

MEETING – AGENDA –

Ngā Take

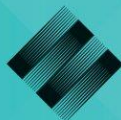


COUNCIL

Te Kaunihera

Extraordinary Meeting

C21-5
Tuesday, 27 April 2021
Council Chambers
Barkes Corner, Tauranga
2.30pm



*Western Bay of Plenty
District Council*

Council

Membership

Chairperson	Mayor Garry Webber
Deputy Chairperson	Deputy Mayor John Scrimgeour
Members	Cr Grant Dally Cr Mark Dean Cr James Denyer Cr Murray Grainger Cr Monique Gray Cr Anne Henry Cr Kevin Marsh Cr Margaret Murray-Benge Cr Don Thwaites
Quorum	6
Frequency	Six weekly

Role:

To ensure the effective and efficient governance and leadership of the District.

Power to Act:

- To exercise all non-delegable functions and powers of the Council including, but not limited to:
 - The power to make a rate;
 - The power to make a bylaw;
 - The power to borrow money, purchase, or dispose of assets, other than in accordance with the Long Term Plan;
 - The power to adopt a Long Term Plan, Annual Plan or Annual Report;
 - The power to appoint a chief executive;
 - The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement;
 - The power to adopt a remuneration and employment policy;
 - The power to approve a proposed policy statement or plan under clause 17 of Schedule 1 of the Resource Management Act 1991;
 - The power to make a final decision on a recommendation from the Ombudsman where it is proposed that Council not accept the recommendation.
- To exercise all functions, powers and duties of the Council that have not been delegated, including the power to compulsorily acquire land under the Public Works Act 1981.
- To make decisions which are required by legislation to be made by resolution of the local authority.
- To authorise all expenditure not delegated to officers, Committees or other subordinate decision-making bodies of Council, or included in Council's Long Term Plan or Annual Plan.
- To make appointments of members to Council Controlled Organisation Boards of Directors/Trustees and representatives of Council to external organisations;
- To consider and make decisions regarding any matters relating to Council Controlled Organisations, including recommendations for modifications to CCO or other entities' accountability documents (i.e. Letter of Expectation, Statement of Intent) recommended by the Policy Committee or any matters referred from the Performance and Monitoring Committee.

- To approve joint agreements and contractual arrangements between Western Bay of Plenty District Council and Tauranga City Council or any other entity.
- To consider applications to the Community Matching Fund (including accumulated Ecological Financial Contributions).
- To consider applications to the Facilities in the Community Grant Fund.

Procedural matters:

- Approval of elected member training/conference attendance.

Mayor's Delegation:

Should there be insufficient time for Council to consider approval of elected member training/conference attendance, the Mayor (or Deputy Mayor in the Mayor's absence) is delegated authority to grant approval and report the decision back to the next scheduled meeting of Council.

Should there be insufficient time for Council to consider approval of a final submission to an external body, the Mayor (or Deputy Mayor in the Mayor's absence) is delegated authority to sign the submission on behalf of Council, provided the final submission is reported to the next scheduled meeting of Council or relevant Committee.

Power to sub-delegate:

Council may delegate any of its functions, duties or powers to a subcommittee, working group or other subordinate decision-making body, subject to the restrictions on its delegations and any limitation imposed by Council.

Notice is hereby given that an Extraordinary Meeting of Council will be held in the Council Chambers, Barks Corner, Tauranga on:
Tuesday, 27 April 2021 at 2.30pm

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- 1 PRESENT**
- 2 IN ATTENDANCE**
- 3 APOLOGIES**
- 4 CONSIDERATION OF LATE ITEMS**
- 5 DECLARATIONS OF INTEREST**
- 6 PUBLIC EXCLUDED ITEMS**
- 7 PUBLIC FORUM**

Nil

8 REPORTS

8.1 TOURISM BAY OF PLENTY DRAFT STATEMENT OF INTENT 2021/2022 TO 2023/2024

File Number: A4050108

Author: David Pearce, Community Manager

Authoriser: Miriam Taris, Chief Executive Officer

EXECUTIVE SUMMARY

1. The purpose of this report is to provide shareholder feedback on the draft Statement of Intent for Tourism Bay of Plenty by 1 May 2021, as required by the Local Government Act 2002 (LGA 2002).

RECOMMENDATION

1. That the report from the Community Manager dated 27 April 2021 titled 'Tourism Bay of Plenty Draft Statement of Intent 2021/2022 to 2023/2024' be received.
2. That the report relates to an issue that is considered to be of low significance in terms of Council's Significance and Engagement Policy.
3. That Council receives the Tourism Bay of Plenty Draft Statement of Intent 2021/2022 to 2023/24 report.
4. That Council notes that as joint shareholder of Tourism Bay of Plenty, Tauranga City Council will be asked to approve the shareholder comments on the draft Statement of Intent for TBOP at their 27 April 2021 Council meeting.

BACKGROUND

2. Tourism Bay of Plenty (TBOP) is a Council Controlled Organisation (CCO) and is required to prepare a draft Statement of Intent (SOI) and provide a copy to their shareholders, Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC), by 1 March each year.
3. In accordance with the LGA 2002, TBOP provided their draft SOI to Council by 1 March. Their SOI document is intended to cover the next three financial years. TBOP's SOI meets the statutory requirements as outlined in schedule 8, section 9 of the LGA.
4. Both Council's have an opportunity to comment on the draft SOI before it is finalised by TBOP. Shareholder comments must be provided to TBOP by 1 May 2021, in accordance with the LGA 2002.
5. As joint stakeholders, TCC funds \$2.4m per annum to TBOP, while Council contributes \$226,000 per annum. Whakatane District Council holds a Memorandum of Understanding with TBOP and contributes \$84,000 per annum
6. The TBOP's draft SOI is attached to this report (**Attachment 1**) and has been assessed against the Letter of Expectation (LOE) (**Attachment 2**) which outlines Council's expectations of TBOP for 2021/22.
7. TCC, as joint shareholder, has received a copy of TBOP's draft SOI and WBOPDC's feedback to it, and it will go to the TCC meeting on 27 April 2021 for approval.
8. A copy of this report and the resolutions will be provided to TBOP by 30 April 2021, together with resolutions from both Council meetings on 27 April 2021. The final TBOP SOI is to be

delivered to Council by 30 June 2021. Staff will review the final SOI and present a report to Council for approval in August 2021.

Stakeholders Assessment

9. There was general agreement with the draft SOI content, with specific reference to matters included in this year's Letter of Expectation. Minor amendments were noted, as set out below, which TBOP will be asked to amend in preparing their final SOI.
10. TBOP highlights the success of its plan, *Te Hā Tāpoi | The Love of Tourism*, both nationally and internationally (page 8, section 3.5). This is the blueprint to "create a regenerative tourism economy for our people and place." TBOP references the COVID-19 pandemic and its current role, which is "to support the region's tourism industry to revive and thrive during 2020-2022."
11. As in 2020's SOI, TBOP recognise their organisation as growing 'Destination Managers', noting this role is to lead, advocate and coordinate the visitor economy while considering environmental, social, and cultural interests. The need to preserve the region's unique identity is also an important part of this role. It is noted that the Strategic Priorities for 2021/22 will be updated in TBOP's final SOI (page 9, section 3.6).
12. Although TBOP acknowledges a "two way dialogue and a commitment to considering the councils' strategic priorities and objectives" (page 11, section 4.3.1), there could be more reference in the SOI of working collaboratively on the development of a CCO draft SOI template and common key performance indicators for the SOI, as required in the LOE.
13. In the Visitor Spend performance measure (page 13, section 5), it is noted that FreshInfo deems it imprudent to forecast or set targets for future years at the moment (February 2021), due to the current levels of market uncertainty.
14. WBOPDC's feedback sought TBOP to have a greater focus on walking and cycling within our District. However, TBOP does not explicitly reference Council's LOE request for this. It is recommended that TBOP include an objective to collaborate with Council regarding its specific requirements to fulfil this request.
15. TBOP has included a performance measure to support councils to explore alternative funding mechanisms (page 16, section 5), noting that the actual securing of funding is outside of TBOP's control. TBOP notes it is encouraged to seek funding opportunities from the private sector and central government to maximise outcomes for the region.

SIGNIFICANCE AND ENGAGEMENT

16. The Local Government Act 2002 requires a formal assessment of the significance of matters and decision in this report against Council's Significance and Engagement Policy. In making this formal assessment there is no intention to assess the importance of this item to individuals, groups, or agencies within the community and it is acknowledged that all reports have a high degree of importance to those affected by Council decisions.

The Policy requires Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.

17. In terms of the Significance and Engagement Policy this decision is considered to be of low significance because the financial implications associated with the decision are low and community engagement at this point is minimal.

ENGAGEMENT, CONSULTATION AND COMMUNICATION

18. Under section 8 of the LGA, no consultation is required.

ISSUES AND OPTIONS ASSESSMENT

<p align="center">Option A</p> <p align="center">That Council receive the draft SOI from TBOP and agrees with the suggested shareholder comments outlined in this report, noting that TCC will confirm shareholder feedback to TBOP after their 27 April 2021 Council meeting.</p>	
<p>Assessment of advantages and disadvantages including impact on each of the four well-beings</p> <ul style="list-style-type: none"> • Economic • Social • Cultural • Environmental 	<p>ADVANTAGES</p> <ul style="list-style-type: none"> • TBOP will receive useful information to ensure their final SOI meets both Council's expectations. • Council meets its legislative requirements under the LGA by formally receiving the draft SOI and providing feedback within the required timeframe. <p>The final SOI is aligned with Council's strategic direction.</p>
<p>Costs (including present and future costs, direct, indirect and contingent costs).</p>	<p>The budget for all TBOP, including Council's contributions, are included in the draft SOI.</p>
<p>Other implications and any assumptions that relate to this option (Optional – if you want to include any information not covered above).</p>	<p>If Council does not approve the provision of the suggested feedback to the CCOs, the final SOIs may not be consistent with Council's strategic direction and may contain inaccuracies (financial and governance risk).</p>
<p align="center">Option B</p> <p align="center">That council receive the draft SOI from TBOP and does not agree with the suggested shareholder comments outlined in this report, noting that TCC will confirm shareholder feedback to TBOP after their 27 April 2021 Council meeting.</p>	
<p>Assessment of advantages and disadvantages including impact on each of the four well-beings</p> <ul style="list-style-type: none"> • Economic • Social • Cultural • Environmental 	<p>ADVANTAGES</p> <p>Council meets its legislative requirements under the LGA by formally receiving the draft SOIs and deciding not to provide feedback within the required timeframe.</p> <p>DISADVANTAGES</p> <ul style="list-style-type: none"> • The CCOs do not receive any useful information on Council's expectations about the content of their final SOIs. • The final SOIs may contain inaccurate information or be misaligned with Council's strategic direction.
<p>Costs (including present and future costs, direct, indirect and contingent costs).</p>	<p>The budget for all TBOP, including Council's contributions, are included in the draft SOI.</p>

Other implications and any assumptions that relate to this option (Optional – if you want to include any information not covered above).	If Council does not approve the provision of the suggested feedback to the CCOs, the final SOIs may not be consistent with Council's strategic direction and may contain inaccuracies (financial and governance risk).
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STATUTORY COMPLIANCE

19. The SOI is one of the CCO's key governance and planning documents. Engaging with TBOP throughout the development of the annual SOIs is one of the main ways Council can influence TBOP, while ensuring TBOP are aligned with Council's strategic outcomes.

FUNDING/BUDGET IMPLICATIONS

Budget Funding Information	Relevant Detail
	The budget for all TBOP, including Council's contributions, are included in the draft SOI.

