expected benefits: Improved efficiency and responsiveness, more consistent reporting, better visibility of engagement activities and insights, reduced administrative effort, and greater capacity to focus on relationship-building and strategic outcomes.
- Dependencies/barriers: Success depends on access to reliable data, appropriate digital tools and systems, clear governance around data use and privacy, staff capability and confidence in using AI, and ensuring cultural considerations are reflected in digital solutions.
- Human judgement remains critical: Building and maintaining trusted relationships with Māori, understanding local context and tikanga, navigating complex issues, providing strategic advice, and making decisions that require cultural insight, empathy, and relationship-based leadership.

- Overall: Digital, automation, and AI tools can support the team to work more efficiently and be more responsive, but they should complement rather than replace the relationship-centred and culturally informed aspects of Māori engagement.
-

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
Failure to adequately engage with and reflect Māori perspectives in Council decision-making may undermine Te Tiriti obligations, damage relationships with mana whenua and mataawaka, reduce trust, and limit Council's ability to achieve equitable outcomes.	Embed Te Tiriti-informed practices, invest in Māori engagement capability across the organisation, strengthen strategic partnerships, support co-design approaches, and ensure Māori voices are involved early and meaningfully in decisions that affect them.
Limited iwi and hapū capacity to participate in increasing Council engagement demands.	Prioritise engagement, coordinate Council activities, provide early notice of key decisions, and support capacity-building initiatives.
Legislative or structural reforms create uncertainty in engagement and partnership arrangements.	Maintain close relationships with Māori partners, monitor reforms, and adapt engagement approaches as responsibilities change.
Overreliance on digital tools may reduce opportunities for kanohi ki te kanohi engagement.	Use technology to complement, not replace, relationship-based engagement and maintain culturally appropriate engagement practices.

Transportation

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Document management

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1 Introduction

1.1 About this plan / Context

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1.2 About this activity / What is this activity?

Transportation helps people and goods move around Tauranga safely and reliably, whether they are driving, walking, cycling, using public transport or moving freight. Council is responsible for looking after the local road network, including roads, footpaths, bridges, streetlights, traffic signals, drainage, parking and public transport infrastructure. This activity includes operation and maintenance alongside improvement planning and delivery of these.

Council's 24/7 transport operations centre (TTOC) uses traffic signals and cameras to help keep people safe, respond to incidents and keep the network moving. We maintain and renew what we already have, improve safety and network performance, and plan for growth and disruption. Bay of Plenty Regional Council plans and contracts bus services, while NZ Transport Agency Waka Kotahi (NZTA) manages state highways and provides national land transport funding.

Transportation and City Operations will agree responsibilities for network priorities, commissioning, traffic-management delivery, standards, assurance and escalation. Any revised delivery model will be reflected consistently in both activity plans, with accountabilities and funding confirmed before implementation.

1.3 Why we provide the activity / How does it affect our community?

Transport is part of everyday life. It connects people with work, education, shops, health services, recreation, friends and family, and connects businesses with workers, customers and freight routes. Reliable links to the Port and industrial areas are particularly important to the city's economy. A well-managed transport system makes trips safer and more reliable and supports Tauranga's growth and economy. It also keeps key connections available during disruption and protects the investment the community has already made in the network. Council must balance these benefits against affordability and competing demands, including maintenance, growth, travel choice, resilience and environmental effects.

Community Outcomes

Community outcome		Contribution level (low, medium, high)	Description of how this activity contributes
	An inclusive city – Tauranga Mataraunui	High	• Helps people of different ages, abilities and incomes get to work, education, shops, services and community activities through safer and more accessible travel choices.
	A city that values and protects the environment – Tauranga Taurikura	Medium	• Transport decisions affect air quality, emissions, waterways and land. Maintaining the network well and making walking, cycling and public transport easier can reduce these impacts.
	A well-planned city – Tauranga Tatai Whenua	High	• Plans transport alongside new homes, jobs and centres so growth areas can be connected when, where and how they are needed.
	Supports business and education – Tauranga a te kura	High	• Connects workers, customers and freight with employment areas, education, the Port of Tauranga and commercial centres.
	A vibrant city that embraces events – Tauranga a te ihi	Medium	• Large events can require temporary traffic and parking changes so people can arrive and leave safely. Council also supports walking, cycling and public transport connections to events and public places.

1.3.1 Other strategic linkages

Strategy, plan, policy, or legislation	Linkages and interdependencies
Local Government Act 2002 and mandatory non-financial performance measures	Sets what the LTP must report about transport, including service levels and Department of Internal Affairs mandatory road and footpath performance measures.
Land Transport Management Act 2003 and Land Transport Act 1998	Set the rules for how transport is planned, funded and operated safely.
Government Policy Statement on land transport 2024 and National Land Transport Programme 2024-27	Sets national transport priorities and influences which Tauranga activities may receive NZTA funding. Funding is still subject to specific NZTA approval.
Bay of Plenty Regional Land Transport Plan 2024-34 and Transport System Plan - Tauranga System Operating Framework 2026	Sets the regional transport programme and the agreed direction for how Tauranga's transport system should operate. Inclusion or endorsement does not itself approve TCC funding. The Regional Land Transport Plan is reviewed on a three-yearly cycle, so alignment is to the version current at the time.
SmartGrowth Strategy 2024-74, Connected Centres and National Policy Statement on Urban Development	Guide where growth happens and help ensure housing, jobs and transport are planned together.

Strategy, plan, policy, or legislation	Linkages and interdependencies
TCC Long-term Plan, Annual Plan and Transportation Asset Management Plan	The LTP and Annual Plan set Council budgets and service levels. The Transportation Asset Management Plan provides the technical evidence for asset condition, maintenance, renewals and future lifecycle needs.
Tauranga Parking Strategy	Supports how Council manages parking supply, demand, pricing and time restrictions so parking is available for those who need it. Ensures access is better managed, and parking decisions support growth, business activity, accessibility and aligned with wider transport outcomes.
New Zealand's Road Safety Objectives	Provides national direction for improving road safety, including safer roads, safer drivers, safer vehicles, appropriate speeds and supporting action. This informs Council's local safety investment, road-safety promotion and monitoring of deaths and serious injuries on the local road network.

1.4 What you can expect from us / Performance framework

LTP 2027-2037 Proposed Performance Measures								
					Targets			
Activity	Level of Service	Performance Measures	DIA measure	New measure	27/28	28/29	29/30	30-37
Transport	We will keep roads and footpaths safe and fit for everyday use, and provide city-centre parking that is available and well used.	Average weekday off-street parking occupancy rate	No	Yes	75%	75%	80%	85%
		Average weekday city-centre on-street parking occupancy rate	No	Yes	45%	55%	65%	85%
		The average quality of ride on a sealed local road network, measured by smooth travel exposure.	Yes	No	92%	92%	92%	92%
		The percentage of footpaths within Tauranga City that fall within the level of service or service standard for the condition of footpaths that is set out in the Transportation Asset Management Plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath).	Yes	No	98%	98%	98%	98%
		The percentage of customer service requests relating to roads and footpaths to which Council responds within the timeframe specified in the Long-term Plan (7 calendar days).	Yes	No	90%	90%	90%	90%
		The percentage of the sealed local road network that is resurfaced	Yes	No	4%	4%	4%	4%
	We will keep Tauranga moving by making travel	Travel-time reliability of motor vehicles across key parts of the local transport network	No	Yes	Baseline established	Increasing	Increasing	Increasing

	times more reliable and reducing unnecessary delays.	Travel-time delay of motor vehicles across key parts of the local transport network	No	Yes	Baseline established	Maintain	Maintain	Decreasing
	We will help people travel safely and make walking, cycling and public transport easier choices.	Proportion of people who travel to work by walking, jogging or cycling	No	No	7%	7%	7%	7%
		Percentage of public transport users satisfied with footpaths, shelters, lighting and information before and after their journey	No	Yes	Baseline established	Increasing	Maintaining	Maintaining
		Number of people participating in walking, cycling and road-safety programmes and initiatives	No	No	15,000	15,000	15,000	15,000
	We will make the local road network safer and work to reduce deaths and serious injuries.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	Yes	No	Reducing -1	Reducing -1	Reducing -1	Reducing -3

Each measure will define its baseline, data source, calculation and reporting period. Directional targets will specify the comparison period and acceptable tolerance. Targets dependent on new baselines will be confirmed once those baselines are established.

2 Where are we now? / Environmental scan

Tauranga has grown faster than parts of the transport system have been able to keep up. Catching up will require sustained investment, and construction will cause disruption while improvements are built.

2.1 Expected challenges and opportunities

- Tauranga's continued growth will increase pressure on local roads, freight routes, parking, walking and cycling networks, and access to new housing and employment areas. Transport and development need to be planned together, including reliable links to the Port for workers and freight.
- Some journeys are already taking longer and becoming less predictable, affecting residents, businesses, freight movement and access to the Port because it is harder to know how long a trip will take.
- Active-mode use remains low overall, which reinforces reliance on private vehicles; however, higher walking and cycling participation among school students shows an existing base to build from if safe, connected and attractive routes are provided.
- Most transport performance measures were achieved in 2024/25 (10 of 13), but some asset data still needs to be checked before future targets are confirmed. Good data matters because it affects where Council directs investment.
- Transport improvements present a significant cost to Tauranga City Council. Other key delivery challenges include NZTA co-funding, project approvals, construction costs and delivery capacity. Being listed in a programme does not mean a project is funded or will proceed.
- The existing transport network will need ongoing maintenance and renewal to avoid asset deterioration, higher future costs and impacts on safety, reliability and customer service.
- Flooding, slips, severe weather and asset failures can disrupt access to homes, businesses, schools, buses, emergency services and key routes. This creates a need to better understand critical routes and build resilience into maintenance, renewals and investment decisions.
- Public transport outcomes depend on strong coordination with Bay of Plenty Regional Council, which plans and contracts bus services, while Council provides much of the supporting infrastructure such as bus stops, shelters, footpaths, lighting and connections to services.
- Parking demand, pricing, availability and city-centre access will need to be managed as the city centre develops, and travel patterns change.
- The main opportunities are to make better use of the network we already have, improve safety, make walking, cycling and public transport connections more practical, strengthen key routes against disruption, and use better information to target spending.
- The 24/7 transport operations centre provides an opportunity to identify, monitor and respond to emerging network risks in real time, helping Council manage disruption, improve safety and make better use of the existing transport system. This capability also supports wider Council functions where 24/7 operation is required.
- There are opportunities to use better asset, customer, network and financial data to target investment, explain trade-offs and show whether transport spending is delivering the expected benefits.
- Technology, signal optimisation, demand management and targeted local improvements can help Council get more from existing streets before committing to major new capacity.
- New asset types (such as Turret Rd managed lanes) are expected to be delivered/ require operation through this period.
- Integrated planning with housing, business land, centres, schools, public transport and freight needs can help transport investment better support growth and community outcomes.
- A 4% rates cap could constrain the transport programme. LTP options will identify funding gaps, proposed deferrals or scope reductions, and consequences for service levels, safety, asset condition and future costs.
- Parking demand is expected to grow as growth and intensification occurs without requirements to provide for parking. This adds potential requirements for treating parking as a user pays activity wider than the city centre.

2.2 Activity specific assumptions

Forecasting assumptions are one of the building blocks of the Long-term Plan. The Long-term Plan must disclose all significant forecasting assumptions and risks, the level of uncertainty associated with

each of these assumptions and quantify the potential effect of the uncertainty on the financial estimates. Activity assumptions are those that are specific to one or some activities. The list of general significant forecasting assumptions can be viewed here.

Assumption	Relevance to this activity
SH2 Revocation - Council's current transport responsibilities are expected to substantially increase pending a formal decision to transfer parts of State Highway 2 to Council (future Minister of Transport decision).	The proposed SH2 transfer remains uncertain in scope, condition, timing and funding. Before transfer arrangements are finalised, the revocation project will report asset condition, lifecycle costs, funding and residual risks to inform Council decisions. Forecasts will identify quantified allowances and unresolved exposure.
NZTA co-funding and project approvals will continue to be decided case by case. Inclusion in a programme does not guarantee funding.	The amount Council can afford to deliver depends on how much NZTA contributes and which activities it approves.
Growth and land-use change broadly follow the SmartGrowth and Connected Centres direction, with forecasts updated through the LTP process.	Where and when growth occurs affects when new or upgraded transport connections are needed.
Vehicle weights remain relatively static	Requests by heavy haulage to allow and increase in maximum vehicle weights, or a proliferation of heavier electric vehicles could significantly impact required renewal spends.
Future transport technologies progress along expected lines	The activity includes operational spend on enhancing transport systems to accommodate new technologies, a substantial shift such as rollout of full self-driving cars or new vehicle to vehicle communications may require more or less spending in this activity.
Current construction materials remain available and cost effective	Transportation construction is heavily reliant on oil based and other imported materials, these produces have recently increased in price, higher increases may make renewals cost prohibitive.

3 Where do we want to be? / Direction setting

Timeframe	Proposed direction for this activity
Short term (1-3 years)	• Keep the existing network safe and reliable, maintain and renew what we already have, target the most important safety and congestion issues, manage traffic and access while major improvement projects are built, use better information and technology to respond sooner and make the network work better, and confirm an affordable, funded programme for the decade ahead. ◦ Enhanced network management focused on improved usability, safety, resilience and risk management.
Medium term (4-6 years)	• Deliver funded priority improvements and coordinate transport with new housing and employment growth so people have practical travel choices and key routes are more resilient.

Timeframe	Proposed direction for this activity
Long term (7-10 years)	• Provide a safe, resilient and efficient transport system that keeps Tauranga connected as it grows and gives people reliable access to work, education, services, recreation and each other.

4 How we'll get there / Planning for the future

- Look after the network we already have first, using maintenance and renewals to keep roads, footpaths, bridges and other critical assets safe, reliable and cost-effective over their life.
- Get more from existing streets through better network operations, safety improvements and targeted changes before investing in major new capacity.
- Only progress projects when the problem, expected benefits, cost, funding, approvals and ability to deliver are clear.
- Understand community travel needs, drivers and behaviours so Council decisions are informed by evidence about how the network is used.
- Plan transport and urban growth together so new and existing communities have practical access by driving, walking, cycling and public transport when it is needed.
- Identify the routes and structures most important in emergencies and invest to reduce disruption from flooding, slips, climate impacts and other hazards.
- Ensure appropriate 24/7 operational response is available.
- Join up asset, customer, network, financial and performance information so Council can target spending, explain decisions and show whether investment is delivering the expected results.
- Invest in improving digital systems, enabling enhanced situational awareness, using this enhanced awareness to improve operational decisions.
- Council cannot fix every transport problem at once. The first priority is to protect the service people have now, manage the network well while major projects are built, and make targeted improvements where they will have the greatest benefit.

5 Zero Based Budgeting

The zero-based budgeting review has tested whether Transportation's operating expenditure remains necessary, affordable and focused on the services that matter most to the community. Detailed analysis is contained in the supporting Zero Base Budget Template; the key findings are summarised below.

The proposed budget continues to prioritise the core transport services people rely on every day. This includes maintaining roads, footpaths, drainage and structures, operating the network safely and efficiently, managing parking, maintaining good asset and network information, and retaining the capability needed to plan and deliver the transport programme. While some activities within transport could be further reduced to a 'keeping the lights on' standard, this approach would often result in either a higher long-term cost, or a significant reduction in level of service for the community.

On a comparable recurring basis, the proposed operating budget for 2027/28 is approximately $29.35 million, around $1.31 million lower than the combined 2026/27 Annual Plan position. Large project-related operating costs have been identified separately so that the completion or timing of individual projects is not incorrectly treated as an efficiency saving.

Core service levels are generally proposed to be maintained rather than reduced to achieve short-term savings. The review identified that further reductions to maintenance, drainage,

structures, footpaths, network management, asset information or road-safety activity could result in poorer service, faster asset deterioration, higher future renewal costs, and increased safety and resilience risks

The review also identifies choices that will require Council direction as the LTP budget is developed. These are options for further assessment, not decisions already assumed in the proposed budget. Any change would need to consider the financial benefit alongside impacts on service levels, fairness, strategic outcomes and Council's ability to influence the transport system.

The key trade-off is between affordability now and protecting the long-term performance and value of the transport system. Some options could reduce rates or operating costs, but may also reduce Council control, lower service levels, increase future renewal costs, or affect safety, resilience and customer outcomes. These consequences will need to be visible when Council considers the choices arising from the zero-based review. **Transportation is funded from a mix of sources rather than rates alone.** Operations, maintenance and renewals are funded through general rates, NZTA co-funding and user charges such as parking, corridor access fees and infringements. Growth-related capital works are funded through development contributions and borrowing, with renewals supported by depreciation reserves. Options exist within Transportation to reduce cost to ratepayer by increasing the user-pays component.

The funding mix is a key affordability lever as the LTP budget is developed. Decisions on rates, fees and charges, and the level of debt-funded investment, will determine how much of the proposed programme can be delivered. Any shortfall in NZTA co-funding would need to be met by reprioritising, deferring or reducing scope.

And then you let it save and it becomes kind of like nude The ten-year capital and renewals programme will identify funding sources, NZTA assumptions, ongoing operating costs and contributions to service targets. Funding shortfalls will be presented alongside the consequences of deferral, reprioritisation or scope reduction.

5.1 What Could We Stop Doing:

Travel Safe (road safety education) has previously reduced staffing, reduction in this service has been considered however is not considered as this would affect core service this team provides and would substantially impact the provided benefits provided to the community.

Reducing ITS to basic signal operation could lower costs but reduce network monitoring, optimisation and incident-response capability. Any reduction will be assessed against service and operational impacts. Quantified benefits will only be published where supporting evidence is verified and applicable to Tauranga.

Significant reduction or removal of the capex spend would decrease the operational budget, this has not been considered within the zero-based budget as it is wholly reliant on CAPEX spend decisions.

Street cleaning of main streets could be reduced or removed from the operational budget, this level of service reduction has not been made as at the current level of service there are regular requests for this service to be higher.

Street furniture (e.g. seating, bus shelters) and amenity infrastructure (e.g. non-road lighting, sculptures) could be removed from the renewals programme, this is not recommended as these assets are well used and requested by the community.

Significant volumes of community concerns are raised concerning the transport network, currently all concerns are investigated and followed up, including a triage system and only investigating high risk concerns would reduce operational cost. This change has not been included due to the substantial reduction in community response level of service this would create.

The Strategic Transport Model is jointly funded by Tauranga City Council and it's partners NZTA, Bay of Plenty Regional Council and Western Bay of Plenty District Council, this model is used for strategic planning, transport project benefit analysis, and development impacts, it is possible to reduce this in

scope to reduce operational cost, however this would increase costs associated with project planning and delivery.

6 AI, Automation and Digital Uplift

Digital tools, automation and AI offer opportunities to improve how the Transportation activity identifies issues, develops business cases, interacts with customers, and plans, delivers and monitors assets and the wider network. These opportunities will be pursued progressively, aligned with wider Council systems and capability, and tested against clear service, efficiency and public-value outcomes before wider use. Human oversight, reliable information and appropriate privacy, cyber security, procurement and records controls will remain essential, particularly as resulting decisions are likely to affect safety, investment, statutory processes or customers.

Currently inflight roadmap

- Enhanced network performance metric capture is underway, this supports a roadmap where previous performance metrics can support AI in analysing potential future impacts, and improve operational decision-making.
- Enhanced asset information studies/ trials are currently underway, this centres on machine vision (and similar) to assess asset condition, and programme required interventions.
- Enhanced Intelligent Transport Systems (ITS) supported by AI, these systems currently predominantly rely on automation, use of AI is expected to provide further efficiency benefits, an example of this step-change is traffic signals.

Future

- AI has substantial opportunities to strengthen the front end of transport investment and delivery through enabling collation of large data sources into concise and understandable reporting – from identifying issues and defining problems through evidence gathering, prioritisation, option assessment, proportionate business cases, funding and approval processes, handover to delivery and benefit tracking.
- Explore assisted customer complaints and interactions, beginning with a focused staff-facing pilot for guided intake, acknowledgement, classification, routing, case-history summaries and trend analysis. Staff would remain responsible for investigation, remedies and final responses.
- Join up transport, asset, customer, network, programme, project and financial information so staff have a clearer, more current picture of performance, priorities and emerging pressures.
- Automate repetitive checks, data reconciliation, performance-measure calculation, recurring reporting and suitable workflow steps to reduce manual work and allow staff to focus on higher-value activities.

7 Significant negative effects and risks

The delivery of this plan will result in risk as well as positive and negative effects. These, and the Council's approach to mitigating the effects are noted below.

Negative effects/issue and risks/causes	Mitigation
If NZTA funding is lower than expected, projects are not approved, or costs rise, Council may not be able to deliver everything planned.	Prioritise and stage the programme, keep funding and approval status clear, test alternative funding options and update costs before major decisions.
If TCC funding becomes further constrained delivery in the current transport system level of service will require reduction, this is expected to have tangible impact on users.	LTP funding requests have been made to ensure the currently expected level of service provided is maintained.

Negative effects/issue and risks/causes	Mitigation
If maintenance and renewals are delayed or underfunded, roads, footpaths and structures may deteriorate, become less reliable and cost more to fix later.	Use information on asset condition, importance and future renewal needs to focus spending where failure would have the greatest impact, and monitor backlog, service and cost trends.
As Tauranga grows, journeys may become longer or less reliable for residents, businesses and freight if transport improvements do not keep pace.	Coordinate land use, network operations, public transport, walking, cycling and targeted improvements, and monitor whether travel outcomes are improving.
People continue to be killed or seriously injured on Tauranga's local roads.	Use the Safe System approach - designing roads and speeds so mistakes are less likely to result in death or serious injury - alongside education, enforcement partnerships and outcome monitoring.
Heavy rainfall or seismic events may cause significant asset damage beyond budgeted work programmes	Resilience assessments and improvements are to be undertaken reducing the likelihood of this risk occurring.
Flooding, slips, severe weather, asset failures or roadworks can close routes and disrupt access to homes, businesses and essential services.	Identify critical routes and structures, build resilience into maintenance and investment decisions, maintain emergency response plans, and manage disruption while work is underway.
If parts of State Highway 2 transfer to Council without agreed condition and funding, ratepayers could inherit additional maintenance costs and risks.	Complete condition, valuation, legal and funding due diligence

Tauranga City

Transportation

Transportation Team

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Keep people and goods moving safely and reliably across Tauranga
- Maintain and renew roads, footpaths, bridges, signals, lighting, drainage, parking and public transport infrastructure
- Operate the system 24/7
- Provide transport system improvements that enhance safety and user reliability.

Legislative must-dos

- *Local Government Act 2002 — LTP service levels and mandatory measures*
- *Land Transport Management Act 2003 / Land Transport Act 1998 — planning, funding and safe operation*

Community outcomes

- A well-planned city — High
- An inclusive city — High
- A city that values and protects the environment — Medium
- Supports business and education — High
- A vibrant city that embraces events — Medium

Transportation services

Keeping people and goods moving safely and reliably across Tauranga

Service area	What we provide
Maintain and renew the network	Maintain roads, footpaths, bridges, retaining walls, drainage and street lighting. Renew assets to manage deterioration and future costs.
Operate the network	Provide 24/7 transport operations, manage traffic signals and respond to incidents. Optimise existing infrastructure to improve journey reliability.
Improve road safety	Maintain safe standards, deliver safety improvements and targeted TravelSafe education, including school travel, walking and cycling safety.
Provide parking and transport facilities	Maintain parking and public transport infrastructure, alongside the footpath network that supports access across the city.
Plan future investment	Plan transport alongside growth, prioritise maintenance and improvements, and strengthen the resilience of critical routes.

Zero-based budgeting & Funding Needs Analysis

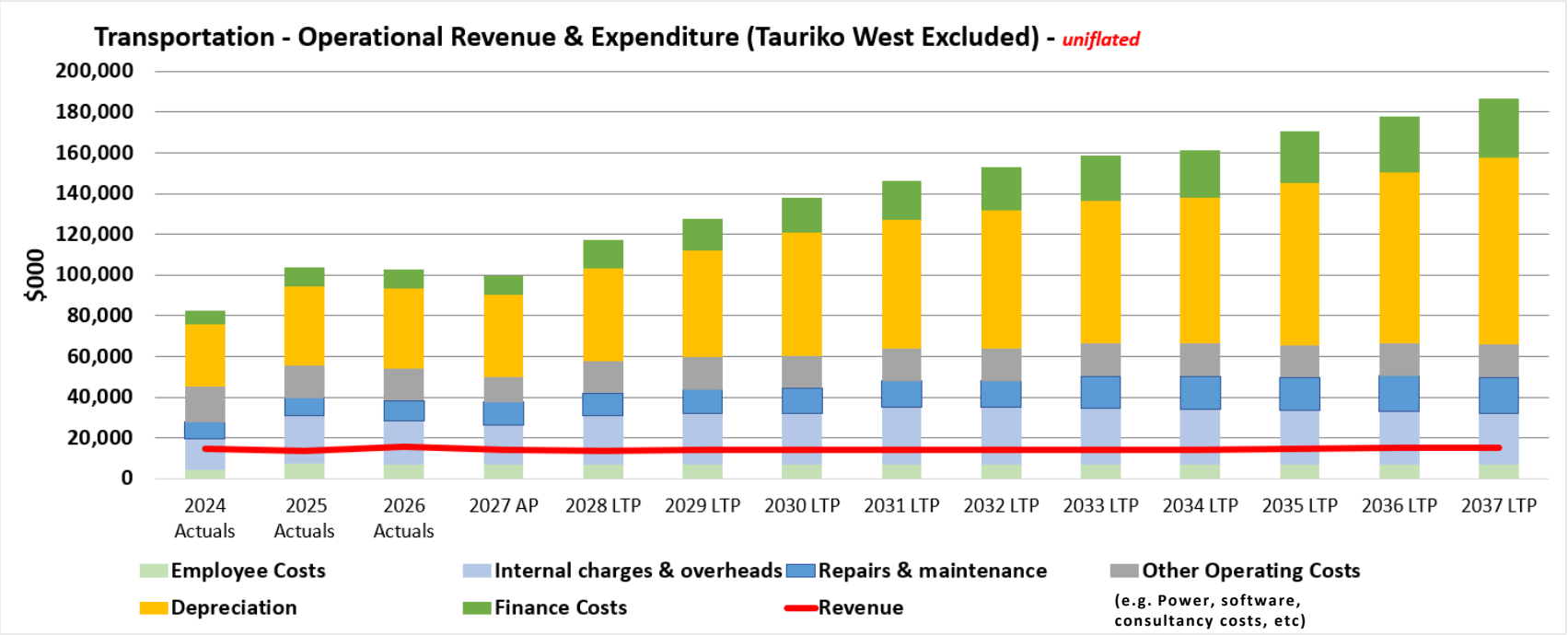
Stand-out changes or findings

- Renewal, Repairs and Maintenance have been discussed during the Asset Management Presentation, decreased asset management spend will likely result in a whole of life increase cost
- Transport activities that may be reduced attract high community interest (street cleaning, Travel Safe, amenity furniture, CCTV monitoring, community concern response, etc)
- Assets that could be optional: Bus shelters, seating, sculptures, water fountains, decorative lighting, cycle racks
- We have retained core service levels that would impact safety, resilience and service risks
- A sustained change in capital delivery and external growth would impact the team structure and/ or size

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- General funding mix: general rates, NZTA co-funding, and user charges
- TTOC operations has additional funding through service agreements with other councils and NZTA (roughly 80% externally funded)
- Growth capital: development contributions and borrowing; renewals supported by depreciation reserves
- Changes from assumed NZTA funding would require reprioritisation, deferral or scope reduction

Zero-based budgeting Where the budget goes



Zero-based budgeting & Opportunities

Opportunities to change	$$ and/or FTE implications (including timing)	Implications / risks	Opportunities remove	$$ and/or FTE implications (including timing)	Implications / risks
Substantially triage CCMs, only investigating/ addressing items that are likely to be a significant risk, automatic reply to others.	1 FTE	Currently ~500 transport hazards are reported to TCC by our community and subsequently followed up. Likely to substantially impact public perception. Possibility triage approach will miss a significant risk that becomes realised	Street furniture – Do not maintain/ remove when required	-100k	Significantly reduced amenity in urban centre areas, potential for increase in harm as some street furniture provides rest points for elderly.
Charge for use of traffic model. Do not maintain a transport model, instead requiring specific development each time one is required.	-30k to -$130k	Will result in higher project planning costs and less consistent modeling outcomes. Note this currently attracts significant NZTA and partner councils	Street cleaning and nonsubsidised berm repairs	-350k	Unclean streets may become slippery over time, likely to result in a significant urban amenity decrease.
Further trial innovative products/ solutions (e.g. expand trial of concrete pavements, kerb skim-coating, etc)	Unknown/ Various, potentially up to $1m	Unknown/ Various, potentially up to $1m	Bus Shelters – Do not maintain/ remove when required	-180k	Bus shelters are likely to become unclean/ not used over time.
Reduce berm mowing levels of service, only mowing once an issue is identified	Current cost is ~$2.5m, realistic maximum saving is $1m	Likely to attract significant levels of complaints and result in unidentified risks.	Reduce/ Remove CAPEX delivery to reduce renewals, depreciation and financing burden	Dependent on change	Unlikely to achieve outcomes desired by our community
Travel Safe			Asset R&M as per AMP workshop		
Intelligent Transport Systems					

Zero-based budgeting – Intelligent Transport Systems

Current Service Provided

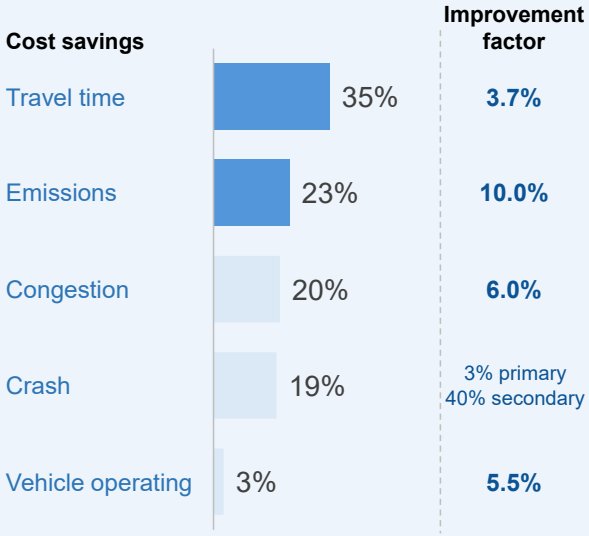
- **Proven value:** Deloitte (2025) estimates a benefit/ cost ratio of 23.9, highest of NZ's three TOCs
- **Growing ITS assets:** Growing traffic signal sites, enhanced coordination technology, future 15th Ave / Turret Rd managed lanes, further opportunities to use existing assets more intelligently
- **Stretched capacity:** two ITS engineers keep systems running, this includes support for similar operational technology across TCC facilities
- **Systems:** Some current systems and data collection is provided by third parties, this can be undertaken in house significantly cheaper however current capacity doesn't allow for this

Zero-based Budget Response

- **The ask:** +1FTE additional FTE, bringing ITS Engineers to three
- **The costs:** ~$100k, including $50k for TCC
- **The Savings:** $60k are expected immediately, with substantially greater savings anticipated as reliance on contractors decreases
- Improved signal optimisation increases travel-time and emissions savings, which account for 58% of TTOC's benefits
- Using SCATS and Mooven data reduces delays for commuters and freight on existing roads before further capital investment
- Future capability includes AI signal control, predictive analytics, a digital twin and improved 24/7 incident response

TTOC benefits by category

Share of benefits



Improvement factor: assumed % gain from TOC operations

Proposed decision: *invest in one additional ITS Engineer, subject to confirmation of the gross cost, external funding, net TCC cost, forecast contractor saving and consistency with the approved workforce plan.*

Confidential

9

Zero-based budgeting – Street Furniture

Current Service Provided

- **Assets maintained:** 247 seats, 50 bike stands, 64 bollards, ~3 drinking fountains, 336 bus shelters,
- **Service delivered:** routine cleaning (weekly to three-monthly), inspections, vandalism and damage repairs, and renewals
- **Low-value, high-visibility:** street furniture is ~$0.5M replacement value and cost ~100k OPEX per year
- **Bus shelters** are have a replacement value of ~$3.5m and cost ~$180k OPEX per year

Zero-based Budget Response

- **Cost to council:** low; council removes rubbish, cleans nearby footpaths and funds removal or reinstatement for its own works (relocations shared 50/50)
- **Optional asset:** bus shelters, seating, sculptures, water fountains and cycle racks could be optional, but attract high community interest
- **Impact if reduced:** bus budgets are already significantly reduced, so new stop seating and shelter requests must be prioritised citywide
- **Value for money:** furniture and fixtures are typically only 5–10% of streetscape cost, and the advertising model delivers shelters at no capital cost

Risks and opportunities

Risks

- Funding, approvals and cost escalation may reduce what can be delivered
- Delayed maintenance and renewals increase deterioration, safety risk and future cost
- Road safety remains a key community impact: 3 deaths and 31 serious injuries in 2024/25
- Growth, severe weather, asset failure and possible SH2 transfer add service, resilience and cost uncertainty
- Currently 24/7 operations is staffed by 1 operator 17% of the week, this significantly decreased operational response (both transport and wider TCC) to incidents during these times. 2 FTE have been added to address this risk in the LTP, this activity is ~80% funded outside of TCC by partners.

Opportunities / mitigations

- Protect core maintenance; stage work against funding and delivery capacity
- Use 24/7 operations and better asset and network data to target intervention
- Make better use of existing streets before investing in major new capacity
- Plan transport with growth; strengthen critical routes and safer travel choices
- Trial of new materials/ products to reduce whole of life cost (e.g. concrete pavements)
- New technologies in Intelligent Transport Systems are expected to provide travel benefits at relatively low cost to make the most of the infrastructure we currently have, this includes enhanced travel time understanding, and utilising AI to enhance traffic signal efficiency

Key conversations

Direction sought from Elected Members

- Protect core service and asset value — Should maintenance, renewals and network operations remain the first call on funding, recognising the long-term cost and service risk of deeper cuts?
- Respond to funding and approval uncertainty — If NZTA co-funding or approvals are lower than assumed, what should be reprioritised, deferred or reduced — and where should user charges replace rates?
- Set priorities for growth, resilience and SH2 — What direction is needed on integrated growth investment, critical-route resilience and SH2 transfer due diligence before Council accepts additional assets or costs?
- Additional FTE is sought to ensure TTOC is staffed by 2 operators at all times to help ensure the adequate operational response is possible at all times and an additional ITS engineer.

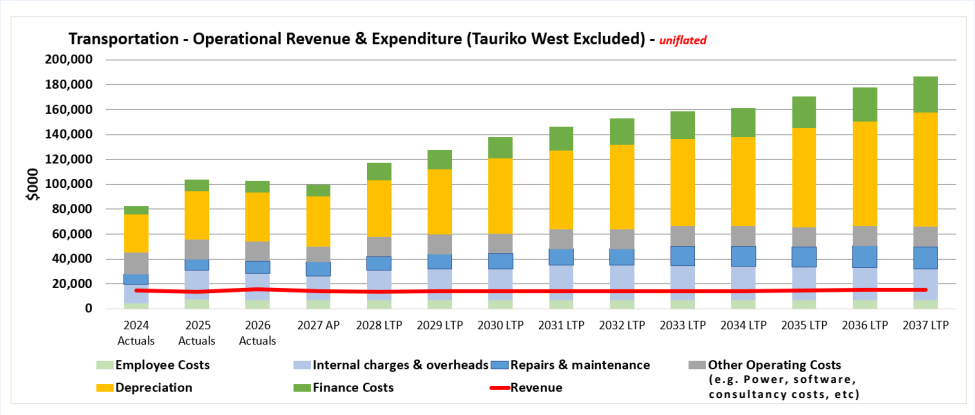
Financial overview

$102,9m
2026 OPERATING ACTUALS

$13.9m
OPERATING REVENUE (YR 1)

$117.2m
OPERATING EXPENDITURE (YR 1)

Long-Term Plan 2027–2037 · Operating



69%
RATES-FUNDED SHARE

$13,7m
REVENUE / USER CHARGES

$698.4m
CAPITAL BUDGET (YR 1–3)
Including Vested Asset SH2 Revocation

Capital projects

- SH2 Reafication
- Minor Works Programmes
- Renewals

Financial overview

Summary Draft LTP Transportation - Tauriko West Excluded *(uninflated)*

Date Provided: 20/10/2026

	$000													
	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1,196	589	665	521	589	589	589	589	589	589	589	580	580	580
Grants & Subsidies	30,036	54,792	67,811	43,287	24,013	18,993	18,498	16,457	16,457	16,457	16,457	17,448	20,317	15,365
Less Tauriko West Grants & Subsidies Adjustment	(16,274)	(41,030)	(54,049)	(29,525)	(10,700)	(4,952)	(4,457)	(2,416)	(2,416)	(2,416)	(2,416)	(2,476)	(4,952)	
Finance Revenue	(151)	(750)	1,353	(161)	(160)	(238)	(294)	(300)	(355)	(439)	(535)	(596)	(616)	(598)
Total Revenue	**14,807**	**13,601**	**15,780**	**14,122**	**13,741**	**14,391**	**14,336**	**14,330**	**14,275**	**14,190**	**14,095**	**14,956**	**15,329**	**15,347**
Employee Related Costs	4,440	7,380	6,844	6,983	7,163	7,165	7,169	7,169	7,169	7,169	7,169	7,169	7,169	7,169
Depreciation	30,436	38,920	39,321	40,457	45,344	52,343	60,652	63,084	68,051	70,034	71,566	79,811	83,668	91,849
Finance Costs	6,841	8,900	9,596	9,576	14,090	15,545	17,361	19,336	20,750	22,044	23,238	24,907	27,417	29,057
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	6,699	6,057	6,871	3,871	3,241	3,276	3,276	3,557	3,557	3,557	3,594	3,594	3,594	3,631
Administration Costs	281	408	591	274	668	668	668	668	668	668	668	668	668	668
Grants, Contributions and Sponsorship Expense	23,266	55,972	51,074	35,159	4,409	-	-	-	-	-	-	-	-	-
Less Tauriko West Operating Expenditure	(23,266)	(55,972)	(51,074)	(35,159)	(4,409)	-	-	-	-	-	-	-	-	-
Other Operating Expense including recoveries	5,880	4,512	3,358	2,899	2,661	2,639	2,639	2,699	2,674	2,729	2,778	2,616	2,643	2,655
Repairs & Maintenance	7,915	8,785	9,904	11,219	10,933	11,646	12,441	12,644	12,678	15,650	15,844	16,291	17,723	17,522
Utilities & Occupancy Expenses	1,893	2,007	2,262	2,276	3,101	3,101	3,101	3,103	3,103	3,103	3,105	3,105	3,105	3,107
Recoveries	2,733	3,158	2,450	2,827	6,009	5,992	5,979	5,964	5,953	5,943	5,935	5,930	5,928	5,916
Allocations	15,354	23,512	21,658	19,505	24,033	25,117	24,908	28,106	28,188	27,584	27,245	26,289	25,755	25,156
Total Expenses	**82,473**	**103,639**	**102,855**	**99,888**	**117,243**	**127,491**	**138,192**	**146,329**	**152,791**	**158,480**	**161,141**	**170,378**	**177,669**	**186,729**
Surplus / (Deficit)	**(67,665)**	**(90,039)**	**(87,075)**	**(85,766)**	**(103,502)**	**(113,100)**	**(123,857)**	**(131,999)**	**(138,516)**	**(144,290)**	**(147,046)**	**(155,422)**	**(162,341)**	**(171,382)**
Rates Funding	39,245	63,881	70,147	66,922	80,658	86,768	92,667	98,697	102,116	106,494	108,294	112,027	116,684	120,980
Overheads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**39,245**	**63,881**	**70,147**	**66,922**	**80,658**	**86,768**	**92,667**	**98,697**	**102,116**	**106,494**	**108,294**	**112,027**	**116,684**	**120,980**
Other Funding Impacts	**(28,420)**	**(26,158)**	**(16,928)**	**(18,844)**	**(22,844)**	**(26,332)**	**(31,190)**	**(33,302)**	**(36,400)**	**(37,796)**	**(38,752)**	**(43,395)**	**(45,657)**	**(50,402)**

Project Expenditure (uniflated) Excl Vested	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Growth	46,491	99,972	80,008	63,142	45,563	50,098	61,306	11,930	8,669	0	0	7,604	3,490	1,540
Renewal	21,600	23,919	24,058	32,806	45,168	45,195	40,480	44,642	44,534	45,095	45,039	44,968	44,561	44,481
Level of Service	83,589	20,894	19,673	37,813	60,865	83,333	61,682	48,899	56,029	60,915	58,699	65,847	102,243	49,074
Grand Total	151,679	144,785	123,738	133,762	151,596	178,626	163,468	105,471	109,232	106,011	103,737	118,419	150,294	95,094

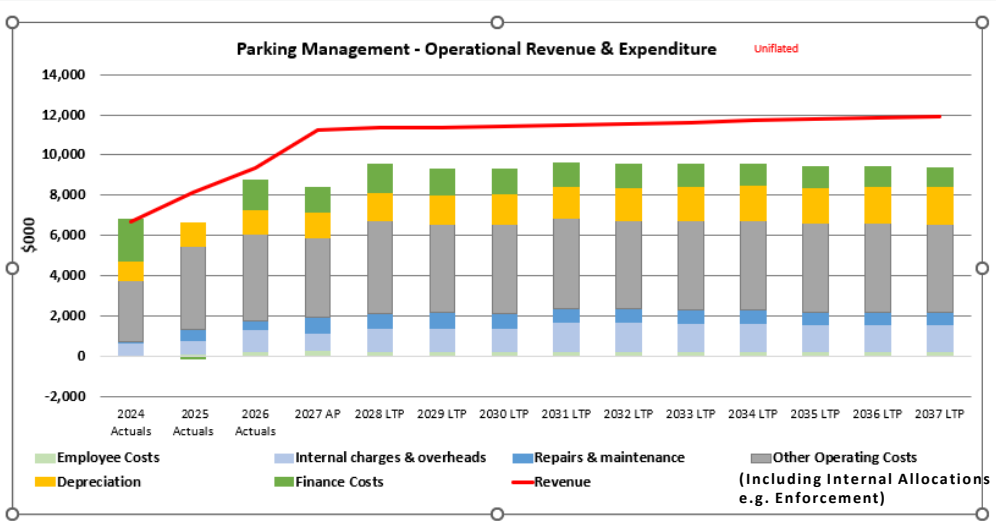
Financial overview

$8.8m
2026 OPERATING ACTUALS

$11.4m
OPERATING REVENUE (YR 1)

$9.6m
OPERATING EXPENDITURE (YR 1)

$1.9m
CAPITAL BUDGET (YR 1–3)



0%
RATES-FUNDED SHARE

$11.2m
REVENUE / USER CHARGES

Financial overview

Summary Draft LTP - Parking Management - uniflated

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	6,466	7,895	9,230	11,155	11,228	11,228	11,228	11,228	11,228	11,228	11,228	11,228	11,228	11,228
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	219	243	144	96	144	149	188	257	321	396	477	559	637	716
Total Revenue	**6,685**	**8,139**	**9,374**	**11,251**	**11,372**	**11,377**	**11,416**	**11,485**	**11,549**	**11,624**	**11,705**	**11,787**	**11,865**	**11,945**
Employee Related Costs	54	86	243	280	246	246	246	246	246	246	246	246	246	246
Depreciation	1,019	1,158	1,256	1,290	1,392	1,465	1,522	1,586	1,639	1,692	1,746	1,780	1,824	1,870
Finance Costs	2,048	(113)	1,474	1,193	1,412	1,293	1,206	1,168	1,131	1,096	1,062	1,030	999	969
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	36	236	17	256	262	-	-	-	-	-	-	-	-	-
Administration Costs	15	37	30	-	12	12	12	12	12	12	12	12	12	12
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	375	(2)	314	331	1,046	1,046	1,046	1,051	1,051	1,051	1,051	1,029	1,024	1,024
Repairs & Maintenance	100	537	442	760	743	734	734	705	672	639	639	606	610	610
Utilities & Occupancy Expenses	539	518	670	727	601	601	601	601	601	601	601	601	601	601
Recoveries	2,027	3,356	3,275	2,664	2,717	2,745	2,744	2,808	2,763	2,814	2,806	2,783	2,777	2,740
Allocations	585	675	1,058	887	1,132	1,171	1,160	1,421	1,423	1,404	1,390	1,351	1,335	1,317
Total Expenses	**6,799**	**6,487**	**8,779**	**8,387**	**9,564**	**9,312**	**9,271**	**9,599**	**9,538**	**9,555**	**9,553**	**9,438**	**9,428**	**9,389**
Operating Surplus / (Deficit)	**(114)**	**1,652**	**595**	**2,864**	**1,809**	**2,065**	**2,145**	**1,886**	**2,011**	**2,069**	**2,152**	**2,349**	**2,437**	**2,556**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Other Funding Impacts	**(114)**	**1,652**	**595**	**2,864**	**1,809**	**2,065**	**2,145**	**1,886**	**2,011**	**2,069**	**2,152**	**2,349**	**2,437**	**2,556**

Project Expenditure (uniflated)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Growth	1,315	513	0	0	0	0	0	0	0	0	0	0	0	0
Renewal	995	333	370	326	402	399	382	600	350	325	190	554	1,014	762
Level of Service	6,035	8	88	549	420	147	147	147	147	147	147	150	150	150
Grand Total	8,345	854	458	874	822	545	529	747	497	472	336	704	1,164	912

People and capability

80.5	82.5	82.5	82.5
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- An increase in Intelligent Transport Systems capability based on direction to improve value for money through enhacing use of the existing transport network has driven a need for an increase in staff, this enables additional transport efficiency through these systems to be achieved, operate new infrastructure (additional traffic signal sites, Turret Road managed lanes, etc) and ensure consistent 24/7 operations. This consists of:
  - 2x Additional front time operators to ensure 2 staff are rostered at all times, enabling frontline operation the capacity to react to the foreseen demand (note this is substantially funded through external partners)
  - 1x Additional ITS Engineer to enable reliable backend onboarding and operation of the ITS systems

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Tauranga Airport

Alastair McNeil

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Tauranga Airport is a strategic infrastructure asset owned by Council and run as a standalone business unit with no direct ratepayer funding.

