



BAY
OF PLENTY

SIX MONTH REPORT

**TĀPOI TE MOANA NUI Ā TOI
TOURISM BAY OF PLENTY**

01/07/2018 TO 31/12/2018

CEO'S REPORT

I am delighted to present this six-month update to our partners Tauranga City Council and Western Bay of Plenty District Council.

Through the funding support of Councils and our valuable partnership with Air New Zealand, we were enabled to commence the Visitor Economy Strategy 2018-2028. The 2018-2019 financial year is the "Get Organised" phase of this ten-year strategy and so the past six months has seen Tourism Bay of Plenty significantly transform.

Under strong governance, Tourism Bay of Plenty has commenced the move to be a Destination Management Organisation (DMO). A key aspect of that move has been the recruitment and appointment of key specialists in the area of destination development, iwi product development, partnerships management, and research and insights.

With this new focus and new skill sets, we have evolved our role with a greater emphasis on the priority areas for our 2018-2019 Annual Plan:

- ✓ Being insights led.
- ✓ Defining desired niche target markets.
- ✓ Leading destination development with the co-creation of a Destination Development Plan.
- ✓ Advocating and coordinating product development.
- ✓ Emphasising partnerships and collaboration.
- ✓ Shifting our sales and marketing from broadcast to engagement and from transactional to strategic.
- ✓ Carving out a broader role in economic development projects and initiatives.
- ✓ Content rich and digitally-focussed destination marketing.

Our partnership with Air New Zealand has delivered outstanding results for the region with the development of the new Koru Lounge within the revamped Tauranga Airport greatly enhancing our visitors' experience. An additional 20% seat capacity (approximately 37,000 seats) has already been achieved, with a further 10 one-way services being added by April 2019. With this growth in capacity, Air New Zealand are on track to offer more than 50,000 seats at fare prices of less than \$100.

As part of the "Get Organised" phase, we have completed several significant projects in the first six months of the 2018-2019 year to build a solid foundation for the remainder of the financial year and beyond. This includes work with global place-making experts Destination Think! to co-create a Destination Development Plan. This process involved defining the Coastal Bay of Plenty's Place DNA through considerable community and industry consultation. Destination Think! also undertook work to understand perceptions of our region among visitors and assist in definition of competitive niches and target markets. This work has been presented to stakeholders in February 2019.

Another significant project was a review of the future for Visitor Sales and Services in the Western Bay of Plenty. This review affirmed our business model for visitor touchpoints and visitor service points in the future and identified key areas to develop and improve. A new Visitor Sales and Services Manager has improved customer experience and engagement within the i-SITE touch points over the last six months, including a new location for the seasonal Mount Maunganui i-SITE. One disappointment in this period has been the continued funding delay for “Te Tomokanga” – the proposed Welcome Centre and Cruise Hub in Coronation Park. In partnership with Tauranga City Council, Tourism Bay of Plenty re-submitted our Provincial Growth Fund application for Te Tomokanga in December. Te Tomokanga will elevate the visitor services offering in the Coastal Bay of Plenty to world class, a status befitting of our beautiful region and the many visitors we welcome to our shores.

Since the commencement of a specific Māori Economy role in November 2018, immense gains have been made regarding Iwi and Hapū relationships. Tourism Bay of Plenty has engaged with over half of the fourteen iwi which comprise the Te Moana nui ā Toi rohe. A result of this increasing dialogue has been a keenness from iwi to develop tourism opportunities.

The remainder of this report highlights the key non-financial and financial performance indicators. The visitor economy in Te Moana Nui ā Toi (Coastal Bay of Plenty) experienced a small amount of growth in the July to December 2018 period. Total visitor spend for this six month period is \$505m, representing growth of 1% compared to the same period in 2017. This level of growth is slower than seen in previous years and slower than the New Zealand visitor economy growth rate of 3% for the same period. That said, the New Zealand growth rate is weaker than it has been in the last five years, suggesting the weakening growth experienced in the Bay of Plenty is part of a larger trend. Additionally, growth across the six month period was also slower in some of our key feeder markets, namely Rotorua and Hawke’s Bay, while visitor spend in Auckland decreased by 2%.