ATTACHMENTS

1. TBOP Draft Statement of Intent 2021-2024 [!\[\]\(b7e1c8bc060ab2af8bc42ce81bfcf3c4_img.jpg\)](#) 
2. TBOP Letter of Expectation 2021-2024 [!\[\]\(2877759bcf4a3609f6b92cbc19de8848_img.jpg\)](#) 



STATEMENT OF INTENT

2021-2022 TO 2023-2024

TĀPOI TE MOANANUI Ā TOI | TOURISM BAY OF PLENTY
(WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST)





1. OUR REGIONAL BRAND STORY

OURS IS A PLACE OF POSITIVE ENERGY;
A RICH COASTAL PARADISE BLESSED
WITH RAW POTENTIAL.

WHERE CULTURES EMBRACE
AND THE NATURAL GENEROSITY
OF OUR PEOPLE IS AS ABUNDANT AS
OUR FERTILE LAND AND OPEN SEAS.

A PLACE OF DISCOVERY –
OUR INGENUITY, DETERMINATION
AND BOLD THINKING CONNECT
US TO THE WORLD.
A LANDING PLACE. A LAUNCH PAD.

THE COASTAL BAY OF PLENTY –
A PLACE FOR YOU.



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2. PURPOSE OF STATEMENT OF INTENT

In accordance with section 64 of the Local Government Act 2002 and the Local Government Amendment Act 2019, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Western Bay of Plenty Tourism and Visitors Trust (TBOP) for the next three years. This SOI sets out TBOP's strategic framework, activities, and performance measures, as the basis of organisational accountability.

TBOP acknowledges the Enduring Statement of Expectations (ESE) and Letter of Expectation (LOE) from Deputy Mayor Salisbury and Mayor Webber. These articulate the focus areas for TBOP that will contribute to advancing the Western Bay of Plenty's economic prosperity.

3. ABOUT TOURISM BAY OF PLENTY

TBOP is incorporated under the Charitable Trusts Act (1957) and is a not-for-profit entity established to promote and manage the Western Bay of Plenty sub-region (WBOP) as a visitor and tourist destination. TBOP is a Council Controlled Organisation (CCO) and accountable to Tauranga City Council (TCC), Western Bay of Plenty District Council (WBOPDC) and by a separate Letter of Intent with Whakatāne District Council (WDC).

This collective region is known as Te Moananui ā Toi | the Coastal Bay of Plenty.

3.1 Purpose of Tourism Bay of Plenty

TBOP's purpose, as described in its Trust Deed, is to promote the economic welfare and development of the Western Bay of Plenty Region and its citizens through destination marketing, management and any other activity which impacts on that region as a visitor destination. TBOP is also responsible for providing visitor information services in the region.

TBOP's growing role as a Destination Management Organisation (DMO) is to lead, advocate, and coordinate a cohesive, collaborative, and balanced approach to managing a destination. This is a partnership approach and requires engagement with the community and the support of the Councils to enhance the visitor experience.

Councils have encouraged TBOP to consider how we contribute to the 'Council Group' and common community outcomes for Tauranga and the wider coastal region. These community outcomes were updated during the development of Tauranga City Council's Long-Term Plan 2021-2031. The new community outcomes are:

- We value and protect our environment - Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.
- We have a well-planned city - Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure.
- We can move around our city easily-Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.



- We support business and education -Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce.
- We are inclusive, and value our culture and diversity-Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.



3.2 Principal Objectives

TBOP takes the leading role in sustainable growth of Te Moananui ā Toi | the Coastal Bay of Plenty visitor economy and management of the destination. TBOP's vision is to "share our love of Te Moananui ā Toi | the Coastal Bay of Plenty with the world" and our mission is "growing a sustainable visitor economy for the benefit of our community." Our principal objectives are to:

1. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy.
2. Help to manage and promote the city and region's reputation nationally and internationally, to increase attractiveness and ensure share of voice
3. Provide leadership for the visitor economy, including the destination management strategy, and support Councils to explore alternative funding mechanisms.
4. Target the right visitors at the right time with the right messages, which will involve working with stakeholders.
5. Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit and perceptions of the impact of tourism on the community.
6. Enhance the visitor experience by providing fit-for-purpose visitor information services, including the use of digital services.
7. Grow capability of operators and identify supply gaps and potential investment opportunities including identifying and assisting in the product development of indigenous cultural experiences.
8. Support TCC's City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities, incorporates our Place DNA® and strengthens Tauranga's reputation as a premier events destination.
9. Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being in line with 'Council Group' expectations.



3.3 Operating Principles

TBOP will adhere to the 'Council Group' operating principles:

- We deliver value for our communities through prudent financial management, ensuring we plan and provide affordable fit-for-purpose services.
- Sustainability and resilience underpin our decision making and service delivery, protecting the future of our city.
- We work in partnership with Tangata Whenua, our communities, sub-regional stakeholders and central government.
- We manage the balance between social, economic, cultural and environmental wellbeing of our communities.
- We listen to our communities and make transparent, evidence-based decisions.



3.4 Role of Tourism Bay of Plenty

TBOP has identified four strategic priorities which will collectively grow demand for the destination whilst enhancing the visitor experience and increasing investment and supply. These priorities are based on a platform of stakeholder engagement and partnership, and sound governance principles. These strategic priorities will be executed under Te Moananui ā Toi | the Coastal Bay of Plenty Regional Brand Story which defines the unique and compelling attributes of our region. The four strategic priorities are:

1. Target the right visitors at the right time with the right messages.
2. Connect with residents.
3. Enhance the visitor experience.
4. Grow capability and increase supply.

The diagram below reflects our growing role as Destination Managers – to *lead, advocate* and *coordinate* the visitor economy, while considering environmental, social, and cultural interests. We also need to ensure we preserve the region's unique identity and that our visitor-related development is coordinated with residents' interests.





3.5 Destination Management Plan



Destination management is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural, and environmental risks and opportunities. It brings together different stakeholders in a collaborative manner to achieve the common goal to which they are all committed, developing a well-managed, sustainable visitor destination. This requires inclusive and coordinated leadership. Destination management needs to engage residents, tourism enterprises, businesses, Māori/Iwi/Hapū, Regional Tourism Organisations, Economic Development Organisations, Tourism New Zealand, and local/regional and central government as appropriate. In order to be successful, we require the support of our local Councils.

The region and our plan, Te Hā Tāpoi | The Love of Tourism, has been hailed as an innovative exemplar in destination management with the foresight to create a regenerative tourism economy for our people and place. Our destination management plan continues to be globally recognised as a prescient roadmap for this regenerative tourism future.

In recognition of TBOP's leadership of the sector, the Councils will provide opportunities for TBOP to actively contribute their expertise and knowledge of the tourism industry and economic development in planning for population and urban growth led by the Councils.

As a result of the COVID-19 pandemic, the tourism sector is currently in survival mode. TBOP will work to support the region's tourism industry to revive and thrive during 2020 – 2022. Principal objectives one and two in section 3.2 outline the additional activities TBOP will undertake during this time. These activities are to help the industry survive the impacts of COVID-19, whilst still building towards the ultimate goal to create a thriving visitor economy in Te Moananui ā Toi | the Coastal Bay of Plenty.



3.6 Tourism Bay of Plenty's Strategic Framework



The Strategic Priorities for 2021-2022 will be updated in the final draft of this document.



4. GOVERNANCE

TBOP is a CCO of the Tauranga City and Western Bay of Plenty District Councils. The TBOP Board and management are committed to ensuring the organisation meets recommended best practice governance principles and maintains the highest ethical standards, as outlined in the ESE.

The TBOP Board of Trustees is appointed by the Councils to govern and direct TBOP's activities. The Board is accountable to the Councils for the financial and non-financial performance of TBOP. The Board works collaboratively with the Councils to ensure a bilateral "no surprises" relationship.

4.1 The Role of the Tourism Bay of Plenty Board of Trustees

The Board of Trustees is responsible for the direction of TBOP. In accordance with the ESE, this responsibility includes:

- Acting in accordance with the Trust Deed.
- Developing and overseeing the implementation of TBOP's Visitor Economy Strategy 2018-2028 (VES).
- Advocating and stakeholder management.
- Approving Annual Plans, budgets and the SOI.
- Maintaining Enterprise Risk and Health and Safety systems, policies and controls.
- Monitoring financial performance and achievement of the strategic initiatives and SOI objectives.
- Appointing and monitoring the performance and remuneration of the CE.
- Ensuring the integrity of management information systems and policies.
- Assessing business opportunities and business risks.
- Managing staff engagement, organisational culture and ensuring that TBOP acts as a good employer.
- Complying with relevant law.
- Ensuring TBOP exhibits a sense of social and environmental responsibility.
- Reporting to the Councils.
- Following the decision-making guidelines in the ESE and the TCC Appointment of Directors to Council Organisations Policy and the Significance and Engagement Policies.

The Trustees operate under the TBOP Code of Conduct and the Tauranga City Council Code of Conduct for Directors Appointed by Council to Council Organisations.

The Trustees delegate the day-to-day operation of TBOP to the Chief Executive (CE) of TBOP who reports regularly to the Board.



4.2 Tourism Bay of Plenty Trustees

As of 30 June 2021, the TBOP Board comprises the following trustees:

- Laurissa Cooney (Chairperson)
- Russ Browne (Deputy Chairperson)
- Gwendoline Keel
- Jason Hill
- Clare Swallow
- Oscar Nathan

4.3 Reporting to Councils

4.3.1 Communication Protocol

The Chairperson, Board members and officers of TBOP will adhere to the following communication protocols with the Councils, in addition to the formal reporting requirements:

- Two-way dialogue and a commitment to considering the Councils' strategic priorities and objectives.
- A bilateral 'no-surprises' approach.
- Consultation with the Councils prior to external release of significant changes and/or developments.
- Early notification and collaboration on the management of risks and issues.
- Appraise the performance of the TBOP Board of Trustees at a minimum of every two years, alternating between a Board led review and a Council led review.
- Inform Councils of engagement with central government and submissions to external agencies.
- Acknowledge our relationship with Councils and use their logos alongside the TBOP brand as appropriate.

4.3.2 Statement of Intent

The draft SOI for the ensuing financial year will be provided by TBOP to the Councils by 1 March each year. Feedback from the Councils will be considered by 1 May and the final SOI will be provided by 30 June each year.

The draft SOI provides a three-year view which is consistent with the ESE and identifies:

- Indicative rolling three-year forecast of performance and position, separately identifying any significant intended expenditure.
- Any likely requests for increased levels of funding from Council.
- Key actions or initiatives to deliver on the objectives of TBOP.
- Upcoming challenges, risks, and opportunities for TBOP.



4.3.3 Reporting

TBOP has adopted 30 June as its balance date.

4.3.3.1 Six Month Report

By 28 February, the Trustees shall deliver to the Councils an unaudited report containing the following information in respect of the six months under review:

- Statement of Financial Performance disclosing revenue and expenditure and comparative prior period and budget figures.
- Statement of Financial Position.
- Progress towards Non-Financial Performance Targets.
- A commentary on the financial and non-financial results for the first six months and a forecast for these results for the full year.

4.3.3.2 Annual Report

By 31 August, the Trustees shall deliver to the Councils a draft Annual Report, and by 30 September a final version of the Annual Report, including audited financial statements, in respect of that financial year, containing the following information:

- Chairperson's and CE's reports.
- Audited financial statements for that financial year including Statement of Financial Performance and Statement of Financial Position and Changes in Equity.
- Notes to the financial statements including accounting policies.
- Service Delivery Report summarising TBOP's performance against the SOI strategic priorities.
- Independent Auditor's report on the financial statements and non-financial performance measures.

5. TBOP'S STRATEGIC PRIORITIES AND SUCCESS MEASURES

Note: TBOP has received expert advice that given the current VUCA (Volatile, Uncertain, Complex, and Ambiguous) environment, no long-term forecasting of the visitor economy should be undertaken at this time. This will be reconsidered in the next financial year, dependent on market conditions.