It covers safe airfield and terminal operations, commercial property, land leasing, car parking and ground transport, airline and tenant relationships, asset management, regulatory compliance and long-term airport planning.

It supports around 550,000 passengers a year on Air New Zealand services to Auckland, Wellington and Christchurch.

Without it, the region would lose direct air connectivity for business, tourism and emergency access, and Council would lose a significant commercial asset.

Legislative must-dos

- Civil Aviation Act 2023 — safety and security duties, incident notification and airport registration obligations
- Civil Aviation Rules Part 139 — aerodrome certification, operation, security, obstacle limitation and safety audit requirements
- Ongoing CAA certification, safety management, emergency planning, inspection and audit compliance must be maintained at all times
- Reserves Act 1977, Public Works Act 1981, the airport deed and Crown / jointly acquired land interests — aviation purpose, Mana Whenua and tenure constraints

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- The airport receives no direct ratepayer funding and is forecast to remain financially self-sustaining.
- About half of revenue is non-aeronautical: parking, tenancies and land leases.
- Council paper presenting future state options presented September 22.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

Fees and charges recognise that the benefits of the airport activity occur to individual users of the airport, lessees of land. These are well established methods for charging airport users.

A small portion of interest revenue contributes to the funding of this activity.

Risks and opportunities

Risks

- Retirement of Airport Manager
- Aviation safety
- Land tenure, Crown reserve land, jointly acquired land, Public Works Act matters and Mana Whenua interests may constrain development or structural change.

Opportunities / mitigations

- Commence recruitment January 2027
- Maintain safety management systems, certification and compliance, asset renewal planning, emergency arrangements and clear delegations.
- Complete land, title, deed, reserve and Crown interest due diligence, and engage early with Mana Whenua and Crown agencies.
- Strengthen airport information governance, asset and lease registers.

21

Key conversations

Key conversation

- Governance model: do we progress investigation of a Council-Controlled Trading Organisation, and on what timeframe?

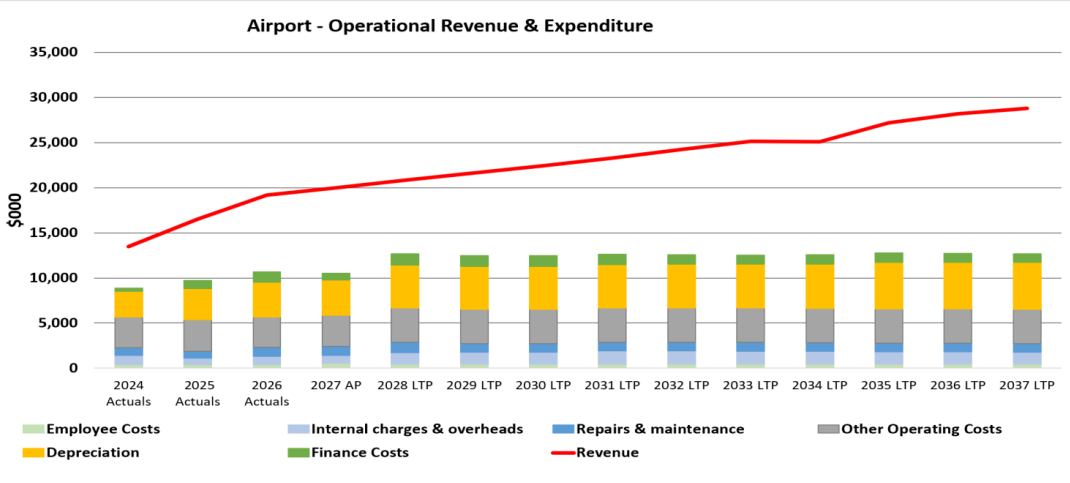
Financial overview

$10.7m
2026 OPERATING ACTUALS

$19.2m
OPERATING REVENUE (YR 1)

$12.7m
OPERATING EXPENDITURE (YR 1)

$0.6m
CAPITAL BUDGET (YR 1–3)



0%
RATES-FUNDED SHARE

$19.2m
USER CHARGES (Yr1)

Uninflated from 2028 (in 2027 dollars)

Capital projects

- No significant Capital projects years 1 to 3

Financial overview

Summary Draft LTP - Airport

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	12,758	15,272	18,136	19,183	19,193	19,666	20,056	20,501	21,010	21,433	20,899	22,475	22,932	22,932
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	721	1,277	1,043	787	1,634	1,982	2,369	2,783	3,222	3,691	4,190	4,691	5,253	5,848
Total Revenue	**13,479**	**16,549**	**19,179**	**19,970**	**20,828**	**21,648**	**22,425**	**23,284**	**24,232**	**25,123**	**25,089**	**27,165**	**28,185**	**28,780**
Employee Related Costs	413	423	448	588	452	454	454	454	454	454	454	454	454	454
Depreciation	2,858	3,436	3,857	3,899	4,727	4,751	4,779	4,813	4,838	4,864	4,891	5,130	5,158	5,200
Finance Costs	354	894	1,171	761	1,258	1,209	1,162	1,117	1,073	1,031	1,033	1,034	993	954
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	185	290	134	49	121	111	111	121	111	111	121	111	111	111
Administration Costs	49	37	21	30	42	42	42	42	42	42	42	42	42	42
Grants, Contributions and Sponsorship Expense	-		1	-	1	1	1	1	1	1	1	1	1	1
Other Operating Expense	1,756	1,413	1,506	1,925	1,803	1,804	1,806	1,808	1,809	1,811	1,813	1,814	1,816	1,816
Repairs & Maintenance	840	781	1,022	1,004	1,145	955	955	955	955	955	955	955	955	955
Utilities & Occupancy Expenses	1,084	1,420	1,185	1,094	1,307	1,301	1,301	1,301	1,302	1,302	1,302	1,302	1,303	1,303
Recoveries	313	340	464	333	554	537	537	537	537	537	537	537	537	537
Allocations	1,016	691	877	843	1,264	1,320	1,313	1,462	1,470	1,441	1,420	1,378	1,353	1,324
Total Expenses	**8,868**	**9,724**	**10,685**	**10,525**	**12,674**	**12,485**	**12,461**	**12,612**	**12,593**	**12,550**	**12,569**	**12,759**	**12,723**	**12,698**
Operating Surplus / (Deficit)	**4,612**	**6,825**	**8,494**	**9,445**	**8,153**	**9,163**	**9,963**	**10,673**	**11,639**	**12,574**	**12,520**	**14,406**	**15,461**	**16,082**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Funding Impacts	**4,612**	**6,825**	**8,494**	**9,445**	**8,153**	**9,163**	**9,963**	**10,673**	**11,639**	**12,574**	**12,520**	**14,406**	**15,461**	**16,082**

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Growth	**2,867**	**3,852**												
Renewal	**2,301**	**1,462**	**32**	**152**	**435**	**193**	**0**	**39**	**0**	**0**	**0**	**0**	**0**	**0**
Level of Service	**3,561**	**1,539**	**601**	**217**	**0**	**0**	**0**	**0**	**0**	**0**	**1,691**	**0**	**0**	**0**
Grand Total	**8,729**	**6,852**	**633**	**369**	**435**	**193**	**0**	**39**	**0**	**0**	**1,691**	**0**	**0**	**0**

People and capability

24

2.0	2.0	2.0	2.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

No change

25

Tauranga City

Spaces & Places

Ross Hudson, Head of Spaces & Places (Acting)

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Provide, maintain and enhance Tauranga's network of parks, reserves, recreation infrastructure and community facilities.
- These spaces support a wide range of experiences including play, sport, active recreation, community connection, cultural activities, events and access to nature, while protecting and restoring the environment.

Without this activity, people's opportunities for personal and community wellbeing would reduce significantly and environmental health and resilience would be compromised.

Legislative must-dos

- Spaces are managed in accordance with the Reserves Act, the Local Government Act and the principles of Te Tiriti
- Whilst there are limited statutory drivers, community expectations, open space levels of service and the Tauranga Reserves Management Plan drive this activity.

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

27

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Within legislative and policy and reserve-management requirements, ZBB choices centre on service levels, investment and delivery.
- Some incremental efficiencies may be achievable without material service change after AP27.
- Operating-model reviews seek more cost-effective delivery.
- A smaller capital programme could reduce resource costs.
- Service-level changes also inform City Operations' ZBB options.
- Higher sports field fees could offset rates.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- User charges recognise that the need for this activity arises from individuals and groups using the spaces and places for both recreation and commercial activity. Paying users have the use of spaces and places to the exclusion of others.
- Targeted rates acknowledge the higher level of service for some areas and can also ringfence revenue for investment on particular amenities over time
- General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the social, physical, and mental benefits of passive and active recreation.

Risks and opportunities

Risks

- Increasing asset base – new facilities and open spaces – to meet community expectations and population growth and increasing operating costs (salaries, energy, machinery) leads to increasing operational and renewal costs.
- Climate change and existing natural hazards mean that safe, uninterrupted use of some spaces becomes harder and more expensive to achieve over time.
- Under-investment due to financial constraints can lead to over-use of spaces increasing maintenance costs and user dissatisfaction.

Opportunities / mitigations

- Reviews of levels of service
- Reviews of operating models
- Climate and risk informed planning
- Greater use of user fees and charges to offset rates

Zero-based budgeting

Opportunity for Opex saving	Potential annual savings from FY28 of at least…
Review arboriculture services operating model – potential resource savings	$100k
Nature & Biodiversity AIP – reduced level of service in low visibility areas + reduce resourcing	$300k
Reserves reactive opex budget - limit reactive maintenance + enhancements	$200k
Grants / service agreements – further reductions in support for Sport BOP, Surf Lifesaving, Bay Oval, Environmental groups	$100k
Sub-regional parks agreement – renegotiate TECT and Huharua Park contribution with further budget reduction	$100k
Discontinue Urban Centres resourcing, support instead via remaining S&P team	$300k
Reduce Design and Delivery capacity to align with smaller capex programme (subject to LTP)	$300k
Other resource savings through attrition, reshaping of team (subject to LTP)	$300k
Total	**$1.7m**

30

Key conversations

Priorities & Investment

Recommended approach: prioritise investment against agreed level-of-service gaps, utilisation, equity, whole-of-life cost, resilience and the opportunity to make better use of existing assets before adding further asset capacity

- When all sports facility networks are in deficit against demand where should investment be prioritised?
- What is the best balance between major sport and recreation investment and smaller-scale, local improvements?
- How can we maximise the community value from the spaces we have (e.g. community sport + events)?
- Which are the best value-for-money (Cost : Benefit) investments over the LTP?

Levels of Service

- In context of Open Spaces LOS review, can we reduce / adjust LOS in some areas – e.g. fewer, better playgrounds over time; make all cricket wickets artificial only?
- (Cross refer to City Operations options for ZBB savings and LOS adjustments – mowing, vegetation management)

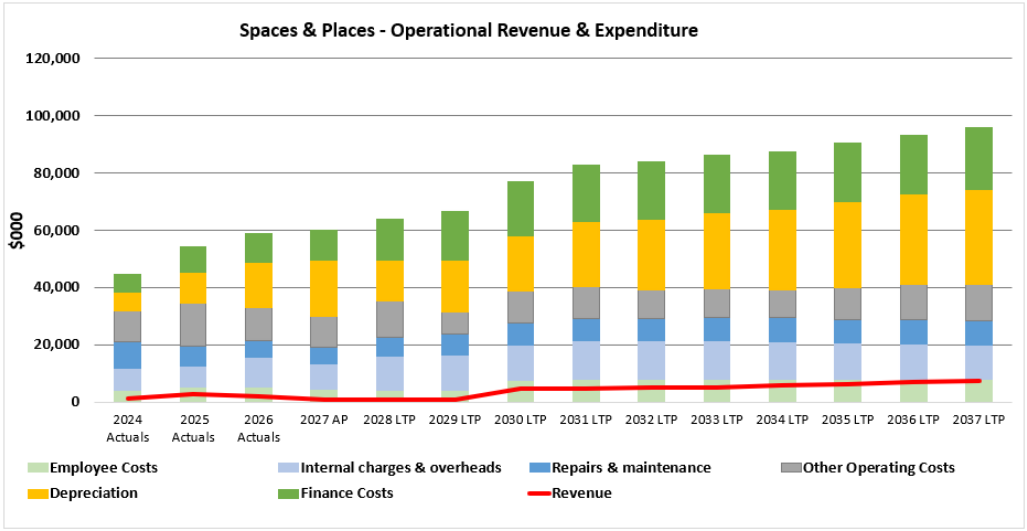
Financial overview

$58.8m
2026 OPERATING ACTUALS

$0.9m
OPERATING REVENUE (YR 1)

$64.0m
OPERATING EXPENDITURE (YR 1)

$261.0m
CAPITAL BUDGET (YR 1–3)



95%
RATES-FUNDED SHARE

$0.6m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Capital projects:

Financial overview

Summary Draft LTP - Spaces & Places

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	535	880	653	578	583	583	4,892	4,955	5,273	5,652	6,007	6,346	7,207	7,309
Grants & Subsidies	253	1,815	1,140	3	18	43	33	23	21	20	18	18	18	18
Finance Revenue	498	(142)	146	120	255	69	(123)	(276)	(406)	(445)	(373)	(291)	(145)	(80)
Total Revenue	**1,286**	**2,553**	**1,938**	**701**	**855**	**695**	**4,801**	**4,702**	**4,888**	**5,227**	**5,652**	**6,073**	**7,080**	**7,247**
Employee Related Costs	4,186	5,375	5,043	4,431	4,143	4,156	7,734	7,744	7,755	7,765	7,775	7,775	7,775	7,775
Depreciation	6,436	10,853	15,675	19,775	14,291	18,117	19,351	22,817	24,604	26,595	27,957	30,068	31,455	33,218
Finance Costs	6,332	8,771	10,025	10,485	14,329	16,621	18,759	19,781	20,048	20,133	20,270	20,407	20,576	21,640
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	1,576	2,473	2,240	1,146	1,048	1,285	1,073	1,126	1,053	1,135	1,004	1,144	1,004	1,154
Administration Costs	122	147	184	59	100	100	100	100	100	100	100	100	100	100
Grants, Contributions and Sponsorship Expense	2,558	6,266	3,885	3,620	6,525	1,408	3,136	2,193	1,408	1,408	1,408	1,408	1,477	1,477
Other Operating Expense	2,650	2,141	2,756	2,840	2,685	2,579	4,036	4,743	4,714	4,614	4,614	4,647	6,034	6,034
Repairs & Maintenance	9,583	6,695	5,510	5,588	6,763	7,517	7,658	7,764	7,719	8,252	8,252	8,220	8,333	8,333
Utilities & Occupancy Expenses	1,176	1,555	2,241	2,156	2,716	2,778	3,390	3,268	3,203	3,203	3,203	3,203	3,203	3,203
Recoveries	2,695	2,433	459	947	(348)	(413)	(416)	(423)	(429)	(433)	(437)	615	593	802
Allocations	7,452	7,373	10,739	8,948	11,724	12,234	12,131	13,723	13,758	13,479	13,315	12,865	12,620	12,267
Total Expenses	**44,765**	**54,082**	**58,757**	**59,994**	**63,976**	**66,383**	**76,952**	**82,835**	**83,934**	**86,252**	**87,462**	**90,452**	**93,170**	**96,002**
Operating Surplus / (Deficit)	**(43,479)**	**(51,529)**	**(56,819)**	**(59,293)**	**(63,121)**	**(65,688)**	**(72,151)**	**(78,133)**	**(79,047)**	**(81,025)**	**(81,810)**	**(84,379)**	**(86,090)**	**(88,756)**
Rates Funding	45,325	44,022	54,103	60,294	63,374	70,201	73,759	79,771	81,072	82,198	81,447	83,564	84,482	86,625
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**45,325**	**44,022**	**54,103**	**60,294**	**63,374**	**70,201**	**73,759**	**79,771**	**81,072**	**82,198**	**81,447**	**83,564**	**84,482**	**86,625**
Other Funding Impacts	**1,846**	**(7,507)**	**(2,716)**	**1,001**	**253**	**4,513**	**1,608**	**1,638**	**2,026**	**1,174**	**(364)**	**(815)**	**(1,608)**	**(2,131)**

Capital Expenditure	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
Growth	11,763	8,793	3,573	13,243	38,988	27,823	6,650	12,643	11,456	9,995	8,107	12,346	12,443	8,453
Renewal	5,083	4,109	4,908	5,737	11,056	10,151	13,202	10,505	15,716	6,703	11,377	9,529	10,744	17,645
Level of Service	70,784	44,327	12,117	41,504	52,174	51,471	49,520	16,891	9,903	11,789	11,942	6,202	7,908	83,371
Total	**87,630**	**57,229**	**20,598**	**60,483**	**102,218**	**89,445**	**69,371**	**40,039**	**37,075**	**28,487**	**31,426**	**28,076**	**31,094**	**109,470**

Uninflated from 2028 (in 2027 dollars)

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Confidential

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Tauranga City

City Operations

Alison Law, (Acting Head of City Operations) / Joe Kayes, Team Leader

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

City Operations delivers day-day maintenance and services that keeps Tauranga's parks, sportsfields streetscapes, walkways, natural areas and public amenities, safe, accessible and welcoming for residents, businesses and visitors.

"If City Operations did not deliver these services in-house, Council would need an alternative delivery model. Cost, level of service, responsiveness and flexibility would depend on the model and funding selected."

"Keeping Tauranga Beautiful"

Legislative must-dos

- Local Government Act 2002, s17A: basis for the decision to bring services in-house and for assessing future contract delivery options.
- Health and Safety at Work Act 2015
- Council Agrichemicals Policy governs when and how agrichemicals are used.

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects our environment
- [x] A well-planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- City Ops is discretionary, with current delivery costs comparable to contract models; going to a contract model would require reduced levels of service to achieve meaningful savings
- In-housing programme substantially complete with focus shifting from growth to optimisation and long-term value for money.
- Workforce and fleet reviews identified savings and efficiency opportunities, while maintaining levels of service.
- Efficiencies through innovations such as robotic mowers will continue to be introduced where appropriate
- Further savings could be available through LoS reductions (S&P and Transport)
- Future contract in-housing expected to fit within existing contract budgets, although fleet, plant, equipment or depot investment may be required.
- External service opportunities would only proceed where cost-neutral or better and without affecting existing services.
- No budget provision for future opportunities, other than one potential contract in-housing from 1 July 2027 (PX)

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- The community as a whole, businesses, community groups, not-for-profit organisations, tourists and visitors benefit from safe, attractive, clean and well-maintained public spaces, facilities and amenities
- The frequency and type of use, including sport and recreation activities, can increase maintenance and renewal requirements. Events may increase maintenance and servicing requirements.
- 100% general rates funded.

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Zero-based budgeting – Reduced Levels of Service

Current Service Provided

- Maintenance of reserves, sportsfields, gardens, revegetation areas, dunes and walkways
- Currently at an improved level from when under contract and higher satisfaction around the city (more compliments than complaints)
- Berm Mowing – LoS naturally increased via in-housing within previous contract value

Zero-based Budget Response

- A range of additional savings opportunities have been identified across the Spaces and Places Portfolio. Achieving these savings would require substantial changes to current levels of service with associated risks and trade-offs.
  - Details in the PX handout
- Current LoS for berm mowing could be reduced (refer to Transportation)
- Potential for NZTA subsidy (refer to Transportation)

Further City Operations savings depend primarily on asset owners choosing to reduce agreed levels of service. These are portfolio service decisions and should be counted once across the affected activities

Risks and opportunities

Risks

- Growth in Council's asset base grows faster than operational funding, creating pressure on service levels and response times
- Expected efficiency from digital systems are not realised due to implementation, adoption or data-quality issues.
- Loss of critical operational knowledge and expertise may impact service delivery and future capability
- Increasing community expectations place pressure on affordability, responsiveness and agreed service levels

Opportunities / mitigations

Opportunity:

- Positioned to respond well to future opportunities to provide services for other Councils or external organisations.
- Innovation and Automation; trial and adopt technology to improve efficiency and service delivery

Mitigations:

- Work with asset owners to ensure operational funding requirements are considered alongside investment decisions
- Work closely with Digital team to ensure fit-for-purpose systems and support to enable efficient service delivery
- Service optimisation and review of service levels to balance affordability and community outcomes

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Key conversations

Key conversation

- Consolidation and value for money:
  - Is the shift from rapid growth to consolidation, efficiency and benchmarking the right direction?
  - Alternatively, does Council want to continue rapid growth and in what direction?
- Levels of Service
  - Does Council want to explore Level of Service reduction options for further savings (information provided in PX)?
- Future Opportunities:
  - Should we continue to assess further in-housing opportunities where there is a clear benefit
  - Should we seek opportunities to provide services for external organisations
  - If yes, at a cost neutral basis as a minimum or look to offset the cost of providing TCC services

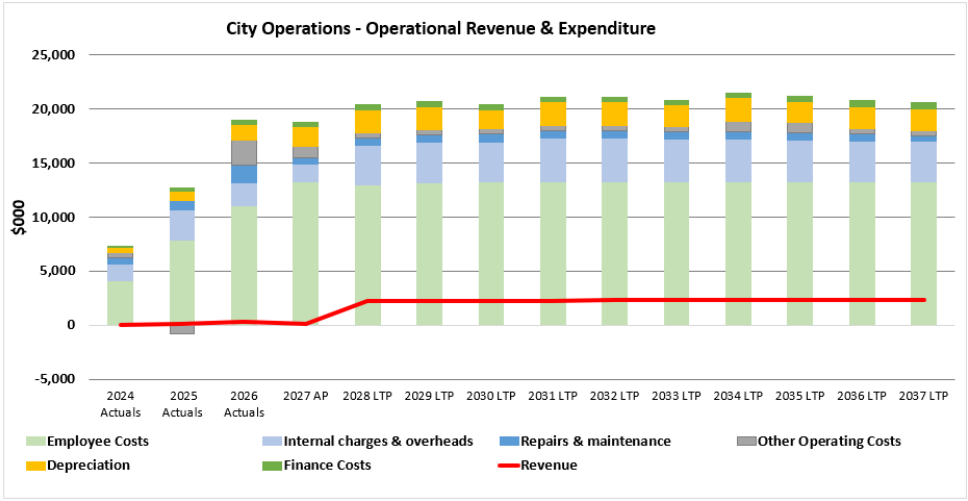
Recommended direction: consolidate and optimise the in-house delivery model and consider further expansion only where a clear business case demonstrates a net benefit to Council and the community

Financial overview

$18.9m
2026 OPERATING ACTUALS

$2.2m
OPERATING REVENUE (YR 1)

$20.3m
OPERATING EXPENDITURE (YR 1)



90%
RATES-FUNDED SHARE

$2.2m
REVENUE

Uninflated from 2028 (in 2027 dollars)

$6.0m
CAPITAL BUDGET (YR 1–3)

Capital projects

- Potential in-housing of contract
- Replacement of roadside mowing fleet
- Y2 – Y3 renewals (being reviewed)

Financial overview

Summary Draft LTP - City Operations

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	30	78	258	86	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,008
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	1	29	46	59	122	143	141	158	204	249	264	266	281	308
Total Revenue	**31**	**107**	**304**	**145**	**2,212**	**2,234**	**2,231**	**2,248**	**2,294**	**2,339**	**2,354**	**2,356**	**2,371**	**2,317**
Employee Related Costs	4,155	7,922	11,109	13,327	13,028	13,173	13,283	13,284	13,284	13,284	13,284	13,284	13,284	13,255
Depreciation	417	852	1,390	1,836	2,076	2,128	1,751	2,192	2,175	1,983	2,168	1,908	2,019	2,043
Finance Costs	114	316	400	360	455	484	473	458	440	423	406	500	591	568
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	243	990	2,916	1,242	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451
Administration Costs	78	46	81	49	144	144	144	144	144	144	144	144	144	144
Grants, Contributions and Sponsorship Expense	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	1,542	1,849	3,737	3,981	3,566	3,566	3,566	3,566	3,566	3,566	4,089	4,089	3,566	3,517
Repairs & Maintenance	569	870	1,569	662	681	681	681	681	681	681	681	681	681	528
Utilities & Occupancy Expenses	116	264	385	379	444	444	444	444	444	444	444	444	444	463
Recoveries	(1,456)	(3,900)	(4,756)	(4,645)	(5,077)	(5,102)	(5,112)	(5,112)	(5,112)	(5,112)	(5,112)	(5,112)	(5,113)	(5,113)
Allocations	1,497	2,761	2,105	1,547	3,622	3,774	3,704	4,011	4,028	3,969	3,925	3,832	3,779	3,754
Total Expenses	**7,275**	**11,969**	**18,936**	**18,738**	**20,390**	**20,743**	**20,385**	**21,118**	**21,100**	**20,832**	**21,480**	**21,221**	**20,845**	**20,610**
Operating Surplus / (Deficit)	**(7,244)**	**(11,862)**	**(18,632)**	**(18,592)**	**(18,178)**	**(18,509)**	**(18,154)**	**(18,870)**	**(18,807)**	**(18,493)**	**(19,126)**	**(18,865)**	**(18,474)**	**(18,294)**
Rates Funding	7,245	11,891	18,678	18,651	18,300	18,653	18,295	19,028	19,010	18,742	19,390	19,131	18,755	18,602
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**7,245**	**11,891**	**18,678**	**18,651**	**18,300**	**18,653**	**18,295**	**19,028**	**19,010**	**18,742**	**19,390**	**19,131**	**18,755**	**18,602**
Other Funding Impacts	**1**	**29**	**46**	**59**	**122**	**143**	**141**	**158**	**204**	**249**	**264**	**266**	**281**	**308**

Capital Expenditure	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
Growth	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Level of Service	6,268	1,053	1,892	412	2,073	2,082	1,835	663	255	621	2,353	5,870	1,192	670
Total	**6,268**	**1,053**	**1,892**	**412**	**2,073**	**2,082**	**1,835**	**663**	**255**	**621**	**2,353**	**5,870**	**1,192**	**670**

Uninflated from 2028 (in 2027 dollars)

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Tauranga City

Solid Waste

Alison Law, Head of City Operations (Acting)
Kim Renshaw, Team Leader Waste Minimisation & Engagement
Hope Lawsen, Team Leader Waste Operations & Compliance
Cayley McLean, Principal Strategic Waste Planner

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Provide safe, reliable and accessible waste services for the community.
- Reduce waste to landfill through waste minimisation, resource recovery and behaviour change initiatives.
- Protect public and environmental health by managing waste infrastructure, closed landfills and associated risks.

Without this activity: waste would accumulate across the city, environmental and public health risks would increase, legacy landfill liabilities would be unmanaged, and Council would be unable to meet its statutory waste management obligations.

Legislative must-dos

- Waste Minimisation Act 2008 and Waste Management & Minimisation Plan (WMMP) - **next review cycle 2027/28.**
- Local Government Act 2002 and Litter Act 1979.
- Waste bylaw (including licensing waste operators), closed landfill obligations and compliance requirements.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

Opportunities to shape the future waste system

Current commitments and obligations

- Legislation, including the Waste Minimisation Act and requirement to maintain and implement a Waste Management and Minimisation Plan (WMMP).
- The current adopted WMMP and associated waste minimisation commitments.
- Resource consents and environmental obligations, including closed landfill management and monitoring.
- Existing contracts and service agreements (including kerbside contracts).
- Public health, environmental protection and health & safety responsibilities.

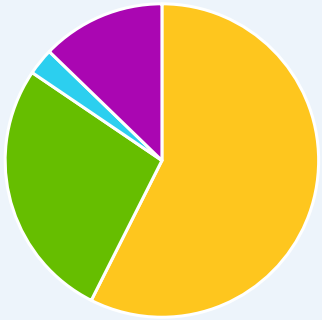
Opportunities to reconsider future direction

Over the next 18 months, elected members will have opportunities to review Council's future role, investment priorities and service delivery through:



Waste Activity Funding Influence

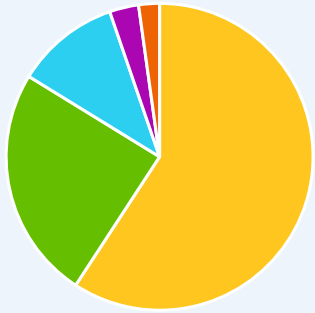
Funding AP 2027



Rates support: annual service delivery, public good, planning and statutory requirements.

- Targeted Rate - Kerbside
- General Rates
- Other income & user charges
- Waste Levy

Expenditure 2027 AP



- Kerbside Services
- Facilities/maintenance/ compliance/statutory/planning
- Litter services
- Waste minimisation
- Community investment

Waste Levy can influence cost in three ways:

1. Offset eligible costs
2. Reduce infrastructure borrowing
3. Reduce system demand (through avoidance and reduction, reuse, repair, other types of resource recovery e.g. community partnerships, or through supporting take-back schemes).

Kerbside Reserve — Manages timing and variability in kerbside costs.

Waste Levy Reserve — Funds eligible future WMMP investment e.g. WIN.

Rates fund 85% of the current system. The Waste Levy is a small, targeted lever that can only be spent on eligible waste minimisation activity as per our WMMP.

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Greater emphasis on internal capability, service optimisation and value for money where possible, with no material reduction in statutory or essential waste services.
- Increased focus and investment into planning and preparing for future regional waste infrastructure needs.
- An increase in evidence-based investment of *waste levy funding* in waste reduction and data collection.
- Additional operating expenditure of $3.79M over the first three years of the LTP, required to meet increasing closed landfill consenting, monitoring, environmental compliance and long-term site management obligations. Investigating options to reduce costs through internal delivery where possible.

Other opportunities

- Optimisation project underway to reduce the opex and renewal cost of public bins in the first year of the LTP (to be quantified).
- Opportunity to look at different structures for kerbside collection as contract expires in first three years of LTP, work underway.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- The Waste activity is funded through a mix of activity-specific rates, user charges, Waste Levy funding, reserves and other external or partnership funding. Restricted Waste Levy funding must be considered separately from general-rate savings because it may be used only for eligible waste-minimisation purposes

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Risks and opportunities

Risks

- **Increasing waste volumes and population growth** place pressure on collection, processing and disposal infrastructure, increasing future costs.
- **Ageing and legacy waste assets,** including closed landfills, require ongoing management, increasing compliance requirements and investment to manage environmental and public health risks.
- **Reliance on external waste markets, processors and contractors** limits Council's control over pricing, processing capacity and service resilience.
- **Too much recoverable material goes to landfill.** Much of what we landfill could be reused or recycled, but the system isn't set up to capture it.
- **Failure to engage key stakeholders at the right time,** including mana whenua and contractors, may result in important cultural, operational and market considerations being missed.

Opportunities / mitigations

- **Reduce future costs through waste minimisation**, reuse, repair and resource recovery initiatives to reduce or recover valuable material going to landfill.
- **Plan long term and improve value for money.** Stage investment, optimise services, better data and future contracts, and define Council's role in the waste system.
- **Strengthen regional collaboration and long-term infrastructure planning** to improve resilience, manage future growth and discover innovative and emerging solutions where viable.
- **Engage key partners early** to incorporate iwi and hapū perspectives, test future service and infrastructure options with service providers, and inform practical and deliverable investment decisions.

The central risk is failing to balance growth, affordability, waste reduction and environmental obligations. The opportunity is to reduce future demand, improve system resilience and make better-informed long-term investment decisions

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Key conversations

1. Protect essential and statutory services → 2. Define Council's role as provider, purchaser, owner, partner and system steward → 3. Balance investment in waste reduction with future infrastructure → 4. Manage affordability and long-term environmental liabilities

Operations & Compliance

- Closed landfill monitoring, increasing compliance requirements = long-term environmental liabilities.
- Contract strategy for waste facilities and services as current arrangements mature.
- Maintaining service levels and ageing infrastructure during transition.

Waste Minimisation & Engagement

- Developing the Waste Assessment and next Waste Management & Minimisation Plan.
- Balancing investment in waste reduction with growing infrastructure demands.
- Using waste minimisation to defer, reduce or avoid future infrastructure and service costs.

Strategic Waste Planning

- Defining Council's role in the future waste system.
- Balancing affordability with future infrastructure investment and resilience needs.
- Planning for growth, regional collaboration and long-term disposal and resource recovery options.
- Engaging key stakeholders early to inform long-term service, infrastructure and delivery choices.

Financial overview

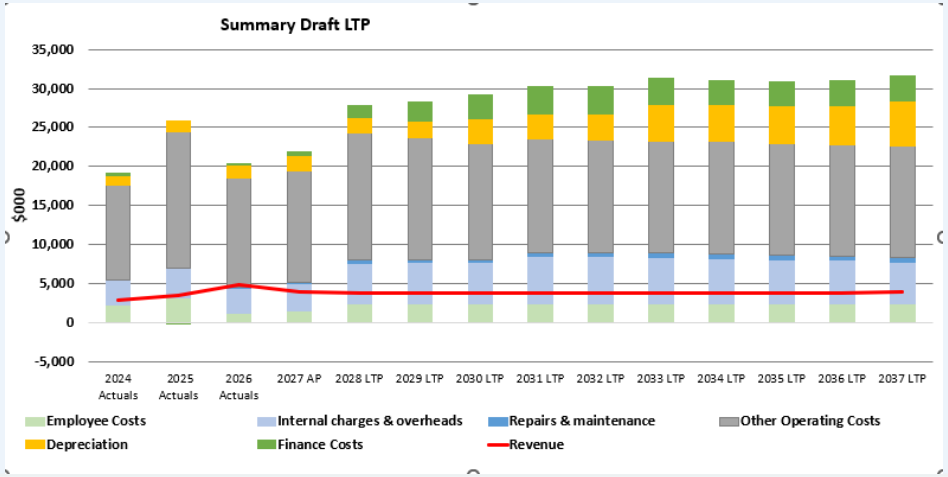
$20.4m
2026 OP EXP ACTUALS

$3.6m
OP REVENUE (YR 1)

$27.9m
OPERATING EXP (YR 1)

$70.2M
CAPITAL (YR 1–3)

Long-Term Plan 2027–2037 · Operating



1.03%
RATES-FUNDED SHARE

$0.4m
USER CHARGES YR1

Uninflated from 2028 (in 2027 dollars)

Capital projects

- Te Maunga Closed Landfill
- Cambridge Road Closed Landfill
- Waste Drop-Off Facilities

Financial overview

Solid Waste

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	403	373	403	459	359	359	359	359	359	359	359	359	359	359
Grants & Subsidies	2,317	2,949	4,315	3,364	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
Finance Revenue	87	181	148	124	176	162	148	143	137	152	196	239	280	307
Total Revenue	**2,808**	**3,503**	**4,866**	**3,947**	**3,735**	**3,722**	**3,707**	**3,703**	**3,697**	**3,711**	**3,755**	**3,798**	**3,839**	**3,866**
Employee Related Costs	2,322	3,131	1,217	1,546	2,458	2,434	2,436	2,436	2,436	2,436	2,436	2,436	2,436	2,436
Depreciation	1,278	1,446	1,648	1,886	1,930	2,062	3,181	3,247	3,306	4,692	4,760	4,854	4,952	5,829
Finance Costs	358	(84)	262	467	1,569	2,485	3,048	3,411	3,496	3,251	3,012	3,129	3,231	3,125
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	461	3,547	267	678	1,780	1,365	885	425	375	365	370	270	260	260
Administration Costs	208	249	114	177	347	347	347	347	347	347	347	347	347	347
Grants, Contributions and Sponsorship Expense	-	451	225	-	270	270	270	270	270	270	270	270	270	270
Other Operating Expense	10,432	11,873	12,222	12,451	13,239	12,936	12,736	12,861	12,686	12,686	12,686	12,686	12,686	12,686
Repairs & Maintenance	72	48	118	91	457	337	338	498	549	549	550	550	551	552
Utilities & Occupancy Expenses	1,372	1,743	1,659	1,543	838	838	838	863	876	876	876	876	876	876
Recoveries	(421)	(432)	(483)	(480)	(109)	(127)	(126)	(126)	(126)	(126)	(126)	(126)	(126)	(126)
Allocations	3,109	3,834	3,169	3,486	5,095	5,304	5,261	5,986	6,000	5,889	5,817	5,635	5,538	5,359
Total Expenses	**19,193**	**25,806**	**20,417**	**21,846**	**27,873**	**28,253**	**29,213**	**30,218**	**30,214**	**31,235**	**30,999**	**30,928**	**31,021**	**31,613**
Operating Surplus / (Deficit)	**(16,385)**	**(22,303)**	**(15,551)**	**(17,899)**	**(24,138)**	**(24,531)**	**(25,506)**	**(26,516)**	**(26,518)**	**(27,524)**	**(27,244)**	**(27,130)**	**(27,182)**	**(27,747)**
Rates Funding	21,037	20,706	20,736	23,168	27,756	28,656	30,225	31,077	31,151	32,334	32,220	32,294	32,358	32,951
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**21,037**	**20,706**	**20,736**	**23,168**	**27,756**	**28,656**	**30,225**	**31,077**	**31,151**	**32,334**	**32,220**	**32,294**	**32,358**	**32,951**
Other Funding Impacts	**4,652**	**(1,598)**	**5,185**	**5,269**	**3,618**	**4,125**	**4,718**	**4,561**	**4,633**	**4,810**	**4,976**	**5,164**	**5,176**	**5,204**

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Growth	0	0	0	0	21,325	0	0	0	0	0	0	0	0	0
Renewal	227	478	361	811	830	868	915	511	667	593	537	846	656	2,725
Level of Service	1,433	(877)	1,835	15,794	13,340	15,713	17,184	8,956	6,242	3,709	6,326	10,084	5,982	602
Grand Total	1,661	(400)	2,196	16,605	35,495	16,582	18,099	9,467	6,910	4,303	6,863	10,930	6,637	3,328

People and capability

15.0	15.0	15.0	15.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- *Internalise capability where it provides better value for money and/or level of service, and greater organisational resilience.*
- *Strengthen strategic planning, programme management and waste system leadership capability.*

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Marine Facilities

Ross Hudson / Acting Head of Spaces and Places

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Provides, manages, maintains and renews Council-owned facilities that enable recreational and commercial access to Te Awanui / Tauranga Harbour and the coast. The network includes boat ramps, wharves, jetties, pontoons, coastal protection structures, parking and supporting assets.

Without this activity, safe and convenient access to the moana would reduce, affecting recreation, tourism, commercial marine activity and the management of busy coastal locations.

Legislative must-dos

- Resource Management Act requirements — occupation, use, maintenance and renewal of marine and coastal structures require appropriate consents and compliance.
- Local Government Act 2002 — recreational facilities are core services councils must consider in performing their role.
- Our Public Places Strategic Plan and Marine Facilities Framework — guide a safe, effective, accessible and sustainable network.
- Coastal structures policy, asset management plans and consent conditions — guide installation, maintenance, renewal and safe service delivery.

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [ ] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Operating budgets are aligned with renewals, legal requirements (mostly resource consents), programmed condition assessments, community expectations and public safety.
- Budget reductions need to be considered against asset and public-safety risk and Council's role in providing access to water. Any reduction would need to coincide with reduced provision or service levels.
- More frequent severe weather damage and climate change is increasing pressure on operating and renewal budgets.
- Better asset data, coordinated procurement, clearer service levels, digital monitoring and transparent cost and revenue reporting provide opportunities to improve value for money.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

User charges recognise that the need for this activity is created by commercial and recreational users. Benefits received include vessel berthing, recreation opportunities, convenient parking, boat storage, and access to marine facilities. Businesses benefit from convenient locations for commercial marine activities, including cruises and boat tours.
General rates recognise the public availability of marine facilities for community use, as well as the wider social and economic benefits of marine activities.

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Zero-based budgeting

Opportunities not yet captured in budgets

- Deferral of Fishermans Wharf renewals: push ~$7m out by five years, retain ~$1m for necessary remedial work. Await resolution of Marine Precinct –related matters. Leads to deferred debt and depreciation costs. Risks assessed.
- Boat Ramp User Fees – reintroduction at $10/day = ~$200k per annum additional revenue
- Increase boat parking rents in line with revaluation = ~$35k per annum by FY30
- Eventual rental return from UoW Marine Research Facility = $1.2m over 2-3 years post completion

Risks and opportunities

Risks

- Increasing use creates delays and pressure at boat ramps and parking areas.
- Limited coastal land and all-tide access constrain new facilities.
- Ageing assets, corrosion, sedimentation, inundation and erosion increase renewal and consenting complexity.
- Severe weather and climate change damage infrastructure and increase costs.
- Rising costs may reduce affordability or limit investment.
- Poor coordination across projects, agencies and asset interfaces weakens network outcomes.
- Reduced service levels or delayed renewals affect safety and community trust.

Opportunities / mitigations

- Build a consistent evidence base on demand for boat ramps / water access using monitoring, CCTV/counting, repeat surveys and regional access-to-water work.
- Optimise and upgrade existing sites before considering new facilities, with clear network priorities and service levels.
- Use condition and whole-of-life information to programme renewals and improve climate resilience.
- Coordinate planning, consenting, condition assessments and specialist procurement with other authorities.
- Engage early with mana whenua, users, clubs, commercial operators and affected communities.
- Use digital information and real-time usage data to improve customer decisions, transparency and maintenance planning.

Financial overview

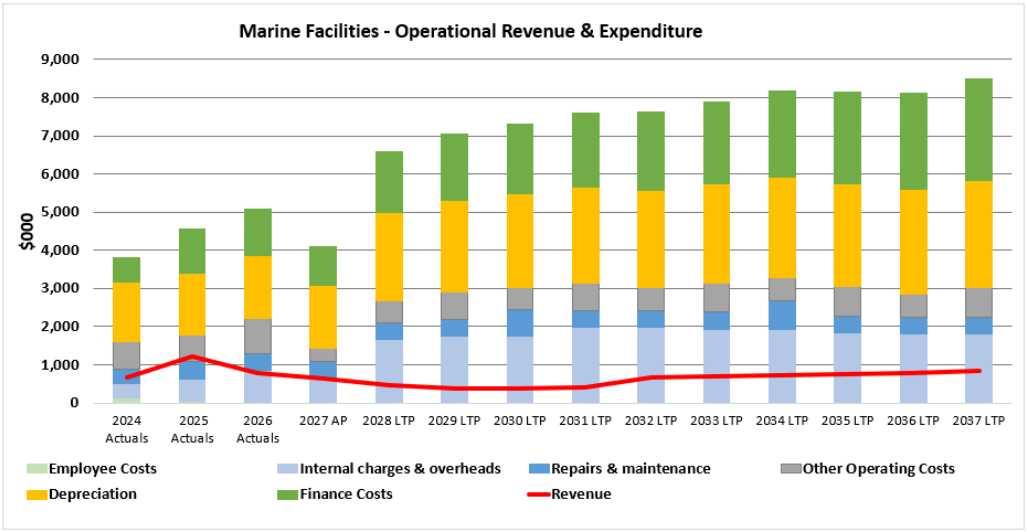
$5.1m
2026 OPERATING ACTUALS

$0.5m
OPERATING REVENUE (YR 1)

$6.5m
OPERATING EXPENDITURE (YR 1)

$14.5m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037



54%
RATES-FUNDED SHARE

$0.6m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Financial overview

Summary Draft LTP - Marine Facilities

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	473	509	541	585	569	604	604	604	844	844	844	844	844	844
Grants & Subsidies	-	353	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	195	356	228	61	(99)	(226)	(213)	(199)	(186)	(161)	(129)	(91)	(51)	(4)
Total Revenue	**668**	**1,218**	**769**	**646**	**471**	**379**	**391**	**405**	**659**	**683**	**716**	**753**	**793**	**840**
Employee Related Costs	127	49	28	23	23	23	23	23	23	23	23	23	23	23
Depreciation	1,561	1,613	1,649	1,642	2,321	2,403	2,456	2,506	2,551	2,591	2,631	2,691	2,752	2,815
Finance Costs	641	1,159	1,201	1,015	1,575	1,746	1,831	1,929	2,041	2,144	2,260	2,392	2,524	2,654
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	224	93	183	106	30	160	30	175	30	190	30	205	30	220
Administration Costs	1	5	1	1	-	-	-	-	-	-	-	-	-	-
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	83	58	70	59	125	129	129	129	153	153	153	153	153	153
Repairs & Maintenance	368	475	440	402	417	442	707	442	442	442	767	442	442	442
Utilities & Occupancy Expenses	192	102	134	32	136	136	136	136	136	136	136	136	136	136
Recoveries	214	421	531	157	299	290	287	285	283	282	280	280	279	277
Allocations	392	575	833	662	1,650	1,731	1,717	1,958	1,966	1,917	1,894	1,822	1,778	1,776
Total Expenses	**3,803**	**4,551**	**5,070**	**4,099**	**6,576**	**7,060**	**7,316**	**7,582**	**7,625**	**7,878**	**8,174**	**8,143**	**8,117**	**8,497**
Operating Surplus / (Deficit)	**(3,134)**	**(3,333)**	**(4,301)**	**(3,453)**	**(6,106)**	**(6,682)**	**(6,924)**	**(7,176)**	**(6,966)**	**(7,195)**	**(7,459)**	**(7,391)**	**(7,324)**	**(7,657)**
Rates Funding	2,315	2,000	2,300	2,300	2,800	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**2,315**	**2,000**	**2,300**	**2,300**	**2,800**	**4,300**	**4,300**	**4,300**	**4,300**	**4,300**	**4,300**	**4,300**	**4,300**	**4,300**
Other Funding Impacts	**(819)**	**(1,333)**	**(2,001)**	**(1,153)**	**(3,306)**	**(2,382)**	**(2,624)**	**(2,876)**	**(2,666)**	**(2,895)**	**(3,159)**	**(3,091)**	**(3,024)**	**(3,357)**

Capital Expenditure	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
Growth	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	575	476	447	7,242	9,107	1,549	1,076	1,628	1,277	1,035	867	936	876	764
Level of Service	5,483	847	-	1,605	2,754	-	-	-	-	-	-	-	-	-
Total	**6,058**	**1,323**	**447**	**8,847**	**11,861**	**1,549**	**1,076**	**1,628**	**1,277**	**1,035**	**867**	**936**	**876**	**764**

Uninflated from 2028 (in 2027 dollars)

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People and capability

0.3	0.3	0.3	0.3
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

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Tauranga City

Major Projects

Jane Small, Director Major Projects

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this Group

Primary purpose is to oversee delivery of Tauranga City's large scale capital projects for future communities.