In the July to December 2018 period, domestic visitor spend in Te Moana Nui ā Toi remained consistent with spend in the same period in 2017 (compared to 3% growth experienced nationally). Meanwhile, international visitor spend in the region is on target at 5% growth, slightly higher than the 3% growth nationally. Visitor spend will be able to be more accurately compared to annual targets in June 2019.

The activity and performance framework we committed to completing in our 2018-2019 Statement of Intent is also on track for completion and we are in a sound financial position. The financial summary shows an overall positive result of \$445,851 compared to budget of \$118,743 and favourable to budget by \$327,108. This is due to a marketing campaign spend that was forecast to be spent in the first six months but will be spent in the second six months of the year and reduced wages in the first six months due to staff changeovers and commencement dates. As per key performance indicators in the Statement of Intent, we have maintained a working capital ratio of not less than 1 (Actual 2.6) and equity ratio above .5 (Actual .6).

Of the 15 measures used to track TBOP’s progress, 11 of these are on track to be achieved by June 2019, and the results for the 3 visitor spend measures will be confirmed once the data for the full year are available. The measures not on track are the funding for Te Tomokanga (Cruise Hub and Welcome Centre) and a fall in resident satisfaction with tourism in our region. Research is being completed to understand how best to engage with residents which should provide insights into how to improve residents’ satisfaction scores.



IT'S IN OUR NATURE

I am proud of the region's leadership in this new frontier of Destination Management for New Zealand. This transformational move was acknowledged by Regional Tourism New Zealand in September 2018 when Tourism Bay of Plenty won the inaugural Supreme Award. Thank you to our funders, board, industry and the team at Tourism Bay of Plenty for your continued commitment and passion for Te Moana Nui ā Toi's visitor economy.

Kristin Dunne

CEO

Tourism Bay of Plenty

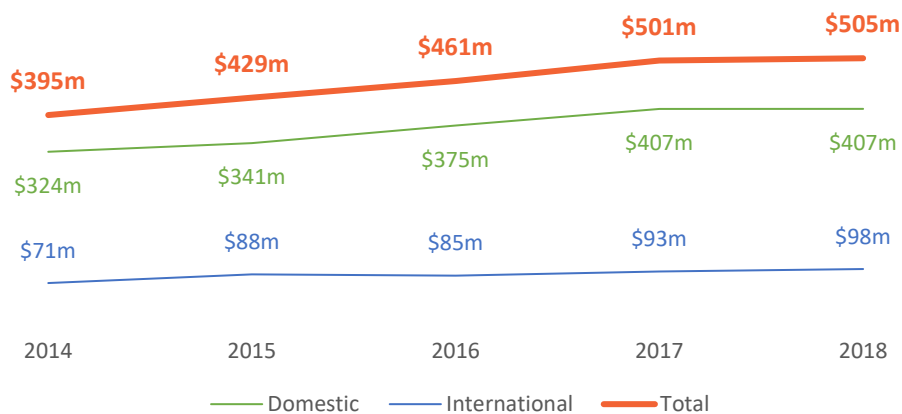
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2018/19 SIX MONTH HIGHLIGHTS