5.1 External Focus Areas

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	Source
Economic	Visitor spend	Measure trends in visitor spend in Te Moananui ā Toi the Coastal Bay of Plenty. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years at the moment (February 2021), due to the current levels of market uncertainty.	Total visitor spend.	In the YE Dec 2020 total visitor spend in the region was down 2% compared to 2019.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			Domestic visitor spend.	There was no significant change in domestic visitor spend between the YE Dec 2020 and the YE Dec 2019.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			International visitor spend.	In the YE Dec 2020 international visitor spend in the region was down 22% compared to 2019.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			Cruise visitor spend.	No baseline result as there was no 2020-21 cruise season due to travel restrictions associated with COVID-19.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	MBIE Tourism Satellite Account.
	Visitor numbers	Monitor trends in the number of visitors to Te Moananui ā Toi the Coastal Bay of Plenty.	Te Moananui ā Toi the Coastal Bay of Plenty	Monitoring average number of visitors each day per month and reporting to stakeholders via TBOP dashboard.	Monitor and report on visitor numbers across the year.	Monitor and report on visitor numbers across the year.	Monitor and report on visitor numbers across the year.	Data Ventures Tourism NZ Tool.
	Employment	Measure the number of jobs provided by the tourism industry.	Total number of jobs.	Tourism provides 8,209 jobs in Coastal BOP (YE March 2020).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new goals for future years.	Meet goal set in June 2021 for number of jobs in the tourism sector job, dependent on market conditions.	Meet goal set in June 2021 for number of jobs in the tourism sector job, dependent on market conditions.	Infometrics.
Environmental	Environmental impact	Measuring the impact (both positive and negative) of tourism on the environment.	Te Moananui ā Toi the Coastal Bay of Plenty	Achieved Eco-destination certification which provides assessment of environmental policy and impact of tourism across the region.	Determine a framework for measuring the impact of tourism and regenerative tourism on the environment and begin monitoring.	Implement framework and revise as needed.	Continue to implement framework and revise as needed.	Report to be developed based on framework.
Cultural	Reach of engagement with iwi and hapū	Monitor the number of iwi and hapū with whom TBOP engages.	Te Moananui ā Toi the Coastal Bay of Plenty	Relationships with six iwi and 11 hapū.	Two new relationships developed with iwi and hapū per year.	Two new relationships developed with iwi and hapū per year.	Two new relationships developed with iwi and hapū per year.	Simpleview CRM system.
	Quality of engagement with iwi and hapū	Monitor the strength of TBOP's relationships with iwi and hapū.	TBOP	Internal assessment of quality of relationships: 10% are classified as 'strong'. 25% are classified as 'moderate'. 65% are classified as 'weak'.	Internal assessment of quality of relationships: 15% classified as 'strong' relationships.	Internal assessment of quality of relationships: 20% classified as 'strong' relationships.	Internal assessment of quality of relationships: 25% classified as 'strong' relationships.	TBOP's assessment of relationships.



Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	Source
Social	Social licence	Measure resident's sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Tauranga City residents.	The score for the year ending June 2020 is 76% agree (scores of 7 to 10).*	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Tauranga City Council residents' satisfaction survey results.
			Western Bay of Plenty District residents.	The score for the year ending June 2020 is 72% agree (scores of 6 to 10).*	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Western Bay of Plenty residents' satisfaction survey results.
			Whakatāne District residents.	The score for the year ending June 2019 is 75% agree (scores of 7 to 10).*	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Whakatāne District Council residents' satisfaction survey results.
	Operator social licence	Measure industry operators' satisfaction with Tourism Bay of Plenty's activities.*	Operators	No current baseline data, first results to be available by June 2020.*	Maintain or improve operators' satisfaction with TBOP's activities.	Maintain or improve operators' satisfaction with TBOP's activities.	Maintain or improve operators' satisfaction with TBOP's activities.	TBOP operator satisfaction survey.
	Stakeholder engagement	Monitor stakeholder engagement volume.	Stakeholders	Averaged 122 engagements with key stakeholders per two-month period from July-December 2020.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Simpleview CRM system.
	Leadership Advisory Group	Hold Leadership Advisory Group meetings.		Two meetings in the 2020-21 FY.	Hold three Leadership Advisory Group meetings.	Hold three Leadership Advisory Group meetings.	Hold three Leadership Advisory Group meetings.	Simpleview CRM system.
Visitor experience	Visitor satisfaction	Measure visitor satisfaction with their visit to Te Moananui ā Toi the Coastal Bay of Plenty.	Total visitor satisfaction.	Instigated research to be undertaken by June 2020, from which a baseline will be established.*	Maintain or improve visitors' satisfaction with their visit.	Maintain or improve visitors' satisfaction with their visit.	Maintain or improve visitors' satisfaction with their visit.	Visitor satisfaction survey.
	Potential visitor perceptions	Measure perceptions of Te Moananui ā Toi the Coastal Bay of Plenty among the New Zealand and Australia markets.	New Zealand market.	24% of New Zealander travellers (aged 18+) are aware of the region and have visited or have some ideas about what there is to do here, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Market Perceptions research report by Angus & Associates.
			Australia market.	18% of Australian travellers (aged 18+) are aware of the region and have visited or have some ideas about what there is to do here, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Market Perceptions research report by Angus & Associates.
	i-SITE user experience	Measure i-SITE users' perceptions of their experience.	Tauranga i-SITE	Five responses to i-SITE users' perceptions survey.	Monitor Net Promoter Score™ and set benchmarks for future years.	Maintain or improve Net Promoter Score™.	Maintain or improve Net Promoter Score™.	Customer Radar feedback dashboard.

*To be updated or confirmed in final draft.



5.2 Internal Focus Area

Focus Area	Performance Area	Performance Measure	Baseline	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	Source
TBOP team	Employee engagement	Measure organisational culture and staff well-being.	Employee Engagement score: 80% (June 2020).	Maintain or improve Employee Engagement Score.	Maintain or improve Employee Engagement Score.	Maintain or improve Employee Engagement Score.	TBOP Employee Engagement Survey.
	Living wage	Payment of the living wage (as a minimum) to all permanent employees.	All employees are being paid a minimum of the living wage.	Payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.	Financial records.
Regulations	Health and Safety	Measure health and safety capability of Tourism Bay of Plenty.	Safe365 Index of 80% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 assessment.
	i-SITE Qualmark status	Monitor the Qualmark status of Tauranga i-SITE.	Achieved Qualmark Sustainable Tourism Business Award with score of 85.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Qualmark.
Sustainability	Carbon footprint	Measure TBOP's carbon output.	Measured carbon footprint and identified opportunities for reduction.*	Reduce carbon footprint across the organisation by 10%, and offset or inset the rest.*	Reduce carbon footprint across the organisation by 10% (since June 2021), and offset or inset the rest.*	Reduce carbon footprint across the organisation by 10% (since June 2021), and offset or inset the rest.*	Carbon footprint calculator (to be confirmed).*
	Waste management	Monitor TBOP's waste management.	Measured waste output and identified further opportunities for reduction. TBOP has a worm farm and recycling bins.*	Reduce waste to landfill by 10%.*	Reduce waste to landfill by a further 5%.*	Reduce waste to landfill by a further 5%.*	Weighing of waste (to be confirmed).*

Continued over page.



Focus Area	Performance Area	Performance Measure	Baseline	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	Source
Governance and finance	Governance	Statutory reporting requirements.	Met statutory reporting requirements for the 2020-2021 financial year.	Meet statutory reporting requirements.	Meet statutory reporting requirements.	Meet statutory reporting requirements.	Audit.
	Finance	Manage P&L budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.	TBOP Six Month and Annual Reports.
		Code of Conduct compliance.	Achieved.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.	TBOP Six Month and Annual Reports.
		Compliance and regulatory obligations met.	Achieved.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Council's feedback.
		Enterprise Risk Management Policy adherence.	Achieved.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Board confirmation.
		Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Achieved.	No surprises principle maintained.	No surprises principle maintained.	No surprises principle maintained.	Council's feedback.
		Support Councils to explore alternative funding mechanisms.**	Achieved (within TBOP's control).	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	TBOP Six Month and Annual Reports.
		Manage STAPP funding.	Achieved.	Manage STAPP funding to MBIE and TBOP Board expectations.	Manage STAPP funding to MBIE and TBOP Board expectations, if applicable.	Manage STAPP funding to MBIE and TBOP Board expectations, if applicable.	TBOP Six Month and Annual Reports.
		Manage Regional Events Fund funding.	Achieved.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	TBOP Six Month and Annual Reports.

*To be updated or confirmed in final draft.

**While TBOP can support Council with the investigation of additional funding mechanisms, the actual securing of funding is outside of TBOP's control. Thus, this performance measure relates to an outcome TBOP can directly affect.



6. FINANCIAL PERFORMANCE TARGETS AND MEASURES

- Gross revenue is consistent with the agreed budget.
- Expenditure is managed within the agreed budget.
- Working capital ratio of no less than 1 (excluding current portion of term debt).
- Equity to assets ratio is reported on (equity divided by total assets).
- No debt is to be raised to finance operating expenses.

7. ACCOUNTING POLICIES

Financial statements will be prepared in accordance with Tier 2 Public Benefit Entity Accounting Standards. The accounting policies that have been adopted are detailed in the company's Annual Report.

7.1 Asset Management

TBOP will prepare and implement Asset Management Plans for all assets where relevant.

7.2 Ratio of Consolidated Funds

If the Trust is wound up everything reverts to the Councils (to be held in trust for similar purposes). TBOP intends to keep the equity ratio equal to or above 0.5:1.0. The ratio is calculated as: equity divided by total assets.

7.3 Estimate of Commercial Value

The TBOP Board estimate that the commercial value of the shareholders' investment in TBOP is represented by the net assets of TBOP. This value is calculated from total assets less liabilities.

7.4 Transactions Between Related Parties

Transactions between the Councils and TBOP will be conducted on a wholly commercial basis.

7.5 Distribution to Shareholders

TBOP is not expected to make profits; any surplus funds remaining from the annual operations of TBOP shall be carried forward to the ensuing year to continue to meet the primary objectives of TBOP.



8. FUNDING PRINCIPLES

There are six high-level funding principles:

- As a general principle, TCC and WBOPDC will provide ongoing funding to TBOP as a contribution towards operational expenses.
- The role of the Councils is to hold TBOP accountable for the use of funds provided by TCC/WBOPDC, ideally consistent with the Councils' strategies.
- TBOP is encouraged to seek funding opportunities from the private sector and central government in order to maximise the best outcomes for the organisation and the region.
- The TBOP Board must be empowered with sufficient flexibility to determine the best use and allocation of funding to meet required levels of service to the community and visitors.
- TBOP is expected to meet the approved annual budget.
- Any net surpluses are to be disclosed through Six Month and Annual Reports.

8.1 Approach to Funding

TBOP receives an operating grant from both Councils for the purpose of marketing and managing the destination. The operating grant is set through the Long-Term Plan (LTP) process, with the contribution from each Council updated annually in line with the consumer price index (CPI) when TBOP creates its budgets for the coming year.

Council funding for additional operating grant and ad hoc new capital projects is to be assessed on a case by case basis through the LTP or the Annual Plan process.

9. SIGNIFICANT DECISIONS

In accordance with the TCC Significance and Engagement Policy, TBOP will not undertake any activity of a nature or scope not provided for in this SOI without prior approval of the Councils. Specifically, prior approval would be required for TBOP to:

- Form any subsidiary entity.
- Purchase shares in any other entity.
- Dispose of any significant assets e.g. land or buildings.
- Purchase any significant assets e.g. land or buildings.
- Seek partnering solutions that involve the dilution of assets or the commitment of Councils.



10. COMPENSATION FROM LOCAL AUTHORITY

TCC and WBOPDC intends to purchase services from TBOP over the long term and agrees to the level of funding on a rolling three-year basis aligned to the three-year Business Plan of TBOP.

The services for the next three years are currently forecast, as per the table below.