Achieve value for money delivery with ongoing learning and innovation.

Ensure projects deliver quality outcomes, on time, within scope and on or under budget.

Legislative must-dos

- No legislative must do activities but strict guidance for procurement activities.

Community outcomes we contribute to (indirectly)

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Budget is primarily people-based, lean team when benchmarked nationally
- Consultant spend required at front end of projects. Some small budgets reduced / removed
- Opportunity for change occurs through capital delivery

Opportunities for change

- Greatest opportunity comes through innovation in capital delivery methods rather than reduction in people
- New time allocation for capitalization against projects has been introduced to better capture support function staff time
- Potential for greater efficiency through centralized capital delivery support functions.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- People costs are capitalised where allowed.
- No real opportunity for user pays.

Summary Draft LTP - City Ctre Developmnt & Partner

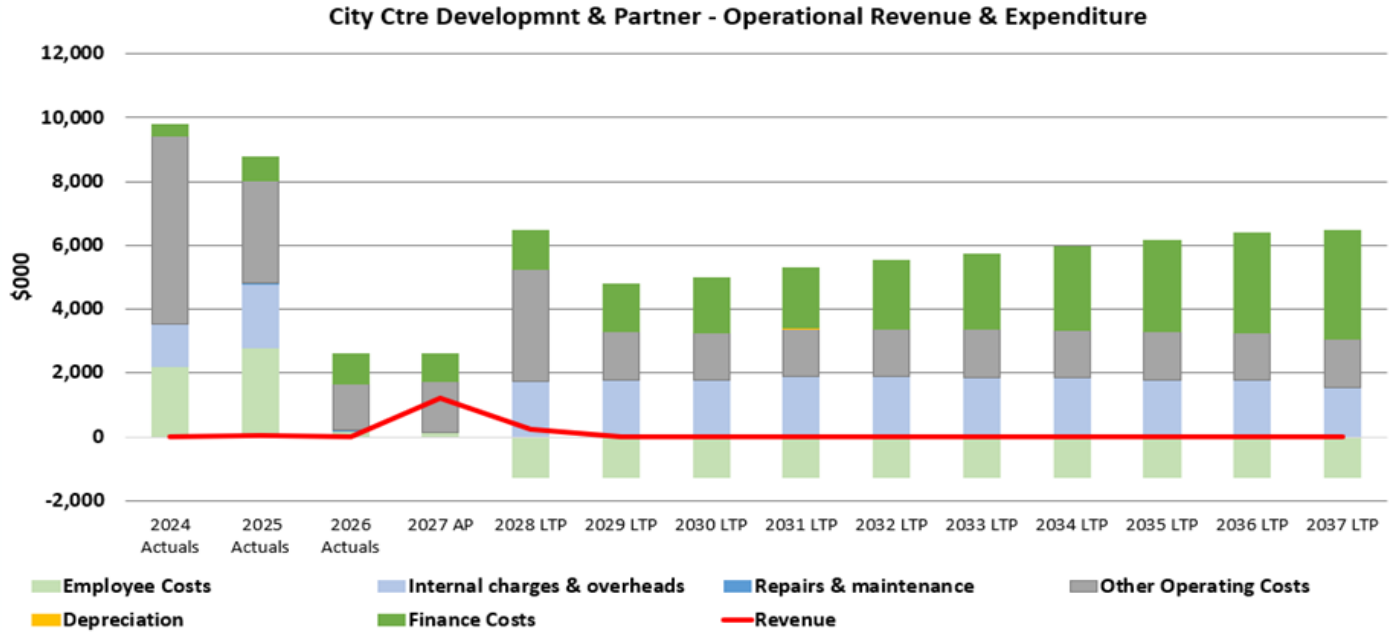
Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1	12	10	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies	-	20	-	1,200	250	-	-	-	-	-	-	-	-	-
Finance Revenue	13	2	1	1	2	2	2	2	3	3	3	4	4	4
Total Revenue	**14**	**34**	**11**	**1,201**	**252**	**2**	**2**	**2**	**3**	**3**	**3**	**4**	**4**	**4**
Employee Related Costs	2,211	2,805	197	124	(1,279)	(1,276)	(1,272)	(1,272)	(1,272)	(1,272)	(1,272)	(1,272)	(1,272)	(1,272)
Depreciation	10	10	10	10	6	6	6	6	6	6	7	7	7	7
Finance Costs	318	713	928	865	1,235	1,499	1,696	1,901	2,124	2,356	2,600	2,857	3,127	3,410
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	3,873	1,505	816	1,324	2,411	408	408	408	408	408	408	408	408	408
Administration Costs	164	90	34	255	331	331	331	331	331	331	331	331	331	331
Grants, Contributions and Sponsorship Expense	779	605	313	-	2	2	2	2	2	2	2	2	2	2
Other Operating Expense	610	511	308	16	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)
Repairs & Maintenance	4	10	1	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	15	27	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	478	482	-	6	779	773	772	772	772	772	772	772	772	772
Allocations	1,307	1,997		-	1,727	1,783	1,763	1,892	1,882	1,861	1,841	1,783	1,766	1,554
Total Expenses	**9,769**	**8,753**	**2,606**	**2,598**	**5,199**	**3,515**	**3,693**	**4,029**	**4,240**	**4,452**	**4,676**	**4,875**	**5,128**	**5,200**
Operating Surplus / (Deficit)	**(9,755)**	**(8,720)**	**(2,595)**	**(1,397)**	**(4,947)**	**(3,513)**	**(3,691)**	**(4,026)**	**(4,237)**	**(4,449)**	**(4,672)**	**(4,871)**	**(5,124)**	**(5,196)**
Rates Funding	553	1,314	(224)	(249)	(247)	(417)	(415)	(415)	(415)	(415)	(415)	(530)	(530)	(530)
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**553**	**1,314**	**(224)**	**(249)**	**(247)**	**(417)**	**(415)**	**(415)**	**(415)**	**(415)**	**(415)**	**(530)**	**(530)**	**(530)**
Other Funding Impacts	**(9,203)**	**(7,406)**	**(2,820)**	**(1,646)**	**(5,194)**	**(3,930)**	**(4,106)**	**(4,441)**	**(4,652)**	**(4,864)**	**(5,087)**	**(5,401)**	**(5,654)**	**(5,726)**

Uninflated from 2028 (using 2027 dollars)

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Uninflated from 2028 (using 2027 dollars)

Tauranga City

Building Services

Denise Whelan – Head of Building Services

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Building Services helps ensure buildings are safe, healthy, accessible and fit for purpose. We provide technical advice, process consents and carry out inspections under the Building Act 2004 and Building Code. This protects people and property, enables quality development and builds community confidence.

Building Services also carries out the Building Act functions required of it as both a Territorial Authority (TA) and a Building Consent Authority (BCA).

Legislative must-dos

- Building Act 2004 - administer Council's statutory building functions and maintain BCA accreditation.
- Building Code - assess building work and confirm it meets minimum performance requirements.
- Statutory timeframes - process building consent applications and decisions within required timeframes.
- Compliance functions -inspections, code compliance certificates, pools, BWOF audits and enforcement.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [ ] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- No significant changes to the cost structure.
- Consulting costs continue to be driven down and now have reached levels that are sustainable.
- Operating costs like motor vehicles operating costs and training and competency budgets are being focused on in this LTP.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

User charges recognise that the need for building services is created by people carrying out building work, and it being required to be certified legally compliant.
A targeted rate for private swimming pool inspections recognises the benefits owners receive by having safely fenced pools.
General rates are an appropriate funding source for the community to recognise the benefits of undertaking compliance functions associated with safe and sanitary buildings. It also covers compliance matters relating to Pools, Building Warrant of Fitness processes and public access to making queries and complaints.
Subsidies for building consents relating to the installation of solar panels are completely funded by general rates, given the environmental benefit.

Risks and opportunities

Risks

- Reform may alter BCA structure, accreditation and service boundaries.
- Private or stand-alone BCAs may reduce market share and fee revenue.
- Consent-volume volatility may affect revenue, resourcing and service performance.
- Loss of technical expertise through the water transition may reduce consistency and efficiency.

Opportunities / mitigations

- Maintain statutory performance, accreditation and inspection responsiveness.
- Review fees, cost recovery, productivity and resourcing as demand changes.
- Retain and upskill staff for complex consenting, compliance and reform.
- Use data, automation and AI to improve pre-checking, reporting and customer communication.

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Key conversations

Key conversation

- Agree Council's response to Building Act and local government reform, including possible BCA consolidation.
- Confirm the funding balance across user charges, targeted and general rates, cost recovery and affordability.
- Set the workforce, data, automation and AI investment needed to maintain performance and remain competitive as demand changes.

Financial overview

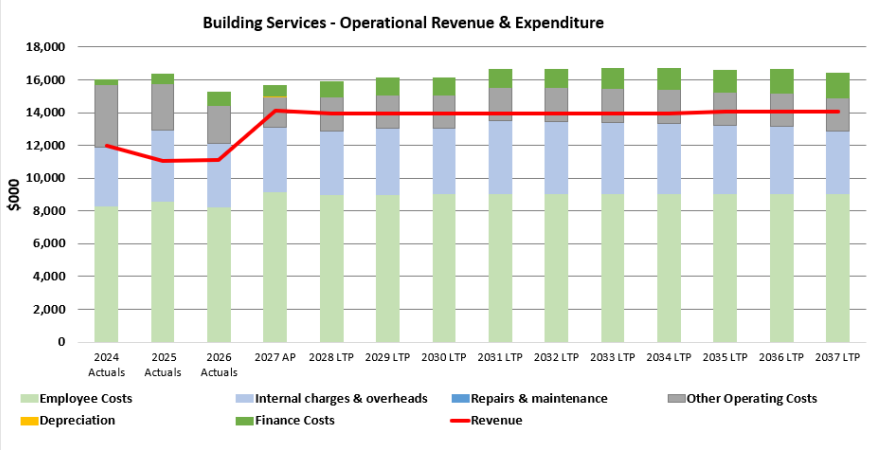
$11.97m
2026 OPERATING Rev ACTUALS

$15.2m
OPERATING REVENUE (YR 1)

$15.9m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



8.2%
RATES-FUNDED SHARE

$13.9m
REVENUE / USER CHARGES

Capital projects

- None.

Financial overview

Summary Draft LTP - Building Services

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	11,952	11,005	11,070	14,117	13,929	13,922	13,922	13,922	13,922	13,922	13,922	14,035	14,035	14,035
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	4	53	31	20	30	29	28	28	28	27	27	27	26	26
Total Revenue	**11,956**	**11,058**	**11,102**	**14,137**	**13,958**	**13,951**	**13,951**	**13,950**	**13,950**	**13,949**	**13,949**	**14,062**	**14,061**	**14,061**
Employee Related Costs	8,314	8,574	8,256	9,198	9,010	9,024	9,044	9,044	9,038	9,038	9,038	9,038	9,038	9,038
Depreciation	10	3	2	11	2	2	2	2	2	2	2	2	2	2
Finance Costs	302	619	788	675	965	999	1,040	1,082	1,146	1,211	1,277	1,343	1,426	1,511
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	2,278	1,520	922	756	787	787	787	787	787	787	787	787	787	787
Administration Costs	95	120	77	47	126	126	126	126	126	126	126	126	126	126
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	329	282	464	255	338	338	338	338	338	338	338	338	338	338
Repairs & Maintenance	1	-	-	20	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses					-	-	-	-	-	-	-	-	-	-
Recoveries	1,073	874	868	806	800	796	796	796	796	796	796	796	796	796
Allocations	3,607	4,375	3,865	3,903	3,882	4,026	3,981	4,450	4,433	4,378	4,327	4,169	4,124	3,836
Total Expenses	**16,008**	**16,368**	**15,242**	**15,671**	**15,911**	**16,098**	**16,114**	**16,625**	**16,666**	**16,677**	**16,691**	**16,599**	**16,637**	**16,434**
Operating Surplus / (Deficit)	**(4,053)**	**(5,310)**	**(4,140)**	**(1,534)**	**(1,953)**	**(2,147)**	**(2,164)**	**(2,675)**	**(2,716)**	**(2,727)**	**(2,742)**	**(2,537)**	**(2,576)**	**(2,373)**
Rates Funding	772	912	874	1,075	1,260	1,302	1,319	1,380	1,392	1,401	1,410	865	861	832
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**772**	**912**	**874**	**1,075**	**1,260**	**1,302**	**1,319**	**1,380**	**1,392**	**1,401**	**1,410**	**865**	**861**	**832**
Other Funding Impacts	**(3,280)**	**(4,397)**	**(3,266)**	**(459)**	**(693)**	**(845)**	**(845)**	**(1,295)**	**(1,323)**	**(1,326)**	**(1,332)**	**(1,672)**	**(1,715)**	**(1,541)**

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People and capability

79	79	79	79
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No change currently proposed in order to:
  - Maintain statutory timeframes, accreditation and inspection responsiveness.
  - Retain and build capability for market recovery, complex work and sector reform.
  - Strengthen data, automation and AI capability to improve productivity, reporting and consistency.

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Tauranga City

City Planning & Growth

Andrew Mead, Head of Department

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The purpose of the activity is to provide a resource management and land use planning framework for the City that supports the sustainable management of the City's natural and physical resources for our existing and future community.

Given Tauranga's context there is a significant focus on issues such as:

- providing for growth through intensification and greenfield development,
- integrating land use planning with infrastructure planning, funding and delivery,
- Working with partners such as NZTA, BOPRC, WBOPDC, the future Water Entity, tangata whenua as well as landowners/developers
- addressing climate change and natural hazard risk.

Legislative must-dos

- Currently TCC is required to have a District Plan (TCC City Plan) under the RMA that is regularly reviewed, gives effect to National Direction and the Regional Policy Statement, and provides sufficient development capacity for growth.
- The Resource Management system is being reformed, and the new system has been enacted. This requires TCC to jointly deliver a Regional Spatial Plan with other BOP councils, and a Land Use Plan to replace the TCC City Plan. Implementation of the new system will occur between now and around 2031.
- A Development Contributions Policy is required to enable DC charging
- Monitoring of development capacity and uptake is a statutory requirement

Community outcomes we contribute to

- [ ] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

Resource Management Reforms (significant resource required to implement new RM system, future efficiencies expected)

- Statutory plans required by resource management legislation are a must (City Plan, transitioning to new Regional Spatial Plan and Land Use Plan)
- Development of a Regional Spatial Plan (RSP) and Land Use Plan will require significant staff and specialist consultant budget
- Budget requirements are difficult to accurately assess at this early stage of the new planning system because level of effort uncertain, need for new / revised technical assessments uncertain – to be refined over next 6-9mths
- Focus on statutory minimum for RSP, utilizing existing information as far as possible with ability to improve in future versions
- RSP costs to be allocated across all BOP Councils – total cost and TCC allocation are not yet clear
- Three unfilled FTE positions currently remain unfilled until resource management resourcing requirements are better understood
- TCC contribution to SmartGrowth budget uncertain (currently left unchanged from current FY)
- Medium to long-term, budgets requirements likely to decrease further once initial phase of implementing new RM system complete in early 2030's

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

Greenfield growth (potential to do less depending on decisions to come on potential future growth areas - esp. in the West)

- Uncertainty around planning for areas like Keenan, Upper Belk and to a lesser extent Te Tumu
- Reporting to City Future Committee for direction / decisions Nov 2026 on western corridor areas
- Deferring or stopping projects would reduce currently assumed budget requirements (technical work, staff / consultant resourcing)
- Projects linked to City Deal, existing SmartGrowth Strategy, NZTA SH29 RONS project, meeting statutory development capacity requirements etc…

Strategic Transport & Infrastructure (costs have been reduced, greenfield planning decisions made have further impacts)

- $600k allocated to Time of Use Charging investigations will be removed from the budget following decision at 13 Oct City Future Committee
- Workload for engineers/ transport planners would reduce if greenfield structure planning work reduced
- No allowance for review / replacement of UFTI (strategic transport strategy / business case) given new RSPs, City Deal, TSP partnership etc

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

Growth Funding (Doing less not a feasible option)

- Low cost activity, already under significant resourcing pressure
- Delivers in significant revenue to TCC through the likes of DCs, IFF levies, Infrastructure Acceleration Grants, developer agreements
- Significant focus on allocating delivery and funding responsibility for projects directly to developers, freeing up TCC ability to deliver for existing community
- Proposed replacement of DCs with Development Levies will create significant workload
- As does transition to new Water Organisation. Initially TCC likely to collect DCs on behalf of the WO (proposing to recover proportion of cost from WO)

Growth Monitoring & Analytics (Some uncertainty with new RM system, reduced resourcing likely to result in greater reliance on consultants)

- Undertakes statutory monitoring requirements for growth and development as well as projections and allocations of future growth
- Allows development of Housing and Business Capacity Assessment to be done internally (most councils rely on economic consultancy firms)
- Requirements under new RM system uncertain and will be monitored

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

Overall Activity Summary

- Overall activity budget for first 3 years similar / slightly less than last LTP (noting expenditure in last few years lower than anticipated as projects delayed by planning reforms)
- Activity budget likely to decrease further once initial phase of implementing new RM system complete in early 2030's

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Activity costs are largely rate funded
- Private plan change costs recovered, same with input into Fast-track applications (eg Wairakei South)
- Greenfield structure planning cost sharing with major landowners / developers (eg Te Tumu)

Risks and opportunities

Risks

- The pace and scale of government resource management and development contribution reform presents some potential risks in terms of uncertainty around technical reporting needs, implementation timeframe achievability and overall workability of new legislative and policy settings.
- The City's growth has started to create a number of cross boundary infrastructure and funding issues as development proposals located in the WBOP District seek connection to or create demand on TCC infrastructure.
- Infrastructure capacity, cost and funding remain significant issues in respect of enabling further growth and ensuring infrastructure can keep pace with ongoing development. Infrastructure cost is creating development feasibility issues for some development proposals and constraining TCC's ability to meet government development capacity requirements.
- There is significant reliance on NZTA to fund and deliver significant road improvements in and around the City to address currently and future issues, including key State Highway improvements that remain uncertain.
- The desire to see a significant increase in city centre living and intensification more generally is currently constrained by market factors, including high development costs and limited demand.

Opportunities / mitigations

- The resource management and development contribution reforms are also an opportunity. The RM system is designed to be more standardized, narrower in scope, with less plans and more national direction. Collectively this should create efficiencies in time – a number of City Planning & Growth staff have been seconded to central government to assist policy and legislative development.
- DC reform (development levies) may enable greater flexibility and be better aligned with growth paying for growth
- The City / Regional Deal presents an opportunity of working more closely with the Crown to achieve housing and infrastructure outcomes for the City, including key transport investment.
- Developing a close working relationship with the joint Water Entity will be essential to manage intensification and greenfield growth planning, funding and delivery.

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Key conversations

Key conversation

- Resource Management system budgets for Regional Spatial Plan and Land Use Plan remain significantly uncertain and will be refined as LTP is further developed. TCC staff seeking to keep cost of RSP to a minimum by relying on existing work, staff resources and existing structures like SmartGrowth. Potential opportunity to reduce cost by identifying matters to be addressed in the second generation RSP rather than doing everything the first-time round.
- Uncertainty around need / timing for currently unfilled planning roles (x3) – to be monitored.
- Greenfield structure planning budgets (placeholders included at the moment – depends on decisions made through future reporting late this year, especially Western Corridor areas)
- SmartGrowth budgets – TCC share. Understanding that BOPRC contribution is planned to reduce further. Requires wider SmartGrowth partnership discussions.

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Financial overview

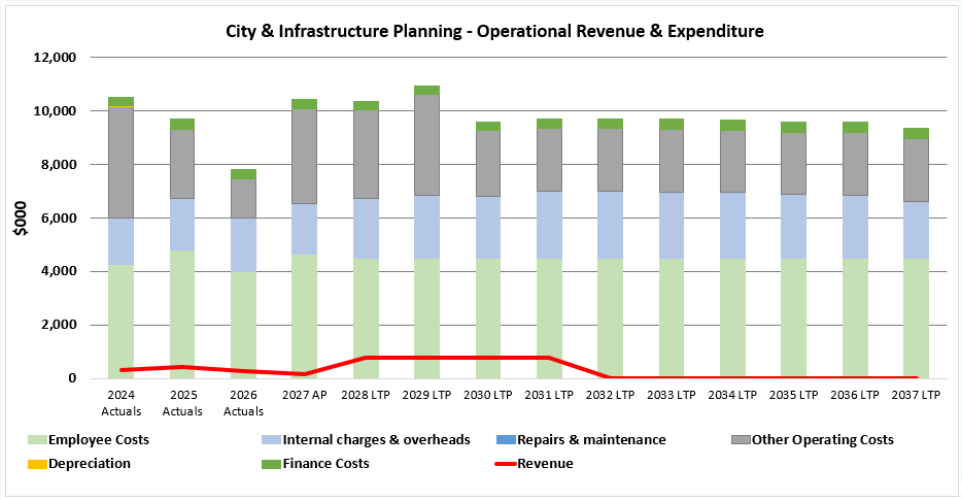
$8.3m
2026 OPERATING Rev ACTUALS

$10.6m
OPERATING REVENUE (YR 1)

$10.4m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



95%
RATES-FUNDED SHARE

$0.76m
REVENUE / USER CHARGES

Notes:
- 2026 budget low as projects on hold due to RM reform
- Where possible cost funded by developers / landowners eg fast-track projects / private plan changes or cost sharing for greenfield rezoning + services provided to Water Org (eg DC Policy)
- Growth funding positions generate significant revenues for Councils through DCs and other funding tools which are budgeted elsewhere

Financial overview

Summary Draft LTP - City & Infrastructure Planning

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	318	399	221	160	750	750	750	750	-	-	-	-	-	-
Grants & Subsidies	-	-	30	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	7	10	6	4	6	7	7	7	7	7	8	8	8	8
Total Revenue	**325**	**409**	**257**	**164**	**756**	**757**	**757**	**757**	**7**	**7**	**8**	**8**	**8**	**8**
Employee Related Costs	4,277	4,801	3,985	4,654	4,480	4,488	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496
Depreciation	17	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	320	396	356	324	320	326	342	349	356	362	367	372	376	380
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	4,238	2,667	941	3,684	3,314	3,893	2,550	2,460	2,460	2,460	2,460	2,460	2,460	2,460
Administration Costs	57	46	30	106	-	-	-	-	-	-	-	-	-	-
Grants, Contributions and Sponsorship Expense	-		-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	299	2	46	168	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)
Repairs & Maintenance		-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	(403)	(148)	424	(399)	16	(88)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)
Allocations	1,708	1,944	2,035	1,889	2,270	2,352	2,328	2,521	2,514	2,481	2,452	2,375	2,347	2,128
Total Expenses	**10,512**	**9,709**	**7,816**	**10,427**	**10,377**	**10,948**	**9,606**	**9,716**	**9,716**	**9,688**	**9,664**	**9,593**	**9,569**	**9,354**
Operating Surplus / (Deficit)	**(10,187)**	**(9,299)**	**(7,558)**	**(10,263)**	**(9,620)**	**(10,192)**	**(8,849)**	**(8,959)**	**(9,709)**	**(9,681)**	**(9,657)**	**(9,585)**	**(9,561)**	**(9,345)**
Rates Funding	8,293	8,212	8,015	9,245	9,888	9,700	8,703	8,828	9,591	9,575	9,562	9,500	9,486	9,278
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**8,293**	**8,212**	**8,015**	**9,245**	**9,888**	**9,700**	**8,703**	**8,828**	**9,591**	**9,575**	**9,562**	**9,500**	**9,486**	**9,278**
Other Funding Impacts	**(1,895)**	**(1,087)**	**456**	**(1,018)**	**268**	**(492)**	**(146)**	**(131)**	**(118)**	**(106)**	**(95)**	**(85)**	**(76)**	**(68)**

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People and capability

30.7	30.7	30.7	30.7
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the (lack of) change

- Roles split across planning, transport/infrastructure/land development, growth funding & growth monitoring functions
- No extra FTEs requested through this LTP process
- RESET process resulted in some roles being disestablished and 4 roles being confirmed but not immediately filled as not required until implementation of new resource management system underway
- One of these roles has been given up meaning currently operating with 3 vacant positions
- No immediate need to appoint these positions but anticipate they will be required the support replacement of TCC City Plan with new Land Use Plan
- Need will continue to be monitored and appointments made only if necessary
- Possible that planning FTE requirements will decrease in the mid to later years of LTP if new RM system efficiencies are realized
- Some additional effort expected in coordinating and integrating growth and planning with the Water Organisation but no additional FTE allowance at this stage, same maybe true for implementation of proposed new Development Levy system

Bay Venues

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Spaces to Belong | Experiences to Connect

Bay Venues is the kaitiaki of Tauranga's network of community facilities on behalf of Tauranga City Council, providing safe, welcoming places for residents and visitors to be active and connect through sport, recreation, activities and events.

We support Council investment by driving commercial revenue to offset costs, keeping facilities affordable and accessible.

If this activity stopped, the community would lose access to much of this network, reducing opportunities to learn to swim, play sport, meet locally and attend events.

Legislative must-dos

Bay Venues' legal obligations govern how it operates, rather than which facilities and services it provides. The obligations include health and safety, building and fire compliance, consents and licences, employment, privacy and CCO reporting.

Council determines the venue network, opening hours and user fees, while Bay Venues ensures safe, compliant delivery.

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [x] A city that supports business and education
- [ ] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

Zero-based budgeting

Stand-out changes or findings

- **Forecast Surplus:** breakeven net surplus before tax (unfunded) (includes TCC funding to offset the Mount Hot Pools closure).
- **Adjusting the Balance Slightly:**
  - **Reducing Council Subsidy:** operating subsidy (uninflated) reduces by an average 0.5% p.a. across FY28–30 (excluding one-off impacts such as Mount Hot Pools).
  - **Increasing User Fees:** user fees revenue grows from $22.0m (FY27) to $26.6m (FY30) – 6.5% compound – and averages 72% of total revenue.
- **Commercial Revenue Offsets Cost:** commercial operations deliver $1.27m net profit before tax on average FY28–30 after overhead allocation, interest and depreciation.
- **Improvement Initiatives:** include reducing level of service, packaging and value-add enhancements, FTE savings, technology and sustainability initiatives.
- **Mount Hot Pools:** assumed reopening January 2028; the six-month FY28 closure costs $1.03m, supported by an increased one-off operating grant.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- **Who Benefits:** users of facilities, plus wider community health, wellbeing and economic benefits.
- **Who Creates the Cost:** user demand for facilities, and community requirements to have these facilities available.
- **Funding Options:** user fees; Council operating subsidy; commercial and event revenue; and, where possible, third-party capital investment funding.
- **Current Funding:** a user-fees led model – covers 54% of operating costs (excluding capital costs) for community facilities –the balance is funded by a Council operating subsidy after the offset of commercial profits.
- **Proposed Changes:** adjusting the funding of community facilities to a slightly higher user-pays model; reducing the Council subsidy required slightly across FY28-30.

Risks and opportunities

Risks

1. **Affordability & Accessibility:** inflation, cost of living pressures and Council funding constraints impact the business through increasing direct costs and visitation demand. This in turn can put pressure on operating margins.
2. **Increasing Demand:** a rapidly growing city and changing expectations around facility requirements, compliance, customer experience, accessibility and technology.
3. **Venue Challenges:** much of the existing facilities network is old and requires increasing levels of maintenance, renewals and closures. The Mount Hot Pools is currently closed due to the Mauao landslide.
4. **Capital Constraints:** constrained new capital funding limits Councils ability to meet demand by investing in projects to expand and improve the community facilities network.
5. **Critical Health & Safety Risks:** eight critical risk areas have been identified and assessed for staff and customers with most sitting within aquatics and events.
6. **Specialist Capability:** significant specialist expertise and key-person dependency exists within a lean operating structure.

Note: Wider enterprise risks also exist such as sector reform, reputational risk, cost escalation, economic pressures, cyber security etc.

Opportunities / mitigations

1. **Value for Money Solutions:** we focus on disciplined cost control, exploring network/group efficiencies, leveraging technology and investing in venue improvements that save costs or generate incremental revenue.
2. **Revenue Diversification:** we are driving our commercial business units to maximise returns; we optimise fees and charges; and, we develop aligned and valuable partnerships to deliver additional revenue.
3. **Smart, Prioritised Investment:** We prioritise venue planning and investment to provide safe, vibrant and fit-for-purpose spaces that meet community needs.
4. **Flexible Operation:** we use technology and create adaptable spaces to improve access and meet changing community needs, while ensuring as a team that we are flexible in our approach.
5. **Critical Risk Control Programme:** we are implementing a critical controls programme as a top organisational priority and it is advancing well.
6. **An Engaged Workforce:** we foster a positive, high performing team culture as a core strategy to help attract and retain key talent.

Key conversations

Key Conversations

1. **Affordability and Revenue:** How can we balance the ratepayer funding and user fees to maximise community outcomes? What other commercial income streams can we explore? What things do we stop doing to save money?
2. **Network Investment Priorities:** With constrained funding, which major projects do we prioritise? Arena Expansion, Baypark Master Plan and/or Memorial Park Aquatic Centre. What options do we have if we can't afford new facilities?
3. **Council Collaboration:** How do we improve collaboration to optimise service delivery and leverage group efficiencies? How can we improve transparency? How can we highlight Council's investment in the community facilities network?

- **Mount Hot Pools:** How/when can we safely re-open? What will it cost? What are our next steps?
- **Risk Management:** How can we work better with Council in managing risk?
- **Reform Readiness:** How do we position Bay Venues to support future local government reform?

Financial overview

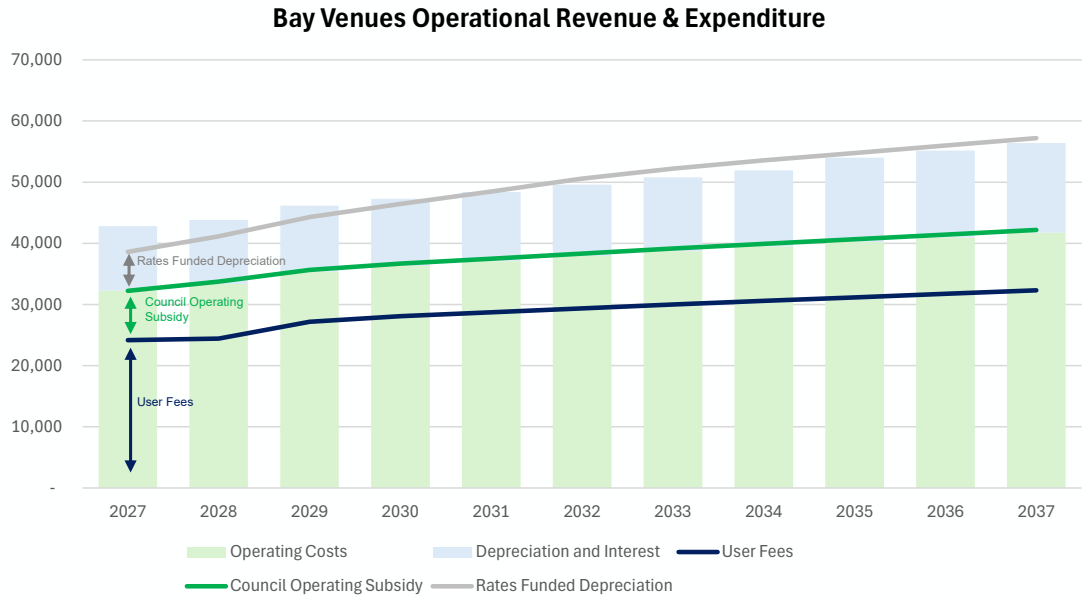
$0.02m
Net Surplus before Tax (Unfunded) Yr 1

$33.8m
Operating Revenue (Yr 1)

$33.3m
Operating Expenditure (Yr 1)

$30.9m
Renewals Budget (Yrs 1–3)

$11.6m
New Capital Budget (Yrs 1–3)



Note: Chart excludes cost of debt held by Council for Bay Venues assets.

54%
Funded Network User Fees % of Operating Costs (excl capital costs – FY27)

126%
Commercial Network (non-funded) User Fees % of Operating Costs (excl capital costs – FY27)

$24.5m
User Fees Revenue (Yr 1)

Financial overview

OPERATING REVENUES & EXPENDITURES	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
	AP ACTUALS $000's	*AP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's	*LTP* $000's
OPERATIONAL REVENUE													
User Fees	22,592	21,955	23,010	25,780	26,653	27,250	27,847	28,444	29,017	29,564	30,112	30,659	**278,337**
TCC Operating Grant	7,371	7,698	8,892	8,002	8,151	8,334	8,517	8,699	8,874	9,042	9,209	9,377	**87,096**
SaaS Technology Funding	295	365	435	476	432	442	452	461	471	479	488	497	**4,633**
Other (Insurance, WBOPDC, Partnerships)	2,470	2,218	1,468	1,507	1,551	1,586	1,620	1,655	1,688	1,720	1,752	1,784	**16,333**
Total Operating Revenue (A)	**32,728**	**32,236**	**33,805**	**35,765**	**36,787**	**37,611**	**38,436**	**39,260**	**40,050**	**40,806**	**41,561**	**42,317**	**386,398**
OPERATIONAL EXPENDITURE													
Employee Costs	19,341	19,279	19,619	20,721	21,240	21,716	22,192	22,668	23,124	23,561	23,997	24,433	**223,273**
Consultants	879	767	784	803	822	840	859	877	895	912	929	946	**8,666**
Operating (Incl. Admin, Marketing, COGs)	10,843	11,063	11,688	12,430	12,749	13,035	13,320	13,606	13,880	14,142	14,404	14,666	**133,919**
Repairs & Maintenance	1,490	1,200	1,243	1,335	1,442	1,475	1,507	1,539	1,570	1,600	1,629	1,659	**15,000**
Total Operating Expenses (B)	**32,553**	**32,310**	**33,335**	**35,288**	**36,254**	**37,066**	**37,878**	**38,691**	**39,469**	**40,214**	**40,959**	**41,704**	**380,858**
EBITDA (A-B)	**175**	**(74)**	**471**	**477**	**533**	**545**	**557**	**569**	**581**	**592**	**602**	**613**	**5,540**
New Capital Depreciation (Non Funded)	125	127	432	447	456	456	456	456	456	456	456	456	**4,529**
Debt Servicing Costs (Non Funded)	12	15	21	21	21	22	22	23	23	24	24	24	**226**
NET SURPLUS/(DEFICIT) ***after Debt & Depreciation (Non Funded)****	**38**	**(217)**	**17**	**9**	**56**	**67**	**79**	**90**	**101**	**112**	**122**	**133**	**786**
Interest Funding	929	814	886	916	1,057	1,147	1,168	1,171	1,207	324	324	324	**8,527**
Debt Servicing Costs (Funded)	943	935	943	943	943	943	943	943	943	943	943	943	**9,435**
Depreciation (Funded)**	9,715	10,240	9,972	10,305	10,653	11,041	11,422	11,816	12,222	12,643	13,077	13,526	**116,678**
*Internal Overhead Allocations****	*6,207*	*4,766*	*5,214*	*5,427*	*5,497*	*5,620*	*5,743*	*5,867*	*5,985*	*6,098*	*6,211*	*6,323*	***57,985***

Note: The financials reflect inflated values and exclude profit/loss on disposal and renewal funding. Bay Venues and Council are working through where some of the non-funded depreciation is reported.
**Net Surplus/ (Deficit) after Debt & Depreciation (non-funded) does not include funded depreciation expense for the Bay Venues network or rates funding against this expense.*
***Depreciation is not fully rate payer funded in year one of the LTP, annual increases have been included to achieve full funding from year four onwards.*
****Internal overheads allocations are for presentation purposes only and are included in the total operating expenses.*

Asset overview

Facility Classification Framework

Tier 1 — Strategic Assets
City-wide significance, difficult to replace
Highest Priority

Tier 2 — Community Assets
Significant local and city-wide community benefit
High Priority

Tier 3 — Local Assets
Neighbourhood-focused facilities and pavilions
Moderate Priority

Strategic Growth Assets
Future facilities required to support growth
Future Investment

~$157M
FY26 PORTFOLIO VALUATION

6
FACILITY TYPES

1940s–2025
PORTFOLIO DEVELOPMENT SPAN

FACILITY TYPE	PORTFOLIO CHARACTER	AGE PROFILE
Aquatic Facilities	Mature aquatic assets requiring ongoing renewal investment	1970s–2005
Indoor Sport & Recreation Facilities	Legacy, modern and repurposed sport and recreation assets	1940s–2025
Community Halls	Predominantly older community infrastructure assets	1950s–1970s
Community Centres	Mid-life facilities supporting local communities	1990s–2010s
Events & Entertainment Venues	Modern regional sport, event and entertainment assets	2001–2011
High-Performance Centre	Specialist infrastructure; original facility later redeveloped	1941 / 2015–16

CAPITAL EXPENDITURES	2026 AP $000	2027 AP $000	2028 LTP $000	2029 LTP $000	2030 LTP $000	2031 LTP $000	2032 LTP $000	2033 LTP $000	2034 LTP $000	2035 LTP $000	2036 LTP $000	2037 LTP $000	TOTAL LTP $000
CAPITAL PROJECTS BY TYPE													
New Capital Projects*	1,960	3,680	6,507	1,621	3,490	7,282	1,701	2,747	1,378	1,091	985	1,416	**28,217**
Renewal Projects	7,610	15,413	10,371	9,150	11,390	6,592	6,676	9,733	13,498	3,585	3,341	3,619	**77,956**
Total Capital Expenditure	**9,570**	**19,093**	**16,878**	**10,772**	**14,880**	**13,874**	**8,377**	**12,480**	**14,875**	**4,676**	**4,326**	**5,035**	**106,173**

*Excludes major capital projects funded by Council (e.g. Memorial Park Aquatic Centre, Baypark Master Plan projects etc).

People and capability overview

186.0	186.0	184.0	181.5
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No significant change expected.
- Minor reduction in FTE over time due to expected technology efficiencies.
- Some flexibility required as front line staffing will need to respond to demand.



Tourism Bay of Plenty

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

To lead the prosperity of our people and place through tourism.

To deliver specialist CCO services and outcomes for the sustainable growth and management of the WBOP visitor economy on behalf of Tauranga City and Western By of Plenty District Councils and their communities.

If this activity stopped, the destination would lose a highly skilled, agile and dedicated organisation that works with councils, tourism, hospitality, accommodation, activity and event organisers, the airport, port and other key national entities and government agencies to co-ordinate, amplify and partner on opportunities for and on behalf of the destination.

Legislative must-dos

Tourism Bay of Plenty's delivery of service aligns to Section 10 - Purpose of Local Government, as amended by the Local Government (System Improvements) Amendment Act 2026. The entity's formal name is Western Bay of Plenty Tourism and Visitors Trust, established over 20 years ago, with TCC and WBOPDC as the shareholder councils.

"The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities; and to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is cost-effective and *supports local economic growth and development*."

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-Based Budgeting

Stand-out changes or findings

- **Streamlined Focus:** the ZBB process made us question everything and succinctly define our 15 core programs of delivery - each strongly interconnected and related.
- **More for Less:** we have worked hard with this, consecutive years of 7% funding cuts and prior the loss of $621k annually from airport reserves has been challenging.
- **Line of Sight:** 5th largest metro in NZ, we must remain competitive, our eye fixed on growing our market share (voice), visitor demand and spend in region (Int& Dom).
- **Regional Tourism NZ:** as 1 of 30 RTO's across NZ, we are one of the most efficient in terms of population served, $$ in, output delivered and outcomes achieved.
- **Leading by Example:** we know discretionary spend is tight, as are rates, COL and external pressures - as an organisation (and board) TBOP continues to match this.
- **Stronger Collaboration:** working on valued project partnerships with local agencies to efficiently achieve shared outcomes for our community is something we do well.
- **Nothing for Granted**: funding constraints, every project we put our resource and time to is (re)assessed on relevance, how best to deliver it, impact and future worth.

Revenue and Financing Policy - Funding Needs Analysis and proposed way of paying for costs

- **Who Benefits from our services:** councils, locals, visitors, operators, businesses, venues, service providers. Tourism employs 1:10 NZ, 7.5% GDP $28.7bn, Expend $44Bn
- **Who Creates the Cost:** as above (is a combination) - more pertinent is **Why is there a Cost:** civic pride in place, promotion, responsibility (Manaakitanga), inviting region.
- **Current Funding:** council funds TBOP through economic development targeted rate (via commercial/industrial) - WBOPDC through general rate. MBIE (ad-hoc) campaigns.
- **Funding Options:** council funding | increased commercial (iSITE) commissions (reducing net cost of service) | Tauranga Airport reserves (as per Airport Act) | Other.
- **Proposed Changes:** forecasted budget outlines funding assumptions, with outlier options such as new government 'at place' funding mechanisms and such tbc.

Zero-Based Budgeting - Program Specifics

Core Program Delivery

1. Data, Research & Insights
2. Campaigns, Promotions & Social Media
3. Destination Experiences & Storytelling
4. Media & Public Relations
5. Cruise Sector Facilitation
6. i-SITE Operations
7. Flavours of Plenty
8. Conferences & Business Events
9. Trade & Familiarisations
10. Operator Capability Building
11. New Product Development
12. Leveraging Major Events
13. Tourism Sector Associations & Government Agencies
14. Regional Partnerships & Community Engagement
15. Digital Kiosk Network (Supplementary Project)
16. Place Brand Delivery & Implementation (Supplementary Project)
17. i-SITE CAPEX (Relevant only for FY 2025/2026
18. Overheads (Insurance/Utilities/Lease)

Note: Programs 1–14 & 18 are funded through core operating grants (BAU)
Programs 15–16 are separately funded supplementary projects.
Program 17 listed as part of FY25/26 analysis (50/50 TNZ).

Zero-Based Budgeting

Response

- **Funding Approach:** TBOP's proposed 2028–2030 LTP funding requirements have been developed through a comprehensive Zero-Based Budget review, aligned with Council's Letter of Expectations. While a 3% annual CPI increase has generally been applied across workstreams, targeted increases above CPI are proposed where existing funding is insufficient to maintain service levels, address rising costs and deliver the outcomes expected by Council.
- **Destination Marketing:** Increased funding for campaigns, promotions and social media is required to maintain regional competitiveness and share of voice, particularly following two years of 7% funding reductions and the withdrawal of $610,000 in annual Airport Reserve funding.
- **i-SITE Operations:** Additional investment will support seven-day trading from 2028 and increased operating costs associated with the new Tauranga city centre location at Te Manawataki o Te Papa.
- **Product Development & Place Brand:** Increased funding will support new visitor experiences, infrastructure opportunities and sustained place brand activation to strengthen the region's long-term visitor proposition.
- **Overheads & Operational Capacity:** Additional provision is required to accommodate rising insurance, technology and operational costs essential to delivering TBOP's workstreams.
- **Overall Funding & Delivery:** Proposed TCC total operating grants are $2.68m (2028), $2.78m (2029) and $2.90m (2030). Funding should be considered collectively, recognising the interconnected nature of BAU workstreams and supplementary projects in meeting Council's expectations.

Risks and Opportunities

Risks

- **Reduced destination marketing investment** risks declining share of voice, visitor demand and market share to competing destinations.
- **Insufficient long-term place brand funding** risks undermining brand equity, regional awareness and the return on initial investment.
- **Underinvestment in interconnected workstreams** may compromise TBOP's ability to deliver Council's expected visitor economy outcomes.

Opportunities / mitigations

- **Strengthen targeted destination marketing** to maintain regional competitiveness, attract visitors and support year-round economic activity.
- **Leverage the new Tauranga city centre i-SITE and digital kiosk network** to improve visitor servicing, dispersal and local expenditure.
- **Build long-term place brand equity through sustained investment** and partnerships across tourism, economic development and major events.
- **Support new tourism products, cultural experiences and infrastructure** through collaboration with councils, mana whenua, industry and investors.
- **Use research, visitor insights and regional partnerships** to prioritise investment, improve delivery efficiency and identify emerging visitor economy opportunities.