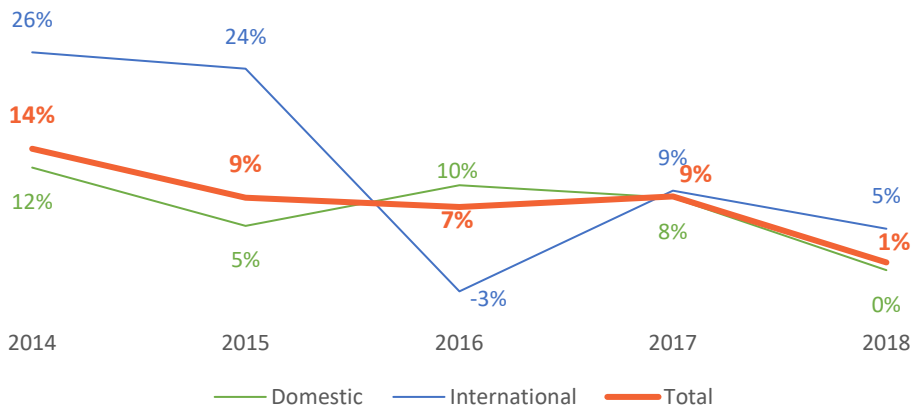
Visitor Spend

Visitor spend in Coastal Bay of Plenty for the July to December period continues to grow. However, the level of growth is slowing in 2018, particularly from the domestic market. Growth in the international market remains relatively strong, although not as strong as seen for this period in previous years.

Coastal Bay of Plenty visitor spend, July to December only, over time



Growth/Decline in visitor spend in Coastal Bay of Plenty, compared to Jul-Dec of previous year



Approximate proportion of visitor spend per territorial authority area

	Jul-Dec 2018
Tauranga	78%
Western Bay of Plenty	9%
Whakatāne	13%

Major Project Progress

Recruitment of key roles to enable the move to **Destination Management**

Destination Development Plan completed with Destination Think!

AirNZ partnership is delivering outstanding value add to our region

Visitor Sales and Services Review completed

Hotel valuation data commissioned, completed and shared

RTNZ Supreme Award winner and **2018 Safest Place to Work Awards finalist**

Air New Zealand Partnership

- The development of a new Koru Lounge in Tauranga Airport - with a capacity of 90 customers, it is nearly twice the size of the previous lounge.
- Target to increase total seats into and out of Tauranga by approximately 80,000 seats is on track. From July to November 2018, capacity increased by 19% compared to the same period in 2017, representing an additional approximately 37,000 seats into/out of Tauranga. 10 new one-way services between Auckland and Wellington will be announced in April.
- On track to offer over 50,000 seats ex-Tauranga at less than \$100.
- Commitment to showcase Tauranga and the Bay of Plenty in *Kia Ora* Magazine with a feature article. In December, *Kia Ora* magazine featured a seven-page spread on Whakatāne. The November 2019 edition will include an article on Tauranga.
- Marketing support and engagement with Ngāti Awa to promote White Island as an iconic tourism attraction and core tourism asset of the region.
- Air NZ supported the Groundswell conference in August 2018 with the provision of flights and promotional support.
- Continued co-marketing opportunities in Australia and domestically, including a JV with Wellington International Airport and TBOP to run between 15 March and 19 May 2019. We partnered with Air NZ and Christchurch International Airport during 2018.

Consumer Marketing

- Supported Tourism New Zealand with the National Geographic global campaign which was filmed in the Bay of Plenty.
- The Bay of Plenty was referenced in 54 international media publications from July-December 2018. The equivalent advertising value of this media, generated in conjunction with Tourism New Zealand, is \$656,503.
- Facilitated and hosted 7 media familiarisations from July-December 2018, 5 international and 2 domestic.
- The domestic public relations coverage equivalent advertising value for July-December 2018 is \$59,400.
- Tourism New Zealand North Island Touring campaign with EAV of approximately \$1M.
- Joint Venture with Air New Zealand and regional RTOs in Australia working with frontline Flight Centre teams - Kiwilicious dried kiwifruit distributed to travel agents in NSW and SA.
- Partnered with Whakatāne to develop the 2019 regional Visitor Guide (up until now Whakatāne have run their own). New format and new design.
- Tourism Toolkit completed to support industry.

Destination Development

- Draft Destination Development Plan completed and due to be communicated to stakeholders in February 2019.
- Place DNA of the Coastal Bay of Plenty clarified by Destination Think!, and four niche markets identified for targeting.
- Tourism forecasts for 2018-2028 were commissioned, delivered to interested parties and have been (and will continue to be) used for reporting purposes.
- Commissioned Tourism Sentiment Index (TSI) with Destination Think! to understand global perceptions of the Coastal Bay of Plenty as a tourist destination. Achieved good TSI score of +55.
- Hotel valuation data commissioned and delivered to interested parties.
- Have formed a Māori tourism operators' group, comprising fledgling operators and some more established entities.
- Signed Tourism Industry Aotearoa New Zealand Tourism Sustainability Commitment and hosted one workshop with TIA in Tauranga.
- Funding application for Te Tomokanga submitted to PGF in December 2018.