Funder	2021-2022	2022-2023	2023-2024
TCC*	\$2,397,847	\$2,479,109	\$2,497,904
WBOPDC	\$232,000	\$235,480	\$239,012
Total	\$2,629,847	\$2,714,589	\$2,736,916

*TCC's figures include funding for Visitor Information Centres.

The payments will be made quarterly in advance on receipt of a GST invoice, with payments one and two each being 30% of the annual sum, and payments three and four each being 20% of the annual sum.

Western Bay of Plenty Tourism & Visitors Trust

BUDGET	2021/22	2022/23	2023/24
Revenue			
Funding - Tauranga City Council	2,397,847	2,479,109	2,497,904
Funding - Western BOP District Council	232,000	235,480	239,012
Funding - Whakatane District Council	84,000	84,000	84,000
Retail Sales	6,500	6,500	6,500
Other Revenue (includes industry contributions)	25,810	25,810	25,810
Total Revenue	2,746,157	2,830,899	2,853,226
Less Expenditure			
Cost of Sales	3,450	3,450	3,450
Operating & Marketing	1,895,420	1,980,162	2,002,489
Administration & Overheads	753,515	753,515	753,515
Depreciation & Amortisation	93,772	93,772	93,772
Total Expenditure	2,746,157	2,830,899	2,853,226
Surplus/(Deficit)	0	0	0



11. TERMINATION

If any party wishes to terminate this three-year rolling arrangement due to non-performance or other substantive reason within the control of either of the parties:

- The party may give written notice to the other party specifying the issue and if possible requiring remedy within twenty-eight (28) days, and/or
- Mediation is set to investigate any remedy of the issue, and/or
- If the issue is unable to be remedied to the party's satisfaction, the party must give written notice of intention to terminate this arrangement from a date being not less than one year commencing the forthcoming 1 July. (That is, the party must have at least one full financial year notice commencing on 1 July and ending on 30 June).



12. SIGNED BY

Chairperson
Laurissa Cooney
Tourism Bay of Plenty

Chief Executive
Kristin Dunne
Tourism Bay of Plenty



13. GLOSSARY OF TERMS

CCO	Council Controlled Organisation
CE	Chief Executive
COVID-19	Coronavirus disease
CPI	Consumer Price Index
ESE	Enduring Statement of Expectations
GDP	Gross Domestic Product
GST	Goods and Services Tax
LOE	Letter of Expectation
MBIE	Ministry of Business, Innovation and Employment
MOU	Memorandum of Understanding
NPS	Net Promoter Score™
P&L	Profit and loss
SOI	Statement of Intent
TBOP	Tourism Bay of Plenty
TCC	Tauranga City Council
TIA	Tourism Industry Aotearoa
VES	Tourism Bay of Plenty's Visitor Economy Strategy 2018-2028
VIC	Visitor Information Centre
WBOP	Western Bay of Plenty sub-region
WBOPDC	Western Bay of Plenty District Council
WDC	Whakatāne District Council
YE	Year end



BAYOFPLENTYNZ.COM



18 December 2020

Laurissa Cooney
Chairperson
Tourism Bay of Plenty
8 Wharf Street
Tauranga 3110

Via email: laurissa@laurissacooney.com

Dear Laurissa

Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2021-2022

This letter of expectation is intended to provide strategic direction and key areas of focus to inform the development of Tourism Bay of Plenty's (TBOP) Statement of Intent (SOI) for 2021-2024. This letter has been informed by discussions with councillors and staff, setting out general expectations and key strategic expectations for TBOP.

Council's partnerships with its CCOs help us successfully deliver our community outcomes, which have been recently updated during development of Tauranga City Council's Long-Term Plan 2021 – 2031. Our new community outcomes are:

- **We value and protect our environment** – Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it
- **We have a well-planned city** – Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure
- **We can move around our city easily** – Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices
- **We support business and education** – Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce
- **We are inclusive, and value our culture and diversity** – Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.

Principles and City Future Project

We are committed to making a difference to people in our community through what we do as a council, and how we do it. Council has developed five principles that are about how we do things as a council, and we would like to see the CCOs operating consistently with these principles.

- We deliver value for our communities through prudent financial management, ensuring we plan and provide affordable fit-for-purpose services.

- Sustainability and resilience underpin our decision-making and service delivery, protecting the future of our city.
- We work in partnership with Tangata Whenua, our communities, sub-regional stakeholders and central government.
- We manage the balance between social, economic, cultural and environmental wellbeing of our communities.
- We listen to our communities and make transparent, evidence-based decisions.

Council is also facilitating the City Future Project (previously referred to as the Strategic Framework Project or the City Vision Project). This will develop a strategic framework for Tauranga that clearly outlines:

- the issues/challenges and opportunities that the city faces (current and future);
- a vision of where we want to be, including a set of community outcomes;
- key actions to achieve the vision with lead agencies identified; and
- measures for success.

TBOP has already been involved in the City Vision Project workshops and we hope you will continue to contribute to this project, and be part of its implementation.

Specific areas of focus

Given Council's financial constraints, we ask that TBOP investigates innovative and creative funding models to increase the level of income generated by TBOP from sources other than the councils.

A specific request from Western Bay of Plenty District Council is for a focus, within their District, towards walking and cycling.

Further to the recent Pedersen review of Council's CCOs, we look forward to working with you on incorporating the concept of the Tauranga City Council and Western Bay of Plenty District Council 'Council Group' and their common desired community outcomes as an overarching principle of accountability documents, and interactions between the respective organisations. This includes a requirement to use the both Councils' logos alongside the Tourism Bay of Plenty brand when promoting any activity, service or facility receiving council funding.

We look forward to working together on the development of a CCO template to use when drafting the SOI, as well as a set of common key performance indicators.

As per the Pedersen review, we ask that the council and CCOs have common values and expectations of staff and management behaviour that collectively sets the tone for the broader culture of all council organisations, and that these be incorporated into the accountability documents. It is also expected that the council and TBOP executive teams meet periodically to set the scene for collaboration between the respective organisations.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in TBOP's Statement of Intent (SOI) and supported by key performance indicators (KPIs) where appropriate. Council looks forward to receiving your draft SOI by 1 March 2021.

We would like to take this opportunity to re-iterate the purpose of the SOI:

- a) state publicly the activities and intention of a CCO for the year and the objective to which those activities will contribute;
- b) provide an opportunity for shareholders to influence the direction of the organisation; and
- c) provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

Long Term Plan 2021 – 2031

The next Long Term Plan (LTP) will take effect from 1 July 2021 and as one of the main strategic documents for councils, the planning process has already begun. We appreciate TBOP's participation in the process to date and expect this collaborative approach will continue.

Thank you again for your contribution to this process. We look forward to working together in 2021 and beyond.

Yours sincerely

Garry Webber
Mayor
Western Bay of Plenty District

Tina Salisbury
Deputy Mayor
Tauranga

Cc: Kristin Dunne, Chief Executive: Tourism Bay of Plenty

kristin@bayofplentynz.com

David Pearce, Western Bay of Plenty District Council

David.Pearce@westernbay.govt.nz

8.2 TOURISM BAY OF PLENTY HALF YEARLY REPORT TO 31 DECEMBER 2020

File Number: A4050330

Author: David Pearce, Community Manager

Authoriser: Miriam Taris, Chief Executive Officer

EXECUTIVE SUMMARY

1. The purpose of this report is to present to Council Tourism Bay of Plenty's half-yearly report to 31 December 2020.

RECOMMENDATION

1. That the report from the Community Manager dated 27 April 2021 titled 'Tourism Bay of Plenty Half Yearly Report to 31 December 2020' be received.
2. That the report relates to an issue that is considered to be of low significance in terms of Council's Significance and Engagement Policy.
3. That Council receives Tourism Bay of Plenty's Half Yearly Report to 31 December 2020.

BACKGROUND

2. In accordance with the Statement of Intent (SOI) and the Local Government Act 2002 (LGA 2002), Tourism Bay of Plenty (TBOP) are required to report to Council on their financial and non-financial performance, six monthly and annually.
3. TBOP's report for the six months to 31 December 2020 is provided as **Attachment 1**, with a brief summary in the main body of this report. The report summarises the financial performance for the period ended 31 December 2020 and service performance against objectives/targets.

HIGHLIGHTS

4. TBOP highlight the significant and continuing impact of the Whakaari/White Island eruption and COVID-19 on the tourism industry, both regionally and globally. This has resulted in a domestic tourism focus for TBOP, competing with other destinations for a relatively small market.
5. TBOP were successful in securing \$700,000 of Strategic Tourism Assets Protection Programme (STAPP) funding from the Ministry of Business, Innovation and Employment (MBIE) to help the industry through the challenges, integral to economic development recovery and industry support. The additional funding is being used for destination management and planning, industry capability building and product development, and domestic marketing.
6. In addition, \$2 million from central Government's Regional Events Fund was allocated to the Pacific Coast Highway alliance (Coastal Bay of Plenty, the Coromandel, Tairāwhiti Gisborne and Hawke's Bay), to be used over the next two to four years, with the lead entity, TBOP securing \$865,307.
7. Visitor economy experienced some growth during the first six months, with a 10% increase in total visitor spend in the region, compared to the same period in 2019, against a 7% decrease in visitor spend nationally. The region is also seeing greater domestic visitor spend growth (16% locally, compared to 13% nationally) and less impact by the fall in international visitor spend (down 49% locally, compared to 74% nationally).

8. An additional challenge has been MBIE's suspension of the key dataset, the Monthly Regional Tourism Estimates (MRTEs), used by the industry to measure visitor spend. TBOP has moved to using the Marketview Tourism Dashboard instead, which only accounts for a partial view of total visitor spend.
9. At the end of the first six months, TBOP's overall surplus was \$754,322 compared to a budget of \$470,635 (an increase of \$283,687), supplemented by the additional one-off STAPP funding of \$700,000. TBOP expect to be on budget by year end.
10. A 92% reduction in retail sales, cruise and i-Site income has been offset by a 47% reduction in i-Site expenses.
11. As per key performance indicators in the SOI, TBOP has maintained a working capital ratio of not less than 1 (actual 3.7) and equity ratio above 0.5 (actual 0.8).
12. TBOP report that of the 48 performance measures in the SOI, two have been achieved, 39 are on track to be completed, and seven are delayed or off track. Due to COVID-19, three planned activities related to the cruise sector are indefinitely delayed. The Te Tomokanga visitor centre project has been indefinitely suspended and there has been no further progress with the alternative funding mechanisms initiative. TBOP is not yet paying the living wage to all employees due to a remuneration freeze, but this is being reviewed.

SIGNIFICANCE AND ENGAGEMENT

13. The Local Government Act 2002 requires a formal assessment of the significance of matters and decision in this report against Council's Significance and Engagement Policy. In making this formal assessment there is no intention to assess the importance of this item to individuals, groups, or agencies within the community and it is acknowledged that all reports have a high degree of importance to those affected by Council decisions.

The Policy requires Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.
14. In terms of the Significance and Engagement Policy this decision is considered to be of low significance because the financial implications associated with the decision are low and community engagement is not needed.

STATUTORY COMPLIANCE

15. In accordance with the SOI and the LGA 2002, TBOP is required to report to Council on their financial and non-financial performance six monthly and annually.
16. Council's partnership with TBOP help us successfully deliver our community outcomes and be a district that attracts businesses, people and visitors, is well planned, with a variety of successful and thriving compact centres, and is inclusive, safe, resilient and healthy.
17. As Council develops its strategic priorities and works with TBOP on how they can help achieve these, the Letter of Expectation (LOE) and SOI will become more aligned with our strategic outcomes

LEGAL IMPLICATIONS / RISKS

18. While this report outlines TBOP's performance against SOI measures for the first half of the year, with the ever-changing economic climate as a result of the global pandemic of COVID-19, there is some risk that TBOP may not meet all their SOI measures by the year end.