Financial Overview

People & Capability: Total FTE of 18.81 maintained for LTP 2027-2037

Workstream	2025/26 Actual	2026/27 Annual Plan	2026/27 FTE	LTP 2028	LTP 2029	LTP 2030
1. Data, Research & Insights	$76,148	$95,534	0.76	$98,400	$101,352	$104,392
2. Campaigns, Promotion & Social Media	$240,013	$278,159	2.19	$297,452	$324,213	$361,640
3. Destination Experiences & Storytelling	$125,791	$144,856	1.15	$149,202	$153,678	$158,288
4. Media & Public Relations	$52,718	$59,986	0.49	$61,786	$63,640	$65,549
5. Cruise Sector Facilitation	$145,485	$140,289	0.9	$144,497	$148,832	$153,297
6. i-SITE Operations	$374,103	$379,299	4.85	$399,823	$411,818	$424,172
7. Flavours of Plenty	$126,670	$157,001	0.43	$161,711	$166,563	$171,560
8. Conferences & Business Events	$62,237	$68,429	0.52	$70,482	$72,596	$74,774
9. Trade & Familiarisations	$56,379	$62,208	0.47	$64,074	$65,997	$67,976
10. Operator Capability Building	$62,090	$67,540	0.52	$69,566	$71,653	$73,803
11. New Product Development	$73,805	$79,982	0.63	$82,903	$87,306	$93,538
12. Leveraging Major Events	$65,898	$71,095	0.55	$73,228	$75,425	$77,687
13. Tourism Sector Associations & Government Agencies	$33,095	$34,659	0.31	$35,699	$36,770	$37,873
14. Regional Partnerships & Community Engagement	$53,304	$54,950	0.33	$56,599	$58,297	$60,046
15. Digital Kiosk Network (Supplementary Project)	$47,973	$93,000	1.08	$95,790	$98,664	$101,624
16. Place Brand Delivery & Implementation (Supplementary Project)	$300,000	$464,112	2.28	$483,419	$503,575	$524,617
17. i-SITE CAPEX (Supplementary Project)	$0	$235,000	0	$0	$0	$0
18. Overheads	$436,241	$306,745	1.35	$333,157	$343,152	$353,446
Total	**$2,331,950**	**$2,792,845**	**18.81**	**$2,677,788**	**$2,783,528**	**$2,904,282**

Key Conversations

Elected Members Considerations

1. **Aspirational City:** Maintaining regional competitiveness - does Council see value in increased investment in destination marketing and promotion in order to protect, grow and enhance the region's tourism and event reputation, share of voice and in destination experience?
2. **Base Funding:** Confirming base funding commitments - does Council see value in TBOP's proposed operating grants for 2028–2030, recognising the 3% CPI provision and targeted above-CPI increases required to deliver on the respective Letters of Expectation from TCC and WBOPDC?
3. **Best Place Brand in NZ:** Commitment to long-term place brand implementation - does Council see value in sustained funding for place brand activation over a minimum three-year period to build brand equity and leverage benefits across tourism, events, economic development and regional reputation?
4. **Growing Tauranga's experience and product offering:** Support visitor servicing and product development – does Council see value in providing exceptional welcome and servicing (to locals and visitors) in iSITE operations as well as innovative visitor experiences and opportunities enabling public, private and iwi aspirations from the visitor economy?

Libraries & Community Hubs

Joanna Thomas – Manager Libraries & Community Hubs

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Libraries are community hubs that contribute to vibrant and engaged communities in the city centre, and in several neighbourhood centres.

Key levels of service are:

- Providing community hubs in the city and suburban centres
- Resources for information, reading and recreation, digitally and in community hubs
- Programmes, events, activities and learning opportunities for community wellbeing and social connection
- Cultural identity and heritage preservation
- Access to community services
- Face-to-face council enquiries, registrations, and payment transactions
- Meeting rooms for hire and community spaces

Legislative must-dos

- Action & Investment Plans – supports accessible, safe, inclusive and vibrant communities and places. City Centre Action and Investment Plan, Our Public Places Strategic Plan.
- Community hubs have systems to meet obligations of Local Government Official Information and Meetings Act, Privacy Act and Public Records Act.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Revenue is increasing due to room hire charges, charges for programmes, and external leases with the I-site and Café at He Puna Manawa. Bay Waters agreement will cover costs of face-to-face Waters enquiries in libraries.
- Increase of 1.0 FTE for shared services staff for TMOTP, the focus is on space activation and increased revenue from venue hire.
- Increase of 4.0 FTE for running Library and Community Hub at TMOTP, options to reduce this could include unstaffed weekend hours at the network libraries. We expect to need all of these Library and Community Hub roles but when we actually open the facility and start using it the requirements will be more clear.
- Operational expenditure that provides for current level of service for digital resources, programmes, heritage digitisation and magazines have been maintained at current funding levels, and some services may need to be reduced if there are increased costs of supply.
- Core service levels and community outcomes are maintained.
- Significant cost increase is driven by finance costs, depreciation, and necessary running costs of TMOTP (e.g. facilities management).
- Administration costs have increased from FY28 by $0.5M due to the transfer of costs for software, licences, cloud storage, R&M from Digital Services to Libraries. The cost of corporate services allocations to Library Community Hubs has not changed for FY28 at $3.5M, so this is a $0.5M increase to total expenses.
- The Libraries and Community Hubs Activity 77 and the Contact Centre 75 have been divided into two separate activities to provide greater financial transparency.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- User charges recognise the direct and identifiable benefits received by Library users. Extensive user charging would reduce accessibility and undermine the broad community benefits provided by Libraries and Community Hubs. General rates recognise the significant public benefits of improved access to information, learning, community connection, and cultural preservation. External funding may be available from time-to-time to support specific activities and projects.

Risks and opportunities

Risks

- The success of the TMOTP Library and Community Hub is important to deliver. Current budgets have been assessed as appropriate for running the new building and expected demand, however, this is based on projections that will be tested during the period after opening from mid-October 2026.

Opportunities / mitigations

- There will be opportunity to review the TMOTP Library and Community Hub costs within the overall Library and Community hub budget, prior to the start of the FY28 financial year.
- The four additional roles are required and were planned as part of opening He Puna Manawa at Te Manawataki o Te Papa. We expect to need all of these roles, but this will be reviewed when we actually open the facility and look for staffing efficiencies.
- Looking into different ways to deliver similar services in the Creation Station and Sensory room of the new Library & Community Hub.
- Maintain current levels of staffing, use community-led groups/partnerships and initiatives, as much as possible, to drive activities in Libaries and Community Hubs e.g. Citizens Advice, Justice of the Peace, Tu Mai Digital etc.

Financial overview

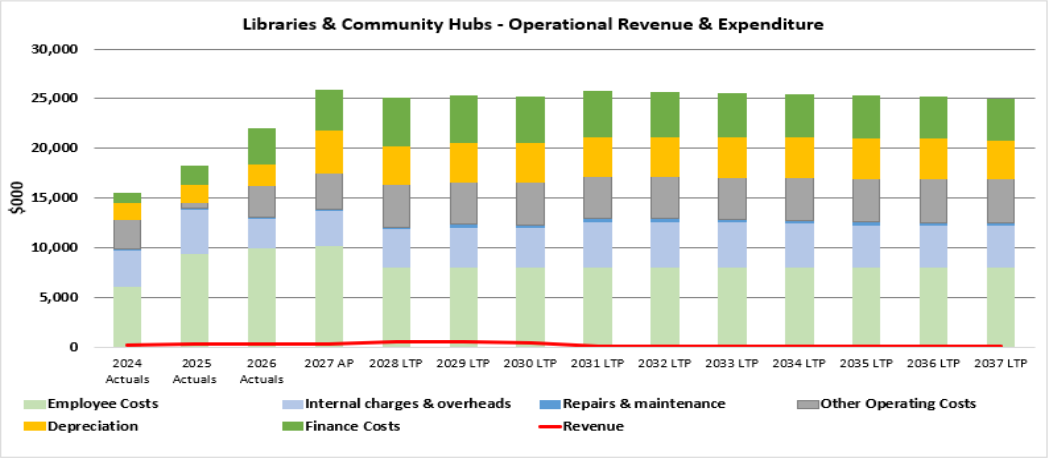
$22.0m
2026 OPERATING ACTUALS

$0.6m
OPERATING REVENUE (YR 1)

$25.0m
OPERATING EXPENDITURE (YR 1)

$5.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



94%
RATES-FUNDED SHARE

$0.6m
USER CHARGES (YR 1)

uninflated from 2028 (in 2027 dollars)

Capital projects

- Library stock
- Furniture & equipment renewals
- Library building renewals
- Energy saving initiatives

Financial overview

Operating Revenue and Expenditures

Summary Draft LTP - Libraries & Community Hubs

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	166	297	315	359	575	575	575	254	254	254	254	254	254	254
Grants & Subsidies		5	30	-	81	61	31	21	11	1	1	1	1	1
Finance Revenue	42	24	(3)	(42)	(103)	(125)	(144)	(161)	(175)	(184)	(186)	(186)	(185)	(194)
Total Revenue	**208**	**326**	**342**	**318**	**553**	**511**	**462**	**113**	**90**	**71**	**68**	**69**	**70**	**61**
Employee Related Costs	6,107	9,456	9,992	10,225	8,010	8,032	8,042	8,042	8,042	8,042	8,042	8,042	8,042	8,042
Depreciation	1,665	1,923	2,096	4,347	3,924	3,958	3,992	4,024	4,051	4,077	4,103	4,136	4,171	3,843
Finance Costs	956	1,800	3,519	4,075	4,781	4,675	4,576	4,485	4,401	4,325	4,258	4,199	4,148	4,106
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	2	24	()	41	17	9	5	4	2	-	-	-	-	-
Administration Costs	150	525	465	675	1,229	1,250	1,274	1,265	1,265	1,265	1,265	1,265	1,265	1,265
Grants, Contributions and Sponsorship Expense	1	1	1	-	1	1	1	1	1	1	1	1	1	1
Other Operating Expense	1,452	1,073	1,227	978	785	791	797	791	791	791	791	929	940	1,034
Repairs & Maintenance	92	54	61	107	206	251	260	260	260	260	260	260	260	260
Utilities & Occupancy Expenses	548	712	850	1,194	1,078	1,079	1,075	1,081	1,075	1,081	1,075	1,075	1,075	1,075
Recoveries	815	(1,759)	746	710	1,128	1,118	1,116	1,114	1,112	1,111	1,110	1,109	1,109	1,108
Allocations	3,677	4,423	2,962	3,533	3,872	4,055	4,015	4,610	4,607	4,532	4,467	4,264	4,202	4,185
Total Expenses	**15,465**	**18,233**	**21,919**	**25,884**	**25,032**	**25,219**	**25,153**	**25,676**	**25,608**	**25,485**	**25,372**	**25,281**	**25,213**	**24,919**
Operating Surplus / (Deficit)	**(15,257)**	**(17,906)**	**(21,577)**	**(25,567)**	**(24,479)**	**(24,708)**	**(24,692)**	**(25,563)**	**(25,517)**	**(25,414)**	**(25,304)**	**(25,212)**	**(25,143)**	**(24,858)**
Rates Funding	16,537	16,490	14,464	22,065	23,547	23,709	23,625	24,428	24,316	24,146	23,974	23,820	23,686	23,322
Allocation Revenue	-	-	2,845	2,758	-	-	-	-	-	-	-	-	-	-
Total	**16,537**	**16,490**	**17,309**	**24,824**	**23,547**	**23,709**	**23,625**	**24,428**	**24,316**	**24,146**	**23,974**	**23,820**	**23,686**	**23,322**
Other Funding Impacts	**1,280**	**(1,416)**	**(4,268)**	**(743)**	**(932)**	**(1,000)**	**(1,067)**	**(1,135)**	**(1,202)**	**(1,268)**	**(1,330)**	**(1,392)**	**(1,457)**	**(1,537)**

Capital Expenditures

uninflated from 2028 (in 2027 dollars)

Sum of Amount	Column Lab													
Row Labels	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Renewal	1,352	1,505	1,243	2,893	1,671	1,396	1,745	1,547	1,696	1,550	1,454	1,603	1,706	2,170
⊞Level of Service	11,394	37,228	33,747	4,853	65	44	35	0	0	0	0	0	0	0
Grand Total	12,746	38,733	34,990	7,746	1,736	1,440	1,779	1,547	1,696	1,550	1,454	1,603	1,706	2,170

People and capability

85.1	90.1	90.1	90.1
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- 5x new FTE are required and were planned as part of opening He Puna Manawa at Te Manawataki o Te Papa. We expect to need all of these Library and Community Hub roles but having said that, things may change when we actually open the facility and start using it. Better to have the roles in the structure now and take them out later, if they're not needed
- New roles being created:

  1x 1.0 FTE – TMOTP Shared Services

  3x 1.0 FTE – He Puna Manawa Library and Community Hub Assistant

  1x 1.0 FTE – He Puna Manawa Heritage and Research Assistant

Combined Employee and Total Expenses for Contact Centre (75) and Library Community Hubs (77)

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP
Contact Centre Emp Costs	3,257	1	-	-	2,873	2,844	2,848	2,848	2,848
Lib Hub Emp Costs	6,107	9,456	9,992	10,225	8,201	8,214	8,220	8,220	8,220
Total 75&77 Emp Costs	9,364	9,457	9,992	10,225	11,074	11,058	11,068	11,068	11,068
Contact Centre Total Expenses	3,911	2,731	-	-	2,758	2,765	2,769	2,769	2,769
Lib Hub Total Expenses	15,465	18,233	21,919	25,884	24,659	25,015	24,954	25,442	25,389
Total Expenses 75 & 77	19,376	20,964	21,919	25,884	27,417	27,780	27,723	28,211	28,158

Museum & Arts

Greg McManus – Museum Director

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Protect and share Tauranga's stories, taonga, heritage and public art.
- Open and operate the new Tauranga Museum from July 2028, with exhibitions, learning, events, and public programmes.
- Without this activity, access, collection stewardship and a key city-centre cultural destination would be lost.

Legislative must-dos

- Local Government Act 2002 s101(3) — requires funding analysis and consideration of current and future wellbeing before funding decisions.
- Local Government (System Improvements) Amendment Bill 2026 — identifies museums as a core Council service.
- Mana whenua partnerships — guide governance, narratives, taonga care and tikanga-led practice.
- Public Art Framework — guides funding and delivery of new public art.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- New museum budget built from the ground up for a July 2028 opening; existing collections management is the only historic base.
- Pre-opening spend prioritises staff recruitment, collection and exhibition readiness, systems, training and testing.
- Post-opening costs shift to visitor services, exhibitions, learning, facilities and audience development.
- Benchmarked assumptions create a transparent baseline for monitoring and continuous improvement.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- General rates are the appropriate primary mechanism for broad public and intergenerational benefits.
- Keep core local access free; user fees for non-residents, special exhibitions, selected programmes and loans.
- Pursue MoE ELC, Culture and Heritage, TECT, trusts, sponsorship and underwriting.
- Explore neighbouring-council contributions; do not pursue an education targeted rate.

Risks and opportunities

Risks

- July 2028 mobilisation delays or readiness gaps
- Collection care, storage and disaster exposure
- Cultural authority, taonga care and partnership risk
- Operating affordability, revenue volatility, tourism downturns and inflation
- Workforce, digital systems, safety and climate resilience

Opportunities / mitigations

- Manage the opening critical path with staged readiness gates
- Improve documentation, digitisation, monitoring and storage planning
- Resource tikanga-led co-design and cultural permissions
- Grow admissions, tourism, grants, philanthropy and sponsorship
- Stage recruitment, capability, cybersecurity and resilience investment

Key conversations

Key conversation

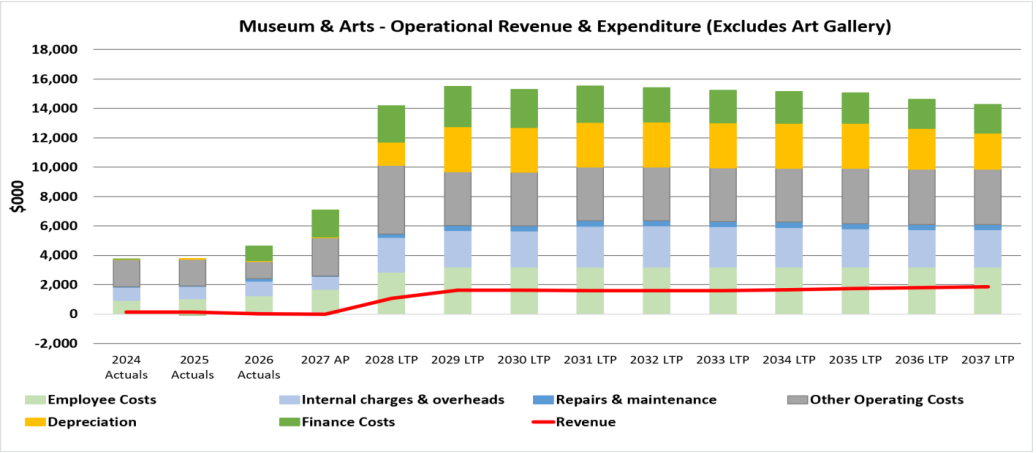
1. Endorse general rates as the primary mechanism, with targeted charges and external or regional funding for identifiable services.
2. Align workforce and digital-system investment with mobilisation and opening readiness.

Financial overview

$4.6m
2026 OP EXP ACTUALS

$1.1m
OP REVENUE (YR 1)

$14.3m
OPERATING EXP (YR 1)



91%
RATES-FUNDED SHARE

$986k
USER CHARGES (YR1)

Uninflated from 2028 (in 2027 dollars)

$28.9m
CAPITAL BUDGET (YR 1–3)

Capital projects

- Museum commissioning and opening
- Collection storage planning
- Digital, ticketing and CRM systems
- Public Art Framework programme

Financial overview

Summary Draft LTP - Museum & Arts (Excludes Art Gallery)

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-	1	-	-	986	1,441	1,441	1,441	1,441	1,441	1,441	1,501	1,501	1,501
Grants & Subsidies	114	107	-	-	128	191	161	111	61	11	11	11	11	11
Finance Revenue	16	23	10	(16)	(33)	(20)	15	53	95	139	187	239	289	334
Total Revenue	**129**	**130**	**10**	**(16)**	**1,080**	**1,613**	**1,617**	**1,605**	**1,597**	**1,591**	**1,640**	**1,751**	**1,801**	**1,846**
Employee Related Costs	911	1,035	1,231	1,672	2,853	3,202	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188
Depreciation	28	56	72	61	1,573	3,061	3,063	3,065	3,066	3,068	3,069	3,071	2,771	2,470
Finance Costs	31	(77)	990	1,840	2,500	2,735	2,595	2,459	2,335	2,238	2,158	2,081	2,007	1,936
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	16	85	3	65	159	89	71	70	77	62	63	63	63	63
Administration Costs	58	78	64	204	534	574	579	589	589	589	599	599	599	599
Grants, Contributions and Sponsorship Expense	1,155	988	205	4	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	584	618	899	2,260	3,293	2,047	2,047	2,047	2,047	2,047	2,047	2,160	2,160	2,160
Repairs & Maintenance	26	40	163	33	227	365	365	365	365	365	365	365	365	365
Utilities & Occupancy Expenses	46	45	63	46	635	896	896	896	896	896	896	896	896	896
Recoveries	(23)	(9)	(67)	10	55	39	39	39	39	39	39	39	39	39
Allocations	914	848	1,017	879	2,361	2,476	2,455	2,800	2,806	2,749	2,710	2,598	2,549	2,541
Total Expenses	**3,745**	**3,707**	**4,638**	**7,072**	**14,189**	**15,485**	**15,300**	**15,518**	**15,410**	**15,242**	**15,136**	**15,061**	**14,637**	**14,258**
Operating Surplus / (Deficit)	**(3,616)**	**(3,577)**	**(4,629)**	**(7,088)**	**(13,109)**	**(13,872)**	**(13,682)**	**(13,913)**	**(13,813)**	**(13,651)**	**(13,496)**	**(13,310)**	**(12,836)**	**(12,412)**
Rates Funding	3,808	3,590	4,495	5,942	11,832	14,770	14,615	14,883	14,448	13,790	13,684	13,549	13,125	12,746
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**3,808**	**3,590**	**4,495**	**5,942**	**11,832**	**14,770**	**14,615**	**14,883**	**14,448**	**13,790**	**13,684**	**13,549**	**13,125**	**12,746**
Other Funding Impacts	**193**	**13**	**(133)**	**(1,146)**	**(1,277)**	**897**	**932**	**970**	**635**	**139**	**187**	**239**	**289**	**334**

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Growth	145	0												
⊞Level of Service	6,750	18,673	38,625	33,231	28,897	0	0	0	0	0	0	0	0	0
Grand Total	6,895	18,673	38,625	33,231	28,897	0	0	0	0	0	0	0	0	0

People and capability

11.8	26.3	27.3	27.3
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- The July 2028 opening creates a new operating environment and requires staged recruitment and readiness planning.
- New capability is needed across collection care, exhibitions and learning, visitor services, security, facilities, business development and digital systems.
- Staffing structure reflects a commitment to a lean and efficient operation, benchmarked against other regional museums.
- Recruitment is scheduled to be “just in time” to reduce salary costs in early years. Most recruitment will occur in second half of FY2028.

Baycourt Theatre

Reena Snook – Baycourt Theatre Manager

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Baycourt Theatre is the city's principal performing arts venue, providing the professional infrastructure and resources needed to support arts, culture, community events, and civic gatherings.

Through the operation of Baycourt and The Cargo Shed, it proudly serves residents, artists, schools, community groups, cultural organisations, event organisers and visitors, contributing to the cultural vitality, community wellbeing, and economic activity in Tauranga.

Without Baycourt, Tauranga would have substantially reduced access to professional performing arts experiences, cultural events, community gatherings, and civic occasions. This would diminish opportunities for participation, creative expression, and social connection.

Community expectations for access to arts, culture and entertainment create an ongoing need for Council to provide and maintain professional performing arts infrastructure. These expectations are unlikely to be fully met by the private sector, particularly for community and cultural activities.

Legislative must-dos

- Local Government Act 2002 s101(3) — requires funding analysis and consideration of current and future wellbeing before funding decisions.
- Local Government (System Improvements) Amendment Bill 2026 — identifies "other community facilities" as a core Council service.

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [x] A city that supports business and education
- [ ] A city that values and protects and enhances our environment
- [ ] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

The ZBB review confirmed Baycourt's service delivery model remains appropriate given its current operating scope, with limited opportunities for significant cost savings, without compromising the outcomes delivered to the community. Key findings from the review are summarised below:

- Baycourt is already operating efficiently, and most alternative service delivery models or cost-reduction measures (e.g. reducing box office hours, reducing/removing the programming budget, out sourcing F&B services etc.) would likely impact customer experience, accessibility, commercial performance, and/or community outcomes.
- Event delivery, staffing, and maintenance of an ageing facility remain the primary cost drivers, reflecting high venue utilisation, event volumes, and the operational requirements of a busy performing arts and events venue.
- While The Cargo Shed delivers community, cultural, and city centre vibrancy/activation benefits, ongoing operating subsidies (approx. $242k in 2026/27) are required and full cost recovery is unlikely in the near to medium-term unless the underlying financial model changes.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- General rates recognise the substantial community benefits of arts, culture, community connection, and city activation. Fees and charges recognise the direct benefits received by venue hirers, event organisers, and attendees through venue hire, ticketing and support services. External funding, including sponsorship, grants, donations and philanthropic contributions, may support specific projects and programmes but is not a reliable source of ongoing funding, and would likely require additional resources to generate.

Risks and opportunities

Risks

- **Baycourt refurbishment/redevelopment** – deferring a refurbishment is possible but not recommended. It would prolong existing building, capacity, accessibility and operational constraints, delay community and strategic benefits, and increase the risk of losing commercial and touring business to competing regional venues. It would also extend Council's exposure to reactive maintenance and service disruption, while the continued presence of an ageing Baycourt within the new TMOTP precinct presents an increasing reputational risk.

Opportunities / mitigations

- **User fees and charges** – an Issues and Options paper will be presented to Council on 10 November 2026 regarding Baycourt's community discount structure and the proposed introduction of a cultural event discount for The Cargo Shed. This will provide Council with an opportunity to review these pricing approaches, with any resulting revenue or expenditure impacts able to take effect from Year 1 of the LTP.

Key conversations

Key conversation

Baycourt refurbishment / redevelopment

Baycourt provides the city's only permanent, professionally-equipped performing arts venue. It supports both community-led performing arts activity and visiting professional productions.

As the facility approaches its 50-year anniversary in 2033, it continues to face significant condition and weather-tightness challenges. While $16.8m has been allocated for upgrades through to 2032, a continued focus on reactive maintenance is unlikely to address the underlying strategic, capacity and functionality issues, highlighting the **need to revisit Baycourt's long-term future and investment priorities through the LTP process**.

Current challenges include:

- No clearly defined city-wide performing arts direction
- Ageing facility, infrastructure and performer/audience amenities
- Seated capacity constraints
- Competing community and commercial demands
- Increasing regional competition
- Growing population and demand for high-quality performing arts experiences.

Financial overview

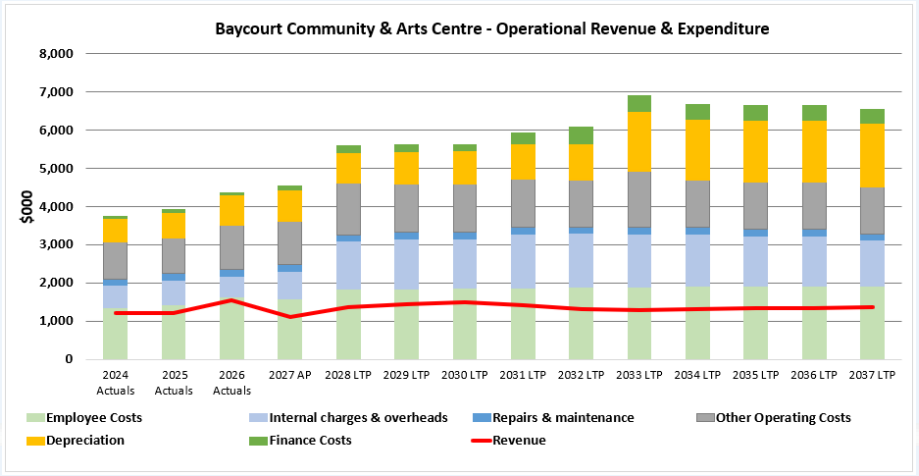
$4.4m
2026 OPERATING ACTUALS

$1.2m
OPERATING REVENUE (YR 1)

$5.6m
OPERATING EXPENDITURE (YR 1)

$4.1m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operational Revenue & Expenditure



78%
RATES-FUNDED SHARE

$1.2m
USER CHARGES (Yr1)

Uninflated from 2028 (in 2027 dollars)

Capital projects

- Baycourt refurbishment/redevelopment – detail and scope of which is still to be confirmed

Financial overview

Summary Draft LTP - Baycourt Community & Arts Centre

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1,084	1,020	1,409	1,014	1,244	1,322	1,380	1,380	1,380	1,380	1,380	1,380	1,378	1,378
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	122	180	124	87	126	119	104	31	(65)	(89)	(69)	(52)	(32)	(20)
Total Revenue	**1,206**	**1,200**	**1,533**	**1,101**	**1,370**	**1,441**	**1,484**	**1,411**	**1,315**	**1,291**	**1,311**	**1,328**	**1,346**	**1,358**
Employee Related Costs	1,362	1,418	1,624	1,588	1,829	1,850	1,866	1,878	1,891	1,899	1,906	1,913	1,920	1,920
Depreciation	598	668	776	819	817	845	879	914	936	1,570	1,594	1,619	1,633	1,655
Finance Costs	63	69	64	100	164	160	160	299	428	413	398	384	371	357
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	7	52	100	97	116	126	116	116	116	116	116	116	116	116
Administration Costs	146	153	211	221	220	209	209	209	209	230	209	209	209	209
Grants, Contributions and Sponsorship Expense	-		-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	335	204	257	239	267	216	216	216	216	427	216	216	216	216
Repairs & Maintenance	154	177	183	164	175	175	175	175	175	175	175	175	175	175
Utilities & Occupancy Expenses	156	179	259	242	271	271	256	248	248	248	248	248	248	248
Recoveries	344	352	346	340	466	449	447	473	447	449	447	447	447	447
Allocations	583	646	542	721	1,261	1,308	1,294	1,408	1,405	1,384	1,368	1,324	1,307	1,194
Total Expenses	**3,748**	**3,920**	**4,361**	**4,532**	**5,587**	**5,609**	**5,618**	**5,935**	**6,071**	**6,912**	**6,678**	**6,651**	**6,642**	**6,537**
Operating Surplus / (Deficit)	**(2,542)**	**(2,720)**	**(2,829)**	**(3,431)**	**(4,217)**	**(4,168)**	**(4,134)**	**(4,525)**	**(4,756)**	**(5,621)**	**(5,367)**	**(5,323)**	**(5,296)**	**(5,179)**
Rates Funding	2,782	2,899	2,952	3,517	4,343	4,287	4,238	4,555	4,691	5,532	5,298	5,271	5,264	5,159
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**2,782**	**2,899**	**2,952**	**3,517**	**4,343**	**4,287**	**4,238**	**4,555**	**4,691**	**5,532**	**5,298**	**5,271**	**5,264**	**5,159**
Other Funding Impacts	**240**	**180**	**124**	**87**	**126**	**119**	**104**	**31**	**(65)**	**(89)**	**(69)**	**(52)**	**(32)**	**(20)**

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Renewal	422	374	414	721	1,137	1,017	1,744	373	929	534	532	794	516	1,341
⊞Level of Service	160	139	0	2,003	0	58	144	10,204	4,365	0	0	0	0	0
Grand Total	582	513	414	2,725	1,137	1,075	1,888	10,577	5,294	534	532	794	516	1,341

Uninflated from 2028 (in 2027 dollars)

People and capability

12.625	15.125	15.125	15.125
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- The additional 2.5 FTE from 2028 are made up of:
  - Producer/Business Development Coordinator 0.5 FTE
  - Rostering Administrator 0.5 FTE
  - Ticketing Assistant 0.5 FTE
  - Technical Coordinator 1.0 FTE

- This additional FTE capacity is required to support the growing operational demands of the Te Manawataki o Te Papa precinct, including commercial revenue development, precinct-wide staffing and ticketing coordination, and technical/event delivery services. This resource will be critical to ensuring sustainable operations and unlocking future growth opportunities, particularly following the opening of He Puna Manawa in October 2026, and then Tauranga Museum in mid-2028.

The Historic Village

Blair Graham – Historic Village Manager

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- A Council-owned community destination across 5.5 hectares, with 60+ heritage and character buildings, six venue spaces and various different public open spaces.
- Combines heritage, arts, culture, business, hospitality, recreation and events in one place – community hub, visitor destination, business precinct, events venues, and heritage asset.
- Delivers affordable space for community organisations, opportunities for local businesses and creative enterprises, and a year-round events and activation programme for residents and visitors.
- If we stopped, the community would lose affordable community tenancies, an events and venue offering, and active protection of some of Tauranga's most significant heritage buildings.

Legislative must-dos

- Local Government Act 2002 – long-term planning, activity management and community consultation.
- Building Act 2004 – structural and fire assessments, and seismic strengthening where required (Complex 1).
- Health and Safety at Work Act 2015 – safe public spaces, events, tenants and contractors.
- Historic Village Strategic Plan 2020–2030, Master Plan, Te Papa Spatial Plan and Council's Revenue and Financing Policy.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- The ZBB review confirmed an integrated operating model – heritage asset management, community leasing, commercial tenancies, venue and event operations, destination management and visitor services – with no material services identified to stop.
- Commercial revenue already offsets a significant share of operating cost and reduces reliance on general rates.
- Priority is to optimise commercial performance: sustain ~95% occupancy, lift venue and public space utilisation, and grow visitation and event/venue hire revenue.
- Continued investment in ageing heritage assets remains essential to protect Council's investment and avoid higher reactive maintenance costs.
- AI, automation and digital uplift will be used to hold administrative cost flat as activity grows.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Mixed funding model: user charges and commercial revenue from venue hire, events and commercial tenancies.
- General rates fund the public-good components – heritage protection, public open space, and affordable community tenancies.
- Renewals and Master Plan capital works funded through the LTP renewal and level-of-service programmes.
- No change proposed to the funding split; Corporate Planning to confirm the final Funding Needs Analysis.

Risks and opportunities

Risks

- **Climate resilience and geotechnical instability** – severe weather, flooding and land instability damaging heritage assets and disrupting operations.
- **Ageing heritage assets** – deterioration driving up maintenance cost and creating health and safety risk.
- **Financial sustainability** – rising operating costs and constrained funding.
- **Visitor accessibility and site capacity** – limited parking, accessibility barriers and ageing public infrastructure.
- **Health, safety and security** – public safety incidents, crime, vandalism and emergency events.
- **Stakeholder relationships and organisational capability** – maintaining mana whenua and tenant partnerships, workforce capacity and digital capability.

Opportunities / mitigations

- Geotechnical monitoring, Trigger Action Response Plan, on-site weather station, slope and vegetation management, and resilience works built into capital planning.
- Planned renewals, regular condition assessments and lifecycle asset management prioritising high-risk assets.
- Balanced community and commercial model, high occupancy, diversified revenue and regular Zero-Based Budget reviews.
- Car park Stages 2 and 3, improved entrances and wayfinding, accessible connections and staged Master Plan delivery.
- Strengthened health and safety systems, upgraded CCTV and lighting, and maintained emergency management procedures.
- Proactive partnership-based engagement plus the AI, Automation and Digital Uplift programme and staff capability investment.

Key conversations

Key conversation

- **Master Plan investment pace** – how much investment are Elected Members willing to commit in years 1–3 for parking capacity, the 17th Avenue arrival and accessibility upgrades, and placemaking?
- **Community and commercial tenancy mix** – is the proposed shift from 70/30 to 60/40 over the LTP the right balance between affordability for community groups and financial sustainability?
- **Activation and growth targets** – do Elected Members support growing visitation to 300,000 and events to 175 per year, and the level of activation investment that requires?

Financial overview

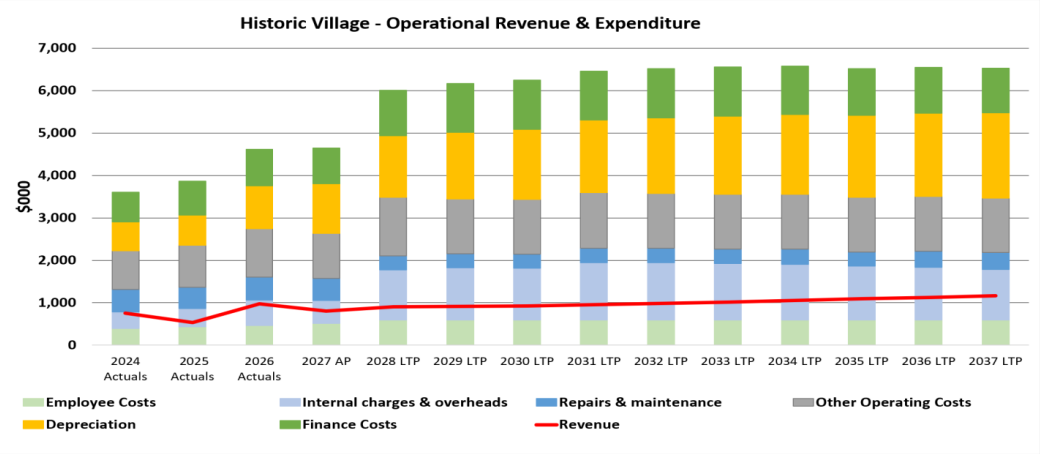
$4.6m
2026 OPERATING ACTUALS

$0.97m
OPERATING REVENUE (YR 1)

$6.0m
OPERATING EXPENDITURE (YR 1)

$7.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



85%
RATES-FUNDED SHARE

$0.97m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Capital projects

- Car park development Stages 2 and 3
- 17th Avenue entrance and accessibility upgrades
- Stage 1 car park placemaking and public realm
- Complex 1 structural, fire and seismic works

Financial overview

Summary Draft LTP - Historic Village

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	837	670	1,069	846	966	972	977	983	988	994	999	1,005	1,010	1,010
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(79)	(138)	(92)	(45)	(62)	(61)	(53)	(31)	(5)	22	55	87	118	153
Total Revenue	758	532	978	801	905	911	925	952	983	1,016	1,054	1,092	1,129	1,163
Employee Related Costs	397	439	469	514	594	591	591	591	591	591	591	591	591	591
Depreciation	684	712	1,007	1,174	1,448	1,575	1,644	1,701	1,783	1,842	1,888	1,924	1,964	2,005
Finance Costs	701	805	858	840	1,069	1,150	1,166	1,154	1,164	1,164	1,133	1,103	1,074	1,046
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	97	87	49	52	52	52	52	52	52	52	52	52	52	52
Administration Costs	86	124	263	159	276	276	276	276	276	276	276	276	276	276
Grants, Contributions and Sponsorship Expense	-		-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	94	77	62	64	144	84	84	84	84	84	84	84	84	84
Repairs & Maintenance	536	505	546	516	326	329	337	339	335	339	358	338	377	397
Utilities & Occupancy Expenses	295	330	399	403	411	396	396	396	396	396	396	396	396	396
Recoveries	336	365	369	378	501	482	480	506	480	482	480	480	480	480
Allocations	385	425	591	546	1,180	1,231	1,220	1,356	1,358	1,331	1,315	1,270	1,247	1,194
Total Expenses	3,609	3,867	4,613	4,646	6,002	6,167	6,247	6,455	6,519	6,558	6,573	6,515	6,541	6,521
Operating Surplus / (Deficit)	(2,851)	(3,335)	(3,636)	(3,844)	(5,097)	(5,256)	(5,322)	(5,503)	(5,536)	(5,542)	(5,519)	(5,423)	(5,413)	(5,358)
Rates Funding	2,772	3,388	3,353	3,475	5,035	5,195	5,269	5,472	5,531	5,564	5,574	5,510	5,531	5,510
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2,772	3,388	3,353	3,475	5,035	5,195	5,269	5,472	5,531	5,564	5,574	5,510	5,531	5,510
Other Funding Impacts	(79)	53	(283)	(369)	(62)	(61)	(53)	(31)	(5)	22	55	87	118	153

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Renewal	779	1,378	35	716	840	840	430	100	330	180	180	380	430	380
Level of Service	3,156	2,542	932	1,156	3,008	1,439	452	350	1,300	0	0	0	0	0
Grand Total	3,935	3,919	967	1,872	3,848	2,279	882	450	1,630	180	180	380	430	380

People and capability

5	5	5	5
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No change proposed.

Event Development, Event Facilitation, Event Delivery, Marketing & Communications

Jenna Quay, Michelle Stevens & Sarah Dyck

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Events are a strategic tool to help deliver outcomes:

- Bringing people together and building community pride
- Celebrating our culture, identity and diversity
- Activating public spaces, places, and the city centre
- Driving visitor expenditure and supporting local businesses
- Enhancing Tauranga's reputation as the best host city in Aotearoa.

Council enables these outcomes through strategic investment, event attraction, facilitation, delivery, promotion, partnerships, and long-term planning.

Events are one of the few Council activities that simultaneously deliver social, cultural, economic, reputational, and placemaking benefits.

They connect communities, activate spaces, support business, celebrate culture and showcase Tauranga.

Without this activity, Tauranga would experience fewer events, less activation of public spaces, reduced economic opportunities and benefits, weaker community connections, reduced awareness of what events are on, and diminished progress towards being '*a vibrant city that embraces events*'.

Legislative must-dos

- The event approval process ensures events held in public spaces are delivered safely, responsibly, and in accordance with the Public Places Bylaw, the Use of Council Land Policy, and Council's obligations under the HSWA 2015. *This supports effective risk management, protects community interests, and enables Council to meet its regulatory and governance responsibilities.*
- Align with Council action and investment plans including: Tauranga Events AIP; Play, Active Recreation and Sport AIP; Reserves and Open Spaces AIP; Arts, Culture and Heritage AIP; and City Centre AIP.
- Align with Council bylaws, policies and strategy's, Eventful City Framework (draft), and Event Venues Network Plan (draft).

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- The ZBB review confirmed there are limited opportunities to reduce service levels without impacting event outcomes, event organiser support, community participation, or Council's ability to safely enable events.
- Opportunities exist to improve efficiency through technology and digital self-service tools to attempt to maintain staffing numbers with annual year-on-year growth of events. Potential to look at cost recovery mechanisms to keep up with future growth.
- Strategic event funding remains the primary lever for delivering community, cultural, and economic outcomes with reductions likely to result in fewer events and reduced benefits for Tauranga.
- The review balanced affordability with maintaining a vibrant and diverse events portfolio. Further significant reductions would likely impact event quality, community participation, visitation, our city's ability to attract events, and the social, cultural and economic benefits events deliver to Tauranga.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- The use of the general rate to fund Events recognises the benefits to the whole community.
- Fees and charges recognise the immediate benefit to event organisers accessing Council event services and approvals.
- External funding is available for some events through sponsorship, grants, and other funding organisations.
- Other funding may be available from time-to-time e.g. Central Government.

Risks and opportunities

Risks

- **Economic conditions:** rising event delivery costs, limited private sponsorship, and lower discretionary spending may make events less viable and reduce community participation. The pressures may also put more pressure on Council event funds and staff.
- **Limited event infrastructure**: venue constraints requiring compromises to maintain event quality, limiting growth, and cost-effective delivery.
- **Severe weather:** outdoor events face increasing risks from severe weather, including potential damage.
- **Unable to deliver on the new community outcome: '***a vibrant city that embraces events*'.

Opportunities / mitigations

- **Strong strategic mandate:** clear direction through the '*vibrant city that embraces events*' community outcome.
- **Central government alignment:** MBIE's Event System Review has indicated development of a national events strategy, stronger co-ordination, smarter investment, and a closer central-local government partnership.
- **Build on progress:** most Event Action and Investment Plan actions are embedded, underway, or nearing completion.
- **Future ready venues:** deliver the Event Venues Network Plan to slowly support the growth of fit-for-purpose venues across the city.
- **A resilient event sector:** build organiser capability and capacity to respond to changing pressures.

Key conversations

Key conversations

1. **Event funding** – Elected Members voted to remove $500k from the Event Development budget as part of Annual Plan deliberations. This was topped up with a one-off $300k contribution from the Event Reserve, meaning the net impact on funding available via the Event Funding Framework was a $200k decrease. The impact of this decision on the Event Reserve is not sustainable, and an ongoing reduction in the amount of funding available is likely to hamper Council's aspirations to become "*a vibrant city that embraces events*".
2. **TCC Event Delivery portfolio** – we can do less, we can do the same, we can do more; we just need direction.
3. **Event Venues Network Plan** – are there any relevant issues or opportunities that need to be discussed as a result of the discussion on the Event Venues Network Plan last week?

Financial overview

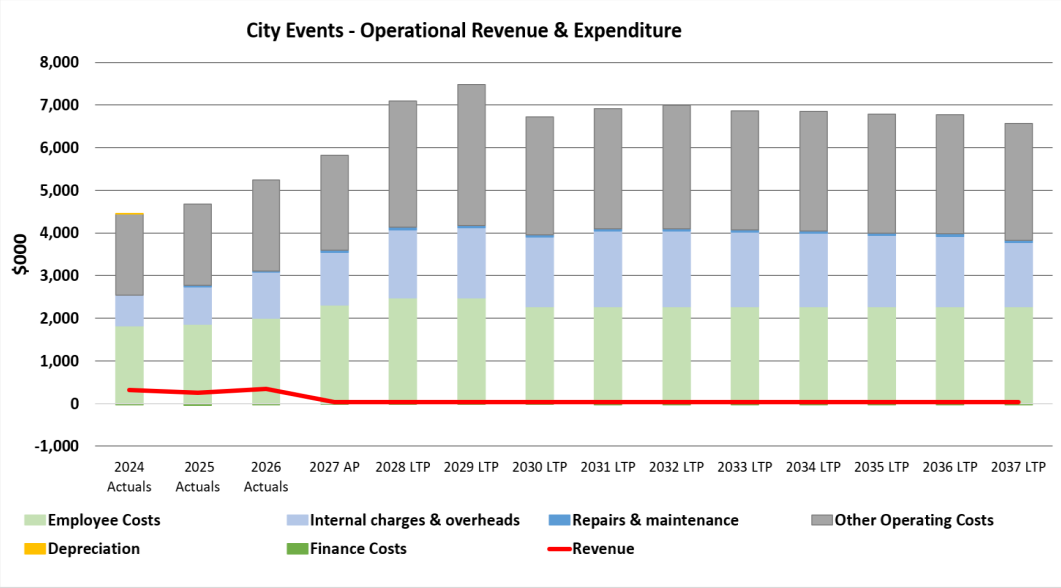
$5.2m
2026 OPERATING ACTUALS

$38k
OPERATING REVENUE (YR 1)

$7.08m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



100%
RATES-FUNDED SHARE

$38k
REVENUE / USER CHARGES

Financial overview

Summary Draft LTP - City Events

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	50	35	50	28	38	38	38	38	38	38	38	38	38	38
Grants & Subsidies	269	215	294	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue														
Total Revenue	**319**	**251**	**345**	**29**	**38**	**38**	**38**	**38**	**38**	**38**	**38**	**38**	**38**	**38**
Employee Related Costs	1,821	1,867	2,000	2,311	2,483	2,472	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	(26)	(38)	(33)	(19)	(21)	(22)	(23)	(23)	(24)	(25)	(26)	(26)	(27)	(28)
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	152	296	231	314	279	270	270	270	270	270	270	270	270	270
Administration Costs	211	237	264	261	381	386	381	386	381	386	381	381	381	381
Grants, Contributions and Sponsorship Expense	161	6	10	2	2	157	52	52	52	52	52	52	52	2
Other Operating Expense	1,786	1,751	2,103	2,133	2,897	3,054	2,626	2,726	2,759	2,654	2,654	2,654	2,654	2,654
Repairs & Maintenance	-	43	27	54	56	55	55	55	55	55	55	55	55	55
Utilities & Occupancy Expenses	14	44	14	39	40	40	40	40	40	40	40	40	40	40
Recoveries	(420)	(425)	(481)	(528)	(636)	(607)	(604)	(655)	(604)	(607)	(604)	(604)	(604)	(604)
Allocations	723	863	1,082	1,236	1,596	1,653	1,637	1,779	1,775	1,751	1,731	1,677	1,657	1,508
Total Expenses	**4,421**	**4,644**	**5,215**	**5,803**	**7,077**	**7,457**	**6,701**	**6,897**	**6,971**	**6,843**	**6,820**	**6,766**	**6,745**	**6,544**
Operating Surplus / (Deficit)	**(4,102)**	**(4,393)**	**(4,870)**	**(5,774)**	**(7,038)**	**(7,419)**	**(6,662)**	**(6,859)**	**(6,932)**	**(6,805)**	**(6,781)**	**(6,727)**	**(6,707)**	**(6,506)**
Rates Funding	4,252	4,757	4,772	5,115	7,060	7,442	6,686	6,883	6,957	6,830	6,808	6,754	6,735	6,535
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**4,252**	**4,757**	**4,772**	**5,115**	**7,060**	**7,442**	**6,686**	**6,883**	**6,957**	**6,830**	**6,808**	**6,754**	**6,735**	**6,535**
Other Funding Impacts	**150**	**364**	**(98)**	**(659)**	**22**	**23**	**24**	**24**	**25**	**26**	**26**	**27**	**28**	**29**

People and capability

17.9	19.4	19.4	19.4
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- Additional 1.5 FTE in FY28 in the Marketing Team to support The Historic Village and TMOTP. Currently planned for:
  - The Historic Village:
    - To drive more revenue through the HV venues
  - TMOTP Shared Services:
    - Manage the TMOTP brand to ensure it is used appropriately, but also so that it can be used to drive commercial revenue for all TMOTP facilities
    - Create better story telling opportunities, and to drive more visitation and revenue through our facilities.