Stakeholder Engagement

- Continued building of relationships and collaborations at national, regional, local Government and Industry levels.
- Building foundations with iwi from Tauranga Moana, Whakatāne and in Te Urewera.
- Tourism veteran guest speaker, Paul Retimanu, addressed Māori tourism group.
- Hosted 6 workshops, 2 full IAG meetings and 2 networking events, involving approximately 400 attendees.
- TBOP employee satisfaction score is above benchmark at 83%.
- TBOP Health and Safety Index score is 75% (Safe365), which is top percentile for New Zealand SME.
- Most (79%) Tauranga residents think Tauranga is a quality destination for visitors and businesses.

Trade and Industry

Offshore activity

- Australia Sales Mission accompanied by local Industry operators.
- North America eXplore Central North Island mission.
- Appointments/exposure with 550 agents.
- 10 international famils into the region.
- Included in 8 new international brochures.

Operator Engagement:

- 1 industry-wide forum.
- Qualmark training.
- Two new export ready operators: Brew Bus and Motu Dune Trails. V8 Trikes are also being used by TNZ.
- Tourism Toolkit launched.

Digital

- Developed future Digital Strategy.
- Growth in the number of Facebook followers to 15,125 (+2,508 or 20% from previous 6 months).
- Increase in the number of followers on Instagram to 8,836 (+1,949 or 28% from previous 6 months).
- A total of 141,842 unique visitors to bayofplentynz.com, of which 83% were new visitors.



Visitor Sales and Service

- Developed future Visitor Sales and Service Strategy.
- Started implementation of new Sales and Service Model.
- Collaboration with TCC Bylaws and Parking Team, and the Transport Team working towards stronger H&S implementation for cruise operations.
- Successfully combined the Mount Maunganui i-SITE (previously located in Phoenix Carpark) with the Cruise ticketing office (i-TICKET). Mount Maunganui Satellite i-SITE is now located outside the Port of Tauranga passenger gate on Salisbury Ave.
- Close to half (46%) of the total 85,037 passengers are taking a tour around Tauranga vs 37% of passengers taking a tour to Rotorua.
- Successfully collaborated with Little Big Events to facilitate 3 markets (2 Little Big Markets and 1 Picnic in the Park).
- Collaborated with Little Big Events and Royal Caribbean Cruise Line to facilitate a Silent Disco at Picnic in the Park. Participants paid a gold coin donation and all donations were donated to the Mount Maunganui Lifeguard Service.
- Majestic Princess made her maiden voyage to New Zealand/Tauranga. A social media campaign encouraged thousands of locals to watch the ship depart from Pilot Bay on 5th October 2018.
- Hop on, hop off bus now includes Historic Village, The Elms and Tauranga Art Gallery in its tour.

WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE SIX MONTHS ENDED 31 DECEMBER 2018

	Dec-18 Actual	Dec-18 Budget	Dec-17 Actual
REVENUE			
Funding - Tauranga City Council	1,272,707	1,272,708	902,100
Funding - Western Bay of Plenty District	125,780	125,780	117,000
Funding - Whakatāne District Council	84,000	84,000	84,000
Retail sales	63,404	67,500	53,219
Finance Revenue	4,871	5,220	4,983
Other revenue	264,126	348,110	300,703
Total revenue	1,814,890	1,903,318	1,462,005
EXPENDITURE			
Cost of sales	35,626	41,100	30,862
Operating & Marketing	362,487	589,608	311,587
Administration & Overhead	263,905	281,930	202,638
Finance Costs	790	790	1,125
Employee benefit expenses	652,854	809,520	572,255
Trustee Fees	28,594	34,687	31,406
Depreciation and loss on sale of assets	24,782	26,940	31,604
Total expenditure	1,369,038	1,784,575	1,181,477
SURPLUS/(DEFICIT) before Tax	445,851	118,743	280,528
Taxation	-	-	-
SURPLUS/(DEFICIT) after tax	445,851	118,743	280,528