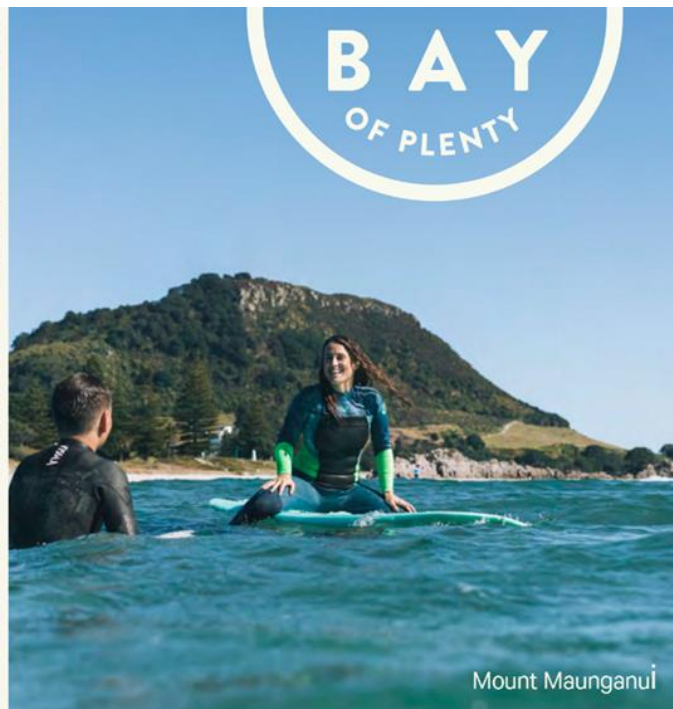
FUNDING/BUDGET IMPLICATIONS

19.

Budget Funding Information	Relevant Detail
	20. The financial implications are outlined in the above report and attachments.

ATTACHMENTS

1. TBOP Half Yearly Report to 31 December 2020 [!\[\]\(79de0df6c6ddd2d4eb74f1cc5f48ec50_img.jpg\)](#) 



SIX MONTH REPORT

TO 31 DECEMBER 2020

TĀPOI TE MOANANUI Ā TOI | TOURISM BAY OF PLENTY
(WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST)



CHIEF EXECUTIVE'S REPORT

Globally, 2020 will be remembered in history as one of the most challenging years in our lifetimes. The contagious reach of COVID-19 throughout the world has meant that there are no communities or industries not impacted by this pandemic in some way. Sadly, the tourism sector is one of the most affected. In the face of closed borders, the tourism industry has had to adapt to being solely domestic focussed. This has meant competing with every other New Zealand destination for a relatively small market.

Managing this crisis while still dealing with the consequential impacts of the December 2019 Whakaari | White Island eruption on our industry has not been easy. I am proud of our team's proactive, supportive and mature delivery of service during this time. I am gratified to present this six-month update to our partners, Tauranga City Council and Western Bay of Plenty District Council.

Whilst crisis management has been central to the six-months being reported on. Te Hā Tāpoi | The Love of Tourism 2020 – 2023 once again guided us through these turbulent waters and provided confidence for the team in delivering across the organisation's four strategic pillars:

1. Target the right visitors at the right time with the right messages.
2. Connect with residents.
3. Enhance the visitor experience.
4. Grow capability and increase supply.

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) was successful in securing \$700,000 of central Government funding to help the industry through the challenges presented by the COVID-19 pandemic. This was provided by the Ministry of Business, Innovation & Employment (MBIE) under the Strategic Tourism Assets Protection Programme (STAPP) and has allowed us to elevate our activity for the benefit of the region's tourism industry. This funding has been integral to the economic development recovery and industry support, and has provided extra momentum for our destination management plan. Specifically, the additional funding is being used for Destination Management and Planning, Industry Capability Building and Product Development, and Domestic Marketing.

In September 2020, the New Zealand Government announced a \$50 million Regional Events Fund for Regional Tourism Organisations. As such, \$2 million was allocated to the Pacific Coast Highway alliance (Te Moananui ā Toi | the Coastal Bay of Plenty, The Coromandel, Tairāwhiti Gisborne and Hawke's Bay) to be used over the next two to four years. TBOP was selected as the lead entity and, based on the share of international visitor spend across these destinations, has been allocated a total of \$865,307. We're excited to deliver the opportunities this fund will provide for our region.

Despite the immense challenges, the visitor economy in Te Moananui ā Toi | the Coastal Bay of Plenty experienced growth during the first six months of this financial year (July to December 2020). Total visitor spend in the region grew 10% compared to the same period in 2019. This is an incredibly positive result, considering the -7% decrease in visitor spend nationally. The region is seeing greater domestic visitor spend growth (16% locally compared to 13% nationally) and less impact by the fall in international visitor spend (down 49% local versus 74% nationally). Te Moananui ā Toi | The Coastal Bay of Plenty's robust domestic

visitor base, appeal, effective domestic marketing and destination management approach are real strengths during this challenging time.

As an additional challenge during this time, MBIE has had to suspend the key dataset the industry has historically relied upon for visitor spend information – the Monthly Regional Tourism Estimates (MRTes). TBOP is now using the Marketview Tourism Dashboard as the source of visitor spend information which only accounts for a part of total visitor spend. In addition, the comparative lack of historic data and the difference in the data sets risk the ability to track and forecast consistent trends.

TBOP's progressive approach to destination management was recognised through my appointment to the Advisory Group to the Tourism Futures Taskforce. The Taskforce is a public-private partnership to lead the thinking on the future of tourism in New Zealand. This appointment enables Te Moananui ā Toi | the Coastal Bay of Plenty's thought leadership to be heard at a national level. The region and our plan, Te Hā Tāpoi | The Love of Tourism, has been hailed as an innovative exemplar in destination management with the foresight to create a regenerative tourism economy for our people and place.

The organisation is in a sound financial position at the end of the first six months of the financial year. The financial summary shows an overall result of \$754,322 compared to budget of \$470,635, favourable to budget by \$283,687. Reductions in the budgeted income, including a -92% reduction in retail sales, cruise and i-SITE income, have been offset by a -47% reduction in i-SITE expenses. Overall income has also been supplemented by the \$700,000 one-off, central government funding through the STAPP. Therefore, we expect to be on budget at year end. As per key performance indicators in the Statement of Intent 2020 – 2023, we have maintained a working capital ratio of not less than 1 (Actual 3.7) and equity ratio above .5 (Actual .8).

Of the 48 measures used to track TBOP's progress, two have already been achieved, 39 are on track to be completed by the end of the financial year, and seven are delayed or off track. Due to COVID-19 and the current market conditions, three planned activities related to the cruise sector are indefinitely delayed as there is no planned cruise sector restart and attracting private investment into the tourism sector is unlikely. TBOP is also not currently paying the increased living wage to all employees due to a remuneration freeze (although this is planned to start in February 2021). Of the remaining two measures, the Te Tomokanga project has been indefinitely suspended as Tauranga City Council withdrew its funding, and Council has not progressed with the alternative funding mechanisms initiative (although TBOP has independently achieved one-off alternative funding mechanisms).

This Six-Month Report 2020 reflects the work of a dedicated and highly talented team. I am enormously proud of the TBOP whānau and the results we achieve together. They have bravely faced the ambiguity of change and embraced our bold vision with absolute commitment.

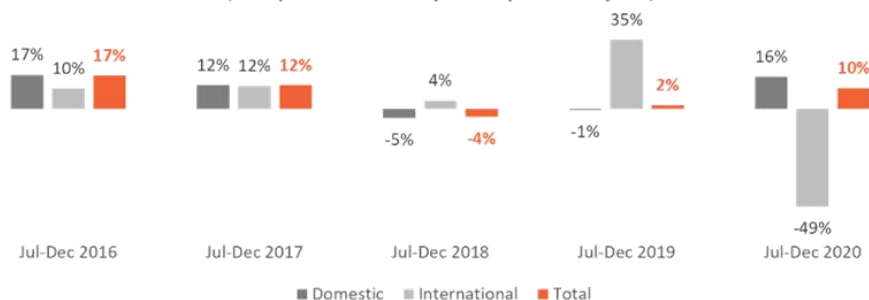
I wish to thank the TBOP team and Board, and the support we receive from our council partners and other stakeholders.

Kristin Dunne
Tumuaki | Chief Executive
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty
28 February 2021

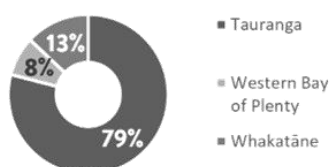


OVERVIEW OF THE TOURISM LANDSCAPE

Change in visitor spend in Te Moananui ā Toi | The Coastal Bay of Plenty
(compared to same period previous year)



Approximate proportion of visitor spend per territorial authority



Source of all spend data: MarketView Tourism Dashboard. Note that these data are based on electronic card transactions only and exclude pre-bookings, online and cash purchases. As such figures should be read as approximates and treated with caution.

Social licence



These resident Net Promoter Scores™ measure the likelihood of residents to promote the area in which they live as a holiday destination. Scores range from -100 to +100, and any positive score is a good score.

Perceptions of Te Moananui ā Toi |
The Coastal Bay of Plenty



Explaining the Net Promoter Score: The Domestic Visitors' Net Promoter Score measures the likelihood of domestic visitors to the Coastal Bay of Plenty (or other areas) to recommend that destination to others to visit. Scores can range from -100 to +100, with scores for New Zealand destinations ranging from -6 to +71.

Explaining the Tourism Sentiment Index: The Tourism Sentiment Score is an index ranging from -100 to +100 and measures overall perceptions of the tourism offering in Te Moananui ā Toi | the Coastal Bay of Plenty from a scrape of online conversations. The score of New Zealand overall is +22.



IMPACT OF THE COVID-19 PANDEMIC

The COVID-19 pandemic significantly impacted the 2020 year for tourism. The global pandemic indefinitely changed the travel sector and is responsible for closing Aotearoa New Zealand's international borders and ceasing nearly all non-essential travel throughout the world.

These impacts present an ongoing challenge that we will face for a long period to come. The international border closures have forced a focus on the domestic market as the key to the survival of the region's tourism industry at this time. In this uncertain environment, TBOP has been conscious of remaining flexible enough to meet changes while also delivering the organisation's key fundamental functions and meeting our performance measures. There are three planned activities which are delayed until at least the first half of 2021 due to COVID-19 and the cruise ban that is in place because of this. Specifically, measuring cruise sector spend, reviewing the cruise model and undertaking research to explore perceptions of the industry (particularly cruise) are currently delayed until more information regarding the return of the cruise sector is available.

The changing face of international tourism and growing demands on Tauranga City Council's limited funds meant that the Council decided not to proceed with Te Tomokanga, the Visitor Information Centre that was planned for Mount Maunganui. The project plan has consequently been indefinitely suspended and the activity will not be achieved. The pandemic has also interrupted momentum regarding private investment in product development.

MBIE provided the STAPP to stimulate domestic tourism in the current challenging environment and to help the industry survive this disruption. TBOP was successful in securing \$700,000 of additional funding through this programme, the maximum for a Regional Tourism Organisation of its size. The STAPP funding has allowed us to extend our activity across the areas of Destination Management and Planning; Industry Capability Building and Product Development; and Domestic Marketing.

COVID-19 has presented the world and Aotearoa an opportunity to rebuild a regenerative tourism future that better serves our people and place beyond monetary value. The pause in travel has forced a rethink of the type of tourism that we welcome into our homes. Te Hā Tāpoi | The Love of Tourism 2020 – 2023 continues to be globally recognised as a prescient roadmap for this regenerative tourism future. The Tourism Futures Taskforce will lead the thinking on this future for Aotearoa and TBOP is delighted that Anna Pollock has been rightly elevated as the champion of this thinking through her appointment to the Taskforce.