Economic Development

Paula Naudé – Head of Community Outcomes and Emergency Management

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Create the conditions for a thriving local economy by supporting business growth, investment attraction, innovation and workforce capability.
- Promote Tauranga as an attractive place to live, work, visit and invest.
- Support resilient economic growth, city centre revitalisation, employment, skills development and productivity.
- Work collaboratively with businesses, Māori partners, government agencies, education providers and regional stakeholders.

Legislative must-dos

The Local Government (System Improvements) Amendment Act 2026 amended the Local Government Act 2002, replacing section 10 and elevating economic development from a community wellbeing outcome to an explicit statutory purpose of local government, alongside a greater focus on infrastructure, public services, regulatory functions, and local economic growth and development.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- One of the purposes of local government is to support local economic growth and development.
- The activity primarily delivers enabling outcomes through partnerships, investment attraction, economic intelligence and business engagement, making outcome measurement critical when assessing value for money.
- Economic Development supports multiple Council priorities, including economic growth, business confidence and creating a city centre where people want to live, work, learn and play, helping maximise returns from significant public infrastructure investment.
- Commercial rates remain the primary funding source, providing broad community-wide benefits, with opportunities to leverage external funding, government investment and private sector partnerships.
- Reducing investment may generate short-term savings but could impact long-term economic growth, investment attraction, business confidence and city centre appeal to live, work, learn and play.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Source of funding is targeted, commercial rates.
- Economic Development delivers broad city-wide benefits, including economic growth, employment opportunities, business confidence, investment attraction and improved prosperity.
- Benefits accrue across residents, businesses and visitors, making direct user charges difficult to apply and administer.
- Opportunities exist to leverage external funding, sponsorship, government investment and private sector partnerships to maximise outcomes and reduce the reliance on rates-funded investment.
- Funding levels should reflect Council's desired economic outcomes, balancing affordability with the need to attract investment, support business growth and maintain Tauranga's competitiveness.

Opportunities for Change

- Review economic development operating models to increase efficacy aligned to Council outcomes and Bloomberg AIM.
- Reprioritise funding toward high-impact growth and investment activities.
- Reduce or exit low-value activities with limited economic outcomes.
- Consolidate programmes and partnerships to improve efficiency.
- Increase external funding and private sector co-investment.
- Focus resources on strategic initiatives that drive growth, investment and city vibrancy.

Risks and opportunities

Risks

- Reduced economic growth and investment attraction, limiting Tauranga's ability to attract businesses, talent, jobs and private sector investment.
- Slower city centre revitalisation, reducing progress towards creating a city centre where people want to live, work, learn and play.
- Reduced business confidence and stakeholder coordination, resulting in fewer opportunities to influence regional and national economic priorities.
- Loss of external funding, partnerships and co-investment opportunities, increasing reliance on Council-funded initiatives.
- Reduced ability to respond to emerging economic challenges and opportunities, including labour market, productivity and sector growth issues.
- Lower return on Council's infrastructure and regeneration investments, as complementary economic activation and investment attraction activities are reduced.

Opportunities / mitigations

- Target investment toward high-impact growth initiatives and reduce lower-value activities that have limited measurable economic outcomes..
- Rationalise partnership and sponsorship funding to focus on initiatives that directly support local economic growth and development.
- Reduce Council delivery where the private sector or partners can lead, allowing Council to focus on facilitation, coordination and investment attraction.
- Consolidate economic development programmes and events to reduce duplication and improve return on investment.
- Increase external funding and co-investment requirements to leverage greater private sector, regional and central government contributions.
- Strengthen performance measures and discontinue activities that do not demonstrate a clear contribution to growth, investment, productivity or city vibrancy.
- Refocus effort on fewer, larger strategic priorities that align with Council's role in supporting local economic growth and development.

Key conversations

Key conversation

- What outcomes are we seeking to achieve? How important are economic growth, job creation, business confidence, productivity and city centre revitalisation to Tauranga's future success?
- How can Economic Development help create a city centre where people want to live, work, learn and play while maximising returns on Council's infrastructure investment?
- What activities deliver the greatest value? Which programmes, partnerships and initiatives provide the strongest economic impact and return on investment?
- How can partnerships and co-investment be maximised? What role should be played by Priority One, iwi, businesses, tertiary institutions, government agencies and the private sector in delivering economic outcomes?
- What are the risks of reducing investment? What impact could this have on investment attraction, business confidence, workforce development, city centre activation and long-term economic growth?

Financial overview

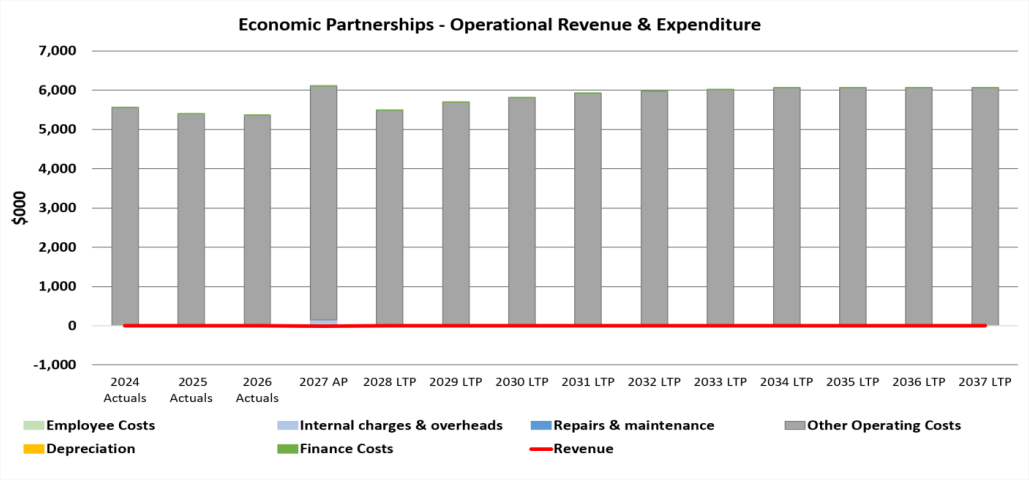
$5.4m
2026 OPERATING ACTUALS

$0
OPERATING REVENUE (YR 1)

$5.5m
OPERATING EXPENDITURE (YR 1)

$0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



100%
RATES-FUNDED SHARE

$0
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Capital projects

- No capital programme identified within the activity plan.
- Primary focus is operational investment, partnerships, business support and strategic economic initiatives.

Financial overview

Summary Draft LTP - Economic Partnerships

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue														
Total Revenue														
Employee Related Costs	-	2	()	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	5	5	4	7	12	12	11	11	11	11	10	10	10	10
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration Costs	-	-	-	-	15	15	15	15	15	15	15	15	15	15
Grants, Contributions and Sponsorship Expense	4,804	5,041	5,019	5,594	5,505	5,712	5,826	5,945	5,991	6,037	6,084	6,084	6,084	6,084
Other Operating Expense	-	-	-	1	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	753	349	343	350	19	17	17	17	17	17	17	17	17	17
Allocations	-	-	-	154	-	-	-	-	-	-	-	-	-	-
Total Expenses	5,562	5,397	5,366	6,106	5,495	5,701	5,814	5,933	5,978	6,024	6,072	6,071	6,071	6,071
Operating Surplus / (Deficit)	(5,561)	(5,397)	(5,366)	(6,106)	(5,495)	(5,701)	(5,814)	(5,933)	(5,978)	(6,024)	(6,072)	(6,071)	(6,071)	(6,071)
Rates Funding	5,318	5,399	5,368	5,539	5,500	5,705	5,819	5,938	5,983	6,029	6,076	6,075	6,075	6,075
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	5,318	5,399	5,368	5,539	5,500	5,705	5,819	5,938	5,983	6,029	6,076	6,075	6,075	6,075
Other Funding Impacts	(244)	2	2	(568)	5	5	5	4	4	4	4	4	4	4

People and capability

0.25	0.25	0.25	0.25
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

Community Development (including City Partnerships & Safety Engagement, & Funding)

Paula Naude – Head of Community Outcomes & Emergency Management

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Enables thriving, safe and connected communities by investing in community development, community funding, external funding acquisition, economic activation and city safety initiatives that strengthen wellbeing, resilience, participation and local economic vitality.

For: Residents, community organisations, volunteers, businesses, visitors, neighbourhood groups, vulnerable populations and community partners who benefit from stronger social connections, access to funding, safer public spaces and vibrant commercial centres.

If we stopped: Community capacity and resilience would decline, many community organisations would lose access to funding and support, external funding opportunities would be missed, perceptions of safety and city vibrancy could deteriorate, and demand for higher-cost interventions from Council and other agencies would likely increase over time.

Legislative must-dos

While the four wellbeings are no longer explicitly referenced in the Local Government Act 2002, councils can still undertake activities that strengthen community resilience, support local economic growth, and deliver value for money. In this context, the Emergency Management Act 2026 requires the identification and consideration of disproportionately affected communities, including CALD communities, older persons, and disabled people. This reinforces the role of councils in ensuring emergency management planning, response, and recovery arrangements are inclusive and responsive to those most at risk.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Community Development Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Community Development is largely people- and partnership-based, with delivery focused on relationship management, capability building, facilitation, and neighbourhood activation rather than physical infrastructure investment.
- Demand for community resilience and community-led outcomes continues to grow, while Community Development contributes across multiple council outcomes, making activity-specific cost allocation challenging.
- Legislative expectations for community resilience have strengthened, with the Emergency Management Act 2026

Opportunities for change (not recommended) include, in declining order of potential financial impact:

- Reduction in neighbourhood and community-led development programmes, e.g. facilitation of the Gate Pa governance structure and making governance training available.
- Reduction in engagement and community capacity-building initiatives, e.g. reduce the facilitation of community access to free/low cost training and development opportunities, e.g. de-escalation training for the Homelessness Provider Network.
- Reduced support for community-led responses to emerging social issues, e.g. Super Support to the elderly that provides meals so that they do not have to chose between paying for utilities or eating in any given week.
- .

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Costs are largely funded through general rates as benefits accrue across the wider community.
- Limited opportunity for direct user charges as services generate broad public and social benefits.
- External funding opportunities may supplement programmes but are generally project-specific and not reliable for core service delivery.
- Community outcomes delivered often reduce future demand on other council and government services

City Partnerships Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- City Partnerships and Safety & Engagement are predominantly relationship-led functions, delivering outcomes through partnerships, stakeholder engagement, facilitation, advocacy, and coordination rather than direct service delivery or infrastructure investment.
- Opportunities exist to improve efficiency and reduce duplication through stronger alignment of economic development, business engagement, Mainstreet relationships, and city safety initiatives, creating a more coordinated approach to external partnerships.
- Demand and expectations continue to increase, with businesses, communities, partners, and government agencies looking to Council to play a greater convening, leadership, and connector role in city vibrancy, economic growth, safety, and place-making.

Opportunities for change (not recommended) include, in declining order of potential financial impact:

- Reduction in city safety staffing and community safety initiatives, e.g. have no visibility within the city's business precincts that assist with homeless, trespassing and linkage with police.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Costs are primarily funded through general rates due to the broad economic and community benefits generated.
- Some activities may attract external partnerships, sponsorship or co-funding contributions.
- Targeted rates and business partnerships continue to contribute in specific Mainstreet areas where applicable.
- Limited direct user-pays opportunities exist for city safety services, as benefits are largely public and preventative in nature.
- Investment supports city attractiveness, business confidence and perceptions of safety, delivering benefits beyond direct participants.

Funding Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Relatively small operating budget leverages significant community benefit through grant distribution and external funding attraction (Treasury's CBAx methodology suggest a $5M annual investment in the social sector has the potential to generate approx. $20M of community value).
- Funding acquisition function has potential to attract external resources and reduce pressure on rates-funded programmes.
- Administration and assessment processes are required to ensure transparent, equitable and accountable allocation of public funds.
- Demand for grants consistently exceeds available funding pools.

Opportunities for change (not recommended) include, in declining order of potential financial impact:

- Reduction in community grant funding allocations, noting these have already been reduced for this financial year
- Reduction in dedicated funding acquisition and grant management capability.
- Reduced support to community organisations seeking funding opportunities.
- Reduction in community fundraising and external funding partnership initiatives.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Community grant funding is primarily funded through general rates due to broad community benefit.
- External funding acquisition seeks to offset council expenditure where grant opportunities exist.
- Limited opportunity for user-pays mechanisms due to the public benefit nature of grant administration.
- Continued investment in funding acquisition capability can deliver a positive return through successful external funding applications.

Risks and opportunities

Risks

- Reduced community wellbeing, resilience and social connectedness, resulting in communities being less able to respond to emergencies, economic shocks and social challenges.
- Declining community and volunteer sector capacity, including reduced funding, support and external investment, leading to fewer community-led services and outcomes.
- Reduced perceptions of safety, city vibrancy and economic confidence, impacting residents, visitors, businesses and the attractiveness of Tauranga's centres and public spaces.
- Increased long-term costs to Council and the wider public sector, as preventative and early intervention activities are lost, resulting in greater demand for health, social, justice and emergency response services and a loss of the social value recognised through the CBAx Tool User Guidance

Opportunities / mitigations

- Focus investment on activities that deliver the greatest impact on community resilience, safety, wellbeing and economic vitality, while reducing lower-value programmes.
- Maximise partnerships, co-funding and external grants to maintain outcomes and reduce reliance on rates-funded investment.
- Direct resources to priority communities and measurable outcomes, ensuring the highest social return on investment.
- Integrate Community Development, Community Funding, Mainstreets, City Safety and Emergency Management to strengthen community resilience and reduce duplication.
- Take a prevention-focused approach, recognising that targeted investment in community capability, safety and resilience can reduce future costs and deliver long-term value, consistent with NZ Treasury CBAx principles..

Key conversations

Key conversation

- Council's Role: What is the appropriate level of Council investment in community wellbeing, resilience, safety and city vitality, and where should Council lead, enable or partner?
- Value for Money: Are Community Development, Community Funding, Funding Acquisition, Mainstreets and City Safety delivering measurable outcomes and a positive social return on investment?
- Investment vs Risk: What community, economic and safety risks are associated with reducing investment, and what future costs may be avoided through prevention and early intervention?
- Funding Model: How can Council maximise external funding, partnerships and leverage to reduce pressure on rates while maintaining outcomes?
- Service Prioritisation: Which activities are essential, which are discretionary, and what level of service is expected by the community?
- Absence of these activities: The Treasury CBAx-informed assessment suggests that while stopping these activities may generate short-term financial savings, it would likely reduce community wellbeing, resilience, safety and economic vitality, while increasing future costs across the wider public sector.

Financial overview

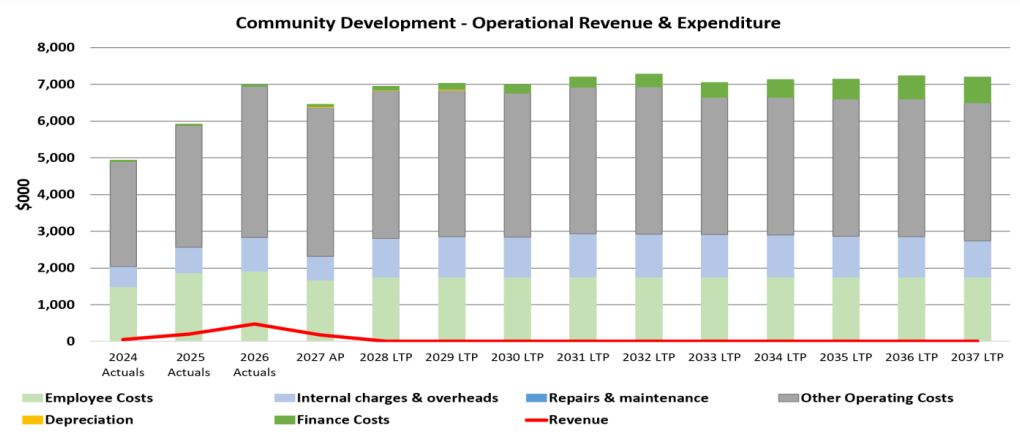
$7.0m
2026 OPERATING ACTUALS

$0.0m
OPERATING REVENUE (YR 1)

$6.9m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



82%
RATES-FUNDED SHARE

$0.0m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Capital projects

- N/A

Financial overview

Summary Draft LTP - Community Development

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	6	10	5	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies	40	178	467	178	-	-	-	-	-	-	-	-	-	-
Finance Revenue	6	8	5	3	6	6	7	7	7	7	7	7	7	7
Total Revenue	52	196	477	182	6	6	7	7	7	7	7	7	7	7
Employee Related Costs	1,487	1,867	1,914	1,677	1,755	1,758	1,758	1,758	1,758	1,758	1,758	1,758	1,758	1,758
Depreciation		-	-	20	20	20	3	-	-	-	-	-	-	-
Finance Costs	32	27	39	50	100	162	222	282	341	402	470	545	621	698
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	83	341	280	87	189	96	96	96	96	61	61	61	61	61
Administration Costs	41	163	104	118	167	167	167	167	167	167	167	167	167	167
Grants, Contributions and Sponsorship Expense	1,974	2,261	3,314	2,832	2,511	2,601	2,511	2,601	2,601	2,480	2,480	2,480	2,480	2,480
Other Operating Expense	689	425	370	933	1,070	1,050	1,070	1,050	1,070	950	970	950	970	970
Repairs & Maintenance		-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	65	131	53	92	78	75	75	75	75	75	75	75	75	75
Allocations	555	696	909	637	1,055	1,092	1,081	1,171	1,167	1,152	1,138	1,103	1,091	984
Total Expenses	4,927	5,910	6,984	6,447	6,947	7,022	6,984	7,200	7,276	7,046	7,121	7,141	7,224	7,195
Operating Surplus / (Deficit)	(4,875)	(5,714)	(6,507)	(6,265)	(6,941)	(7,016)	(6,978)	(7,194)	(7,270)	(7,040)	(7,115)	(7,134)	(7,218)	(7,188)
Rates Funding	4,524	5,113	5,425	5,656	5,653	5,823	5,785	6,001	6,077	5,797	5,632	5,622	5,685	5,645
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	4,524	5,113	5,425	5,656	5,653	5,823	5,785	6,001	6,077	5,797	5,632	5,622	5,685	5,645
Other Funding Impacts	(351)	(601)	(1,081)	(609)	(1,288)	(1,193)	(1,193)	(1,193)	(1,193)	(1,243)	(1,483)	(1,513)	(1,533)	(1,543)

People and capability

13.3	13.3	13.3	13.3
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Current breakdown of FTE

- Community Development – 6 FTE
- City Partnerships & Safety Engagement – 3 FTE
- Community Funding Services – 4.3 FTE

Digital Services

Ken Renz

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative Must-Dos

Purpose of this activity

Digital Services enables Tauranga City Council to deliver trusted, efficient and connected services to the community.

We provide the information, digital capability, business systems, cyber security, communications, and technology foundations that support Council operations, improve decision-making, protect critical information, and make it easier for residents, businesses and visitors to access services and information when and how they need them.

Legislative must-dos

- **Privacy Act 2020** – protect personal information, manage it appropriately, and report notifiable privacy breaches.
- **Public Records Act 2005** – create, maintain, and dispose of Council records in accordance with Archives New Zealand requirements.
- **LGOIMA 1987 and Local Government Act 2002** – provide access to information and meet statutory reporting and response obligations.
- **NZ Information Security Manual (NZISM) and Protective Security Requirements (PSR)** – implement recognised security controls to protect Council information and systems.
- **Payment Card Industry Data Security Standard (PCI DSS)** – protect payment card information and maintain secure payment services.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well-planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Digital Services investment is primarily driven by the needs of Council services and the communities they support. Through annual zero-based budgeting, all services, projects and costs are reviewed to ensure investment is targeted, delivers value for money, and aligns with Council priorities and community outcomes.
- Print and mail room costs have reduced following the outsourcing of these services, with the associated funding redistributed to the activities that consume them, improving cost transparency and reducing overall operating costs.
- Costs associated with Microsoft software and licensing are expected to increase over the planning period as a result of vendor pricing changes. These tools remain critical for staff productivity, security collaboration, and the delivery of Council services.
- Investment in cyber security continues to increase to protect Council systems, information and services from growing cyber threats, particularly the risks associated with AI-enabled cyber attacks. This helps safeguard customer information, maintain public trust, and ensure essential services remain available to the community.
- The establishment of the Water Services Organisation will increase Digital Services costs, with approximately 60 additional users requiring digital devices, licences, connectivity, cyber security, support services and business system access; however, these costs will be substantially offset through revenue received from the Water Services Organisation while ensuring staff have the tools needed to deliver safe and reliable water services.
- Ongoing technology renewal is essential to keep critical systems, devices and infrastructure secure, reliable and fit for purpose. This reduces the risk of service disruptions and enables Council to continue delivering services that communities rely on every day.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Funded through a mix of rates, capital investment, debt-funded operating expenditure, and internal recharges.
- Costs are allocated to the activities and services that benefit from Digital Services.
- Capital funding supports the renewal and replacement of technology infrastructure and equipment.
- External revenue is generated through leasing spare fibre network and data centre capacity.

Zero-based budgeting & Core Services

Core services and why they matter

- **Keep information safe:** Protect systems and data through cyber security, access controls, backups, privacy compliance and training to safeguard community information, maintain trust and meet legal requirements.
- **Keep our people working:** Support devices, Microsoft 365, Teams, software and AI tools, with training so staff spend less time fixing technology problems and more time serving customers.
- **Keep Council services running:** Maintain networks, infrastructure, websites and critical systems, with outage and disaster recovery to keep essential services available and restore them quickly.
- **Make our information useful:** Keep data and records secure, organised and accurate, and connect systems so staff can make informed decisions and respond to information requests.
- **Plan and manage risk:** Manage technology assets, standards, projects, suppliers and costs, with policies and change controls to protect Council's investments and service reliability.

Response to budget constraints

- In response to budget constraints, our zero-based budget prioritises funding core services and the work needed to keep them operational.
- We have made limited allowance for additional business requests, or changes and projects beyond core operations and limited project delivery. What this means is:
  - **Limited continuous improvement or efficiency gains –** no capacity to automate manual processes.
  - **Limited ability to flex when change comes through –** legislative or policy system changes are unfunded and displace core work.
  - **Limited capacity for new business requests –** new systems or integrations from other activities cannot be absorbed.
  - **Innovation and AI benefits deferred –** productivity gains from automation and AI are delayed.
  - **Technical debt and future cost grow –** deferred change makes systems riskier and more expensive to maintain.
  - **Stronger prioritisation and trade-offs -** required for our existing projects outside the scope of core service delivery.

Risks and opportunities

Risks

Underinvestment in digital enablement results in:

- Slower and more costly Council services as staff rely on manual processes and ageing systems.
- Reduced ability to respond to community needs and deliver efficient, connected services.
- Greater cyber security risk, increasing the likelihood of service disruption, fraud, or unauthorised access to Council information.
- Loss of public trust and reputational damage from privacy breaches, data loss, or prolonged outages.
- Increased risk to critical services and public safety, where digital systems support water, transport, and other essential infrastructure.
- Reduced compliance with legislative and regulatory obligations, increasing audit and governance risk.
- Missed opportunities to improve productivity, customer experience, and service delivery through automation, data, and AI.
- Higher long-term costs as ageing technology becomes more expensive and difficult to maintain.

Mitigations

- Maintain secure, modern infrastructure and platforms to reduce cyber security, operational, and technology risks.
- Investment and uplift in cyber posture (in accordance with Government agency advice)
- Increase resilience and service continuity through improved disaster recovery, business continuity capability, and capacity to respond to emerging threats and peak demand.
- Avoid higher future costs by addressing technology risks early and completing priority modernisation programmes such as the Exiting Ozone programme.

Opportunities

- Deliver faster, simpler and more accessible services for residents, businesses and visitors. Improve customer experience through connected, end-to-end services and increased self-service options.
- Improve productivity and reduce operating costs through automation, AI and smarter ways of working.
- Provide better information for decision-making, helping Council plan effectively and respond to community needs.
- Support growth and future demand with scalable digital platforms and infrastructure.
- Maximise value from Council investments through shared services, shared platforms and reuse of existing capabilities.

Key conversations

Key conversations

- **Non-Negotiables to keep us safe and secure**
  Cyber security threat levels and compliance expectations keep rising, so a growing share of our spend is non-negotiable baseline protection rather than discretionary investment.
- **Risk Appetite versus Budget**
  A low appetite for digital and security risk sits alongside tight funding. We need direction on the risk tolerance Council is willing to carry and what we fund to manage it.
- **Visibility and Prioritisation of organisational Demand for Digital Services**
  Unplanned and late-stage digital demands can displace previously agreed priorities, highlighting the need for stronger organisational visibility, early engagement, and Executive-led prioritisation of digital investment and delivery.
- **Internal Funding Model**
  Review the funding and governance model for digital services to ensure costs are allocated appropriately, while maintaining Council-wide standards that minimise duplication, complexity, cyber security risks, and technology sprawl.
- **Digital as Essential Infrastructure**
  We need agreement on whether digital capability is viewed as core enabling infrastructure, with funding and investment approaches aligned to its critical role in service delivery and community outcomes.
- **AI, Productivity and sustainable Growth**
  As Tauranga grows, AI and automation provide an opportunity to improve productivity and absorb increasing service demand without proportional growth in staffing and operating costs. We need agreement on the level of investment and ambition required to realise these benefits and ensure AI is applied strategically to deliver community value.

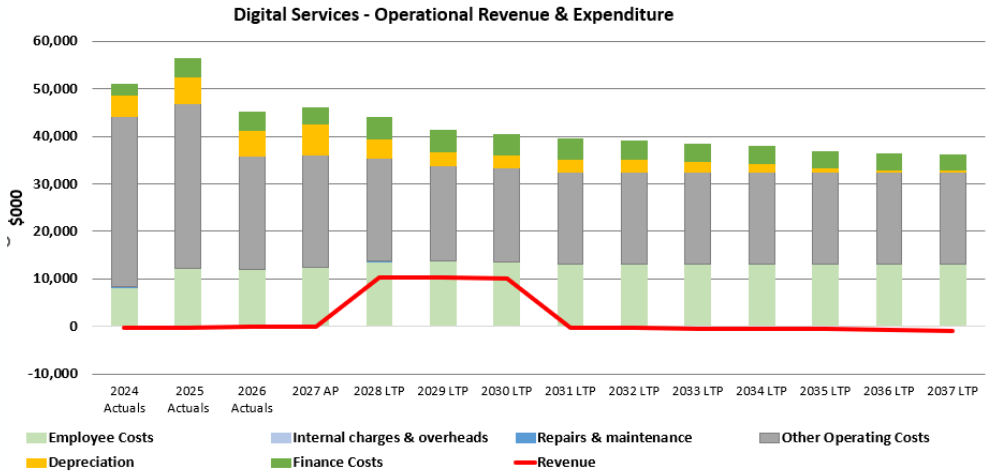
Financial overview (uninflated)

$45.1m
2026 OPERATING ACTUALS

$10.2m
OPERATING REVENUE (YR 1)

$44m
OPERATING EXPENDITURE (YR 1) (includes debt funded opex projects)

$17.4m
PROJECT BUDGET (YR 1–3)



0%
RATES-FUNDED SHARE

$10.5m
REVENUE / USER CHARGES

Capital projects

- **Safe and Secure Infrastructure** provides for Technology and Infrastructure renewal Requirements across the LTP Period.
- **Digital Hardware** is concentrated in FY28 to FY30.
- **Ozone ERP Exit** is programmed in FY28.

Financial overview

- uninflated

Summary Draft LTP - Digital Services

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	160	153	83	144	10,451	10,451	10,451	85	85	85	85	85	85	85
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(341)	(459)	(223)	(132)	(215)	(222)	(253)	(286)	(367)	(496)	(595)	(671)	(797)	(929)
Total Revenue	**(181)**	**(307)**	**(140)**	**12**	**10,236**	**10,229**	**10,198**	**(202)**	**(282)**	**(412)**	**(510)**	**(586)**	**(712)**	**(844)**
Employee Related Costs	8,275	12,140	12,001	12,417	13,676	13,699	13,571	13,063	13,063	13,063	13,063	13,063	13,063	13,063
Depreciation	4,648	5,671	5,386	6,474	3,910	2,912	2,816	2,744	2,543	2,256	1,835	836	453	449
Finance Costs	2,228	3,757	3,854	3,454	4,587	4,551	4,358	4,127	3,874	3,638	3,418	3,274	3,202	3,138
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	17,247	20,817	9,004	6,488	3,114	904	404	404	404	404	404	404	404	404
Administration Costs	12,066	10,716	10,830	12,598	13,306	14,041	14,249	14,086	14,086	14,086	14,086	14,086	14,086	14,086
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	5,220	3,242	3,953	4,719	5,140	4,849	4,789	4,716	4,716	4,716	4,716	4,716	4,716	4,716
Repairs & Maintenance	71	62	35	75	75	75	75	75	75	75	75	75	75	75
Utilities & Occupancy Expenses	76	70	75	85	90	90	90	90	90	90	90	90	90	90
Recoveries	1,201	(81)	(65)	(239)	129	129	129	129	129	129	129	129	129	129
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**51,033**	**56,396**	**45,073**	**46,070**	**44,027**	**41,249**	**40,481**	**39,436**	**38,981**	**38,458**	**37,817**	**36,674**	**36,220**	**36,151**
Operating Surplus / (Deficit)	**(51,213)**	**(56,702)**	**(45,213)**	**(46,058)**	**(33,791)**	**(31,020)**	**(30,283)**	**(39,637)**	**(39,263)**	**(38,870)**	**(38,327)**	**(37,260)**	**(36,932)**	**(36,995)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	28,754	40,682	35,779	37,880	31,264	33,097	33,192	42,358	41,757	41,094	40,321	36,589	36,135	36,066
Total	**28,754**	**40,682**	**35,779**	**37,880**	**31,264**	**33,097**	**33,192**	**42,358**	**41,757**	**41,094**	**40,321**	**36,589**	**36,135**	**36,066**
Other Funding Impacts	**(22,459)**	**(16,020)**	**(9,434)**	**(8,178)**	**(2,527)**	**2,076**	**2,908**	**2,721**	**2,494**	**2,225**	**1,994**	**(671)**	**(797)**	**(929)**

Project Expenditure (uniflated)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Renewal	1,692	1,362	4,328	4,574	1,285	493	1,991	648	5,175	3,660	2,494	895	4,627	895
Level of Service	26,250	18,712	8,471	7,360	9,378	2,127	2,172	0	0	0	0	0	0	0
Grand Total	27,942	20,074	12,799	11,934	10,663	2,620	4,163	648	5,175	3,660	2,494	895	4,627	895

People and capability

112.8	112.8	112.8	112.8
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

The **Security Assurance** Function was originally established to provide dedicated oversight of cyber security risk, compliance, and assurance activities. Over time, this resource has been shared across both **Cyber Security** and **AI initiatives**, reducing Council's ability to maintain the level of Security Assurance required in an increasingly complex threat environment. At the same time, the introduction of PCI DSS compliance requirements has created a significant and ongoing workload that consumes more than half of an existing specialist resource in that same team, reducing capacity available for broader cyber security governance and assurance activities. Establishing a dedicated **Security Assurance Manager** will restore the intended Security Assurance Capability, strengthen Council's Cyber Resilience, support growing compliance obligations, and ensure both the Cyber Security and AI Programmes receive the focus necessary to protect **Council Services, Information, and Community Trust**.

Commercial

Alastair McNeil

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The Commercial team is dedicated to unlocking our full potential by influencing the way we manage and measure our resources.

Manages Council's property including facilities management , leases, strategic property & fleet. Investigation of commercial opportunities surrounding property.
Is accountable for Procurement, Digital Engineering, Business Intelligence & GIS

Without it:
- Council would not have a source of data & insight for staff, projects and the community to make decisions
- Buildings would not operate or be safe
- Opportunities to generate revenue/ asset sale proceeds would diminish
- Council would be at risk of breaching NZTA/ public sector procurement rules

Legislative must-dos

- Local Government Act 2002 — prudent stewardship of Council resources, long-term financial sustainability and transparent decision-making
- Public Works Act 1981 and Reserves Act 1977 — statutory process for land acquisition, compensation, road stopping, legalisation and reserve land.
- Land Transfer Act 2017: Governs land ownership, titles, easements, and the Torrens title system. Establishes who legally owns land and the rights attached to it.
- Property Law Act 2007: Covers leases, mortgages, licences, rights of way, covenants, and relationships between property owners. Frequently used in commercial and residential property transactions.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Budget is primarily buildings, people, plus data and insights tools
- Smaller budgets reduced
- Draft LTP 2027-37 work
  - $243m land purchases to be executed
  - $75m in sale proceeds to be realised
  - $1.6b in other capex for procurement
- Other
  - Hundreds of property transactions for Tauranga's largest landlord
  - Unable to meet demand for Data Insights requests

Opportunities for change (not recommended), highest impact first:

- Reduce BI, GIS and Digital Engineering resources – residents and staff unable with less access to up to date land data or data insights
- Reduce procurement assurance, training and contract management – expose Council to lack of probity
- Reduce strategic property resourcing - slow the pace of property transactions and increase external legal costs
- Reduce leasing and facilities management service levels / staff – cleaning and maintenance of buildings increases risk of injury or accelerated deterioration of property
- Reduce Business Efficiencies – removal of 1 QS in Council to negotiate better terms with capex suppliers

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Re stack 90D staff and look to sublease a floor – see further property revenue uplift opportunities in Commercial do differently one Pager
  - E.g., increase in asset proceeds and/or sub leasing revenue to fund operational expenditure across Council.
- Costs for Strategic Property and GIS are recoveries, all others are allocated overheads

Risks and opportunities

Risks

- **Property:** Property, easement, road stopping, reserve land or Public Works Act processes may delay infrastructure projects or create financial, legal or community risk if not identified early.
- **Property:** Asset realisation proceeds may not land / in the planned year if individual council papers are required, or market timing causes delays.
- **PADP Policy** to be reviewed
- **Property:** Risks to life include asbestos, fire & earthquake all understood and budgeted
- **Procurement:** Poor procurement practice, weak contract management or unmanaged supply arrangements may reduce value for money and miss risk, sustainability and broader outcomes.
- **Data:** Poor data quality, unclear ownership, duplicated reporting or weak governance may reduce trust in decision-making and limit the benefits of analytics and AI.

Opportunities / mitigations

- **Property:** Approach property strategically - plan disposals early with legal, valuation and elected member decision points, and phase expected proceeds realistically.
- **Property**: Review and proposed amendments to the PADP
- **Property:** Alter settings to increase lease revenue
- **Procurement:** Maintain procurement policy, tools, training and assurance, apply whole-of-life cost and sustainability, and support e-tendering, contract registers and supplier panels.
- **Data:** Strengthen data governance, data dictionaries, certified reusable models, report rationalisation and clear roles between BI, GIS and business teams.
- **Data:** Develop a staged digital engineering business case and roadmap, set minimum digital information requirements and align procurement and contract clauses.

Key conversations

Key conversation

- **Property:** Asset recycling/ realisation: what is the appetite for accelerating vs incremental progressing asset proceeds
- **Procurement:** Procurement delivery model: do we review BOPLASS membership and consider integrating that capability into TCC, and on what timeframe?
- **AI & Analytics:** How critical is it to accelerate vs follow efficiency opportunities?

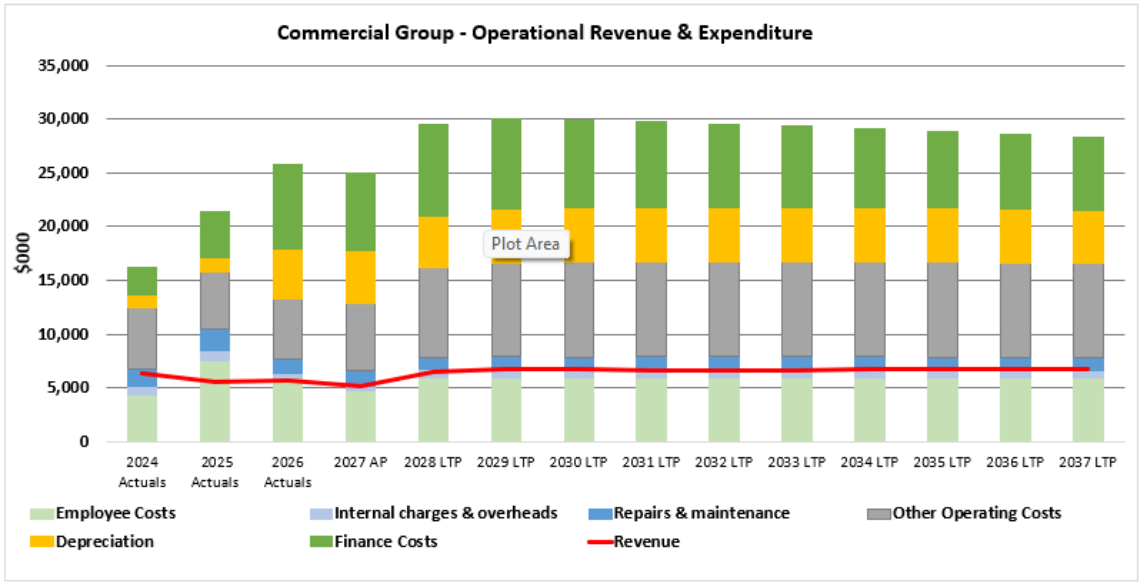
Financial overview

$25.8m
2026 OPERATING ACTUALS

$24.4m
OPERATING REVENUE (YR 1)

$29.3m
OPERATING EXPENDITURE (YR 1)

$3.2m
CAPITAL BUDGET (YR 1–3)



14%
RATES-FUNDED SHARE

$6.0m
USER CHARGES (YR 1)

Capital projects

- Civic Whare

Financial overview

Commercial Group Uninflated $000

Uninflated from 2028 (2027 $) $000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	5,716	4,714	5,191	4,812	6,022	6,183	6,183	6,033	6,057	6,057	6,057	6,057	6,057	6,057
Grants & Subsidies	-	-	-	-	-	20	30	25	15	13	-	-	-	-
Finance Revenue	667	888	484	327	483	487	504	529	557	591	631	677	731	751
Total Revenue	**6,383**	**5,602**	**5,675**	**5,139**	**6,505**	**6,689**	**6,717**	**6,587**	**6,629**	**6,660**	**6,688**	**6,734**	**6,788**	**6,808**
Employee Related Costs	4,328	7,579	5,929	4,743	5,999	6,009	5,999	5,984	5,984	5,984	5,984	5,984	5,984	5,984
Depreciation	1,190	1,347	4,573	4,980	4,789	5,065	5,070	5,055	5,048	5,043	5,070	5,088	5,047	5,011
Finance Costs	2,476	4,206	7,916	7,149	8,535	8,365	8,149	7,935	7,725	7,516	7,308	7,104	6,914	6,729
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	440	909	353	1,598	669	676	674	672	671	670	669	669	669	669
Administration Costs	348	306	257	241	1,962	2,115	2,227	2,227	2,227	2,227	2,227	2,227	2,227	2,227
Grants, Contributions and Sponsorshi	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	4,703	6,188	2,377	1,918	2,398	2,660	2,629	2,629	2,629	2,629	2,629	2,424	2,424	2,424
Repairs & Maintenance	1,687	2,099	1,346	1,522	1,136	1,156	1,158	1,158	1,158	1,158	1,158	1,158	1,138	1,138
Utilities & Occupancy Expenses	1,637	1,729	1,512	1,701	1,733	1,716	1,708	1,707	1,707	1,707	1,707	1,602	1,602	1,602
Recoveries	(1,425)	(3,810)	1,106	718	1,564	1,567	1,584	1,602	1,614	1,623	1,632	582	602	602
Allocations	762	848	439	379	701	725	717	773	769	760	751	728	720	642
Total Expenses	**16,146**	**21,399**	**25,808**	**24,950**	**29,485**	**30,055**	**29,915**	**29,741**	**29,532**	**29,317**	**29,134**	**27,566**	**27,327**	**27,028**
Operating Surplus / (Deficit)	**(9,763)**	**(15,798)**	**(20,133)**	**(19,811)**	**(22,981)**	**(23,365)**	**(23,198)**	**(23,154)**	**(22,903)**	**(22,657)**	**(22,446)**	**(20,832)**	**(20,539)**	**(20,221)**
Rates Funding	3,527	3,673	2,751	3,107	3,659	3,693	3,648	3,666	3,630	3,589	3,551	3,499	3,463	3,359
Allocation Revenue	6,690	9,814	16,105	14,952	17,997	18,312	18,232	18,165	18,030	17,898	17,816	17,587	17,461	17,362
Total	**10,217**	**13,487**	**18,856**	**18,059**	**21,656**	**22,005**	**21,880**	**21,830**	**21,660**	**21,487**	**21,367**	**21,085**	**20,924**	**20,721**
Other Funding Impacts	**454**	**(2,310)**	**(1,277)**	**(1,752)**	**(1,324)**	**(1,360)**	**(1,318)**	**(1,324)**	**(1,243)**	**(1,170)**	**(1,079)**	**254**	**385**	**500**

Capital	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Growth	4,762	4,760	(175)	5,745	0	0	0	0	0	0	0	0	0	0
⊞Renewal	132	37	222	215	521	326	204	214	313	263	264	406	165	317
⊞Level of Service	9,078	24,672	4,746	6,713	2,134	0	57	0	0	0	0	0	0	0
Grand Total	13,973	29,469	4,794	12,672	2,655	326	262	214	313	263	264	406	165	317

People and capability

53.5	57.5	55.5	53.5
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- Internal fixed term roles/secondments to support key commercial opportunities (Airport & Community Assets) who then return to their substantive.
- 2 fixed term graduates (2 years) proposed to eventually replace 2 2 retirements over the next two years. GIS is a knowledge intensive area so need to start knowledge transfer to graduates now.

Communications and Engagement

Susan Davidson: Head of Communications and Engagement

October 2026

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Connecting our community. Informing better decisions. Building trust and demonstrating value.

- Community value: People are informed, heard and able to influence decisions.
- Elected member priorities: Communities understand what Council is delivering and why it matters.
- Trust and confidence: Greater transparency, accountability and visibility of Council's work.
- Value for money: More targeted, coordinated and efficient communications and engagement that deliver measurable impact.

Legislative must-dos

1. LGA – Consultation and decision making requirements which require engagement and communication. (Includes Long-term Plan, Annual Plans, bylaws, Maori participation etc)
2. Significance and Engagement Policy / Local Government Act 2002 – Ensure appropriate community engagement, consultation and participation in Council decision-making.
3. Emergency Management / CDEM Requirements – Deliver timely, coordinated crisis, emergency and recovery communications, supported by trained teams and tested processes.
4. LGOIMA / Transparency and Accountability – Support open, accessible and transparent communication of Council decisions, meetings and public information.

Community outcomes we contribute to (indirectly)

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

Communications & Engagement has reviewed its 2027/28 budget from the ground up, with a focus on reducing delivery costs, improving efficiency and directing investment towards Council priorities, community impact, risk and measurable value.

- **Team realignment** – Three clearly defined workstreams to reduce duplication, improve accountability and maximise existing resources.
- **Reducing external costs** – Bringing more communications, design, content and specialist work in-house, while reviewing media monitoring and supplier contracts.
- **Eliminating duplication** – Standardising processes, templates and repeatable approaches to reduce costs, save time and focus on higher-value work.
- **Improving cost recovery** – Allocating eligible costs to major projects, including Transport, through capitalisation and applicable subsidies.
- **Consolidating budgets** – Improving financial visibility, accountability and identifying Council-wide savings opportunities.
- **Technology and productivity** – Using better planning, prioritisation, AI and automation to reduce administration and manage demand without automatically increasing staffing.

Revenue and Financing Policy – Funding Needs Analysis

Operating costs are allocated as overheads across Council activities where appropriate, helping to ensure costs are attributed to the services that benefit from these support functions and promoting accountability and transparency.

Limited fees and charges may be appropriate where there is a direct and identifiable benefit to an individual or organisation, such as requests for information, training services or shared service arrangements.

There is potential for external funding to be available from time to time, including contributions from other organisations, government-funded programmes, election cost recoveries, cadetship funding and shared service arrangements. However, these are not considered a primary funding source for the activity.

Risks and opportunities

Risks

1. Increasing demand and limited resources – Capacity pressures, reactive delivery and reduced value for money.
2. Inconsistent communications and engagement – Reduced public trust, transparency and confidence in Council.
3. Crisis and emergency events – Disruption to services, reputational damage and increased pressure on communication resources.
4. Changing technology, AI and media – Misinformation, outdated channels and missed opportunities for innovation and efficiency.
5. Organisational change (including OIP) and local government reform – Shifting priorities, uncertainty and disruption to service delivery.
6. Limited community engagement and insight – Reduced participation, community dissatisfaction and decisions that do not reflect community needs.