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2018

	DEC 2018	DEC 2017
ASSETS		
Current assets		
Cash and investments	958,309	891,204
Debtors and prepayments	56,343	53,774
Inventories	44,701	48,262
Total current assets	<u>1,059,353</u>	<u>993,240</u>
Non-current assets		
Property, plant and equipment	226,068	267,006
Total non-current assets	<u>226,068</u>	<u>267,006</u>
TOTAL ASSETS	<u>1,285,421</u>	<u>1,260,246</u>
LIABILITIES		
Current liabilities		
Creditors and accrued expenses	302,859	405,330
Employee benefit liabilities	107,055	104,457
Total current liabilities	<u>409,914</u>	<u>509,787</u>
Non-current liabilities		
Loans	10,831	15,752
Finance Leases	5,806	15,004
Total non-current liabilities	<u>16,637</u>	<u>30,756</u>
TOTAL LIABILITIES	<u>426,551</u>	<u>540,543</u>
TOTAL ASSETS LESS TOTAL LIABILITIES	<u>858,870</u>	<u>719,703</u>

**STATEMENT OF CHANGES IN NET ASSETS/EQUITY
FOR THE SIX MONTHS ENDED 31 DECEMBER 2018**

Net Assets/Equity at start of the year	413,019	439,174
Total comprehensive revenue and expenses	445,851	280,529
TOTAL EQUITY ATTRIBUTABLE TO THE TRUST	<u>858,870</u>	<u>719,703</u>



NOTES TO THE FINANCIAL STATEMENTS FOR 6 MONTHS ENDED 31 DECEMBER 2018

Summary

The financial statements include the operations of Tourism Bay of Plenty and the Tauranga i-SITE as these contracts are now combined.

The financial summary shows an overall positive result of \$445,851 compared to budget of \$118,743 and favourable to budget by \$327,108.

This is mainly due to marketing campaign spend that was forecast to be spent in the first six months but will be spent in the second six months of the year, and reduced wages in the first six months due to staff changeovers and commencement dates.

Income

Income shows a total of \$1,814,890 compared to budget of \$1,903,318 a decrease in total revenue compared to budget of \$88,428. This is mostly due to partnership campaign income not received.

Expenses

Expenses show a total of \$1,369,038 compared to budget of \$1,784,575 a reduction in total expenses compared to budget of \$415,537.

A continued approach to prudent expenditure has resulted in the totals in all areas coming in under budget. This is a timing difference between the first and second half of the financial year and we expect to be on budget at year end.

Balance Sheet

Equity is currently showing a build-up of \$139,167 from December 2017. This is reflected by an increase in total assets of \$25,175 to \$1,285,421 and a decrease in liabilities of \$113,992 to \$426,551.

As per key performance indicators in the statement of intent we have maintained a working capital ratio of not less than 1 (Actual 2.6) and equity ratio above .5 (Actual .6).

Forecast to June 2019

We expect the results to June 2019 to be on budget with a net breakeven position at the year end.

We endeavour to continue to closely control costs and improve the revenue as per our Annual Plan and Budget.



Service Delivery Report July 2018-December 2018

Scope of Activity & Performance Framework

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 Council, Western Bay of Plenty District Council and Whakatāne District Council.