We strongly believe that Te Hā Tāpoi | The Love of Tourism 2020 – 2023 is even more valid in the wake of this global crisis and that this strategy will continue to act as our recovery plan. Now, more than ever, we need to be committed to destination management, to this plan, and to the actions identified therein, to build a more resilient and robust sector for our future manuhiri (visitors) to enjoy.



DESTINATION MANAGEMENT

Te Hā Tāpoi | The Love of Tourism 2020 – 2023 outlines TBOP's commitment to its role as a Destination Management Organisation. Considering the balance of economic growth with the social, cultural and environmental well-being of the community underpins all that TBOP does.

TBOP's Visitor Economy Strategy 2018 – 2028 and Te Hā Tāpoi | The Love of Tourism 2020 - 2023 identify four strategic pillars to collectively grow demand for the destination, while enhancing the visitor experience and increasing investment and supply. These pillars are:

1. Target the right visitors at the right time with the right messages;
2. Connect with residents;
3. Enhance the visitor experience;
4. Grow capability and increase supply.

The key achievements in these areas from July to December 2020 are highlighted in the sections below.



Pillar 1: Target the right visitors at the right time with the right messages

New domestic marketing campaign achieved 1.6 million impressions



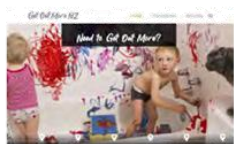
The Sure to Make You Smile marketing campaign targeting domestic visitors achieved 1,673,165 impressions and 188,722 full video plays. The campaign, launched in October 2020, includes a suite of videos and marketing material completely aligned to the destination's DNA and, for the first time, an infusion of Te Ao Māori guided by a cultural advisor.

Operators provided with direct marketing support following lockdown



Travel restrictions resulting from COVID-19 had a significant impact on tourism businesses. To support local tourism operators, TBOP provided direct social media advertising for 20 businesses, resulting in over 5,500 total clicks directly to their websites. TBOP also developed approximately 17 stories focussed on the operators which were shared via digital channels and paid advertising in print media. In addition to this, our Digital Industry Advisor has been assisting operators to upskill their digital capability to elevate their own digital marketing.

Achieved greater domestic marketing reach through collaboration with neighbouring regions



In collaboration with neighbouring Central North Island regions, the successful Get Out More NZ campaign was launched in October 2020. It achieved 8.2 million impressions and exceeded 110,000 clicks to the website www.getoutmorenz.com.

Tourism New Zealand included Te Moananui ā Toi | the Coastal Bay of Plenty in its Do Something New, New Zealand campaign. Locations included Moutohorā, Mataatua and Izakai Bar & Eatery. Tourism New Zealand also chose to launch its partnership with Richie McCaw at Skydive Tauranga, and this gained national press coverage.

Raised awareness of the region as a fantastic destination for business events



TBOP attended the BE Reconnected conferences and incentives trade show in December 2020 to promote the region as a business events destination to 290 attendees. Following this, TBOP worked with Tourism New Zealand on a bid for the Royal College of Pathologists of Australasia Annual Scientific Meeting in September 2021. Tauranga won this 4-day conference for 120 people, which will be held at Trinity Wharf Tauranga hotel.

Over \$600,000 of Advertising Space Rate (ASR) achieved in six months



As a result of hosted media familiarisations or pitched stories, 24 stories about Te Moananui ā Toi | the Coastal Bay of Plenty were published, during July to December 2020. This created a total ASR of over \$600,000.



Contribution of STAPP funding

STAAP funding will enable the following activity in relation to this pillar:

- Tracking and understanding visitation levels and patterns.
- Research to understand perceptions of Te Moananui ā Toi | the Coastal Bay of Plenty among the domestic market.
- Extension of domestic campaigns to entice New Zealanders to visit Te Moananui ā Toi | the Coastal Bay of Plenty, including leveraging opportunities to partner with Tourism New Zealand.
- Participation in a regional collaboration campaign with the eXplore Central North Island collective to drive touring visitation to the region.
- Increased development and sharing of stories and content that align with the region's Place DNA® and the personalities behind the businesses. Sharing of these stories with media and via digital channels.
- Additional familiarisations with key national media.
- Support of local events that drive visitation, in collaboration with the Tauranga City Council events team.
- Development of a sales and marketing plan to drive awareness of business events facilities and drive conference bookings for the region.



Pillar 2: Connect with residents

The No Place Like Home campaign reached over half of Western Bay of Plenty locals



The No Place Like Home campaign rolled out across print, outdoor and digital channels from July to December 2020. An advertising effectiveness study conducted in August showed that there was high awareness of the campaign, with approximately 57% of residents having seen it in at least one channel. Half of those who saw the campaign reported feeling more informed about the activities on offer in the Western Bay of Plenty, and over a third were inspired to act. Most (80%) of those who saw the campaign said that they are proud to live in the region. The database of subscribers for the monthly e-newsletter increased by 4% to 2,085 over July to December 2020.

Reached over 255,000 people through corporate public relations



TBOP accelerated its position as a thought leader in regenerative tourism, and an advocate for the local tourism industry during July to December 2020. EAV for corporate public relations reached an estimated \$6.9 million with a potential reach of 255,396 people. This was achieved largely through 12 press releases, and the management and response of 31 media enquiries.

Industry and stakeholder communications remained frequent and informative to assist tourism businesses affected by COVID-19 impacts. A total of 29 industry specific e-newsletters were sent during July to December 2020.

Continued building strong relationships with iwi and hapū



Engagement with iwi and hapū has been consistently high in the past six months, with regular hui held and engagement with a growing number of hapū. The cultivation of relationships with iwi and hapū has played a major role in the establishment of the cultural tourism operator roopū (group), and the Kaihautū – Māori Economy's ability to establish the schedule of wānanga (workshops) for the feasibility element of the Te Ara ā Toi cultural highway project.

Instigated greater connection with industry



TBOP has made a concerted effort to increase and improve engagement with all stakeholders, and especially with the industry. Breakfast Business Connect networking functions continue to be well attended and enjoyed as one of the best ways to connect the industry and other stakeholders. A regular weekly office open hour was trialled to give the industry the opportunity for a more personal and informal chat with the TBOP team. These have moved to monthly with higher attendance achieved per function as a result. TBOP hosted Tourism Connect in September; at this event, operators and stakeholders workshopped priorities and the actions for the year ahead.



Appointed Leadership Advisory Group Chair



Graeme Marshall was appointed as independent Chair of the TBOP Leadership Advisory Group, and the Terms of Reference were completed. The first Leadership Advisory Group meeting was scheduled for 17 February 2021, but has been subsequently postponed due to the change in COVID-19 alert levels. The confirmed speaker, Grant Webster, is based in Auckland so the meeting will be rescheduled when he can safely travel.

Strong Community and Stakeholder Engagement



TBOP continues to have strong community and stakeholder engagement. In the period between July to December 2020, TBOP achieved an average of 122 engagements per two-month period with key stakeholders and the community.

Contribution of STAPP funding

STAAP funding will enable the following activity in relation to this pillar:

- Development of a Leadership Advisory Group to build collaboration and support across all aspects of regional destination management.
- Scoping of an Ambassador Programme for Te Moananui ā Toi | the Coastal Bay of Plenty to build industry and community knowledge for engaging with manuhiri (visitors).
- Research to measure and understand residents' sentiment towards tourism and the impact of tourism on the community.
- The ongoing development of iwi and hapū relationships across the region.



Pillar 3: Enhance the visitor experience

Opened a Visitor Information Centre in Mount Maunganui for the peak summer season



TBOP opened a temporary Mount Maunganui *i*-SITE Visitor Information Centre in December 2020 utilising existing infrastructure. The satellite *i*-SITE is in the heart of Mount Maunganui at Te Papa o Ngā Manu Porotakataka. This *i*-SITE provided easy access to information for visitors to Mount Maunganui through the busy summer period, while also providing tourism operators greater exposure. The activation of this urban public space included the popular bronze statue 'Mountie', games, and beanbags to encourage engagement.

Engaged with over 550 potential visitors at NZMCA Motorhome Caravan & Leisure Show



In a bid to reach more of the domestic market, TBOP attended the New Zealand Motor Caravan Association's Motorhome Caravan & Leisure Show in October 2020 in Hamilton. This was executed in collaboration with other eXplore Central North Island destinations. Through the weekend, TBOP spoke with over 560 potential visitors, showcasing the destination to the self-contained motorhome market.

Supported local businesses by selling their products



TBOP is committed to supporting local and New Zealand businesses by selling their products via our *i*-SITE locations. The *i*-SITE stocks retail products from 21 New Zealand business of which eight are locally based. These products are well received by locals who purchase these as gifts, often for family or friends based overseas. The focus is on offering products that align with our Place DNA®, including environmentally friendly products.

Established new revenue streams for Tauranga *i*-SITE



Tauranga *i*-SITE has established two new revenue streams since COVID-19 travel restrictions limited its potential market. The Tauranga *i*-SITE is now an event ticket agent for local theatres and major events through eventfinda. The Bay of Plenty Garden & Art Festival is a successful example of this initiative, where 250 tickets were sold via the Tauranga *i*-SITE. Tauranga *i*-SITE also partnered with Leisure Tours to sell packaged domestic tours, which are popular among the senior travel market.

Achieved 103% increase in the number of domestic visitors using the Tauranga *i*-SITE



Over the six months from July to December 2020, the Tauranga *i*-SITE serviced 971 domestic visitors. This is an increase of 103% (or 493 people) compared to the same period in 2019.

No STAPP funding was applied to this workstream.



Pillar 4: Grow capability and increase supply

Achieved status as one of the world's most sustainable destinations (Top 100)



Te Moananui ā Toi | The Coastal Bay of Plenty has been named as one of the top 100 most sustainable destinations globally. This list is comprised by Green Destinations and shows that the region is making good progress towards becoming more sustainable. TBOP is on the journey to becoming an eco-certified destination through EcoTourism Australia. The ECO Destination Certification combines Ecotourism Australia's criteria with the Green Destinations standard for sustainable tourism. It is an internationally recognised programme.

Developed Horticultural Provenance strategy



TBOP identified and contracted a project team lead and recruited a range of talented and passionate sector leaders from within our community allowing them to unleash their creativity through this community-led 'passion group'. TBOP has worked with this group to establish the framework for the region's horticultural provenance DNA and short-, medium-, and long-term plans have been completed. TBOP's short-term plan includes developing a regional food story, creating a strong identity and brand, and kickstarting new marketing initiatives.

Established Te Whānau Tāpoi Māori ō Tauranga Moana Incorporated Society



TBOP collaborated with local Māori tourism operators, iwi and hapū to establish the incorporated society Te Whānau Tāpoi Māori ō Tauranga Moana | The Māori tourism family of Tauranga Moana. This is a collaborative initiative among 10 tourism operators from the Western Bay of Plenty and Tauranga City who are passionate about building the region's cultural tourism proposition. The group's focus is now to collectively engage the tourism market.

Regeneration in action: Tourism industry helped raise a kiwi chick



Cruise ship passengers during the 2019/20 cruise season donated money toward hatching and raising a kiwi chick from Ōtāneiwainuku Forest. The egg hatched on 6 October 2020 at the National Kiwi Hatchery and was named Manuhiri (Visitor). Manuhiri will be released back into Ōtāneiwainuku Forest later in 2021. The National Kiwi Hatchery and Ōtāneiwainuku Kiwi Trust rely heavily on donations to help support the work they do to ensure wild kiwi chicks have a better chance of survival.



Helped operators build capability in key areas



TBOP identified and contracted a specialised contractor to work one-on-one with the tourism industry operators to upskill and develop their digital abilities. Each operator received a personalised three phase training session to suit their individual business requirements. Feedback to date has been incredibly positive with over 90% of the operators reporting that they are likely to make the recommended enhancements to their business. This led to the contract being extended from three to six months.

Other industry workshops included: Tourism Connect, Health and Safety, and COVID-19 recovery opportunities with the Tauranga Chamber of Commerce.