Opportunities / mitigations

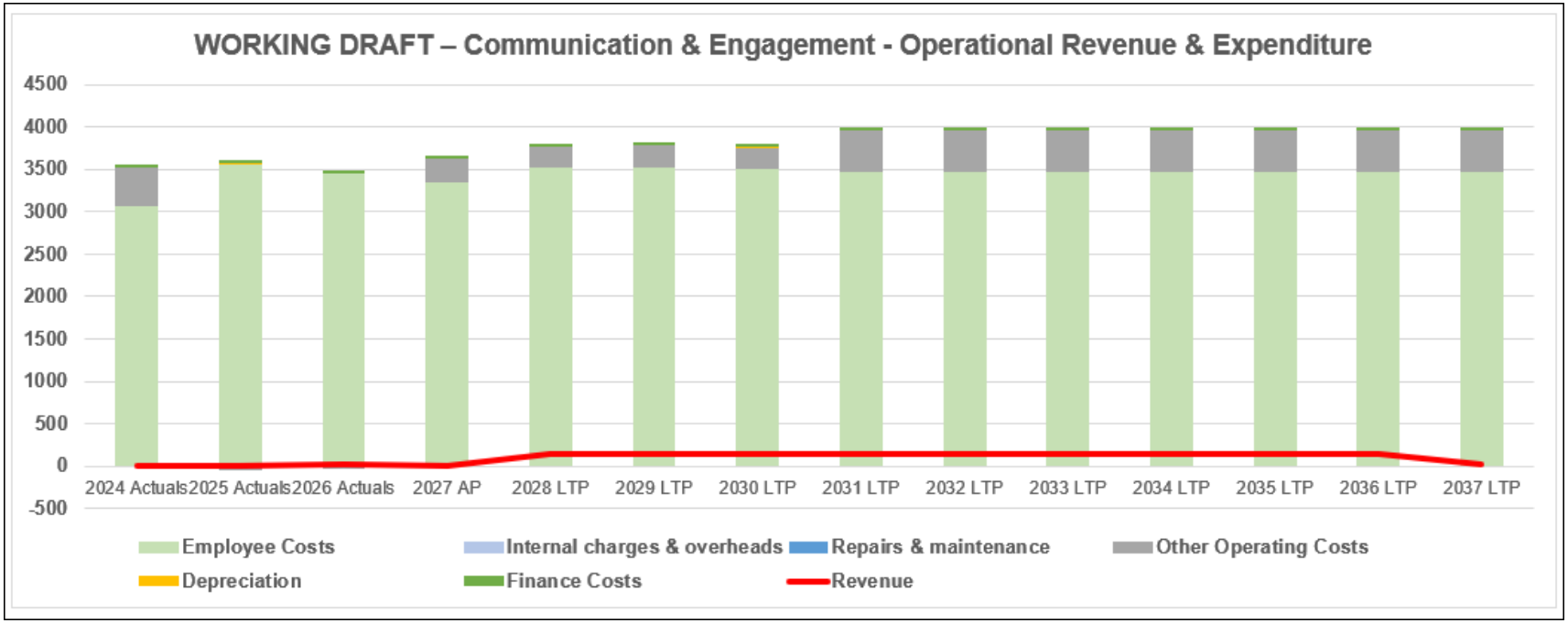
1. Prioritisation and capacity management – Align incoming work with elected member priorities, community impact and value for money.
2. Proactive communications and engagement – Engage earlier, strengthen storytelling and deliver clear, consistent Council messaging.
3. Crisis and emergency readiness – Maintain trained teams, clear protocols and coordinated emergency and recovery communications.
4. Technology and innovation – Leverage AI, digital channels and automation to improve efficiency, accuracy and accessibility.
5. Flexible operating model – Embed the new C&E structure, strengthen forward planning and adapt to changing Council priorities.
6. Community insight and participation – Strengthen inclusive engagement, listen to community feedback and measure outcomes.

Key conversations

Key conversation

- **Delivering on Elected Member Priorities** – Focus C&E investment and resources on Council's highest priorities, demonstrating tangible community benefits, measurable impact and value for money.
- **Financial Sustainability and Value for Money** – Reduce delivery costs, eliminate duplication, maximise existing resources and review service levels to ensure investment delivers the greatest community value.
- **Earlier Engagement, Better Community Outcomes** – Shift from reactive communications to proactive, insight-led engagement, stronger storytelling and forward planning that helps communities understand and influence Council decisions.
- **Building Community Trust and Confidence** – Strengthen transparency, consistent messaging, meaningful participation and accountability, demonstrating how Council decisions and investment benefit the community.
- **Smarter, Digitally Enabled Services** – Leverage technology, AI, digital channels and automation to improve accessibility, reach the right audiences, increase productivity and deliver more with existing resources.
- **Reform Readiness and Getting a Head Start** – Position C&E ahead of local government reform through adaptable capability, streamlined services and future-focused planning, ensuring continuity, efficiency and strong community connections through change.

Financial overview



Financial overview

WORKING DRAFT – Summary LTP - Communications & Engagement

Date Provided: 15-10-26

$000

Category	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-	-	16	-	139	139	139	139	139	139	139	139	139	14
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	2	3	2	1	2	2	2	2	2	2	2	3	3	3
Total Revenue	**2**	**3**	**18**	**1**	**141**	**141**	**141**	**141**	**141**	**141**	**141**	**142**	**142**	**17**
Employee Related Costs	3,079	3,571	3,459	3,347	3,525	3,538	3,511	3,476	3,476	3,476	3,476	3,476	3,476	3,476
Depreciation	3	4	5	5	5	6	6	6	6	6	6	6	6	6
Finance Costs	2	3	15	2	2	2	2	2	2	1	1	1	1	1
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	63	16	6	1	10	10	10	10	10	10	10	10	10	10
Administration Costs	138	124	138	71	55	55	55	55	55	55	55	55	55	55
Grants, Contributions and Sponsorship Expense	-	-	1	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	367	17	38	421	398	398	398	398	398	398	398	398	398	398
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	0	1	4	4	5	5	5	5	5	5	5	5	5	5
Recoveries	(117)	(204)	(216)	(215)	(214)	(214)	(214)	24	24	24	24	24	24	24
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**3,535**	**3,532**	**3,451**	**3,637**	**3,787**	**3,800**	**3,773**	**3,975**	**3,975**	**3,975**	**3,975**	**3,974**	**3,975**	**3,975**
Operating Surplus / (Deficit)	**(3,534)**	**(3,529)**	**(3,433)**	**(3,636)**	**(3,646)**	**(3,659)**	**(3,632)**	**(3,834)**	**(3,834)**	**(3,833)**	**(3,833)**	**(3,833)**	**(3,833)**	**(3,958)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	3,535	3,532	2,874	2,967	4,014	4,027	4,000	3,964	3,964	3,963	3,964	3,963	3,964	4,089
Total	**3,535**	**3,532**	**2,874**	**2,967**	**4,014**	**4,027**	**4,000**	**3,964**	**3,964**	**3,963**	**3,964**	**3,963**	**3,964**	**4,089**
Other Funding Impacts	**2**	**3**	**(559)**	**(670)**	**368**	**368**	**368**	**130**	**130**	**130**	**130**	**130**	**131**	**131**

People and capability

30	30	30	30
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

Proposed FTE reduction – Subject to the exit of the Waters Organisation (anticipated mid-June 2027), commencement of HeadStart/Reform. Any FTE reduction will be contingent on these changes delivering sustainable efficiencies and reduced workloads.

HR & Safety

People, Performance & Culture - Jan Pedersen

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The HR & Safety team assists Council to attract, grow, retain and protect people, ensuring our workforce stays safe, capable and ready to deliver for the community.

Core functions include Payroll & HR systems for approx. 1200 staff, health, safety, employment law, recruitment, learning & development, reporting, data and workforce planning.

We underpin all strategy set by Council, and support staff resourcing and workforce decisions that deliver value for money and align with long-term strategy.

Legislation
- Employment and health and safety legislation
- Council's obligations to be a good employer

Legislative must-dos

- Health & Safety at Work Act, and regulations, legal compliance
- Employment Relations Act: good-faith, collective bargaining, employment records and resolution of problems
- Local Government Act: good employer provisions
- Legal compliance with Holidays Act, Minimum Wage Act, Wages Protection Act. Parental Leave, Human Rights Act and Privacy Act
- Legal compliance with Council's own policies

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Budget is primarily people based
- Assumed continuation of some waters-related HR & safety support in year 1, 2027-2028 Right Sizing –Year 1-2 LTP
- Some budget reduction - Year 2, reduced FTE's in team. Reduction in training & development budgets
- Core people and safety platforms in place, with some automation/efficiencies with A1/BI reporting is taking place
- Further automation with onboarding/offboarding - increased efficiencies and increased H&S compliance
- Significant work is scheduled to support the Org Improvement programme with safety & risk
- Additional - government and organisational reform, restructuring support and change management is required within the early part of the LTP. Any reduction can be revisited through Annual Plans
- We have a two-year programme for the Holidays Act changes as well the waters transition – unlikely to reduce FTE

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Costs are allocated overheads with some external funding from MSD and potentially shared service agreements with CCO's
- No real opportunity for direct charging as most/many projects are aiding multiple activities
- No real opportunity for user pays

Risks and opportunities

Risks

- Health & safety -Serious harm or a fatality
- Changing employment and health and safety legislation, Holidays Act remediation, - financial and compliance risk
- Key risk is the pace of organisational, local government, and legislative change being disruptive to our ability to meet core legislative requirements
- Remaining as a competitive employer - attract and retain skills
- Govt changes to Remuneration practices – total REM practices many be phased out. This will add further costs.

Opportunities / mitigations

- Shared services with waters: possible waters CCO revenue – payroll, H&S
- Post Waters CCO -Opportunity to Right Size corporate functions Year 2-3 of LTP
- CCO's – opportunity to provide support services to CCO's ie Bay Venues
- Continue to use A1 for managing large volumes of data and information requests

Financial overview

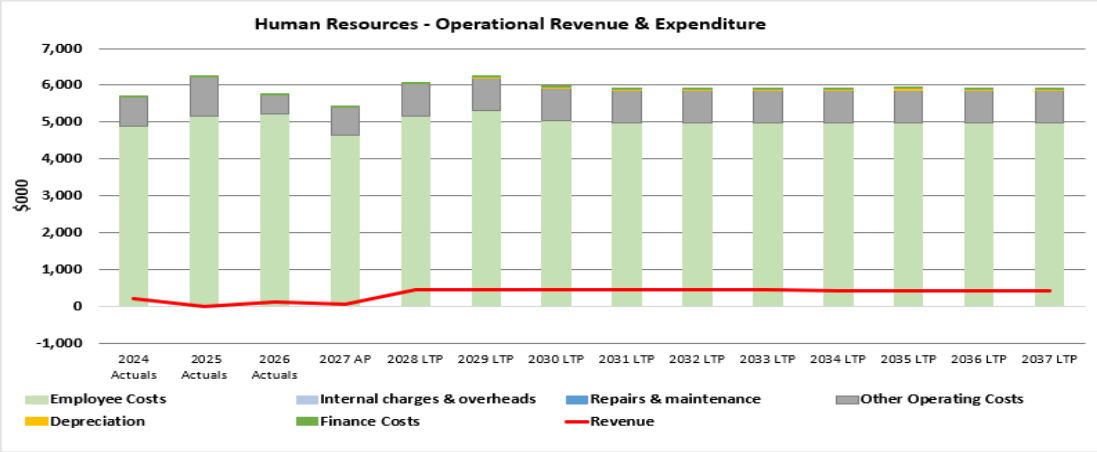
$5.8m
2026 OPERATING ACTUALS

$0.5m
OPERATING REVENUE (YR 1)

$6.1m
OPERATING EXPENDITURE (YR 1)

$0.3m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



00%
RATES-FUNDED SHARE

$0.3m
USER CHARGES (YR 1)

uninflated from 2028 (in 2027 dollars)

Capital projects

- Health & Safety Risk Control

Financial overview

Summary Draft LTP - Human Resources

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	19	7	4	-	280	280	280	280	280	280	280	280	280	280
Grants & Subsidies	188	20	124	65	200	200	200	200	200	200	200	200	200	200
Finance Revenue	(12)	(33)	(25)	(18)	(31)	(34)	(37)	(40)	(44)	(47)	(50)	(54)	(57)	(61)
Total Revenue	**194**	**(6)**	**103**	**47**	**449**	**446**	**443**	**440**	**436**	**433**	**430**	**426**	**423**	**419**
Employee Related Costs	4,890	5,156	5,221	4,652	5,162	5,324	5,036	4,984	4,984	4,984	4,984	4,984	4,984	4,984
Depreciation	-	1	3	11	16	20	25	30	34	39	43	48	44	22
Finance Costs	13	31	24	17	20	22	23	24	25	25	26	26	27	27
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	213	319	135	197	209	209	209	209	209	209	209	209	209	209
Administration Costs	69	73	59	53	56	56	56	56	56	56	56	56	56	56
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	438	602	262	446	586	586	586	586	586	586	586	586	586	586
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	77	68	58	55	29	29	29	29	29	29	29	29	29	29
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**5,701**	**6,250**	**5,761**	**5,432**	**6,077**	**6,245**	**5,963**	**5,917**	**5,922**	**5,927**	**5,932**	**5,937**	**5,934**	**5,912**
Operating Surplus / (Deficit)	**(5,507)**	**(6,256)**	**(5,658)**	**(5,385)**	**(5,628)**	**(5,799)**	**(5,520)**	**(5,477)**	**(5,486)**	**(5,494)**	**(5,503)**	**(5,511)**	**(5,511)**	**(5,494)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	5,488	6,213	5,629	5,365	5,593	5,761	5,480	5,433	5,438	5,444	5,449	5,453	5,450	5,429
Total	**5,488**	**6,213**	**5,629**	**5,365**	**5,593**	**5,761**	**5,480**	**5,433**	**5,438**	**5,444**	**5,449**	**5,453**	**5,450**	**5,429**
Other Funding Impacts	**(18)**	**(42)**	**(29)**	**(21)**	**(35)**	**(38)**	**(41)**	**(44)**	**(47)**	**(51)**	**(54)**	**(58)**	**(61)**	**(65)**

uninflated from 2028 (in 2027 dollars)

Row Labels	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞ Level of Service	392	100	88	113	115	115	115	115	112	112	112	112	112	112
Grand Total	392	100	88	113	115	115	115	115	112	112	112	112	112	112

People and Safety

CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10
29.6 + 8 Cadets Total = 37.6	29.6 + 8 Cadets Total = 37.6	28.6 + 8 Cadets Total = 36.6	28.6 + 8 Cadets Total = 36.6

The Core People & Safety Team = 29.6 budgeted FTE

37.6 FTE showing in the LTP - 8 FTE of these are cadets which fall into activity, they are funded by MSD and managed in other departments.
Year Two of the LTP – should see one FTE move to Waters CCO Leaving 28.6 FTE

Team FTE Breakdown - Health, Safety & Wellbeing 7, Learning & Development 2.8, Payroll & Systems 7.8, Employment, Relations 8, Recruitment 2, Workforce Planning & Reporting 2

Tauranga City

Climate & Resilience

Jeremy Boase: Head of Strategy, Governance & Climate Resilience

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Understand risk
Maintain complete and reliable natural hazard and climate-risk information.

Make better decisions
Consistently integrate risk understanding into land use, infrastructure, investment and asset planning.

Prepare and adapt
Build council's technical capability and support targeted community participation in priority risk and adaptation processes.

Reduce costs and emissions
Improve energy efficiency and support council's pathway towards net zero.

Legislative must-dos

- **Local Government Act 2002:** cost-effective provision of infrastructure and public services, including consideration of total costs and benefits.
- **Planning Act and Climate Change Response Amendment Bill 2026:** identify and plan for priority adaptation areas facing climate-related natural hazard risks.
- **Emergency Management Act 2026:** plan for and manage natural hazard risks, including risk reduction and preparedness.
- **Council strategies and plans:** provide evidence and advice to infrastructure, asset management, growth and investment decisions.

Community outcomes we contribute to

- [ ] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

3

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

We first need reliable evidence, an understanding of consequences and priorities, and effective governance and community processes before we can make good long-term investment decisions. A shift from external consultancy toward internal capability will help us reduce operational spend.

More focus on:

- Natural hazard and climate-risk information
- Natural hazards specialist and adaptation planning capability
- Governance, infrastructure and decision support
- Targeted engagement for priority adaptation processes

Less focus on:

- Proactive community education and preparedness programmes
- Behaviour-change initiatives
- City-wide emissions initiatives outside Council's direct control
- Standalone sustainability / innovation projects

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Rates funded: benefits are shared across the city through better Council decisions, resilient infrastructure and reduced long-term risk.
- Future adaptation interventions may require different funding models once beneficiaries and costs are clearer.

Risks and opportunities

Risks

- Increasing risk and costs to communities, infrastructure and services.
- Community impacts and uncertainty, including property and insurance pressures.
- Rising energy costs and risks from fossil fuel dependent operations.
- Reliance on a small number of specialist staff and existing communication resources may constrain the scale and pace of delivery.
- Limited engagement capacity may reduce community understanding, trust and participation, and may increase opposition to difficult decisions.

Opportunities / mitigations

- Avoid new risk through well-informed planning and investment decisions.
- Act early; integrate adaptation planning into renewals and investments to reduce long-term costs.
- Invest in energy efficiency and renewables to reduce costs, emissions and energy resilience.
- Build specialist natural hazards and adaptation capability, and target community engagement to the highest-risk and most decision-critical processes.
- Plan engagement requirements from the outset and use available communications support or consultants where sustained engagement is required.

5

Key conversations

Draft LTP position for engagement and community support

Technical hazards and adaptation expertise is funded; the community engagement capacity needed for adaptation planning and funds to implement adaptation plans are not.

What level of service do you expect Council to provide between simply telling people about risk and actively helping communities work through what to do about it?

1. Engagement level options

- **Minimum:** statutory notices and accessible hazard information.
- **Targeted*:** limited engagement in high-risk places and for active adaptation decisions (subject to comms capacity since no role is funded).
- **Broader:** preparedness, participatory and place-based planning to create shared ownership.

2. Community support options

- **Information & advisory*:** risk information, guidance and navigation.
- **Financial:** grants, co-funding or other assistance.
- **Practical:** council-supported resilience measures to reduce risks to private properties.

** Proposed in draft LTP as of October 2026*

Financial overview

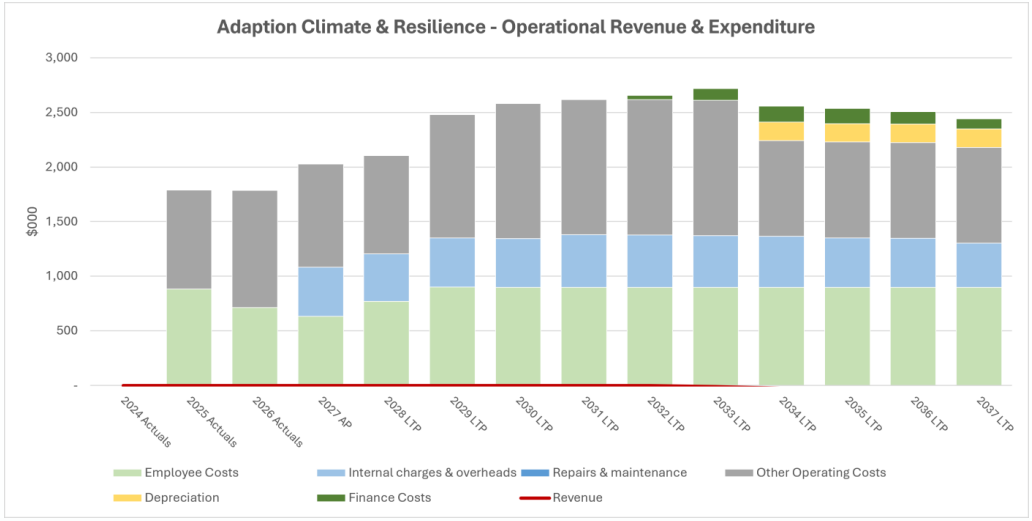
Long-Term Plan 2027–2037 · Operating

$1.8m
2026 OPERATING ACTUALS

$0.0m
OPERATING REVENUE (YR 1)

$2.1m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)



100%
RATES-FUNDED SHARE

$0.0m
REVENUE / USER CHARGES

Capital projects

The only capital project included is a large solar panel installation in FY32. Resilience capex and other infrastructure costs are not included in this activity and need to be considered separately through asset plans, business cases, and capital programme decisions.

Note: FY25, FY26 and FY27 opex are estimates of spend across different cost centres due to the shift and consolidation of the climate activity from Sustainability & Waste and Asset Services (FY25) to Strategy (FY26), to eventually becoming its own activity (FY27). Actual numbers may differ. Overhead allocations have not been back-calculated for the historical years, hence no 'blue bar' for 2025 & 2026.

Financial overview

Date Provided: 20-10-26

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	-	-	-	-	-	-	-	-	(2)	(11)	(24)	(37)	(48)	(57)
Total Revenue	-	-	-	-	-	-	-	-	(2)	(11)	(24)	(37)	(48)	(57)
Employee Related Costs	-	883	714	632	769	900	898	898	898	898	898	898	898	898
Depreciation	-	-	-	-	-	-	-	-	-	-	169	169	169	169
Finance Costs	-	-	-	-	-	-	-	-	39	109	147	139	114	93
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	-	434	670	889	452	453	455	455	455	455	452	452	452	452
Administration Costs	-	126	29	51	60	214	217	217	217	217	215	215	215	215
Grants, Contributions and Sponsorship Expense	-	97	115	149	146	147	147	147	147	147	147	147	147	147
Other Operating Expense	-	249	256	(144)	243	317	419	419	419	419	242	242	242	242
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	-	-	-	-	-	-	-	-	-	(180)	(180)	(180)	(180)
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocations	-	-	-	449	435	450	445	482	480	474	468	454	449	406
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	-	1,789	1,785	2,026	2,105	2,481	2,582	2,618	2,655	2,719	2,559	2,537	2,506	2,442
Operating Surplus / (Deficit)	-	(1,789)	(1,785)	(2,026)	(2,105)	(2,481)	(2,582)	(2,618)	(2,657)	(2,730)	(2,583)	(2,574)	(2,554)	(2,499)
Rates Funding	-	1,789	1,785	2,026	2,105	2,481	2,582	2,618	2,655	2,719	2,559	2,537	2,506	2,442
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	1,789	1,785	2,026	2,105	2,481	2,582	2,618	2,655	2,719	2,559	2,537	2,506	2,442
Other Funding Impacts	-	-	-	-	-	-	-	-	(2)	(11)	(24)	(37)	(48)	(57)

Sum of Amount	Column Labels													
Row Labels	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Level of Service	0	0	0	0	0	0	0	0	1,694	1,694	847	0	0	0
Grand Total	0	0	0	0	0	0	0	0	1,694	1,694	847	0	0	0

People and capability

5.0	6.0	7.0	7.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- Reduce reliance on external technical consultancy by strengthening internal natural hazards evidence and technical advice, and building dedicated capacity to lead adaptation planning.
- Respond to planning reform and increasing demand for hazard and risk expertise in infrastructure, land-use and investment decisions.

Note:

The August 27 workshop with Elected Members supported increased adaptation, natural hazards and engagement capability. The Executive's subsequent decision in October retains the natural hazards and adaptation roles but does not fund a dedicated community engagement position.

9

Tauranga City

Animal Services

Oscar Glossop · Team Leader, Animal Services, Deidre Ewart Head of Regulatory Support and Compliance Services

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Administers the laws, bylaws and policies governing animals in Tauranga.

Provides advice, education and proportionate enforcement so animals, owners and the wider community can live safely and harmoniously. Without the service, roaming, nuisance and attack risks would go unmanaged.

Legislative must-dos

- Dog Control Act 1996 — core dog-control duties and policy
- Impounding Act 1955 — public pounds and wandering stock
- Keeping of Animals Bylaw 2018 — minimise nuisance
- Dog Management Bylaw & Policy 2018 — access, safety and enforcement

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects our environment
- [ ] A well-planned city that is easy to move around

11

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Service requests are forecast to rise 3% each year.
- Prosecutions increased threefold and now require sustained investigation capacity.
- One additional Animal Services officer is proposed.
- Dog registration moves to SAP from 1 June 2027.
- A pound extension is planned for 2030/31.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Key costs: salaries, internal allocations, vehicles and pound operations.
- Registration fees remain the main activity-linked revenue source.
- Offending owners are infringed where appropriate.
- Owners are charged for the upkeep of dogs held in the pound.
- Exact funding mix and financial values require Finance confirmation.

Risks and opportunities

Risks

- Rising dog numbers and requests may pressure response levels.
- Serious attacks drive higher expectations for prosecution.
- Investigation, legal and pound costs may increase.
- Existing pound capacity may not meet future growth.
- Legislative change could create new obligations.

Opportunities / mitigations

- Education, de-sexing access and community partnerships.
- Proportionate enforcement and dog-bite prevention training.
- Monitor demand, staffing and impound trends.
- Plan the 2030/31 pound extension and longer-term site review.
- Use SAP and AI to improve administration and written work.

13

Key conversations

Decisions and direction sought

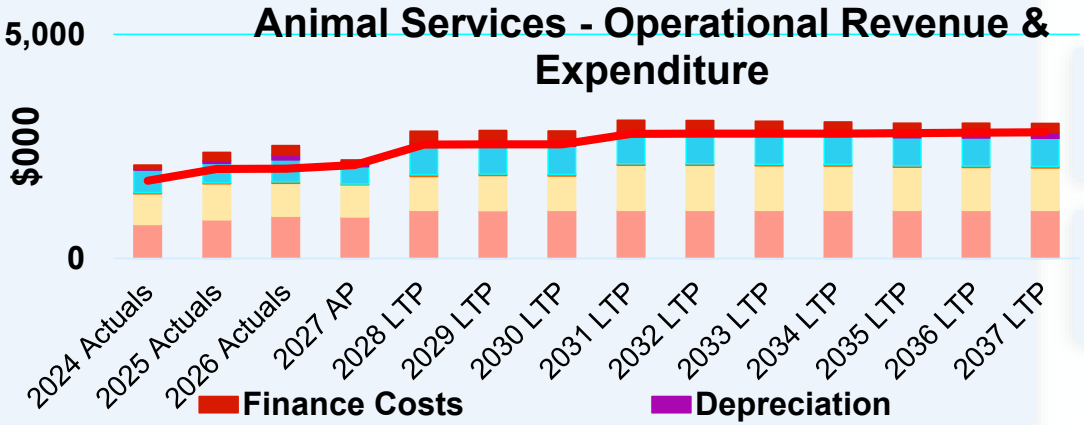
- Support one additional Animal Services officer to protect response levels and investigation capacity.
- Confirm the 2030/31 pound extension as the medium-term capacity response.
- Endorse a longer-term review of pound location, expansion and accessibility.
- Confirm readiness priorities for the Dog Control Act review and the June 2027 SAP migration.

Financial overview

$2.38m
2026 OPERATING Revenue ACTUALS

$2.97m
OPERATING REVENUE (YR 1)

$2.84m
OPERATING EXPENDITURE (YR 1)



12.5%
RATES-FUNDED SHARE

$2.54m
REVENUE / USER CHARGES

TBC
CAPITAL BUDGET (YR 1–3)

Capital projects

- Pound extension — develop and implement in 2030/31
- Future pound site/location review
- SAP dog-registration migration — 1 June 2027
- Potential capability for cat management, if mandated

Financial overview

Summary Draft LTP - Animal Services

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1,624	1,819	1,894	2,011	2,430	2,430	2,430	2,660	2,660	2,660	2,660	2,660	2,660	2,660
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	109	176	107	73	112	115	117	120	123	126	127	136	145	155
Total Revenue	**1,733**	**1,995**	**2,002**	**2,084**	**2,542**	**2,545**	**2,547**	**2,780**	**2,783**	**2,786**	**2,787**	**2,796**	**2,805**	**2,815**
Employee Related Costs	756	863	941	924	1,071	1,070	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071
Depreciation	9	59	103	106	104	107	110	113	116	118	121	124	127	130
Finance Costs	100	187	215	47	242	238	236	231	224	216	203	203	203	206
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	32	51	77	(23)	204	204	204	204	204	204	204	204	204	204
Administration Costs	24	46	20	19	39	39	39	39	39	39	39	39	39	39
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	277	120	152	295	173	173	172	172	172	172	172	172	172	172
Repairs & Maintenance	24	24	33	14	33	33	33	33	33	33	33	33	33	33
Utilities & Occupancy Expenses	23	135	142	33	145	145	145	145	145	145	145	145	145	145
Recoveries	152	82	98	65	67	66	66	66	66	66	66	66	66	66
Allocations	687	801	736	718	759	779	769	1,008	1,007	998	990	963	956	948
Total Expenses	**2,084**	**2,368**	**2,516**	**2,199**	**2,838**	**2,854**	**2,845**	**3,083**	**3,077**	**3,063**	**3,045**	**3,020**	**3,016**	**3,015**
Operating Surplus / (Deficit)	**(351)**	**(373)**	**(515)**	**(115)**	**(296)**	**(309)**	**(298)**	**(303)**	**(294)**	**(277)**	**(258)**	**(224)**	**(211)**	**(199)**
Rates Funding	442	475	380	344	427	429	428	464	463	461	459	455	454	454
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**442**	**475**	**380**	**344**	**427**	**429**	**428**	**464**	**463**	**461**	**459**	**455**	**454**	**454**
Other Funding Impacts	**91**	**102**	**(134)**	**229**	**130**	**120**	**130**	**161**	**169**	**184**	**201**	**231**	**243**	**254**

16

People and capability

10.9	11.9	11.9	11.9
CURRENT FTE	PROPOSED CHANGE — YEAR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- One additional Animal Services officer is proposed to meet rising demand and maintain service levels.
- Prosecution and attack investigations require trained staff and sustained administrative/legal support.
- The role supports likely Dog Control Act changes.
- Field checks, impounding, investigations and pound care cannot be automated.

17

Tauranga City

Cemeteries

Ross Hudson / Acting Head of Spaces and Places

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Provides and manages Tauranga cemeteries and memorial gardens, including burial and ash interment, cremation, memorialisation, facilities, records and grounds.

It gives whānau and communities places for farewell, remembrance, cultural practice and connection. Without it, Council would not meet its cemetery responsibilities or maintain reliable local and civil-emergency capacity.

Legislative must-dos

- Burials and Cremations Act 1964 and regulations — lawful interment, cremation and record keeping.
- Local Government Act 2002, Long-term Plan and Revenue and Financing Policy — transparent planning, funding and decisions.
- Cemetery rules and procedures — requirements for families, funeral directors, monumental masons, staff and contractors.
- Heritage requirements and the Mission Cemetery / Otamataha Pā Conservation Plan.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [ ] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Key cost drivers are a new cremator and associated building works, and making more land available for burial plots.
- Providing sufficient burial land / infrastructure is a statutory obligation.
- Customer-management software could improve service and reduce manual administration and staffing costs over time.
- The operating model is being reviewed, liaising with funeral directors, to identify the best value-for-money option to provide a reasonable service.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Individuals and whānau benefit directly from burial, cremation, ash-interment and memorial services.
- The wider community benefits from lawful provision, long-term stewardship, heritage protection and civil-emergency capacity.
- The activity plan assumes full user-fee funding. Fees will need to rise further to cover costs of debt and depreciation of new assets (crematorium, internal road)
- The review must balance affordability, public benefit, statutory obligations and perpetual asset stewardship.

Risks and opportunities

Risks

- Insufficient burial or ash-interment capacity by circa 2030.
- Service disruption from crematorium or building works, or plant failure.
- Cost increases reduce affordability for families.
- Demand changes affect revenue, staffing and capacity timing.
- Consenting, site investigations or procurement delay expansion projects.
- Services do not keep pace with cultural and memorial preferences.
- Severe weather damages assets and landscapes.

Opportunities / mitigations

- Stage new burial, ash-interment and access capacity ahead of demand.
- Renew the cremator and buildings while protecting continuity of service.
- Review operating model to identify cost-effective service options.
- Provide natural burial and improve stormwater management, energy use and emissions performance.
- Complete the Mission Cemetery / Otamataha Pā Conservation Plan with mana whenua and heritage partners.
- Integrate bookings, records, GIS, asset data and customer information.
- Strengthen emergency planning, staff capability and annual monitoring.

Key conversations

Key conversation

- Capacity and investment timing — Is the staged approach for the crematorium, loop road, burial expansion, natural burial and ash gardens the right balance between capacity risk, affordability and readiness?
- Funding and affordability — Does full user-fee funding remain appropriate/affordable, given public benefit and perpetual stewardship obligations?
- Operating model and value for money — What direction should guide the review of direct delivery, specialist contractors, digital investment and resilience?

Financial overview

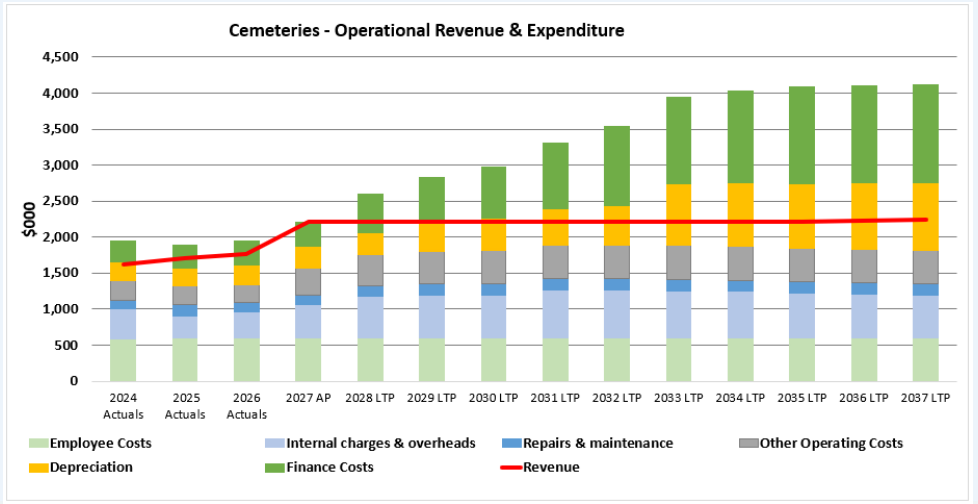
$1.9m
2026 OPERATING ACTUALS

$2.2m
OPERATING REVENUE (YR 1)

$2.6m
OPERATING EXPENDITURE (YR 1)

$5.6m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037



0%
RATES-FUNDED SHARE

$2.2m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Financial overview

Summary Draft LTP - Cemeteries

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1,616	1,675	1,755	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(2)	29	16	12	15	16	17	16	11	9	14	20	28	38
Total Revenue	**1,614**	**1,704**	**1,771**	**2,213**	**2,216**	**2,217**	**2,218**	**2,217**	**2,212**	**2,210**	**2,215**	**2,221**	**2,229**	**2,239**
Employee Related Costs	589	597	608	603	600	600	600	600	600	600	600	600	600	600
Depreciation	268	247	274	296	314	434	444	496	548	865	879	899	919	940
Finance Costs	288	320	328	329	523	600	705	910	1,100	1,198	1,280	1,341	1,344	1,352
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	2	3		-	-	-	-	-	-	-	-	-	-	-
Administration Costs	2	3	6		7	7	7	7	7	7	7	7	7	7
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	96	135	71	139	136	136	136	136	136	136	136	136	136	136
Repairs & Maintenance	117	157	135	126	155	155	155	155	154	154	154	154	154	154
Utilities & Occupancy Expenses	127	186	196	284	308	329	353	353	353	353	353	353	353	353
Recoveries	41	(64)	(25)	(40)	(23)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)
Allocations	421	308	349	465	573	599	593	669	669	657	648	622	611	596
Total Expenses	**1,951**	**1,891**	**1,941**	**2,202**	**2,592**	**2,836**	**2,968**	**3,302**	**3,544**	**3,946**	**4,033**	**4,089**	**4,100**	**4,114**
Operating Surplus / (Deficit)	**(337)**	**(187)**	**(170)**	**11**	**(376)**	**(619)**	**(751)**	**(1,085)**	**(1,332)**	**(1,735)**	**(1,819)**	**(1,868)**	**(1,871)**	**(1,874)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Funding Impacts	**(337)**	**(187)**	**(170)**	**11**	**(376)**	**(619)**	**(751)**	**(1,085)**	**(1,332)**	**(1,735)**	**(1,819)**	**(1,868)**	**(1,871)**	**(1,874)**

Capital Expenditure	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
Growth	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	189	221	57	159	31	43	201	5	450	77	124	75	17	169
Level of Service	612	492	57	2,630	1,813	1,182	2,334	5,177	1,145	1,074	-	-	-	-
Total	**801**	**713**	**114**	**2,789**	**1,844**	**1,225**	**2,535**	**5,181**	**1,595**	**1,150**	**124**	**75**	**17**	**169**

Note - Revenue pricing and volume assumptions for FY28 are based on FY27 prices and no further modelling has yet been done. Revenue modelling will not be able to fully absorb the $376k deficit in FY28.

Uninflated from 2028 (in 2027 dollars)

24

People and capability

7.0	7.0	7.0	7.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No change.

25

Tauranga City

Customer Services Contact Centre

Joanna Thomas – Manager Libraries and Community Hubs

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The Contact Centre responds to enquiries, registrations, and payment transactions from the community across multiple channels – phone, social media, apps and email. Professional agents with local knowledge are well trained and supported by information systems to be the public face of Council, providing accurate and personalised information, and creating a positive experience of engaging with Council.

Partner organisations, Western Bay of Plenty District Council, Bay of Plenty Regional Council and in future, Tāheke - Bay Waters Limited have contracts with us to provide Contact Centre services to their customers.

If we stopped, Council departments and contractors would need to provide their own customer service channels, taking them away from focusing on delivery, reducing consistency of service and opportunities for economies of scale.

Legislative must-dos

- Systems and processes enables council to comply with Local Government Official Information and Meetings Act 1987 (LGOIMA), Privacy Act and Public Records Act.
- The Contact Centre plays an important role during Civil Defence events by providing a clear public access point for information, triaging urgent enquiries and service requests, escalating issues to operational teams, and supporting consistent messaging across Council.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

27

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- There may be opportunities for efficiencies in email and call management over years 1-3 of the LTP but these are dependent on the successful completion of the off-ozone roadmap and potential for AI. The use of AI may have a future cost benefit for the Contact Centre.
- Maintaining the current level of staffing is critical to maintaining the service response level expected by residents and the agencies we have contracts with, Western Bay of Plenty District Council, Bay of Plenty Regional Council and in future, Tāheke - Bay Waters Limited. There have therefore been no changes to the Contact Centre levels of FTE. Use of overtime and casual staffing will be closely monitored and savings made where possible without affecting service levels.
- Revenue from external service contracts and Tāheke – Bay Waters Limited, will decrease the cost of the Contact Centre to Council.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Operating costs are allocated as overheads across Council activities where appropriate, helping to ensure costs are attributed to the services that benefit from these support functions and promoting accountability and transparency.
- Limited fees and charges may be appropriate where there is a direct and identifiable benefit to an individual or organisation, such as requests for information, training services or shared service arrangements.

Risks and opportunities

Risks

- Multiple systems required to perform customer service functions requires high level of training and staffing.
- Addition of services to Tāheke – Bay Waters (with additional systems) increases complexity and risk of customer services not meeting resident expectations.

Opportunities / mitigations

- Continuing investment in Digital road map to embed and integrate Enterprise Management Systems and activity function systems.
- Investigate application of AI to customer contact activities.
- Maintain current level of staffing while system changes, amalgamation options, and transition to Bay Waters are being completed in year one of the LTP.

Key conversations

Key conversation

- Digital System improvements need to be completed before we can make efficiency gains.
- Contact Centre staffing assumes maintaining our own after-hours 24/7 service and providing this to Tāheke – Bay Waters, WBOPDC and BOPRC. Agreements are in negotiation with these partners to provide this service in Year 1 – 3 of the LTP.

Financial overview

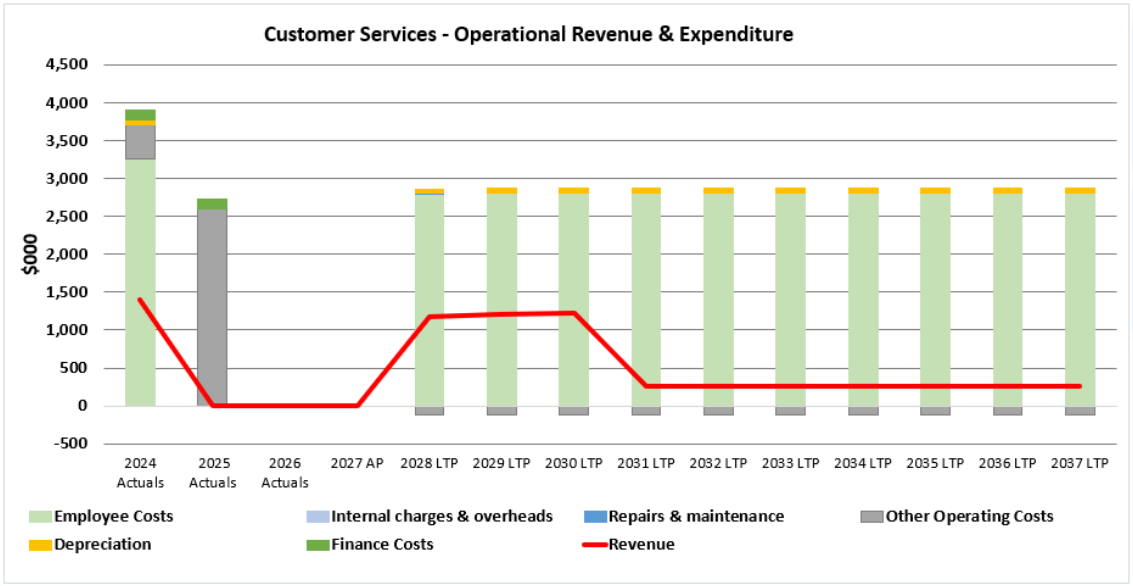
$0.0m
2026 OPERATING ACTUALS

$1.2m
OPERATING REVENUE (YR 1)

$2.8m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



0.0%
RATES-FUNDED SHARE

$1.2m
USER CHARGES (YR 1)

uninflated from 2028 (in 2027 dollars)

Financial overview

Summary Draft LTP - Customer Services

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	1,415	-	-	-	1,180	1,206	1,231	259	259	259	259	259	259	259
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(12)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**1,402**	-	-	-	**1,180**	**1,206**	**1,231**	**259**	**259**	**259**	**259**	**259**	**259**	**259**
Employee Related Costs	3,257	1	-	-	2,800	2,807	2,811	2,811	2,811	2,811	2,811	2,811	2,811	2,811
Depreciation	63	()	-	-	58	58	58	58	58	58	58	58	58	58
Finance Costs	137	125	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	47	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration Costs	46	1	-	-	69	69	69	69	69	69	69	69	69	69
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	71	(10)	-	-	13	13	13	13	13	13	13	13	13	13
Repairs & Maintenance	2	-	-	-	3	3	3	3	3	3	3	3	3	3
Utilities & Occupancy Expenses	100	()	-	-	77	77	77	77	77	77	77	77	77	77
Recoveries	188	2,615	-	-	(271)	(271)	(271)	(271)	(271)	(271)	(271)	(271)	(271)	(271)
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**3,911**	**2,731**	-	-	**2,749**	**2,756**	**2,760**	**2,760**	**2,760**	**2,760**	**2,760**	**2,760**	**2,760**	**2,760**
Operating Surplus / (Deficit)	**(2,509)**	**(2,731)**	-	-	**(1,568)**	**(1,551)**	**(1,529)**	**(2,502)**	**(2,502)**	**(2,502)**	**(2,502)**	**(2,502)**	**(2,502)**	**(2,502)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	2,496	2,731	-	-	1,568	1,551	1,529	2,502	2,502	2,502	2,502	2,502	2,502	2,502
Total	**2,496**	**2,731**	-	-	**1,568**	**1,551**	**1,529**	**2,502**	**2,502**	**2,502**	**2,502**	**2,502**	**2,502**	**2,502**
Other Funding Impacts	**(12)**		-	-	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**

uninflated from 2028 (in 2027 dollars)

32

People and capability

27.2	28.2	28.2	28.2
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- 1x 1.0 FTE (fixed-term) needed for one year because of the significant increase in call volume and complexity expected when the new Waters CCO goes live.

Combined Employee and Total Expenses for Contact Centre (75) and Library Community Hubs (77)

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP
Contact Centre Emp Costs	3,257	1	-	-	2,873	2,844	2,848	2,848	2,848
Lib Hub Emp Costs	6,107	9,456	9,992	10,225	8,201	8,214	8,220	8,220	8,220
Total 75&77 Emp Costs	9,364	9,457	9,992	10,225	11,074	11,058	11,068	11,068	11,068
Contact Centre Total Expenses	3,911	2,731	-	-	2,758	2,765	2,769	2,769	2,769
Lib Hub Total Expenses	15,465	18,233	21,919	25,884	24,659	25,015	24,954	25,442	25,389
Total Expenses 75 & 77	19,376	20,964	21,919	25,884	27,417	27,780	27,723	28,211	28,158

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Emergency Management

Paula Naude – Head of Community Outcomes & Emergency Management

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Emergency Management plays a critical role in ensuring Tauranga City Council and its communities are prepared for, capable of responding to, and able to recover from emergencies.
- Council has a legislative responsibility to deliver this activity
- The activity includes work streams such as:
  - Emergency planning and preparedness
  - Emergency Operations Centre (EOC) readiness and response coordination
  - Recovery planning and implementation
  - Community resilience and readiness programmes
  - Public information management
  - Training, exercising and capability development.