Activity	Performance Measure	Data Source	Baseline	2018-2019 Goal to June 2019	2019-2020 Goal to June 2020	2020-2021 Goal to June 2021	Result to December 2018	Progress
KRA 1: Quality of Life – The visitor economy enhances quality of life, by providing an enhanced visitor experience and increased amenity for visitors and residents alike.								
VISITOR ECONOMY STRATEGY 2018-2028 (VES) Implement a Destination Management strategy ensuring the balance of growth with social, cultural and environmental well-being. Support Tauranga City Council to complete Stage Two of Alternative Funding Mechanisms Project.	Visitor spend growth of 4% per annum. Implementation of Year 1 of VES. Support completion of Stage Two of Alternative Funding Mechanisms project.	MBIE Regional Tourism Estimates. To be determined.	Visitor spend: \$994m (YE Dec 2017). VES 2018-2028 completed. Support completion of Stage Two of Alternative Funding Mechanisms project.	\$1,034m Implement Year 1 of VES.	\$1,075m Implement Year 2 of VES.	\$1,118m Implement Year 3 of VES.	Total annual visitor spend was \$505m (July to December 2018), representing an increase of 1% compared to the same period in 2017.	Results to be confirmed.
CONNECT WITH RESIDENTS Measure and maintain community social licence with measurement of resident satisfaction and their likelihood to recommend the area to others to visit (Net Promoter Score).	Maintain scores of above 52. No Place Like Home (NPLH) implementation. Set-up of Resident Advisory Group (RAG).	TCC Residents' Survey: 1. Tauranga is a quality destination for visitors and businesses. 2. The tourism sector has a positive impact on the community. 3. Likelihood to recommend Tauranga as a holiday destination to friends and family.	1. Score of 80%* (Jan 2018). 2. Score of 77%* (Jan 2018). 3. Score of +52 (Jan 2018). *Baseline scores have changed as of December 2018 for measures 1 and 2, to reflect the % who agree with the statement. This is a more accurate measure and will be used going forward. Goals to June 2020 have changed accordingly.	1. Maintain score above 82%*. 2. Maintain score above 79%*. 3. Maintain score above +53**. NPLH Year 3 implementation. 3 x RAG meetings. **Target NPS scores for 2019-21 have been revised to represent more realistic targets.	1. Maintain score above 84%*. 2. Maintain score above 81%*. 3. Maintain score above +54**. NPLH Year 4 implementation. 3 x RAG meetings.	1. Maintain score above 85%. 2. Maintain score above 82%. 3. Maintain score above +55**. NPLH review and assess. 3 x RAG meetings.	1. Score of 79% agree (Nov/Dec 2018). 2. Score of 71% agree (Nov/Dec 2018). 3. Score of +37 (Nov/Dec 2018). No RAG meetings in the past six months. Focus groups with locals have been conducted. Direction of NPLH to be determined once we have the results.	Not yet achieved
ENHANCE THE VISITOR EXPERIENCE Enhance the visitor experience and visitor satisfaction (as measured by a new Visitor Satisfaction Monitor) and visitors' likelihood to recommend the area to others (Net Promoter Score).	Implementation of a Visitor Satisfaction Monitor.	To be determined.	No current data.	Implementation of a Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.	Set targets for Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.	Set targets for Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.	Visitor satisfaction is now measured by the Tourism Sentiment Score (TSI) for Coastal BOP, which is +55 (YE June 2018). Commissioned Visitor Sales and Service Review to define the most efficient, effective and future-proofed sales and service model for TBOP.	On track
ENHANCE THE VISITOR EXPERIENCE Provide advocacy to Councils and the sector and support the tourism industry to be environmentally responsible to protect the sub-region for current and future generations.	Destination Development Plan with sustainable tourism plan and initiatives. Support implementation of the TIA Tourism Sustainability Commitment. Support Qualmark accreditation.	To be determined.	No current data. 62 Qualmark operators (June 2018).	Destination Development Plan with a sustainability focus. Launch TIA Tourism Sustainability Commitment to industry. Host 1 Qualmark workshop for operators.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Tourism Sustainability Commitment. Host 1 Qualmark workshop for operators.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Tourism Sustainability Commitment. Host 1 Qualmark workshop for operators.	Destination Think! draft Destination Development Plan due to be communicated to stakeholders in February 2019. Signed TIA Tourism Sustainability Commitment and hosted a workshop on this in Tauranga. One Qualmark training completed.	On track