Progress made towards iconic Omanawa Falls experience



TBOP has supported Ngāti Hangarau and Tauranga City Council to develop an access and experience proposal that mitigates the health and safety issues and provides unique and culturally appropriate access to the falls. We are also collaborating with both partners to develop future visitor propositions for the falls. The project team are now working to develop the design of this experience.

In the interim, Tauranga City Council and Ngāti Hangarau are providing a kaitiaki function at the site, with the aim to discourage (via education) visitors from trying to access the site.

Contributions of STAPP Funding

STAPP funding will enable the following activity related to this pillar:

- Conduct an infrastructure and experience gap analysis across Te Moananui ā Toi | the Coastal Bay of Plenty to complete the mapping project.
- Research the potential for business events/conference business to Te Moananui ā Toi | the Coastal Bay of Plenty.
- Support industry capability and sustainability by offering training modules.
- Hold additional workshops for cultural tourism operator development.
- Engage experience managers for the passion groups to leverage the region's Place DNA® into meaningful and authentic visitor experiences and work with stakeholders within our destination to make this happen.
- Engage temporary resource to lead activity related to sustainability and regenerative tourism and to provide leadership to councils and the tourism industry.



WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE SIX MONTHS ENDED 31 DECEMBER 2020

	2020 Actual	2020 Budget	2019 Actual
REVENUE			
Funding - Tauranga City Council	1,391,717	1,391,716	1,328,376
Funding - Western Bay of Plenty District Council	129,837	129,838	127,793
Funding - Whakatāne District Council	42,000	42,000	42,000
Retail sales	4,310	18,400	32,832
Finance Revenue	1,566	2,580	2,912
Other revenue	718,725	730,084	233,543
Total revenue	2,288,155	2,314,618	1,767,456
EXPENDITURE			
Cost of sales	3,119	9,500	18,715
Operating & Marketing	632,070	922,765	526,908
Administration & Overhead	161,315	151,977	143,213
Finance Costs	125	117	458
Employee benefit expenses	673,585	667,502	758,665
Trustee Fees	27,875	39,378	19,531
Depreciation and loss on sale of assets	35,744	52,744	29,202
Total expenditure	1,533,833	1,843,983	1,496,692
SURPLUS/(DEFICIT) before Tax	754,322	470,635	270,764
Taxation	0	0	0
SURPLUS/(DEFICIT) after tax	754,322	470,635	270,764
Other Comprehensive Revenue & Expense			
Other Comprehensive Revenue	0	0	0
Total Other Comprehensive Revenue & Expense	0	0	0
Total Comprehensive Revenue & Expense	754,322	470,635	270,764

STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE SIX MONTHS ENDED 31 DECEMBER 2020

	2020 Actual	2019 Actual
Net Assets/Equity at start of the year (1 July)	424,937	422,827
Total comprehensive revenue and expenses	754,322	270,764
BALANCE AT 31 DECEMBER	1,179,259	693,591



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	2020	2019
ASSETS		
Current assets		
Cash and cash equivalents	1,170,326	854,015
Debtors and prepayments	66,371	145,207
Inventories	16,115	23,665
Total current assets	<u>1,252,812</u>	<u>1,022,887</u>
Non-current assets		
Property, plant and equipment	<u>262,064</u>	<u>252,736</u>
Total non-current assets	<u>262,064</u>	<u>252,736</u>
TOTAL ASSETS	<u>1,514,875</u>	<u>1,275,623</u>
LIABILITIES		
Current liabilities		
Creditors and accrued expenses	191,779	440,666
Employee benefit liabilities	143,349	135,373
Loans	0	0
Finance Leases	<u>489</u>	<u>5,920</u>
Total current liabilities	<u>335,617</u>	<u>581,959</u>
Non-current liabilities		
Loans	0	0
Finance Leases	<u>0</u>	<u>73</u>
Total non-current liabilities	<u>0</u>	<u>73</u>
TOTAL LIABILITIES	<u>335,617</u>	<u>582,032</u>
TOTAL ASSETS LESS TOTAL LIABILITIES	<u>1,179,259</u>	<u>693,591</u>
EQUITY		
Accumulated Funds	<u>1,179,259</u>	<u>693,591</u>
TOTAL EQUITY	<u>1,179,259</u>	<u>693,591</u>



Summary

The financial statements include the operations of TBOP and the Tauranga *i*-SITE as these contracts are now combined.

The financial summary shows an overall result of \$754,322 compared to budget of \$470,635 and favourable to budget by \$283,687.

Income

Income shows a total of \$2,288,155 compared to budget of \$2,314,618 a decrease in total revenue compared to budget of \$24,463. Total income is up on last year due to the one-off \$700,000 STAPP funding received this year. Income from the Tauranga *i*-SITE and Cruise has reduced by 92% due to the decrease in international and cruise visitors and less stock in the smaller location.

Expenses

Expenses show a total of \$1,533,833 compared to budget of \$1,843,983, a reduction in total expenses compared to budget of \$310,150. This is mostly due to delays in project costs which are expected to be spent in the second half of the financial year.

Balance sheet

Equity is currently showing a build-up of \$754,322 for the six months to a balance of \$1,179,259. Our equity has remained approximately \$400,000 for the last four years as at year end 30 June and we expect it to be approximately \$400,000 at June 2021. The six months to December show a higher amount due to less spend in the first half of the year and more spend in the second half of the financial year. The January to June 2020 spend was also greater than the July to December 2019 spend; the equity balance reduced from \$693,591 at December 2019 to \$424,937 at June 2020. The main decrease in current liabilities is due to reduced amounts owing to tourism operators which is mostly due to the loss of cruise passenger tour sales-.

As per key performance indicators in the Statement of Intent 2020 – 2023, TBOP has maintained a working capital ratio of not less than 1 (Actual 3.7) and equity ratio above .5 (Actual .8).

Forecast to June 2021

We expect the results to June 2021 to be on budget with a net breakeven position at the year end.



SERVICE DELIVERY REPORT JULY – DECEMBER 2020

The activity outlined on the following page applies to the territorial boundaries covered by the Bay of Plenty Regional Tourism Organisation as recognised by Statistics New Zealand and covering the rateable areas of Tauranga City, Western Bay of Plenty District and Whakatāne District.

Status scale:

Exceeded	Completed	On track	At risk	Off track
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Across All Pillars

LoE – TBOP's Strategic Priority: Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy.	TBOP Six Month and Annual Reports.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2020 – 2023.	Achieve the success measures set out in Te Hā Tāpoi The Love of Tourism Annual Plan 2020 – 2023, which align to the Visitor Economy Strategy 2018 – 2028.	Of the 48 measures used to track TBOP's progress, two have already been achieved, 39 are on track to be completed by the end of the financial year, and seven are delayed or off track.	On track
Support Councils to explore alternative funding mechanisms.*	TBOP Six Month and Annual Reports.	First stage: Alternative Funding Study completed by TCC in 2017. Second stage: To be led and funded by TCC.	Support investigation of additional alternative funding mechanisms, dependent on Tauranga City Council budget and timings.	Tauranga City Council has not progressed its alternative funding mechanisms project. TBOP has achieved alternative funding via the STAPP and Regional Events Fund.	Off track
Measure visitor spend.	MBIE Monthly Regional Tourism Estimates. As of November 2020, MBIE suspended the MRTs due to concerns over accuracy given the COVID-19 related market changes. The only visitor spend data currently available is based on electronic card transactions and excludes online purchases, cash purchases, and pre-bookings. As this only covers a portion of the visitor economy, only changes in spend will be reported, and the figures should be read with caution and as approximates. Information source: Marketview Tourism Dashboard.	Total visitor spend was \$1,019m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, total visitor spend grew by 11% compared to the same six-month period in the previous year. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
		Domestic visitor spend was \$803m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, domestic visitor spend grew by 16% compared to the same six-month period in the previous year. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
		International visitor spend was \$216m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, international visitor spend decreased by 49% compared to the same six-month period in the previous year due to the COVID-19 related international border closures. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
	MBIE Tourism Satellite Account.	Cruise sector spend increased by 35% to \$90.3m for the 2018/19 season (spend for the 2019/20 season is likely to be much lower given the COVID-19 pandemic shortened the season).	Monitor and report on cruise sector spend, if applicable, and use the information available to set new benchmarks for future years.	No update as the cruise sector is still unable to operate due to the COVID-19 pandemic and associated travel restrictions. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	At risk



Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Measure the contribution of tourism to GDP.	Infometrics.	Tourism GDP for Tauranga & Western BOP was \$511m, representing 5.6% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Tauranga was \$487m, representing 6.1% of total real GDP (YE March 2020). Tourism GDP for Western BOP was \$49m, representing 2.0% of total real GDP (YE March 2020).	On track
	Infometrics.	Tourism GDP for Whakatāne was \$75m, representing 4.5% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Whakatāne was \$71m, representing 4.0% of total real GDP (YE March 2020).	On track
Measure the number of jobs provided by the tourism industry.	Infometrics.	Tourism provided 8,135 jobs in Te Moananui ā Toi the Coastal Bay of Plenty (YE March 2019).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new benchmarks for future years.	Tourism provided 8,209 jobs in Te Moananui ā Toi the Coastal Bay of Plenty (YE March 2020).	On track



Pillar 1: Target the Right Visitors at the Right Time with the Right Messages

LoE – TBOP's Strategic Priorities:

Target the right visitors at the right time with the right messages, which will involve working with stakeholders.

Help to manage and promote the city and region's reputation nationally and internationally, to increase attractiveness and ensure share of voice.

Support Tauranga City Council's City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities and strengthens Tauranga's reputation as a premier events destination.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Understand current visitation levels and patterns.	MBIE Monthly Regional Tourism Estimates, Marketview Tourism Dashboard, AA Traveller Monitor, and other methods to be determined.	Understand the trend of visitation across the year based on visitor spend.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.	TBOP is tracking visitor numbers and patterns using visitor spend data and newly released visitor numbers primarily. This information is then shared with key stakeholders. The research to understand potential visitor perceptions is underway (for the New Zealand and Australia markets). The first results are due 31 January 2021.	On track
Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives.	Campaigns in market.	There is no current baseline data. The 2020/21 campaign calendar was scoped based on current market conditions.	Implement campaign calendar as set out in Te Hā Tāpoi The Love of Tourism 2020 – 2023.	As per the campaign calendar, the first phase of the campaign implementation has been completed and the second phase is scheduled to commence in April 2021.	On track
	Campaign Post Analysis Performance Reports.	There is no current baseline data; a new measure is to be implemented in 2020/21.	Monitor and report on campaign measures and use the information to set new benchmarks for future years.	The monitoring of campaign measures is underway. Key current measures being used are: <ul style="list-style-type: none"> Video views (to the end): 188,722 Impressions: 1,673,165 TBOP is waiting for the full year results to set targets for future years.	On track



Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Build the destination's reputation as per Place DNA® by implementing story theme strategies identified in Brand Storybook research and embed across Te Moananui ā Toi the Coastal Bay of Plenty.	Tourism Sentiment Index™ (Destination Think!).	Score of +56 to YE December 2019.	Maintain or improve Tourism Sentiment Index™ scores in areas associated with Te Moananui ā Toi the Coastal Bay of Plenty's Place DNA®.	<p>A score of +20 for July to December 2020 was achieved. This is a total of 36 points below the score for YE December 2019, with COVID-19 likely affecting the 2020 results. This compares to a score of +22 for New Zealand overall.</p> <p>Scores for categories related to Place DNA® elements for July to December 2020:</p> <ul style="list-style-type: none"> ▪ Horticultural provenance: +22 ▪ Natural environment: <ul style="list-style-type: none"> ○ Wildlife viewing: +21 ○ Biking & cycling: +10 ○ Hiking & rock climbing: +39 ▪ Ocean & beaches: <ul style="list-style-type: none"> ○ Surfing: +16 ○ Beaches: +24 ○ Fishing: +37 ○ Diving and snorkelling: +65 ▪ Māori culture: +23 	On track
	Perceptions Research (for the New Zealand and Australia markets).	No current baseline data; a new measure is to be implemented in 2020/21.	Maintain or improve levels of association of Te Moananui ā Toi the Coastal Bay of Plenty with Place DNA® themes.	Signed up to Angus & Associates' Visitor Perceptions Research programme. Research currently underway with results for first quarter due end of January 2021.	On track
	Digital analytics.	No current baseline data; a new measure is to be implemented in 20/2021.	Explore and identify the best digital analytics to measure engagement with, and performance of, digital content.	TBOP is currently reviewing website heatmaps and other analytics tools. TBOP is working alongside Maverick to assess website user behaviours and will continue this work into January 2021.	On track
Work with Tauranga City Council City Events team to support events aligning with our Place DNA®.	Collaborative marketing output and feedback from Tauranga City Council City Events team regarding support provided.	Bi-monthly meetings with Tauranga City Council City Events team and support of events on social media and website.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying the key events for collaborative marketing and executing associated marketing activity.	TBOP meets with the Tauranga City Council Major Events team bi-monthly. The key focus of the meetings is to understand new events, determine which best align with the destination's Place DNA®, and agree on which will be a focus for TBOP.	On track



Pillar 2: Connect with Residents

LoE – TBOP's Strategic Priority: Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Measure and understand residents' sentiment towards tourism. This is measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is 76% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Tauranga: The score for YTD 2020-21 is 65% agree (scores of 7 to 10). This result is from one wave of data collection with a sample size of n=195, it should therefore be treated with caution.	On track
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for YE June 2020 is 72% agree (scores of 6 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Western BOP: The score for YTD 2020-21 is 77% agree (scores of 6 to 10). This result is from one wave of data collection with a sample size of n=171, it should therefore be treated with caution.	On track
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is 75% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	No update, awaiting results from Whakatāne District Council.	On track
Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is +27.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Tauranga: The score for YTD 2020-21 is +26. This result is from one wave of data collection with a sample size of n=195; it should therefore be treated with caution.	On track
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for the YE June 2020 is +13.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Western Bay of Plenty: The score for YTD 2020-21 is +25. This result is from one wave of data collection with a sample size of n=180; it should therefore be treated with caution.	On track
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is +50.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	There is no update; TBOP is awaiting results from Whakatāne District Council.	On track
Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects).	Research results.	No current baseline data– a new measure is to be implemented in 2020/21.	Measure satisfaction with the tourism industry in Te Moananui ā Toi the Coastal Bay of Plenty.	This is on hold until there is more information available regarding the cruise sector restart.	At risk



Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Implement the Connect with Residents strategy and implement a local's communications plan.	Strategy implementation and outcomes.	No Place Like Home campaign is currently in-market. There is no current baseline data; a new measure is to be implemented in 2020/21.	Review, refine and continue to implement the Connect with Residents strategy, including measuring the performance of the No Place Like Home campaign.	<p>No Place Like Home campaign in market with monthly e-newsletters, print stories, social media and radio.</p> <p>The first iteration of the advertising effectiveness survey was conducted in August and showed:</p> <ul style="list-style-type: none"> ▪ 80% of residents are proud to live in the region, ▪ 57% of residents saw the campaign via at least one channel, of these: <ul style="list-style-type: none"> ○ 50% reported feeling more informed about activities in the Western Bay, and ○ 37% were inspired to look for further information on tourism activities in the area. <p>Second iteration of survey scheduled for Jan/Feb 2021.</p>	On track
Develop and maintain an Ambassador Programme.	Completion of workshops.	Have begun discussions with Queenstown Resort College regarding implementation.	Complete one course.	The framework has been developed in consultation with the region's tourism industry. TBOP is exploring the potential service providers, with an appointment likely in early 2021.	On track
Implement the Stakeholder Engagement & Communications Plan including iwi and hapū relationships, Leadership Advisory Group, and industry events.	TBOP dashboard.	Achieved an average of 74 engagements with key stakeholders per two-month period in the 2019/20 financial year.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieved an average of 122 engagements with key stakeholders per two-month period from July-December 2020.	On track



Pillar 3: Enhance the Visitor Experience

LoE – TBOP's Strategic Priority: Enhance the visitor experience by providing fit-for-purpose visitor information services, including the development of Te Tomokanga and the use of digital services.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Understand, measure and improve visitor satisfaction and perceptions.	Visitor satisfaction research findings.	There is no current baseline data; a new measure is to be implemented in 2020-2021.	The implementation of visitor satisfaction research.	TBOP is exploring proposals from potential market research organisations. TBOP expects this research to start in early 2021.	On track
Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities.	Visitor Information Services user survey.	No current baseline data - new measure to be implemented in 2020-2021.	The implementation of the Visitor Information Services user survey.	Customer Radar has been piloted and implemented as the feedback system in the Tauranga i-SITE. All customers will be asked to complete the survey from January 2021.	On track
Continue the project plan for Te Tomokanga.	Design progress.	Local and central government funding is confirmed.	Complete the concept and detailed design, commence site investigations subject to national i-SITE review and market conditions.	The Te Tomokanga plan has been indefinitely suspended as Tauranga City Council withdrew funding due to restrictions on its capital budgets.	Off track
Review the cruise sector model post-COVID-19.	Summary report from workshops.	TBOP identified the need to review the current shore excursion contracts due to the COVID-19 pandemic.	Undertake three workshops to explore ideas for the re-development of the cruise industry to operate post-COVID-19 (and implement any changes, depending on market conditions).	Travel restrictions are still in place and there are no indications of when they will be lifted. The New Zealand Cruise Association has not released what the framework for the cruise sector's return will look like.	At risk
Review and action the i-SITE Future Network Strategy.	Report prepared for Council.	Consulting on Future Network Strategy.	Participate in the review of the Future Network Strategy with i-SITE New Zealand and report to Tauranga City Council.	Due to the delay in the Government election, TBOP is awaiting a further update in February 2021.	On track



Pillar 4: Grow Capability and Increase Supply

LoE – TBOP's Strategic Priority: Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Map regional natural and build assets to identify experience gaps and opportunities.	Digital map (produced by Stafford Strategy).	Phase one of the mapping project is underway; the database of experiences has been collated and categorised.	The map of regional infrastructure and experiences developed (phase one), and gaps analysis completed (phase two).	The map of regional infrastructure and experiences has been developed. Phase two, the gap analysis, is to start in February 2021.	On track
Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options.	Green Destinations certificate.	No current baseline data; a new measure is to be implemented in 2020/21.	Achieve the Green Destinations certification (to measure environmental sustainability).	TBOP is on the journey to becoming an eco-certified destination through EcoTourism Australia, with 50% of the criteria filled out. The ECO Destination Certification combines Ecotourism Australia's criteria with the Green Destinations standard for sustainable tourism.	On track
Enable, empower and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences that feature our unique culture, heritage, and history.*	Workshop delivery.	Two roopū established that meet quarterly or more frequently.	Deliver four workshops for new and existing cultural tourism businesses per annum aimed at upskilling operators and assisting with the evolution of their businesses.	Two workshops/events were delivered as follows: <ul style="list-style-type: none"> One cultural tourism exemplar hikoi to Waitangi and Hokianga for a group from local Hapū Ngāti Hangarau; and Digital Marketing/Developing an Effective Social Media Presence workshop for Tauranga Moana roopū. Four workshops are planned for the second half of 2021.	On track
	Workshop feedback surveys.	Two roopū established and meeting quarterly or more frequently.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	Workshop attendees will be asked to provide feedback via surveys.	On track
Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.*	Engagement with investors.	TBOP identified the need for investment to stimulate product development.	Create an investor attraction package to support new tourism product that aligns with one target market and deliver this to relevant parties.	The COVID-19 pandemic has disrupted our ability to attract private investment in the tourism sector.	Off track



Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Develop and implement an industry capability programme and collaborate with tourism operators and help enhance tourism experiences that align with TBOP's target audiences and Place DNA®.*	Workshop delivery.	There is no current baseline data; a new measure is to be implemented in 2020/21.	Deliver three workshops for new and existing tourism businesses aimed at upskilling operators and assisting with the development of their businesses.	Four events/workshops were delivered as follows: <ul style="list-style-type: none"> Digital marketing upskilling One-on-one digital training is ongoing. Regional Business Partner Network funding webinar held with the Tauranga Chamber of Commerce for tourism operators. Tourism Connect workshop. Health and Safety training. 	Completed
	Workshop feedback surveys.	There is no current baseline data; a new measure is to be implemented in 2020/21.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	Capability building workshops: 92% of attendees report that they are likely to make enhancements to their businesses based on the workshops. Digital capability one-on-one sessions: 91% of participants report that they are likely to make enhancements to their businesses based on these sessions.	On track
Establish and maintain passion groups for niche development to align experiences with target audiences.*	Passion groups.	Surfers & beach lovers group established and one meeting held.	Deliver four passion group workshops for niche development to align experiences with target audiences.	Horticultural Provenance passion group: <ul style="list-style-type: none"> Experience Manager has been appointed and group members recruited. Three passion group meetings held. Developed strategy and created marketing plan that is being implemented. Oceans & beaches passion group: <ul style="list-style-type: none"> Experience Manager has been appointed. Passion group meetings due to recommence March 2021. 	On track
Identify and support opportunities for new 'tourism with purpose' and environmental stewardship initiatives*.	Feedback from applicable organisations.	Tourism with Purpose strategy completed.	Identify opportunities for new tourism with purpose initiatives and provide support via workshops, networking and PR activity where needed.	TBOP is currently trialling a partnership with Rotary to identify opportunities for visitor volunteers to work alongside the local community.	On track
Business Events development.	Summary report from research.	No current baseline data.	Update the Business Events Market Feasibility report and present to the TBOP board with recommendations.	2019 Business Events Research Report update complete and recommendations presented to TBOP board in August 2020 for implementation.	Completed

*Several of these performance measures relate to attempting to influence the development of tourism products and experiences which are aligned with our destination's Place DNA™ and target markets. While we can support, advocate for, help to upskill operators and promote products, the development of product and how those organisations operate is outside of TBOP's control. Thus, these performance measures relate to outcomes TBOP can directly affect.



Governance and Leadership

LoE – TBOP's Strategic Priority: Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being, including exploring opportunities to link in with Tauranga City Council's staff culture survey. Detailed investigation into moving towards the Living Wage for all employees.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Investigate moving towards the Living Wage for all employees.	Financial records.	Achieved.	Payment of the living wage (as a minimum) to all permanent employees.	TBOP is not currently paying the (increased) living wage to all permanent employees due to a remuneration increase freeze. However, this is planned to come into effect in February 2021.	Off track
Improve organisational culture and staff well-being.	To be determined.	Employee Engagement Score: 80% (June 2020; TBOP Employee Engagement Survey).	Measure staff engagement via either Tauranga City Council's staff culture survey and/or TBOP Employee Engagement Survey.	Next iteration of Employee Engagement Survey scheduled for March 2021.	On track



Governance Best Practice

LoE – TBOP's Strategic Priority: Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Net result is 12% ahead of budget to December and on track to be on budget at year end.	On track
Code of Conduct compliance.	TBOP Six Month and Annual Reports.	Achieved.	Code of Conduct compliance.	Achieved.	On track
Compliance and regulatory obligations met.	Councils' feedback.	Achieved.	Compliance and regulatory obligations met.	Achieved.	On track
Enterprise Risk Management Policy adherence.	Board confirmation.	Achieved.	Enterprise Risk Management Policy adherence.	Achieved.	On track
Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Councils' feedback.	Achieved.	No surprises principle maintained.	Achieved.	On track



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9 RESOLUTION TO EXCLUDE THE PUBLIC

RECOMMENDATION

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
9.1 - Appointment of Trustee to the Board of Tourism Bay of Plenty 2021	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a)(i) - 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