Legislative must-dos

- Emergency Management Act 2026.
- The 2026 amendments to the Local Government Act 2002 identify civil defence emergency management as a core local government service, reinforcing Council's responsibility to maintain capability and invest in resilience, readiness, response and recovery activities.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Identified need for investment in key areas such as personnel & capability development, increased community resilience & preparedness work programmes and Recovery Planning & Resilience initiatives.
- Request for 1 x additional FTE to work in the community engagement and education space, with support for the recovery function. This is to align with the strategic direction of the newly adopted Emergency Management Act 2026 which has a focus on community resilience and education, greater focus on Iwi & Marae, as well as community led response and recovery.
- The emergency management budget includes minimal budget for capital works. Works identified such as evacuation pathway improvements etc. is carried by infrastructure teams such as transport, supported by emergency management.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- The use of the general rate recognises that the whole community benefits from emergency preparedness, resilience, response and recovery activities.
- A targeted resilience rate may provide accountability for funding resilience initiatives that help make the city more resilient to natural hazards, emergencies and climate change.
- External funding may be available for specific resilience and emergency management projects.

Risks and opportunities

Risks

- Council not being able to meet its legislative obligations in relation to the new Emergency Management Act 2026 and the Local Government Act 2002.
- Reduced investment in emergency management capability and work programmes may result in diminished organisational readiness and resilience, reduced ability to effectively respond to and recover from emergency events, increased risk to community wellbeing and safety, and greater exposure to operational, financial, and reputational impacts for Tauranga City Council.
- Severe weather, flooding and climate-related hazards causing significant emergency response and recovery activity.
- Infrastructure and lifeline service disruptions.
- Cyber and technology-related incidents.
- Population growth and increased community expectations.
- Complex, multi-agency emergencies requiring coordinated response and recovery.

Opportunities / mitigations

- Embed resilience thinking across Council planning, infrastructure and service delivery.
- Implement changes arising from new Emergency Management Act 2026.
- Strengthen partnerships with iwi, hapū, emergency services and community organisations.
- Incorporate lessons from recent emergencies into planning and exercising programmes
- Expand community-led preparedness and neighbourhood resilience initiatives.
- Enhance use of climate risk and hazard information to inform planning and investment decisions.
- Enhance Emergency Operations Centre capability and succession planning

38

Key conversations

Priority Work of Emergency Management

- Implementation of all recommendations from Davison Report related to the Emergency Management Workstream.
- Other external agency reports/investigations may alter work priorities as they are released.
- Delivery against the recommendations contained within the Organisational Improvement Plan.

  Objective 1: Strengthen emergency management governance, leadership and accountability across Council.
  Objective 2: Improve organisational preparedness, capability and operational readiness.
  Objective 3: Enhance emergency management planning, systems and operational coordination.
  Objective 4: Embed continuous improvement and organisational learning.
  Objective 5: Strengthen Council's ability to support community resilience, response and recovery.

- The new Emergency Management Act 2026 and the Local Government Systems Improvement Act places a greater emphasis on Emergency Management as a core local government service. There are several practicalities associated with this change such as ensuring Emergency Management holds a clear position in LTP decision making & performance measures will be measured against a national benchmark as some basic examples.

Financial overview

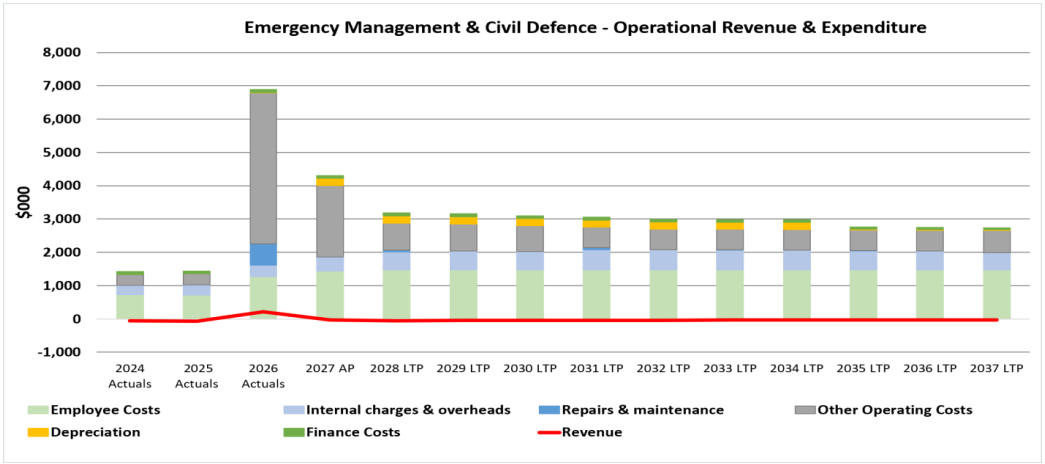
$6.9m
2026 OPERATING ACTUALS

$0.0m
OPERATING REVENUE (YR 1)

$3.2m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



100%
RATES-FUNDED SHARE

$0.0m
REVENUE / USER CHARGES

Uninflated from 2028 (in 2027 dollars)

Capital projects

- Ongoing collaboration with Transport & Infrastructure Teams on improved tsunami evacuation routes across the city.

Financial overview

Summary Draft LTP - Emergency Management & Civil Defence

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-		1	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies	-	-	266	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(51)	(74)	(49)	(31)	(49)	(46)	(43)	(40)	(37)	(33)	(29)	(28)	(30)	(32)
Total Revenue	**(51)**	**(74)**	**218**	**(31)**	**(49)**	**(46)**	**(43)**	**(40)**	**(37)**	**(33)**	**(29)**	**(28)**	**(30)**	**(32)**
Employee Related Costs	733	713	1,266	1,439	1,472	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469
Depreciation	5	5	9	216	212	213	214	215	215	216	217	24	25	26
Finance Costs	86	78	86	79	91	88	84	81	78	75	72	69	66	64
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	106	100	3,016	1,865	350	350	300	150	150	150	150	150	150	193
Administration Costs	30	23	87	4	25	31	31	32	33	33	33	33	33	33
Grants, Contributions and Sponsorship Expense	-	2	201	32	33	33	33	33	33	33	33	33	33	33
Other Operating Expense	172	185	373	235	374	374	374	376	375	375	375	375	375	375
Repairs & Maintenance	-	-	649	4	54	4	4	58	4	4	4	4	4	4
Utilities & Occupancy Expenses	-	-	841	-	-	-	-	-	-	-	-	-	-	-
Recoveries	20	22	13	9	28	27	27	27	27	27	27	27	27	27
Allocations	273	313	345	416	546	566	560	610	609	601	594	576	569	518
Total Expenses	**1,425**	**1,440**	**6,887**	**4,299**	**3,186**	**3,154**	**3,096**	**3,051**	**2,993**	**2,983**	**2,974**	**2,760**	**2,751**	**2,742**
Operating Surplus / (Deficit)	**(1,475)**	**(1,514)**	**(6,669)**	**(4,330)**	**(3,235)**	**(3,200)**	**(3,139)**	**(3,091)**	**(3,030)**	**(3,016)**	**(3,003)**	**(2,788)**	**(2,782)**	**(2,773)**
Rates Funding	1,684	1,447	1,885	1,724	3,042	3,154	3,096	3,051	2,993	2,983	2,974	2,760	2,751	2,742
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**1,684**	**1,447**	**1,885**	**1,724**	**3,042**	**3,154**	**3,096**	**3,051**	**2,993**	**2,983**	**2,974**	**2,760**	**2,751**	**2,742**
Other Funding Impacts	**208**	**(67)**	**(4,783)**	**(2,606)**	**(193)**	**(46)**	**(43)**	**(40)**	**(37)**	**(33)**	**(29)**	**(28)**	**(30)**	**(32)**

CAPITAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
⊞Level of Service	0	1	399	91	0	0	0	0	0	0	0	0	0	0
Grand Total	0	1	399	91	0	0	0	0	0	0	0	0	0	0

41

People and capability

6.0	7.0	7.0	7.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

Additional resourcing is needed to mitigate growing capacity risks, maintain critical emergency management capability, and ensure Council remains adequately prepared to respond to and recover from emergency events while delivering strategic work programme outcomes and responding to the Organisational Improvement Programme workstream.

Tauranga City

Environmental Health and Alcohol Licensing

Deidre Ewart / Julie Lloyd, Sam Kemp

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The Environmental Health activity protects public health through the education, registration, monitoring and enforcement of food and health related businesses. It also helps ensure that activities on public and private property do not create public health risks or nuisance issues.

The Alcohol Licensing activity helps minimize alcohol –related harm through the education, licensing, monitoring and enforcement of alcohol licensed premises and managers.

These activities include food premises, licensed premises, special licences and events, manager licences, campgrounds and funeral directors.

This mahi helps create a safer, healthier environment for our community by reducing public health risks and minimizing alcohol related harm.

Legislative must-dos

- Food Act 2014
- Health Act 1956
- Sale and Supply of Alcohol Act 2012
- Sale and Supply of Alcohol Regulations 2013
- Sale and Supply of Alcohol (Fees) Regulations 2013
- Tauranga City Council – Alcohol Fees Bylaw

Community outcomes we contribute to

- [x] An inclusive city
- [x] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [ ] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Environmental Health and Alcohol Licensing remains a largely statutory activity with limited ability to reduce service levels without creating public health, regulatory or reputational risks
- Environmental Health is proposing increased hourly rates for Food Verifiers and Environmental Health Officers to better align with actual service delivery costs and improve cost recovery.
- Alcohol Licensing continues to be funded approximately 55% from fees and 45% from rates. Activation of the Alcohol Fees Bylaw would significantly improve user-pays cost recovery and reduce rates funding requirements.
- Consultant costs in Alcohol Licensing have increased to better reflect anticipated DLC hearing commissioner and hearing panel costs and future regulatory requirements.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- General rates recognise the wider community benefits arising from safe food operations, protection of public health, management of health nuisances, and the reduction of alcohol-related harm.
- Increasing Environmental Health hourly rates to improve cost recovery.
- Implementing the Alcohol Fees Bylaw to shift a greater proportion of Alcohol Licensing costs to users rather than ratepayers.
- Reviewing selected Environmental Health fee structures to ensure fees more closely reflect the actual cost of service delivery.

Risks and opportunities

Risks

- Environmental Health and Licensing decisions and delivery have an effect on the social, economic and environmental wellbeing of the community.
- The Alcohol Licensing Team continues to rely on a combination of user fee revenue and ratepayer funding to meet the costs of delivering licensing services. Implementation of the **Tauranga City Council Alcohol Fees Bylaw** would allow a greater share of these costs to be recovered from users, reducing reliance on rates.
- **The Ministry for Regulation's Hospitality Review Report (July 2026)** recommends changes to how councils regulate food and alcohol. Key proposals include removing food registration renewals and introducing major alcohol licensing reforms, including streamlined processes, changes to fees and DLCs, and a national licensing framework supported by a nationwide information system. These changes if implemented will have a significant impact on revenue and resourcing.

Opportunities / mitigations

- Council addresses this by ensuring that staff operate under quality managements systems; have adequate access to all relevant information and are appropriately trained and qualified to make robust decisions.
- **Alcohol Fees Bylaw** – The decision by Council to determine the final fee framework for the bylaw will be discussed later this year.
- **The Ministry for Regulation's Hospitality Review Report (July 2026)** recommendations, if implemented, provide an opportunity to rethink the registration of food businesses and Alcohol Licensing. The changes, if implemented may start to come into force by July 2027.

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Key conversations

Key conversation

- The Environmental Health Team have made a case for significant increase in hourly rates starting in the 2027 year. The hourly rates have been much lower than comparable rates across the country and within the Council for many years. The proposed increase from $190 per hour to $242 (for EHOs and Food Verifiers) will bring the user fees more in line with the rest of the Country and comparable roles in other regulatory teams. The impact of the higher rates will mean a reduction in ratepayer funding of the activity.
- The **Alcohol Fees Bylaw**, adopted by Council in 2025 to address the funding shortfall in alcohol licensing activities, is awaiting implementation. Council is to decide which of the four implementation options will proceed, with further consideration scheduled later in 2026.

Financial overview

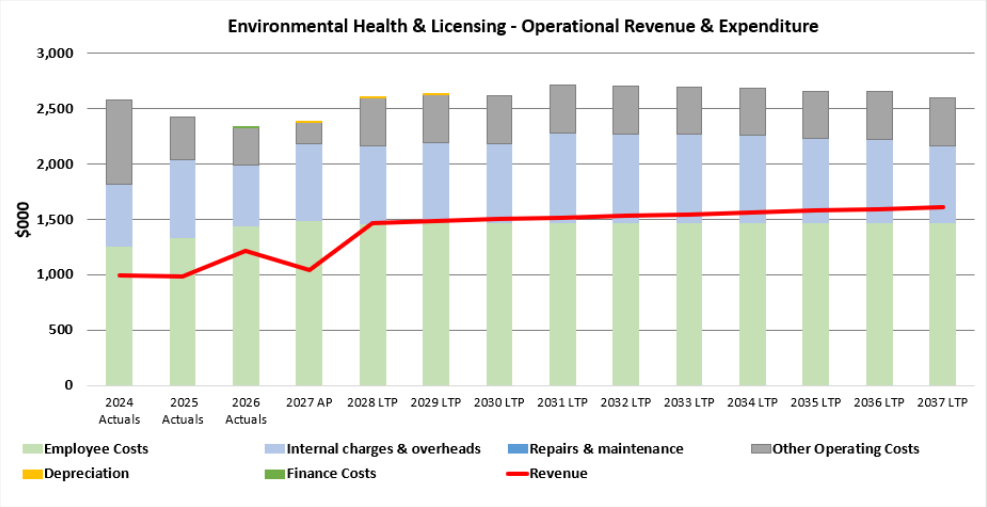
$2.3m
2026 OPERATING ACTUALS

$2.6m
OPERATING REVENUE (YR 1)

$2.6m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



42%
RATES-FUNDED SHARE

$1.465m
REVENUE / USER CHARGES

Capital projects

- NA

Financial overview

Summary Draft LTP - Environmental Health & Licensing

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	985	981	1,204	1,037	1,465	1,481	1,495	1,511	1,526	1,540	1,556	1,572	1,588	1,605
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	6	8	7	3	5	5	6	6	6	6	6	6	6	6
Total Revenue	**991**	**989**	**1,211**	**1,041**	**1,471**	**1,486**	**1,501**	**1,517**	**1,532**	**1,546**	**1,561**	**1,577**	**1,593**	**1,610**
Employee Related Costs	1,256	1,335	1,440	1,495	1,466	1,470	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471
Depreciation	-	-	-	10	10	9	-	-	-	-	-	-	-	-
Finance Costs	-	-		-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	352	129	102	33	244	244	244	244	244	244	244	244	244	244
Administration Costs	61	54	20	14	24	24	24	24	24	24	24	24	24	24
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	35	22	20	34	18	18	18	18	18	18	18	18	18	18
Repairs & Maintenance	1	-	-	1	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	5	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	308	177	202	110	146	145	145	145	145	145	145	145	145	145
Allocations	564	706	548	693	700	725	717	808	805	796	787	759	751	698
Total Expenses	**2,577**	**2,427**	**2,331**	**2,390**	**2,608**	**2,635**	**2,619**	**2,710**	**2,707**	**2,698**	**2,689**	**2,661**	**2,653**	**2,600**
Operating Surplus / (Deficit)	**(1,585)**	**(1,439)**	**(1,121)**	**(1,350)**	**(1,137)**	**(1,148)**	**(1,118)**	**(1,194)**	**(1,175)**	**(1,152)**	**(1,128)**	**(1,083)**	**(1,060)**	**(990)**
Rates Funding	1,584	1,437	1,120	1,349	1,137	1,148	1,118	1,194	1,175	1,152	1,128	1,083	1,060	990
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**1,584**	**1,437**	**1,120**	**1,349**	**1,137**	**1,148**	**1,118**	**1,194**	**1,175**	**1,152**	**1,128**	**1,083**	**1,060**	**990**
Other Funding Impacts	**(1)**	**(1)**	**(1)**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**

People and capability

14.7	14.7	14.7	14.7
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No change is suggested in this area.

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Tauranga City

Environmental Planning

Alex Miller – Head of Environmental Planning

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The Environmental Planning activity helps manage how Tauranga grows and develops. It does this by applying national planning legislation and the City Plan when considering resource consent applications, development contributions, road names, and compliance matters.

This includes processing resource consents for a wide range of activities, from small subdivisions through to larger developments. The activity also calculates and charges development contributions, administers Council's road naming policy, monitors compliance with planning rules, and responds to issues raised by the community, including noise complaints.

Over the life of this plan, the activity will also need to respond to changes in national planning legislation as the Resource Management Act is replaced by new legislation.

Legislative must-dos

- The Resource Management Act 1991 (RMA) sets out Council's roles and responsibilities in managing activities in Tauranga. These are further embedded within the Tauranga City Plan
- The RMA is currently in a transitional phase, as Aotearoa moves towards the new framework under the Planning Act and Natural Environment Act. Council retains the same responsibilities under both the transitional and future states.

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- The zero-based budgeting exercise has focussed on ensuring that the team is appropriately resourced to deliver a high level of service to customers (both applicants and the general public), with the majority funded on a user-pays basis
- There are significant changes within both Y1-Y3 and the extended LTP term which introduce significant uncertainty and complexity in forecasting. In particular, changes to resource management legislation will occur in stages over the next 3-5 years, with implications for application volumes

Opportunities for further savings

- Meaningful savings for rates-funding will require accepting a lower level of service to customers through the removal of “public good” services such as noise control, complaint response and duty planner, as well reducing customer service and sector engagement. It is anticipated that reducing these functions would also result in knock-on effects to the exercise of consenting functions for applicants.
- Rebalancing the delivery of some functions to reduce in-house consent processing in favour of greater use of consultants may provide some savings, noting however that this comes with some drawbacks and risks which will need to be considered

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Council’s consenting functions, and aspects of its compliance functions, are largely funded through fees and charges, with revenue and workload tied to the number of incoming applications
- Fees and charges under the legislation must be based on the recovery of actual and reasonable costs, and cannot be leveraged as revenue generation for profit
- Recent and upcoming legislative changes will open up additional avenues for this cost recovery in both the consenting and the compliance space

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Key conversations

Key conversation

- User fees will be reviewed with options provided to improve and increase cost recovery where appropriate. Increases to user fees can help to offset rates funding; however, consideration needs to be given also to ensuring they stay within principles of cost recovery, and don't result in unreasonably high costs to applicants.
- Staff have recently worked with elected members to refine and articulate expectations around Council's performance in the consenting space, with the goal being to be the best consenting authority in Aotearoa. It should be acknowledged that many of the initiatives required to enable this, such as wider stakeholder engagement and customer centric processes are not currently cost recoverable activities.

Financial overview

$7.3m
2026 OPERATING ACTUALS

$7.9m
OPERATING REVENUE (YR 1)

$7.9m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



44%
RATES-FUNDED SHARE

$4.3m
REVENUE / USER CHARGES

Capital projects

NA

Financial overview

Summary Draft LTP - Environmental Planning

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	3,183	3,637	3,175	4,183	4,330	4,330	4,330	4,130	4,130	4,130	4,130	4,130	4,130	4,130
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	25	37	22	15	22	22	22	22	22	22	22	22	22	23
Total Revenue	**3,209**	**3,674**	**3,197**	**4,198**	**4,352**	**4,352**	**4,352**	**4,152**	**4,152**	**4,152**	**4,152**	**4,152**	**4,152**	**4,153**
Employee Related Costs	4,200	4,530	4,244	4,420	4,425	4,432	4,435	4,435	4,435	4,435	4,435	4,435	4,435	4,435
Depreciation	1	1	1	1	1	1	1	2	2	2	2	2	2	2
Finance Costs	(1)	3	13											
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	1,335	998	504	683	625	625	625	625	625	625	625	625	625	625
Administration Costs	41	35	19	28	20	20	20	20	20	20	20	20	20	20
Grants, Contributions and Sponsorship Expense		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	24	(5)	73	21	16	16	16	16	16	16	16	16	16	16
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	-	144	-	145	145	145	145	145	145	145	145	145	145
Recoveries	338	320	314	260	359	356	356	356	356	356	356	356	356	356
Allocations	1,981	2,431	2,069	1,864	2,356	2,434	2,407	2,624	2,611	2,581	2,554	2,473	2,449	2,193
Total Expenses	**7,920**	**8,314**	**7,382**	**7,277**	**7,948**	**8,031**	**8,006**	**8,223**	**8,210**	**8,180**	**8,153**	**8,072**	**8,048**	**7,792**
Operating Surplus / (Deficit)	**(4,711)**	**(4,640)**	**(4,184)**	**(3,080)**	**(3,596)**	**(3,678)**	**(3,654)**	**(4,070)**	**(4,058)**	**(4,028)**	**(4,000)**	**(3,920)**	**(3,895)**	**(3,640)**
Rates Funding	4,711	4,639	4,184	3,080	3,596	3,678	3,654	4,071	4,058	4,028	4,000	3,920	3,896	3,640
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**4,711**	**4,639**	**4,184**	**3,080**	**3,596**	**3,678**	**3,654**	**4,071**	**4,058**	**4,028**	**4,000**	**3,920**	**3,896**	**3,640**
Other Funding Impacts	**()**	**()**	**()**	**()**	**()**									

People and capability

40.0	40.0	40.0	40.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No changes to staffing have been proposed through years 1-3 of the LTP, as current resourcing appropriately reflects incoming workload needs. Similarly, no further growth has been signaled through the full ten year term.
- As noted in earlier slides, the Environmental Planning Activity is currently subject to a range of reforms, including those affecting the broader local government sector, which adds some complexity and volatility to forecasting workload volume in the coming years.
- Note that staff are currently and will continue to take an agile and responsive approach to resourcing through this stage of reforms, ensuring that the recruitment of any vacancies (current and future) is only progressed where there is a clear and demonstrable need to resource.

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Finance

Kathryn Sharplin – Head of Finance

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and Functions

The purpose of the Finance function is to provide all aspects of financial services to support the operations, capital expenditure and future planning of Tauranga City Council. Meets requirements of Local Government Act and (Rating) Act, Audit, Credit rating, policy

Functions of Finance team	Cost centre $m	2028 FTE approx.	Must or should do	Consequence of doing less
Transactional				
Rates, revaluation, database mgt, collection		10	M	Non-compliant rates setting requires legislation. Loss of revenue - currently 99% collection, $351m 2027 rev. In 2028 WO SS + 1 temporary FTE for WO SS
Water billing		6.5	M	Loss of revenue, slow to process water loss or meter change info. 360,000 invoices $49m revenue, In 2028 WO SS
Accounts payable DFA and sundry invoicing		4	M	Overpayment, late payment, fraud/cyber risk, legal challenge (eg retentions), loss of revenue $50m payments, 7,000 invoices p/m - assume 1 moves to WO
Treasury				
Borrowing, treasury management & strategy		2.5	M	staffing moved across from strategic finance and support to enable WO SS
Strategic Finance & Business Accounting				
Corporate financial planning & strategic finance capex/opex		6	M	Statutory requirements of LTP/ AP council reports/ analysis less robust or timely. Less strategic thinking/ problem solving. Use more consultants. Lose quality staff.
Mgt accg & advice (investment,planning, monitoring)		14	M/S	If reduce "business advisors" more "surprises" at year end - clear audit unlikely not achieved. Efficiency challenge in business not achieved - capex and opex
Financial accounting, audit, assets AR & tax/compliance		6.5	M/S	Tax and Audit problems, penalties, not clear audit at year end. Surprises in WIP write backs.
Total Finance FTE		**49.5**		
Consequence of reducing current resourcing: Across all areas of work a reduction in resourcing prior to technology/ process change or significant task reduction will affect compliance/audit and trust and confidence. Current tight resourcing for current level of technology and workload. Relentless workload risks staff retention. Further staff reduction means will need consultants on change intitiatives.				

Changes and efficiencies

- AI, BI, system automation is underway and successfully managing pressures
  - AI & BI opportunities are achieving small savings and improvements across finance and we are looking to develop small scale agentic AI opportunities
  - Automation - accounts payable document AI for invoicing and then 2-way matching removing duplication of effort
  - Rates automation is bedding in and already achieving faster payment collection and ratepayer support through automated reminders
- Large one-off workload is concentrated in next 2-3 years:
  - LTP – increasingly complex business model requires more fiannce input and oversight
  - Government driven reform (regional amalgamation, “simplifying local government”) impacting accounting an planning set up and reporting requirements
  - Creation of water organization involves movement of assets and databases as well as accounting support and establishment of corporate planning model
  - Implications of alternative funding
  - Shared services agreements need to be developed with areas of service identified with costs to be negotiated
  - Technology opportunities for efficiency require staff input
- Uncertainty of nature and timing of shared services vs staff transfer affects first cut financials and assumptions have been made
- **Must do** makes up most of Finance resourcing.– transactions, planning and reporting are all **must** dos (most of finance operation is to meet legislation, audit standards for clean audit reports, strong credit assessment for borrowing and compliance with LGFA bespoke covenant) and to collect revenue and meet supplier obligations
- **Should** do business support struggling to meet needs of business further reduction risks non-compliance on prudence and must dos & org performance
- **Maybe** – reduce detail and ongoing questions and diversion from EMs

Summary of Key LTP Assumptions for Finance

- Change of Funding Options to reflect beneficiary of services- (ZBB)
  - Shared service with WO (proposal to be negotiated) includes overhead costs of staff.
  - Balance of rates & collection costs through rates - an increased cost of recovery from customer services is included to reduce cost of allocation of customer services
  - Financing costs through internal interest margin which remains at 25 basis points as with last two LTPs
  - Residual costs of service funded through allocations

- Plan staff reduction as efficiency improvements are achieved and functions transfer to WO
- For senior staff contributing to reform and one-off projects maintaining FTE is lower cost and better quality outcome (knowledge base) than use of consultants
- Encourage organisational performance improvement through Finance team involvement in system and process development
- Manage interest through delivery assumptions on capital driving debt movement assumptions

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People and capability

51.5	-2* ~ 49.5	-8.5 ~ 41	-1.0 ~ 40
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE ~ END OF YR 3	PROPOSED FTE ~ END OF YR 10

Why the change

- Shared services with waters retains staff on current work other than those transferred to entity day one (assuming 2 transferred)
- *Accounts payable role assuming either transfers or revenue from waters SS (-1 FTE).
- *Requested temporary additional role to assist transition (+1 FTE year 1 and 2) removed in year 3.
- Scanning automation of invoices and AI efficiency (~1 FTE in year 2)
- Water billing team 6.5 FTE transfer year 2 (if year 1 lose offsetting revenue – note efficiency of new billing system addressed in WO)
- Note - Other finance process efficiencies would reduce business admin requirements not budgeted in finance activity,
- As large projects one-off projects complete may reduce further FTE year 3 but this has not been included as impacted by reform
- Treasury backroom support, property database management and some professional services (eg growth) currently assumed in FTEs and budgeted revenue. Treasury workload & FTE growth over time with shared services has not been assumed.
- No other reform assumed in LTP.

Key conversations

Key conversation

- Questions arising from presentation?
- Shared services with waters organisations
- Thoughts on regional shared services and other reforms
- Proposed efficiency initiatives
- Thoughts on funding changes

Purpose and legislative must-dos

The purpose of the Finance function is to provide all aspects of financial services to support the operations, capital expenditure and future planning of Tauranga City Council.

It operates under a financial strategy and the requirements of legislation to enable Council to sustainably and prudently decide on its funding (including rates) and its expenditure plans through the Long-term planning process.

Community outcomes we contribute to

Finance supports delivery of all outcomes and services

An inclusive city

A vibrant city that embraces events

A city that supports business and education

A city that values and protects and enhances our environment

A well planned city that is easy to move around

Legislative must-dos

Local Government Act 2002:

- prepare adopt and report against statutory planning and accountability documents (LTP, AP): report performance through audited Annual Report
- develop and implement a financial strategy and revenue and financing policy including growth analysis, DCs, IFF

Rating Act – set, assess, invoice and collect rates in accordance with the

Local Government (Financial reporting and Prudence) Regulations 2014[[Policy or bylaw requirements] Most areas of finance are **must dos**

- Should do or may do reflect more the scale of business support and advice to areas of council through business partners

Zero-based budgeting & Funding Needs Analysis

Findings

- Assumed continuation of most waters related expenditure in year 1 with shared services and water billing in-house year 2 water billing transfers to entity
- Year one staff reduction with waters establishment FTE reduce but no net budget as claimed through establishment budget this year.
- Water billing SS ceases year 2 and staff move to waters .Billing & collections shared services cease after year 2, while treasury, professional advice and property database services continue (external revenue)
- Core digital platforms in place with automation supporting staff levels as planned, scanning of invoices introduced in year 1 reducing workload year 2 onwards once sundry invoicing centralized and working. So FTE reduction assumed
- Process improvement, BI and AI will further streamline services and improve productivity to reflect small reduction in staff. And if shared services discontinue or reduce staff will move to waters
- Additional senior level work increases relating to government and organisation reform, rates capping and organisational reform.
- Year 4 onwards are not based on implemented reform or amalgamation so staff have been held at year 2- 3 levels eg cityops and TMoTP) capex, asset & debt levels and increasing reporting requirements. This assumption can be revisited as necessary through APs.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Who benefits?
  - Elected members and senior decision-makers directly benefit from the financial information provided for corporate planning, performance monitoring and forecasting, rates setting, and borrowing
  - The various activities benefit from financial information, advice and budgeting and transactional support, including borrowing.
  - The community including suppliers, ratepayers, other agencies and government benefit from information and transactional and account management, LGOIMA information and requested reports
- What are the options to pay for the services based on the above? Have used a combination of rates directly paying for cost of setting and collecting rates, have accepted that customer services directly recovers a portion of costs of rates calls, borrowing costs and wider financial support for debt and cash management is recovered through the internal debt margin, WO charge is assumed, recoveries on specific projects is timesheeted, the rest is allocated. –

Risks and opportunities

Risks

- Council constrained in meeting the needs of the community by
  - High debt
  - Unaffordability of rates and charges
- Inadequate staff resource to meet the increasing workload and undertake core functions and added reporting requirements
- Financial processes become less efficient or effective because of
  - Loss of experienced capable staff and knowledge
  - Poor systems and processes in the organization/ decentralisation
- Benefits of System investment & automation and AI not realised
  - Lack of resourcing to complete investment (MVP)
  - Inadequate training and change management across the org.
- Externally created workload compromises priority work
  - Increasingly complex information requests – governance, LGOMA, government
- AI and cyber environment mean there is increased risk of fraud /loss
- Uncertain changing local government structures and environment
  - Council being unprepared or investing sub-optimally
  - Council undertaken external agreements that require monitoring and reporting

Opportunities / mitigations

System & people investment to leverage technology

- Investment in AI for staff through training and sharing already being realised
- Automate invoice processing as a priority
- SAP efficiency improvements eg invoice approval 2-way matching/ DFA
- Leverage the automation of SAP rating and collections module (already being realized)

Standardisation of reporting and business support

Shared services benefits with other organisations include:

- Shared cost of future system development, maintenance & efficiencies
- Leveraging of current expert staff and scale for succession
- Efficiencies in delivery sharing fixed cost portion of functions
- Greater ability to resource and manage cyber/AI risks/and efficiency opportunities
- Better leverage skilled digital staff
- Maintaining critical size of team to manage absences, training, development

Proposed shared services with water organisation in LTP draft include:

- Operational functions of billing and collections *assumed temporary*
- Property database and management
- Treasury services (borrowing, hedging, managing loan and hedging book) policy compliance and reporting)
- Growth modelling & Other professional services assumed timesheet basis

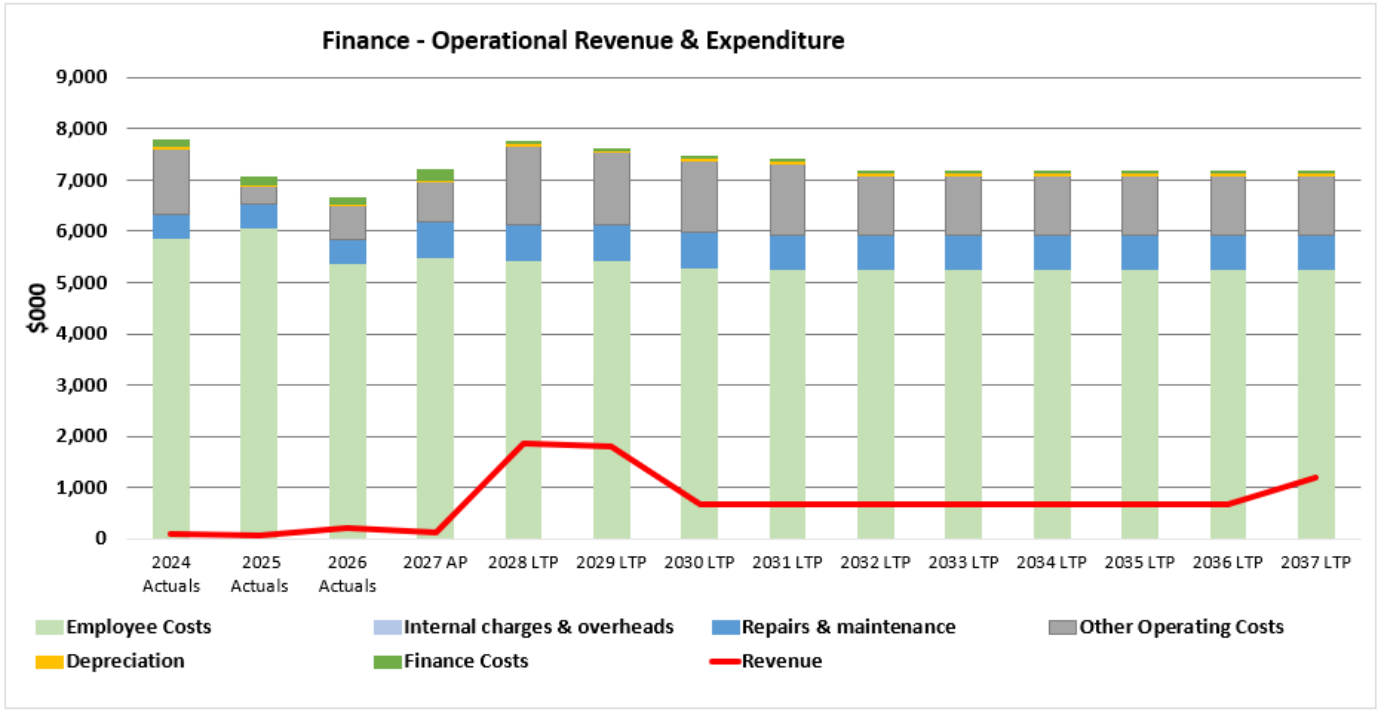
Financial overview

$6.7m
2026 OP EXP ACTUALS

$1.9m
OP REVENUE (YR 1)

$7.8m
OPERATING EXP (YR 1)

$0.0m
CAPITAL (YR 1–3)



21%
RATES-FUNDED SHARE

$1.9m
USER CHARGES (YR 1)

uninflated from 2028 (in 2027 dollars)

Financial overview

Summary Draft LTP - Finance

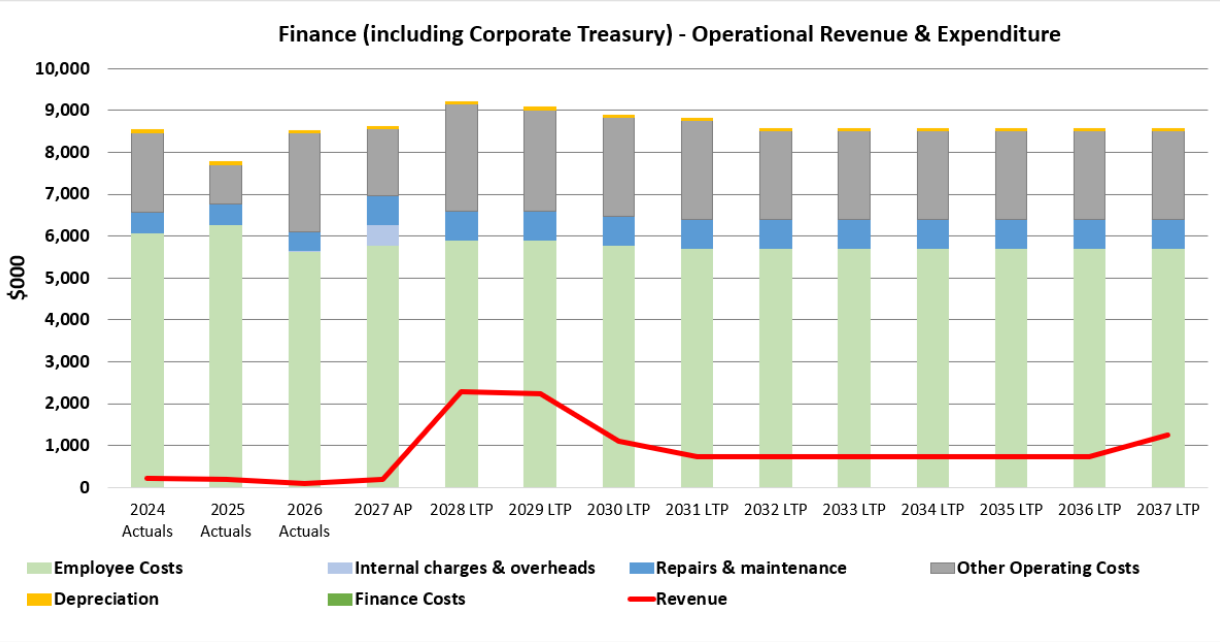
Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	140	124	126	143	1,862	1,812	678	678	678	678	678	678	678	1,203
Grants & Subsidies	-	-		-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	(39)	(62)	76	(29)	-	-	-	-	-	-	-	-	-	-
Total Revenue	**101**	**62**	**203**	**114**	**1,862**	**1,812**	**678**	**678**	**678**	**678**	**678**	**678**	**678**	**1,203**
Employee Related Costs	5,860	6,062	5,390	5,499	5,434	5,434	5,303	5,248	5,248	5,248	5,248	5,248	5,248	5,248
Depreciation	54	54	54	54	54	54	54	54	54	54	54	54	54	54
Finance Costs	98	141	110	179	23	23	23	23	23	23	23	23	23	23
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	1,515	712	834	771	920	920	890	890	890	890	890	890	890	890
Administration Costs	329	372	339	411	490	369	369	369	369	369	369	369	369	369
Grants, Contributions and Sponsorship Expense	-	-	2	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	79	(1)	84	101	316	304	304	304	64	64	64	64	64	64
Repairs & Maintenance	487	475	451	693	693	693	693	693	693	693	693	693	693	693
Utilities & Occupancy Expenses	()	-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	(649)	(751)	(606)	(514)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,772**	**7,064**	**6,658**	**7,192**	**7,749**	**7,616**	**7,455**	**7,400**	**7,160**	**7,160**	**7,160**	**7,160**	**7,160**	**7,160**
Operating Surplus / (Deficit)	**(7,671)**	**(7,002)**	**(6,455)**	**(7,078)**	**(5,886)**	**(5,803)**	**(6,777)**	**(6,722)**	**(6,482)**	**(6,482)**	**(6,482)**	**(6,482)**	**(6,482)**	**(5,957)**
Rates Funding	30	-	-	-	1,047	1,094	1,713	1,702	1,702	1,702	1,702	1,702	1,702	1,177
Allocation Revenue	7,250	6,965	6,495	7,049	4,839	4,709	5,064	5,020	4,780	4,780	4,780	4,780	4,780	4,780
Total	**7,280**	**6,965**	**6,495**	**7,049**	**5,886**	**5,803**	**6,777**	**6,722**	**6,482**	**6,482**	**6,482**	**6,482**	**6,482**	**5,957**
Other Funding Impacts	**(391)**	**(38)**	**40**	**(29)**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**

uninflated from 2028 (in 2027 dollars)

Financial overview



uninflated from 2028 (in 2027 dollars)

Financial overview

Summary Draft LTP - Finance (including Corporate Treasury)

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	210	187	105	197	2,293	2,243	1,108	733	733	733	733	733	733	1,258
Grants & Subsidies	-	-		-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**210**	**187**	**106**	**197**	**2,293**	**2,243**	**1,108**	**733**	**733**	**733**	**733**	**733**	**733**	**1,258**
Employee Related Costs	6,075	6,286	5,636	5,783	5,910	5,910	5,775	5,715	5,715	5,715	5,715	5,715	5,715	5,715
Depreciation	54	54	54	54	54	54	54	54	54	54	54	54	54	54
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	1,526	739	861	771	1,056	1,056	1,036	1,026	1,026	1,026	1,026	1,026	1,026	1,026
Administration Costs	261	331	345	502	577	456	456	456	456	456	456	456	456	456
Grants, Contributions and Sponsorship Expense	-	-	2	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	240	48	1,193	306	546	534	499	499	259	259	259	259	259	259
Repairs & Maintenance	487	475	451	693	693	693	693	693	693	693	693	693	693	693
Utilities & Occupancy Expenses	()	-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	(108)	(164)	(44)	16	369	369	369	369	369	369	369	369	369	369
Allocations	-	-	18	500	-	-	-	-	-	-	-	-	-	-
Total Expenses	**8,534**	**7,770**	**8,515**	**8,624**	**9,206**	**9,073**	**8,882**	**8,813**	**8,572**	**8,572**	**8,572**	**8,572**	**8,572**	**8,572**
Operating Surplus / (Deficit)	**(8,324)**	**(7,583)**	**(8,409)**	**(8,427)**	**(6,913)**	**(6,830)**	**(7,774)**	**(8,079)**	**(7,839)**	**(7,839)**	**(7,839)**	**(7,839)**	**(7,839)**	**(7,314)**
Rates Funding	(16,823)	(16,339)	(10,677)	(15,059)	(17,448)	(16,365)	(13,944)	(9,692)	(4,162)	(2,681)	(2,160)	(10,129)	3,078	5,122
Allocation Revenue	7,250	6,965	6,495	7,049	4,839	4,709	5,064	5,020	4,780	4,780	4,780	4,780	4,780	4,780
Total	**(9,573)**	**(9,375)**	**(4,182)**	**(8,009)**	**(12,608)**	**(11,656)**	**(8,881)**	**(4,672)**	**618**	**2,099**	**2,619**	**(5,349)**	**7,858**	**9,902**
Other Funding Impacts	**(17,897)**	**(16,958)**	**(12,592)**	**(16,436)**	**(19,521)**	**(18,486)**	**(16,655)**	**(12,751)**	**(7,221)**	**(5,740)**	**(5,220)**	**(13,188)**	**19**	**2,588**

uninflated from 2028 (in 2027 dollars)

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Tauranga City

General Counsel

Andrew Hough

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The General Counsel division provides three essential functions:

1. Specialist in house legal advice and representation across Council's governance, regulatory, operational, commercial and property activities
2. Oversight and assurance of the critical risks to Council that matter most;
3. Responding to information and privacy requests

Without it, Council would face greater legal, reputational and financial exposure, delays to projects and services, and reduced public confidence.

Legislative must-dos

- Responding to information requests under Local Government Official Information & Meetings Act 1987 & Privacy Act 2020 within legislative timeframes
- Compliance with privacy requirements under the Privacy Act 2020
- Regulatory prosecutions under Council's various by-laws

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- General Counsel's three functions currently experiencing surge in workloads and staff operating over capacity.
- Given the nature/type of work there is no ability to do less
- Existing legal salary banding has fallen well below market averages, directly causing retention and recruitment issues
- Additional resource is required across function due to Davison External Review implementation, increase in Information Requests and significant increase in demand for inhouse legal services

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Primarily funded as a corporate cost allocator
- Property Legal to remain rates funded given project nature, at least in part, of legal work undertaken.
- On charging to Waters Organisation for legal services provision

Risks and opportunities

Risks

- Legal remuneration bands sit well below market, significantly constraining attraction and retention of experienced legal talent
- Strong executive direction to repatriate legal work in-house and reduce legal spend
- Resourcing and capacity constraints within the legal services team create service delivery pressures increasing the organisation's exposure to legal and operational risk.
- Fragmented risk practices and systems limit visibility, consistency, and escalation across Council
- Capacity constraints across key risk functions create delivery risk if work remains "side-of-desk"
- Alignment with Inquiry recommendations and governance expectations shapes sequencing, scope, and resourcing
- High turnover and the loss of experienced staff in the Information Team to internal secondments have reduced capability and continuity, increasing service delays and pressure on remaining staff.

Opportunities / mitigations

- Strengthen internal capability and reduce reliance on external advisers.
- Continued uptake of AI, automation, templates and improved knowledge management to increase efficiency and consistency.
- Involve Legal staff earlier in projects and decisions to identify risks before they escalate.
- Maintain appropriate resourcing and prioritise work based on risk and organisational importance.
- Use external specialists strategically where internal capacity or expertise is unavailable.