GROW CAPABILITY AND INCREASE SUPPLY Identify and promote tourism experiences and products that support the Western Bay of Plenty's unique cultural heritage and history.	Hapū and Iwi relationships developed. Memorandum of Understanding (MOU) with Iwi established.	Feedback from Hapū and Iwi.	Building relationships with Iwi. 1 new product development.	1 new product development or enhancement of existing product. MOU with Iwi developed.	1 new product development or enhancement of existing product. MOU with Iwi upheld.	1 new product development or enhancement of existing product. MOU with Iwi upheld.	Working with four fledgling Māori Tourism Operators in the process of starting their businesses, with at least one expected to launch in the next six months. MOU with Iwi is in development.	On track
KRA 2: Quality of Economy – Grow the tourism industry and increase visitor spend in the WBOP sub region. Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all. Support the development of tourism in the WBOP sub-region and enable investment.								
TARGET THE RIGHT VISITORS AT THE RIGHT TIME Creation of a demand and supply model and calendar to target high value visitors at peak season, and both high volume and high value visitors at off-peak seasons. Define target markets and niche propositions for more efficient marketing.	Creation of demand/supply research model. Creation of target markets and niche propositions. Support of Major Events Strategy.	Completion of projects. Support of 5 major events.	No current data.	Creation of demand/supply research model by December 2018. Creation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.	Stage 2 of demand/supply research model implementation. Implementation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.	Stage 3 of demand/supply research model implementation. Continued implementation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.	Scoping demand/supply model. Regular meetings scheduled with TCC Major Events team to determine their priorities. Four target markets identified by Destination Think!. Additional work required to better understand these and develop niche propositions.	On track
DOMESTIC VISITOR ATTRACTION STRATEGY Direct to consumer marketing activity in Auckland, Waikato, Wellington and Christchurch. No Place Like Home Campaign to residents. Support strategic events that increase off-peak visitation, GDP and visitor growth.	Increase domestic visitor spend by 3.7%.	MBIE Regional Estimates by Domestic.	\$785m (to Dec 2017).	Increase by 3.7%.	Increase by 3.7%.	Increase by 3.7%.	Domestic visitor spend during July to December 2018 was \$407m. This level of spend is consistent with that for the same period in 2017.	Results to be confirmed.
INTERNATIONAL VISITOR ATTRACTION STRATEGY International trade and media activity in Australia and in partnership with eXplore Central North Island, Tourism New Zealand and regional agencies involved in international marketing.	Increase international visitor spend by 5.3%.	MBIE Regional Estimates by International.	\$208m (to Dec 2017).	Increase by 5.3%.	Increase by 5.3%.	Increase by 5.3%.	International visitor spend during July to December 2018 was \$98m, representing an increase of 5% compared to the same period in 2017.	Results to be confirmed.
CRUISE VISITOR ATTRACTION STRATEGY Increase spend from cruise visitation and improve passenger satisfaction with supply of visitor sales and service at Port of entry.	Increase cruise spend by 3.4%.	MBIE Tourism Satellite Account.	\$59m (to June 2017).	Increase cruise spend by 3.4%. Continued implementation of Phase 1 of Cruise Model.	Increase cruise spend by 3.4%. Continued implementation of Phase 1 of Cruise Model.	Increase cruise spend by 3.4%. Implementation of Phase 2 of Cruise Model.	Results for the 2018-19 season are due to be released in June 2019. Phase 1 of cruise model is progressing well.	On track

Activity	Performance Measure	Data Source	Baseline	2018-2019 Goal to June 2019	2019-2020 Goal to June 2020	2020-2021 Goal to June 2021	Result to December 2018	Progress
CONTINUED: KRA 2: Quality of Economy – Grow the tourism industry and increase visitor spend in the WBOP sub region. Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all. Support the development of tourism in the WBOP sub-region and enable investment.								
ENHANCE THE VISITOR EXPERIENCE	Funding for Mount Maunganui VIC.	Annual Plan funding allocated. External sources of funding pursued.	VIC Mount Maunganui funding approved.	Funding achieved, and site approved. Commence detailed design.	Detailed design approved for build.	Commence build of VIC Mount Maunganui.	Application for funding submitted to PGF in December 2018.	Not yet achieved
Continue to improve visitor information services with development of a Mount Maunganui Visitor Information Centre (VIC) presence, and development of an alternative Tauranga VIC location and with digital and unmanned services.	Business Case for Tauranga VIC.				Tauranga site business case approved.	Commence design for VIC Tauranga.		
GROW CAPABILITY AND INCREASE SUPPLY	Develop co-created Destination Development Plan.	Feedback from industry, residents and stakeholders.	Completion of Destination Development Plan by June 2019.	Completion of Destination Development Plan by June 2019.	Commence Phase 1 implementation.	Continue Phase 2 implementation.	Destination Think! draft Destination Development Plan due to be communicated to stakeholders in February 2019.	On track
Complete a co-created 10-year Destination Development Plan to grow the visitor economy. This Plan will enable public and private investment decisions and facilitate opportunities for investment, which will increase the number of new tourism experiences.			Participate in BOC RGS Implementation Committee.	Participate in BOC RGS Implementation Committee.	Participate in BOC RGS Implementation Committee.	Participate in BOC RGS Implementation Committee.	Participated in BOC RGS Implementation Committee.	
Lobby for funding to support at least one of the priorities set out in the Bay of Connections' (BOC) Regional Growth Study (RGS).								
GROW CAPABILITY AND INCREASE SUPPLY	Hire product/experience development resource.	Industry Engagement Survey.	No current data.	2 new export ready operators.	4 new export ready operators.	6 new export ready operators.	2 new export ready operators: Brew Bus and Motu Trails.	On track
Assist existing and new potential tourism operators with mentoring and support to develop capability, particularly to become export ready.	Establish Industry Advisory Group (IAG).			2 x meetings of IAG per year.	2 x meetings of IAG per year.	2 x meetings of IAG per year.	2 IAG meetings held: 5 July and 21 Nov 2018	
Work with the Industry Advisory Group (IAG) to identify gaps and opportunities. Work with Council staff to advocate for enablement of tourism product opportunities.								
KRA 3: Sound City Foundations – Collaborate with councils and other agencies.								
INSIGHTS AND LEADERSHIP	Implementation of Year 1 of VES.	2018-2019 6 Month and Annual Reports.	VES 2018-2028 completed.	Implementation of Year 1 of VES.	Implementation of Year 2 of VES.	Implementation of Year 3 of VES.	Tourism forecasts (2018-2028) commissioned and delivered to interested parties and used for reporting purposes.	On track
Provide leadership for tourism and support sustainable economic growth with effective leadership and implementation of the VES. TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services.				Research and insights requirements scoped and commissioned by June 2019.	Continued implementation of research and insights projects.	Continued implementation of research and insights projects.	Hotel valuation data delivered to interested parties. Will develop shareable report for other interested parties.	
				Participation in annual planning with Councils.	Participation in annual planning with Councils.	Participation in annual planning with Councils.	Successful Annual Plan and Long-term Plan process with Councils.	
COLLABORATION AND PARTNERSHIPS	Stakeholder Engagement and Communication Plan delivery.	Councils' feedback – 6 Month and Annual Reports.	Stakeholder Engagement and Communications Plan completed.	Year 2 implementation.	Year 3 implementation.	Year 4 implementation.	Continued application of stakeholder engagement plan.	On track
Collaborate and maintain partnerships with other organisations to identify and leverage opportunities. Adhere to the principles of the Stakeholder Engagement and Communications Plan to ensure collaborative relationships with key stakeholders.		Industry Engagement Survey.		Review and assess.	Review and assess.	Review and assess.		
GOVERNANCE BEST PRACTICE	Manage P&L to budget.	Auditors' Report.	Annual Report 2016-17.	Manage P&L to budget.	Manage P&L to budget.	Manage P&L to budget.	P&L being managed to budget.	On track
Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.	Code of Conduct compliance.	TCC's and WBOPDC's feedback.	Auditor's Report 2016-17.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.	
	Compliance and regulatory obligations met.	MBIE Regional Tourism Estimates.		Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	
	Enterprise Risk Management Policy adherence.			Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	
	No surprises policy maintained.			No surprises policy maintained.	No surprises policy maintained.	No surprises policy maintained.	No surprises policy maintained.	