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Key conversations

Key conversation

- Direction on resourcing for risk and assurance function following Davison report
- Direction on resourcing and remuneration settings needed to attract and retain specialist legal capability and sustainably manage increasing demand, or in the alternative, endorse strategic direction towards increased use of external legal providers at greater cost

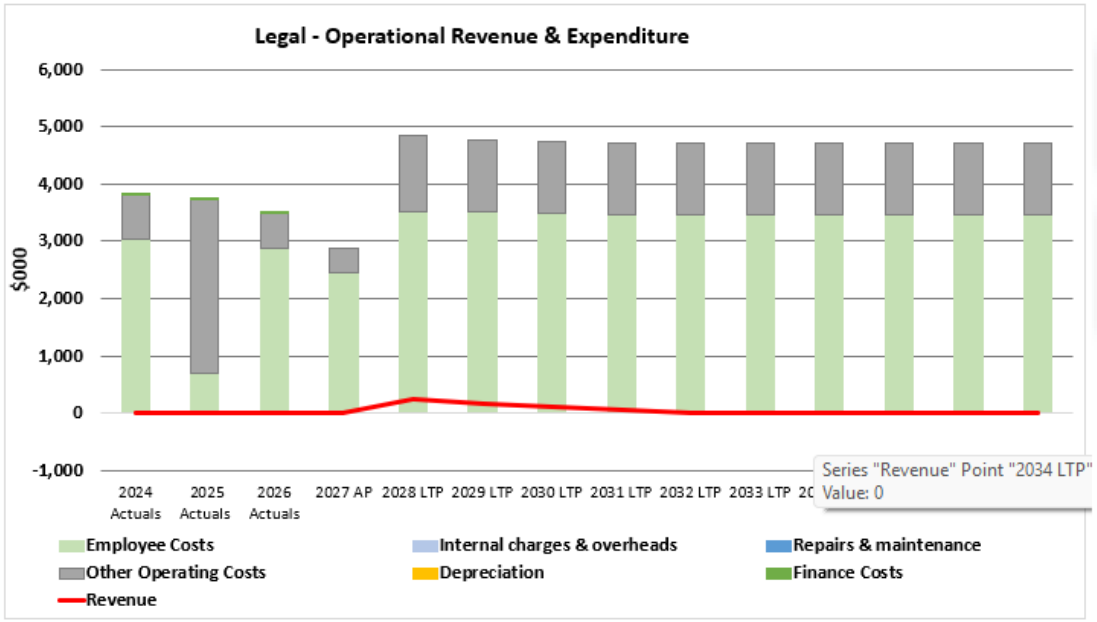
Financial overview

$3.5m
2026 OPERATING ACTUALS

$4.4m
OPERATING REVENUE (YR 1)

$4.8m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)



11%
RATES-FUNDED SHARE

$0.3m
USER CHARGES (YR – 1)

Financial overview – General Counsel

Uninflated from 2028 (2027 $) $000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-			-	250	150	100	50	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue				-	-	-	-	-	-	-	-	-	-	-
Total Revenue				-	250	150	100	50	-	-	-	-	-	-
Employee Related Costs	3,045	697	2,885	2,445	3,518	3,518	3,493	3,458	3,458	3,458	3,458	3,458	3,458	3,458
Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs				-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	582	696	502	206	1,119	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019
Administration Costs	169	44	113	186	196	206	216	216	216	216	216	216	216	216
Grants, Contributions and Sponsorship	-		-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	9	(156)	2	46	17	17	17	17	17	17	17	17	17	17
Repairs & Maintenance	-	-		-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-
Recoveries	6	2,438	(5)	-	1	1	1	1	1	1	1	1	1	1
Allocations	()	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	3,810	3,719	3,497	2,883	4,852	4,761	4,747	4,711	4,711	4,711	4,711	4,711	4,711	4,711
Operating Surplus / (Deficit)	(3,810)	(3,719)	(3,497)	(2,883)	(4,602)	(4,611)	(4,647)	(4,661)	(4,711)	(4,711)	(4,711)	(4,711)	(4,711)	(4,711)
Rates Funding	8	-	433	297	496	497	493	488	488	488	488	488	488	488
Allocation Revenue	3,802	3,719	3,064	2,587	4,106	4,114	4,154	4,173	4,223	4,223	4,223	4,223	4,223	4,223
Total	3,810	3,719	3,497	2,883	4,602	4,611	4,647	4,661	4,711	4,711	4,711	4,711	4,711	4,711
Other Funding Impacts				-	()	()	()	()	()	()	()	()	()	()

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People and capability

24.7	27.7	27.7	27.7
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- Increased demand for in-house legal services due to significant decrease in external legal spend.
- Increased work for Risk as outcome of Davison Inquiry.

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Tauranga City

Governance Services

Sarah Holmes, Team Leader: Governance & CCO Support Services

Jeremy Boase: Head of Strategy, Governance & Climate Resilience

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

To support the mayor, councillors, and appointed committee members to be effective, responsible and accountable decision-makers.

To ensure Council and committee meetings are prepared and conducted smoothly and in a legislatively compliant way.

As needed, to run local elections, by-elections, and referenda.

To provide direct strategic, communications and administrative support to the mayor through the mayoral office.

To support the governance interactions between Council and its council-controlled organisations ("CCOs") as required by legislation.

Legislative must-dos

- Local Government Act 2002 – Section 10, purpose of local government; Part 3, Structure and reorganisation of local government; Part 4, Governance and management of local authorities; Part 5, CCOs, etc
- Local Government Official Information and Meetings Act 1987 – meeting protocols
- Representation review in 2027 and 2033; elections in 2028, 2031, 2034

Community outcomes we contribute to (indirectly)

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- No significant changes identified.
- Budget dominated by staff costs, elected member and other committee member costs, and an election every three years. Little room to move on any of these while maintaining levels of service.
- The identified (but not recommended) opportunities for change include (in declining order of potential financial impact):
  - Reducing the scale of the mayoral office
  - Reducing or removing external members from committees (TW reps, Audit & Risk chair, TW/TCC committee, Regulatory Hearings Panel – meeting fees and travel expenses)
  - LGNZ membership
  - Reducing or removing livestreaming of meetings not in chambers
  - Mayoral grant fund
  - Sister cities budget

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Activity is an overhead allocator as it benefits all other activities of council.
- Possibility to allocate the CCO specialist's time directly to the activities that benefit most from the CCO activities (Spaces & Places, Arts & Heritage, Economic Development) but the administrative burden associated with allocating one salary and some minor operating costs may outweigh the benefits.

Risks and opportunities

Risks

- Approach is business-as-usual. No new risks identified.
- Changes to the structure of local government will clearly have an impact on this activity, but the LTP is being developed under the assumption of status quo.

Opportunities / mitigations

- Changes to the structure of local government are also an opportunity but again are not considered as the LTP is being developed under the assumption of status quo.
- The potential impact of AI tools will continue to be assessed in respect to the management and conduct of council and committee meetings.

Key conversations

Key conversation

- Representation review currently underway may impact this activity (if, for instance, the number of elected members significantly increased or if community boards were introduced). However, it is likely that during the life of the LTP any changes through the representation review are superseded by tructural reform of local government anyway.
- No other key conversations identified.

Financial overview

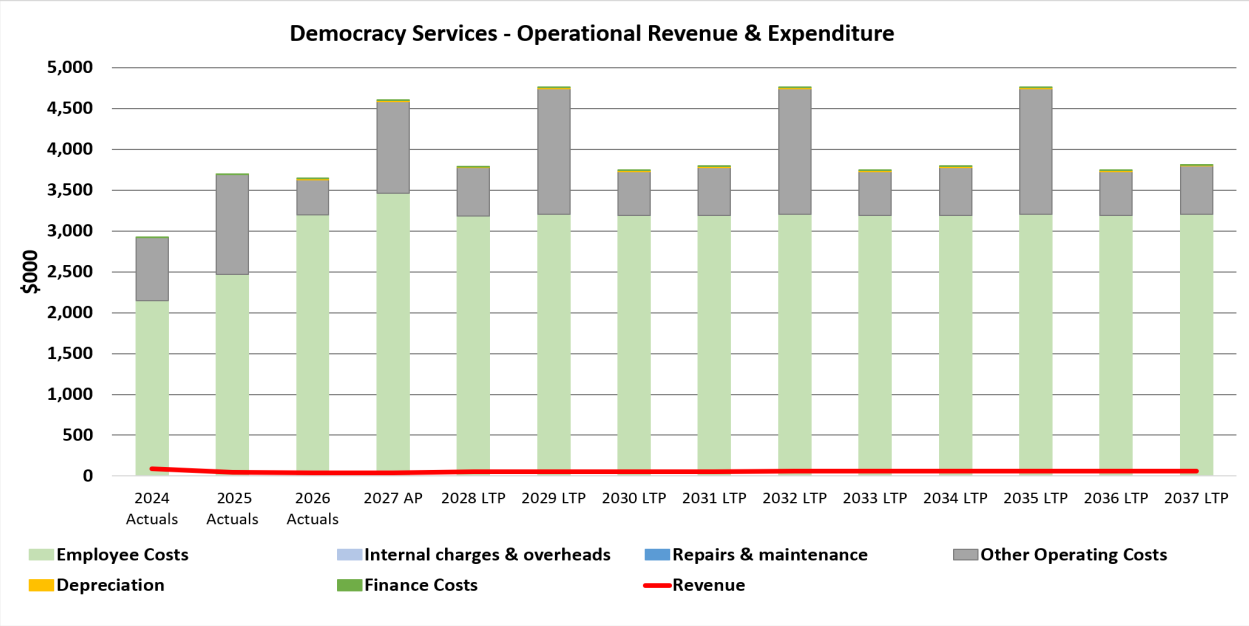
$3.6m
2026 OPERATING ACTUALS

$0.1m
OPERATING REVENUE (YR 1)

$3.8m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



1%
RATES-FUNDED SHARE

$0.1m
REVENUE / USER CHARGES

Financial overview

Date Provided:	15-10-26													
	$000													
	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	91	46	36	37	56	56	56	56	56	56	56	56	56	56
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue						1	1	1	1	2	2	2	3	3
Total Revenue	91	46	36	37	56	57	57	57	57	58	58	58	59	59
Employee Related Costs	2,150	2,466	3,196	3,462	3,183	3,201	3,189	3,189	3,204	3,189	3,189	3,204	3,189	3,204
Depreciation	-	3	11	11	11	11	11	11	11	11	11	11	11	11
Finance Costs		2	2	2	2	1	1	1	1	1	1			
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	98	170	52	173	85	85	85	85	85	85	85	85	85	85
Administration Costs	488	365	342	329	337	537	337	337	537	337	337	537	337	337
Grants, Contributions and Sponsorship Expense	1	3	4	40	40	40	40	40	40	40	40	40	40	40
Other Operating Expense	167	665	15	569	101	851	51	101	851	51	101	851	51	101
Repairs & Maintenance	-	-		-	1	1	1	1	1	1	1	1	1	1
Utilities & Occupancy Expenses		4	1	-										
Recoveries	14	16	15	14	25	25	25	25	25	25	25	25	25	25
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	2,918	3,692	3,639	4,599	3,785	4,753	3,741	3,791	4,755	3,740	3,790	4,755	3,740	3,805
Operating Surplus / (Deficit)	(2,827)	(3,646)	(3,603)	(4,562)	(3,729)	(4,696)	(3,684)	(3,734)	(4,698)	(3,683)	(3,732)	(4,697)	(3,681)	(3,746)
Rates Funding	()	()	18	57	47	47	47	47	47	47	47	47	47	47
Allocation Revenue	2,592	3,646	3,585	4,506	3,683	4,650	3,638	3,688	4,653	3,638	3,688	4,653	3,637	3,702
Total	2,592	3,646	3,603	4,562	3,729	4,697	3,685	3,735	4,699	3,684	3,734	4,699	3,684	3,749
Other Funding Impacts	(235)					1	1	1	1	2	2	2	3	3

People and capability

11.0	11.0	11.0	11.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No changes to FTEs proposed.
- Note total made up of:
  - Governance Services – 5.0
  - CCO Support – 1.0
  - Mayoral Office – 5.0

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Tauranga City

Regulation Monitoring

Deidre Ewart / Stuart Goodman

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

The Regulation Monitoring activity enforces the city's bylaws and various Land Transport legislation, and contributes to the community's well-being by educating the public as appropriate on specific legislative responsibilities.
Proactive monitoring and enforcement encourages compliance and ensures that we are protecting, promoting and maintaining public health and safety, minimising the potential for offensive behaviour in public places, protecting the public from nuisance, and our environments are protected.
Specifically, parking enforcement supports a safe efficient and transportation network and vibrant CBD's.

Legislative must-dos

- The Land Transport Act and Tauranga's Traffic & Parking Bylaw set out the requirements and expectations of parking rules and regulations.
- City specific bylaws created under the Local Government Act allow this activity to protect the public from nuisance, maintain public health and safety and minimize the potential for offensive behavior.
- The Freedom Camping Act and Tauranga's Freedom Camping Bylaw set out requirements and regulations to support the protection of the public, visitors and city environs.

Community outcomes we contribute to

- [ ] An inclusive city
- [ ] A vibrant city that embraces events
- [ ] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Increased proactive Freedom Camping enforcement from a seasonal model to consistent year-round monitoring. Council will monitor and enforce freedom camping rules at our priority locations 7 nights per week all year round. Freedom Camping monitoring issued 963 infringements in FY25/26, generating approximately $264,000 in revenue from compliance activity while protecting public spaces and the environment.
- Replacement of the current two end-of-life Licence Plate Recognition (LPR) systems and purchase of third LPR system to respond to increased demand on our network, and an increase in new parking restrictions requiring enforcement to achieve reasonable compliance.
- Transition from TicketOR2/Ozone to TicketOR Enterprise to manage the full infringement lifecycle. The new platform will improve customer access to evidence, reduce disputes, improve operational resilience and reduce revenue leakage associated with system issues.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- The increased OPEX related to freedom camping enforcement is predicted to be covered by increased enforcement revenue and generate additional revenue.
- Investment in TicketOR Enterprise and enhanced LPR technology is expected to improve efficiency, increase compliance, reduce operational risk and support increased revenue collection
- The new infringement management system should reduce system outages and improve overall efficiencies. It will also provide functionality to incorporate third party debt collection service into the infringement lifecycle inturn increasing debt collection and reducing associated Court lodgment costs for unpaid infringements.

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Key conversations

Key conversation

- This activity provides stable delivery of Parking and Bylaws enforcement across the city. Using enhancements in technology we continue to deliver more without significant increases in resourcing.

Financial overview

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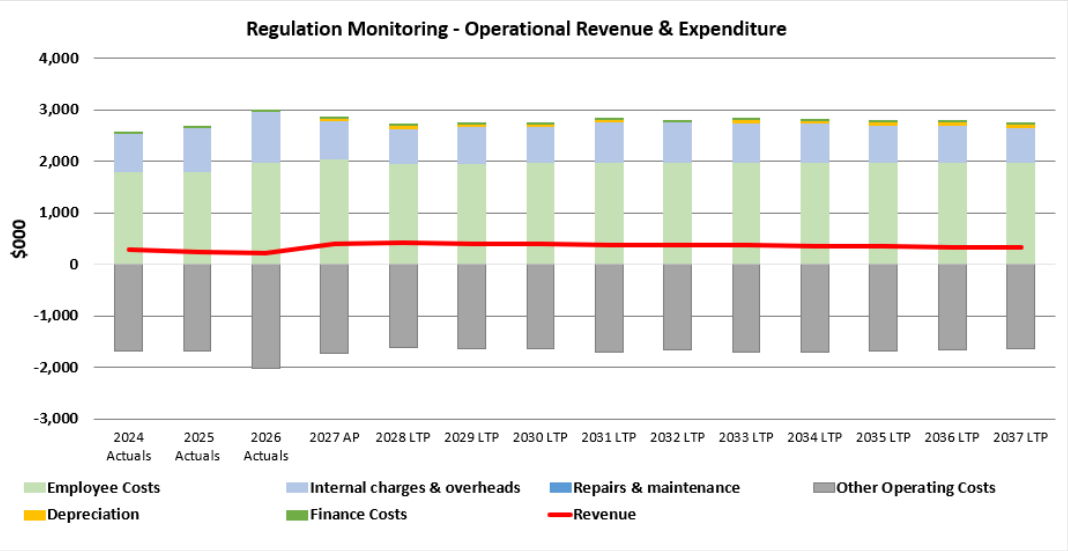
$.96m
2026 OPERATING ACTUALS

$1.11m
OPERATING REVENUE (YR 1)

$1.10m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



37%
RATES-FUNDED SHARE

$0.42m
REVENUE / USER CHARGES

Financial overview

Summary Draft LTP - Regulation Monitoring

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	242	220	216	392	418	396	384	374	364	354	344	334	324	314
Grants & Subsidies	41	23	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	6	8	5	4	7	8	10	11	12	13	15	17	19	21
Total Revenue	**289**	**251**	**221**	**396**	**425**	**404**	**394**	**385**	**376**	**367**	**359**	**351**	**343**	**335**
Employee Related Costs	1,800	1,808	1,975	2,063	1,959	1,970	1,981	1,981	1,981	1,981	1,981	1,981	1,981	1,981
Depreciation	()	3	3	47	47	47	47	47	4	64	65	66	68	69
Finance Costs	5	5	4	5	11	11	10	10	17	24	23	22	21	20
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	-	6	23	9	-	-	-	-	-	-	-	-	-	-
Administration Costs	121	144	123	144	342	342	343	343	343	343	343	343	343	343
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	641	967	745	505	526	526	526	526	526	526	526	526	526	526
Repairs & Maintenance	1	1	1	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	31	10	-	35	35	35	35	35	35	35	35	35	35
Recoveries	(2,440)	(2,820)	(2,921)	(2,383)	(2,510)	(2,540)	(2,540)	(2,604)	(2,559)	(2,609)	(2,602)	(2,579)	(2,573)	(2,536)
Allocations	738	848	993	723	689	716	709	783	781	770	760	732	723	679
Total Expenses	**866**	**993**	**959**	**1,113**	**1,100**	**1,108**	**1,112**	**1,122**	**1,128**	**1,133**	**1,131**	**1,126**	**1,124**	**1,117**
Operating Surplus / (Deficit)	**(576)**	**(742)**	**(737)**	**(717)**	**(675)**	**(703)**	**(718)**	**(736)**	**(752)**	**(766)**	**(772)**	**(776)**	**(782)**	**(782)**
Rates Funding	582	750	742	721	682	712	728	748	764	779	787	792	800	803
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**582**	**750**	**742**	**721**	**682**	**712**	**728**	**748**	**764**	**779**	**787**	**792**	**800**	**803**
Other Funding Impacts	**6**	**8**	**5**	**4**	**7**	**8**	**10**	**11**	**12**	**13**	**15**	**17**	**19**	**21**

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People and capability

20.8	20.8	21.8	22.8
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- Based on the current growth of the City, implementation of new parking restrictions and increase in requests for service, it is expected an additional parking officer will be required by end of year 3 and a second role at by the end of year 10. Where possible technology such as CCTV and LPR systems will be used to maximise this team's ability to respond to these increases but based on other cities using similar systems, the FTE requirements does increase even with implementation of technology.

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Tauranga City

Regulatory Services

Deidre Ewart, Michael Sheridan, Wayne Forlong & Terri Teasdale

LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- **Delivers:** Trusted property information, coordinated development support and engineering oversight.
- **Benefits:** Enables informed decisions, safe and sustainable growth, and infrastructure that protects future ratepayers.
- **If stopped:** Development would be slower and less coordinated, with increased risk of unsafe or non-compliant outcomes.

Legislative must-dos

- **Property information:** LGOIMA 1987 – Part 6A requires Council to process LIM applications and disclose specified land information.
- **Building safety and compliance:** The Building Act 2004 and Building Code govern building consent, inspection, compliance and engineering assessment.
- **Planning and development:** The Resource Management Act 1991, Tauranga City Plan and national direction guide land use, subdivision, natural hazards and resource consent decisions.
- **Infrastructure standards:** Council's Infrastructure Development Code sets requirements for the design, construction and approval of infrastructure.
- **Future reform**

Community outcomes we contribute to

- [x] An inclusive city
- [ ] A vibrant city that embraces events
- [x] A city that supports business and education
- [x] A city that values and protects and enhances our environment
- [x] A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- **No significant reduction opportunities were identified** without creating risks to statutory timeframes, customer service levels, development outcomes, or public safety. Activities have already been reviewed for efficiency and streamlined where possible.
- **Workload growth remains a key pressure**, particularly across development engineering, building engineering, LIMs and coordinated development support as development activity increases.
- **Some savings identified** through reducing or reallocating operating expenditure while maintaining service levels.
- **Improved cost recovery** through Account Management and regular reviews of fees and charges.
- **Key risk:** Sustained growth in application volumes may place pressure on resources and delivery timeframes.
- **Technology, automation and integrated regulatory systems** present the greatest opportunity to improve efficiency and manage future demand without equivalent growth in staffing.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- **A mixed funding approach remains appropriate.** Many activities provide direct benefits to applicants, developers, businesses and property owners and are funded through user charges, while other activities provide wider public benefits and are appropriately rates funded.
- **Where practical, additional cost recovery opportunities will continue to be explored**, including engineering services, urban design reviews, account management services, and other applicant-driven activities.
- **Reducing service levels is not recommended**, as this would likely result in slower processing, increased statutory compliance risks, reduced development certainty, higher future costs, and poorer customer outcomes

Risks and opportunities

Risks

- Lack of coordination with new waters entity leading to unclear accountability, confusion for staff and poor service delivery to customers.
- Demand significantly increases and timeframes are not able to be met with budget constraints not allowing additional staff to be hired.
- Increased complexity across development projects creates higher demand for coordinated information, customer updates and issue resolution across multiple Council teams.

Opportunities / mitigations

- Establish network with key people to ensure communication channels have been set, and information is able to be shared.
- Automate and simplify systems and processes to improve efficiencies.
- Use Account Management as a cost-recoverable coordination pathway for key customers, supported by clear service expectations, good record keeping, escalation processes and improved digital visibility across applications and property information.

Key conversations

Decisions and direction sought

- **Water services reform:** Confirm information-sharing arrangements and engineering service agreements ahead of July 2027.
- Investment in digital systems and automation - Determine the pace and level of investment in automation, integrated systems and customer self-service.
- **Growth and demand:** Agree how variable workloads and statutory timeframes will be managed within funding constraints.
- Account Management scope and cost-recovery model
- Funding balance between user charges and rates
- Preparedness for legislative change

Direction sought: What level of service, investment, cost recovery and risk does Council support for a connected, efficient and customer-focused regulatory service?

Financial overview

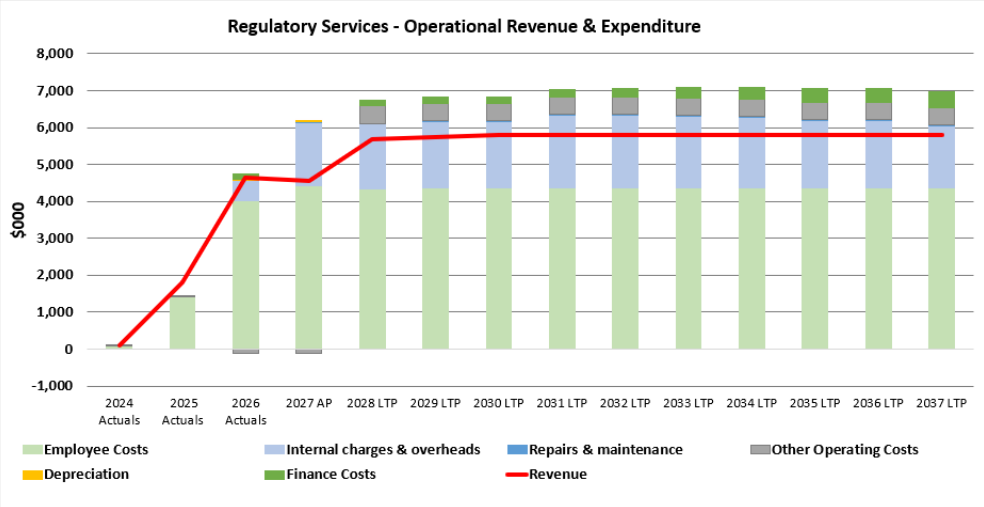
$4.6m
2026 OPERATING Exp ACTUALS

$5.7m
OPERATING REVENUE (YR 1)

$6.7m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating (2028 – 2037 amounts are not inflated)



0.6%
RATES-FUNDED SHARE

$6.1m
REVENUE / USER CHARGES

Financial overview

Summary Draft LTP - Regulatory Services

Date Provided: 15/10/2026

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	94	1,818	4,560	4,511	5,609	5,667	5,727	5,727	5,727	5,727	5,727	5,727	5,727	5,727
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	-	4	92	39	86	86	86	86	86	86	87	87	87	87
Total Revenue	**94**	**1,822**	**4,652**	**4,550**	**5,695**	**5,753**	**5,813**	**5,813**	**5,813**	**5,813**	**5,814**	**5,814**	**5,814**	**5,814**
Employee Related Costs	80	1,414	4,008	4,439	4,350	4,361	4,365	4,365	4,365	4,365	4,365	4,365	4,365	4,365
Depreciation	-	-	32	32	3	3	3	3	3	3	3	3	3	3
Finance Costs	-	-	133	-	145	169	195	218	250	284	318	353	386	420
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	-	-	488	487	530	530	530	530	530	530	530	530	530	530
Administration Costs		6	27	63	29	30	30	30	30	30	30	30	30	30
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense			29	96	24	24	24	24	24	24	24	24	24	24
Repairs & Maintenance	-	-	19	26	25	25	25	25	25	25	25	25	25	25
Utilities & Occupancy Expenses	-	-		-	-	-	-	-	-	-	-	-	-	-
Recoveries	-	-	(669)	(769)	(117)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)
Allocations	-	-	553	1,687	1,741	1,808	1,788	1,970	1,962	1,937	1,913	1,840	1,820	1,686
Total Expenses	**80**	**1,420**	**4,620**	**6,061**	**6,729**	**6,828**	**6,837**	**7,043**	**7,067**	**7,075**	**7,085**	**7,047**	**7,060**	**6,960**
Operating Surplus / (Deficit)	**14**	**401**	**31**	**(1,511)**	**(1,034)**	**(1,075)**	**(1,024)**	**(1,229)**	**(1,253)**	**(1,261)**	**(1,272)**	**(1,233)**	**(1,246)**	**(1,146)**
Rates Funding			174	437	547	560	558	586	585	581	577	566	563	543
Allocation Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total			**174**	**437**	**547**	**560**	**558**	**586**	**585**	**581**	**577**	**566**	**563**	**543**
Other Funding Impacts	**14**	**401**	**206**	**(1,073)**	**(487)**	**(515)**	**(466)**	**(644)**	**(669)**	**(681)**	**(695)**	**(667)**	**(683)**	**(603)**

People and capability

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37.0	37.0	37.0	37.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No changes.


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Tauranga City
Strategy & Corporate Planning
Jeremy Boase: Head of Strategy, Governance & Climate Resilience
LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

Primary purpose is to enable decision-makers to make good decisions.

Manage the strategic framework.

Responsible (jointly with Finance) for key accountability documents such as long-term plan, annual report, annual plan.

Manage the policy and bylaw framework and partners with subject matter experts to lead policy and bylaw projects.

Provide strategic input to a range of projects as required.

Legislative must-dos

- Local Government Act 2002
  - Long-term plan, annual plan, annual report, pre-election report, bylaw processes, statutory policies (revenue & financing, rates, rates remissions, treasury, significance & engagement, appointment of directors, etc.)
- Other legislation (various)
  - Bylaws and statutory policies (e.g. dogs, airport, alcohol, gambling, traffic & parking, prostitution, shop trading, etc.)

Community outcomes we contribute to (indirectly)

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

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Zero-based budgeting & Funding Needs Analysis

Stand-out changes or findings

- Budget is primarily people-based plus engagement and audit
- Some small budgets reduced / removed
- Policy/bylaw level of service considered in 2026/27 annual plan – no change to overall service (small reduction in engagement)
- LTP, AP, AR, etc remain required
- Strategic workload is variable but staff always in demand

Opportunities for change (not recommended) include, in declining order of potential financial impact:

- Reduction in strategic advisor staffing and support to the organisation
- Reduction in policy analyst staffing and policy/bylaw work programme
- Reduction in corporate planning staffing with impact on key statutory processes
- Reduction in engagement budgets
- Reduction or removal of annual residents' survey (with impact on measurability of some KPIs)

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Costs are allocated overheads
- No real opportunity for direct charging as most/many projects are aiding multiple activities
- No real opportunity for user pays

Risks and opportunities

Risks

- Key risk is the pace of organisational, local government, and legislative change being disruptive to our ability to meet core legislative requirements.
- Strategic and policy / bylaw frameworks are always at risk of changing governance priorities (which is an opportunity too).

Opportunities / mitigations

- Increasing experience of the governance team may lead to refinement of strategic and/or policy and bylaw frameworks to better meet their direction.
- Continue to review AI opportunities, particularly for processing of large volumes of submissions (LTP, large policy and bylaw processes, etc).

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Key conversations

Key conversation

- Focus is on business-as-usual support to elected members and the wider organisation.
- Impact of establishment of waters organisation is still to be determined but expect it to be low.
- Any local government structural reform will likely have significant impacts on the coherency of the strategic framework and the policy and bylaw framework, but the LTP is prepared under a BAU assumption at this stage.
- Question to come regarding expectations about extent of response to submitters to LTP (3 Dec session on consultation and consultation document)

Financial overview

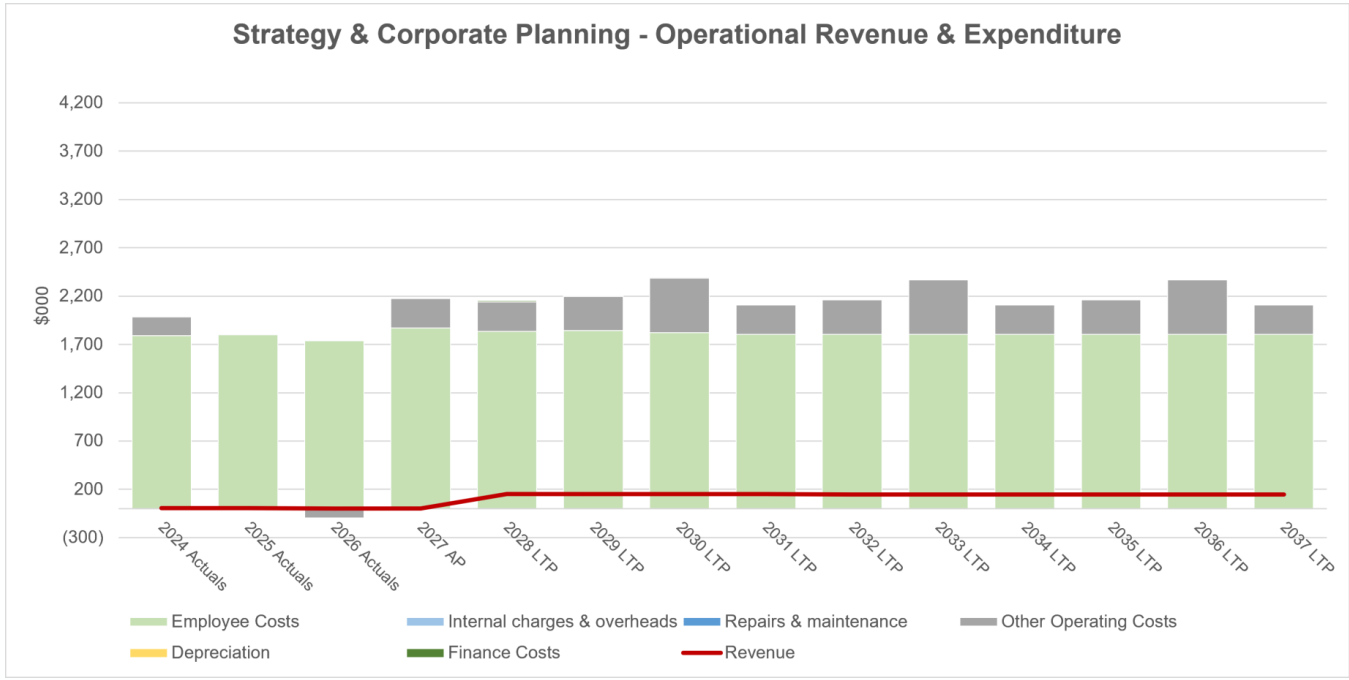
$1.6m
2026 OPERATING ACTUALS

$0.2m
OPERATING REVENUE (YR 1)

$2.2m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)

Long-Term Plan 2027–2037 · Operating



0.0%
RATES-FUNDED SHARE

$0.2m
REVENUE / USER CHARGES

Financial overview

Summary Draft LTP - Strategy & Corporate Planning

Date Provided: 20-10-26

$000

	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	-	-	-	-	150	150	150	150	150	150	150	150	150	150
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Revenue	4	6	4	2	2	1	0	(1)	(1)	(2)	(2)	(2)	(3)	(3)
Total Revenue	**4**	**6**	**4**	**2**	**152**	**151**	**150**	**149**	**149**	**148**	**148**	**148**	**147**	**147**
Employee Related Costs	1,790	1,801	1,740	1,871	1,837	1,842	1,824	1,805	1,805	1,805	1,805	1,805	1,805	1,805
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	1	-	2	10	9	8	6	5	4	3	3	2	2	2
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	227	71	94	207	40	90	200	40	90	200	40	90	200	40
Administration Costs	135	110	43	110	91	91	104	91	91	104	91	91	104	91
Grants, Contributions and Sponsorship Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expense	83	71	12	227	152	152	237	152	152	237	152	152	237	152
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	-	0	-	0	0	0	0	0	0	0	0	0	0
Recoveries	(248)	(246)	(247)	(242)	21	21	21	21	21	21	21	21	21	21
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**1,988**	**1,807**	**1,646**	**2,183**	**2,150**	**2,204**	**2,393**	**2,115**	**2,164**	**2,372**	**2,113**	**2,162**	**2,370**	**2,111**
Operating Surplus / (Deficit)	**(1,984)**	**(1,801)**	**(1,642)**	**(2,181)**	**(1,998)**	**(2,053)**	**(2,243)**	**(1,965)**	**(2,015)**	**(2,223)**	**(1,965)**	**(2,014)**	**(2,223)**	**(1,964)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	1,988	1,807	1,686	1,483	2,000	2,054	2,243	1,965	2,014	2,222	1,963	2,012	2,220	1,961
Total	**1,988**	**1,807**	**1,686**	**1,483**	**2,000**	**2,054**	**2,243**	**1,965**	**2,014**	**2,222**	**1,963**	**2,012**	**2,220**	**1,961**
Other Funding Impacts	**4**	**6**	**45**	**(698)**	**2**	**1**	**-**	**(1)**	**(1)**	**(2)**	**(2)**	**(2)**	**(3)**	**(3)**

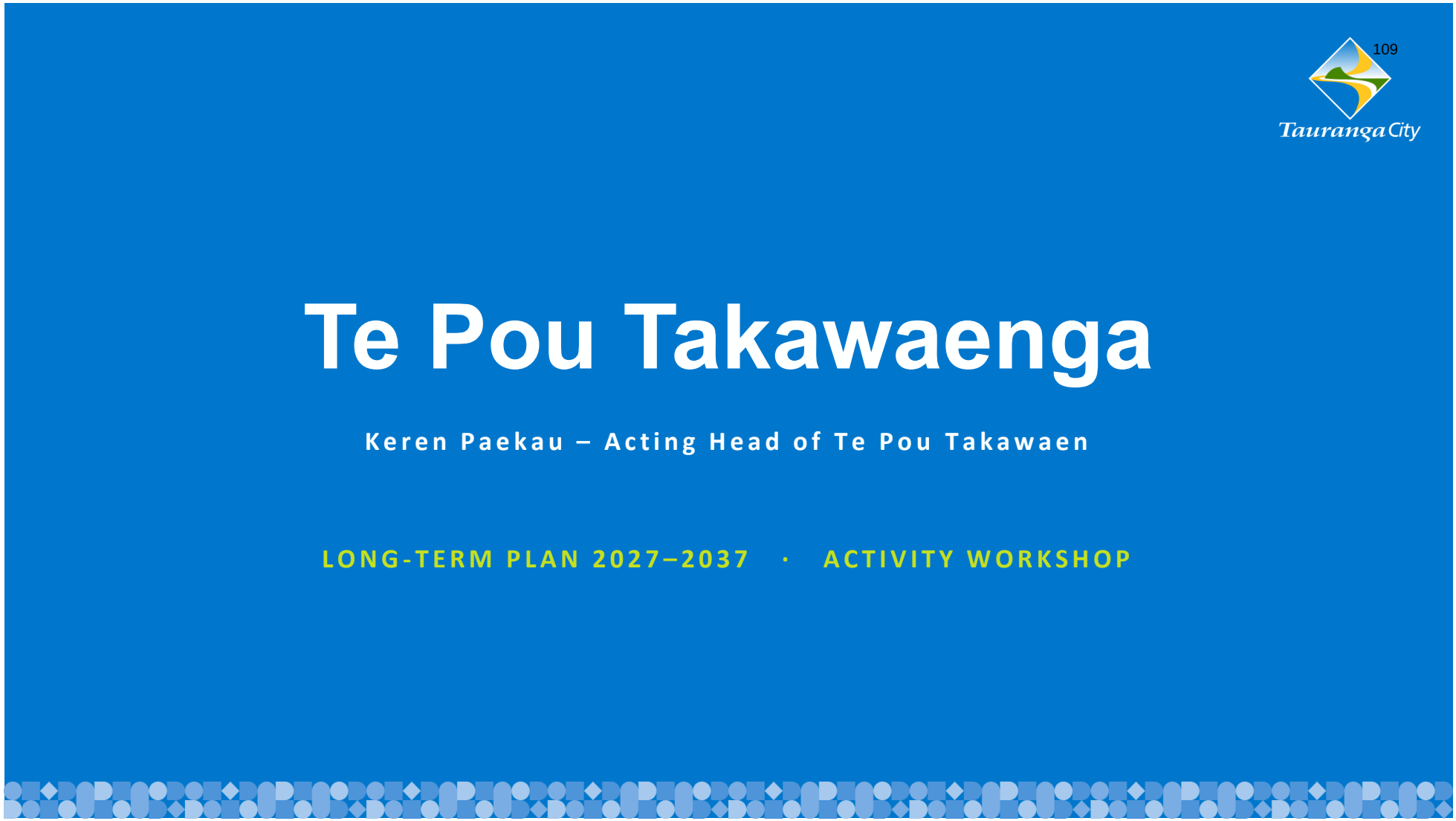
People and capability

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13.0	13.0	13.0	13.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- *No changes proposed*


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Tauranga City
Te Pou Takawaenga
Keren Paekau – Acting Head of Te Pou Takawaen
LONG-TERM PLAN 2027–2037 · ACTIVITY WORKSHOP

Purpose and legislative must-dos

Purpose of this activity

- Builds and maintains trusted relationships with tangata whenua, iwi, hapū and Māori communities.
- Provides strategic Māori advice across Council decision-making.
- Strengthens organisational capability to work in partnership with Māori.
- Supports better community outcomes through Māori participation in planning and service delivery.

Legislative must-dos

- Local Government Act 2002 obligations to facilitate Māori participation in decision-making.
- Planning Act and Environment Act - engage with tangata whenua, involve Māori in plan making processes, consider sites of significance to Māori, recognise and implement Treaty settlement obligations.
- Treaty settlement commitments and partnership arrangements.
- Consideration of Māori Wards under Local Electoral Act.

Community outcomes we contribute to

- An inclusive city
- A vibrant city that embraces events
- A city that supports business and education
- A city that values and protects and enhances our environment
- A well planned city that is easy to move around

Zero-based budgeting & Funding Needs Analysis

111

Stand-out changes or findings

- No significant reduction opportunities identified without impacting Council's ability to meet Māori engagement obligations and partnership commitments.
- Focus has been on improving efficiency through engagement coordination, prioritisation and relocating existing budget for new workstreams eg RM reforms
- Reductions options less funding for Rangapu project, grants for Iwi / Hapu Management Plans, papakainga housing (still subject to an upcoming Council paper), and staff (would spread direct iwi / hapu contact across less staff). All would have negative impacts.

Revenue and Financing Policy – Funding Needs Analysis and proposed way of paying for costs

- Opportunity exists to reduce duplication across Council engagement activities.
- AI and automation can assist with administration and reporting, allowing greater focus on relationships and strategic advice.

Risks and opportunities

Risks

- Failure to effectively engage with Māori may undermine trust and relationships.
- Reduced Māori participation in decision-making.
- Inability to achieve equitable outcomes and meet Te Tiriti expectations.
- Legislative reform and growing engagement demand may increase complexity.

Opportunities / mitigations

- Strengthen partnership approaches and trust-based relationships.
- Build Māori engagement capability across Council.
- Coordinate engagement activity and provide early visibility of decisions.
- Use technology to improve efficiency while maintaining relationship-based engagement.

Key conversations

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Key conversation

- What is the outcome of the relationship review and what consequential changes are required in how TCC works with Tangata Whenua?
- What level of investment should Council make in strengthening Māori participation in decision-making?
- How can Council better support iwi and hapū capacity to engage in growing Council programmes and reforms?
- What role should Council play in enabling Māori land and papakāinga development?

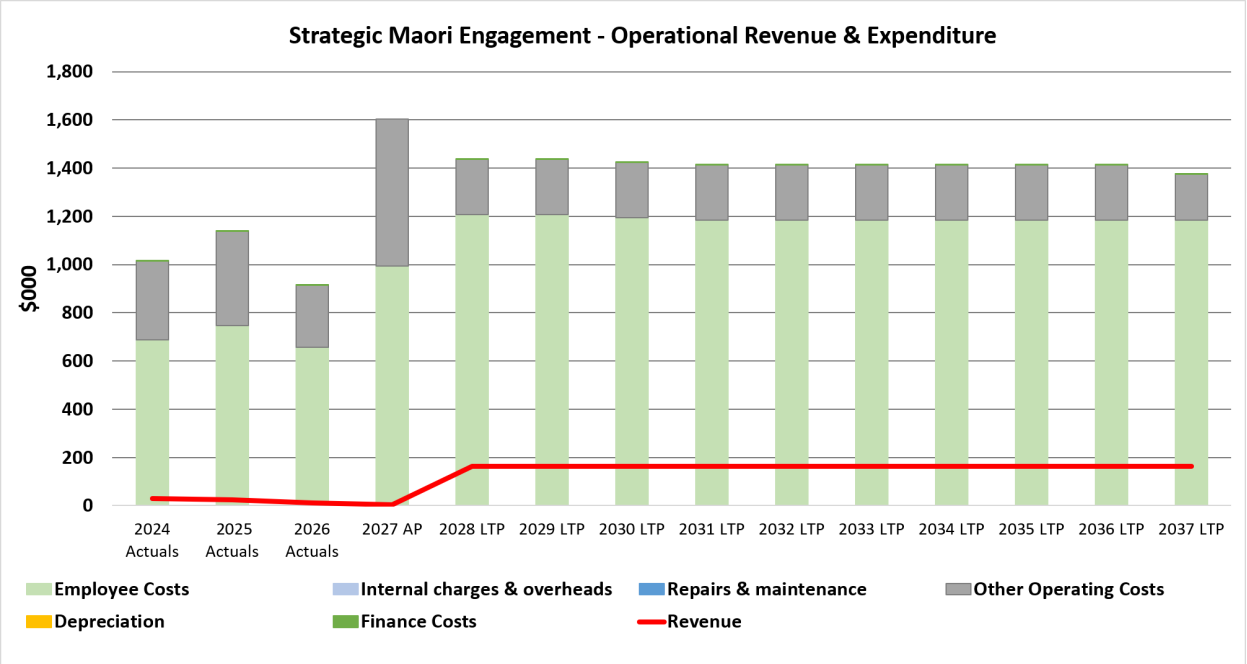
Financial overview

$0.9m
2026 OPERATING ACTUALS

$0.2m
OPERATING REVENUE (YR 1)

$1.4m
OPERATING EXPENDITURE (YR 1)

$0.0m
CAPITAL BUDGET (YR 1–3)



0.0%
RATES-FUNDED SHARE

$0.2m
REVENUE / USER CHARGES

Financial overview

Date Provided:	15-10-26													
	$000													
	2024 Actuals	2025 Actuals	2026 Actuals	2027 AP	2028 LTP	2029 LTP	2030 LTP	2031 LTP	2032 LTP	2033 LTP	2034 LTP	2035 LTP	2036 LTP	2037 LTP
User Fees	21	23	12	-	162	162	162	162	162	162	162	162	162	162
Grants & Subsidies	9	-	-	3	-	-	-	-	-	-	-	-	-	-
Finance Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**30**	**23**	**12**	**3**	**162**	**162**	**162**	**162**	**162**	**162**	**162**	**162**	**162**	**162**
Employee Related Costs	687	748	657	993	1,208	1,208	1,196	1,183	1,183	1,183	1,183	1,183	1,183	1,183
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs				-										
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultants	154	134	154	(2)	106	106	106	106	106	106	106	106	106	106
Administration Costs	22	37	23	14	19	19	19	19	19	19	19	19	19	19
Grants, Contributions and Sponsorship Expense	100	182	63	596	90	90	90	90	90	90	90	90	90	51
Other Operating Expense	51	37	16	2	12	12	12	12	12	12	12	12	12	12
Repairs & Maintenance	1	-		-	-	-	-	-	-	-	-	-	-	-
Utilities & Occupancy Expenses	-	1	1	-	1	1	1	1	1	1	1	1	1	1
Recoveries	-	-	-	-	1	1	1	1	1	1	1	1	1	1
Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**1,013**	**1,139**	**914**	**1,603**	**1,437**	**1,437**	**1,425**	**1,412**	**1,412**	**1,412**	**1,412**	**1,412**	**1,412**	**1,373**
Operating Surplus / (Deficit)	**(983)**	**(1,115)**	**(901)**	**(1,600)**	**(1,275)**	**(1,275)**	**(1,263)**	**(1,250)**	**(1,250)**	**(1,250)**	**(1,250)**	**(1,250)**	**(1,250)**	**(1,211)**
Rates Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Revenue	885	880	844	1,100	1,275	1,275	1,263	1,250	1,250	1,250	1,250	1,250	1,250	1,211
Total	**885**	**880**	**844**	**1,100**	**1,275**	**1,275**	**1,263**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,211**
Other Funding Impacts	**(99)**	**(235)**	**(57)**	**(500)**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**	**()**

People and capability

8.0	8.0	8.0	8.0
CURRENT FTE	PROPOSED FTE - END OF YR 1	PROPOSED FTE – END OF YR 3	PROPOSED FTE – END OF YR 10

Why the change

- No changes are proposed until the outcomes of the Tangata Whenua Engagement review are known
- Employee costs have increased but no change in FTE. This is because the Rangapu meeting fees and other costs were previously in the Governance Activity and are now in the Takawaenga activity. Coding is still being reviewed.

2 PUBLIC EXCLUDED SESSION

Resolution to exclude the public

RECOMMENDATIONS

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
Confidential Attachment 6 - 1.1 - Long-term Plan - Activity Plan Presentations	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
Confidential Attachment 7 - 1.1 - Long-term Plan - Activity Plan Presentations	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