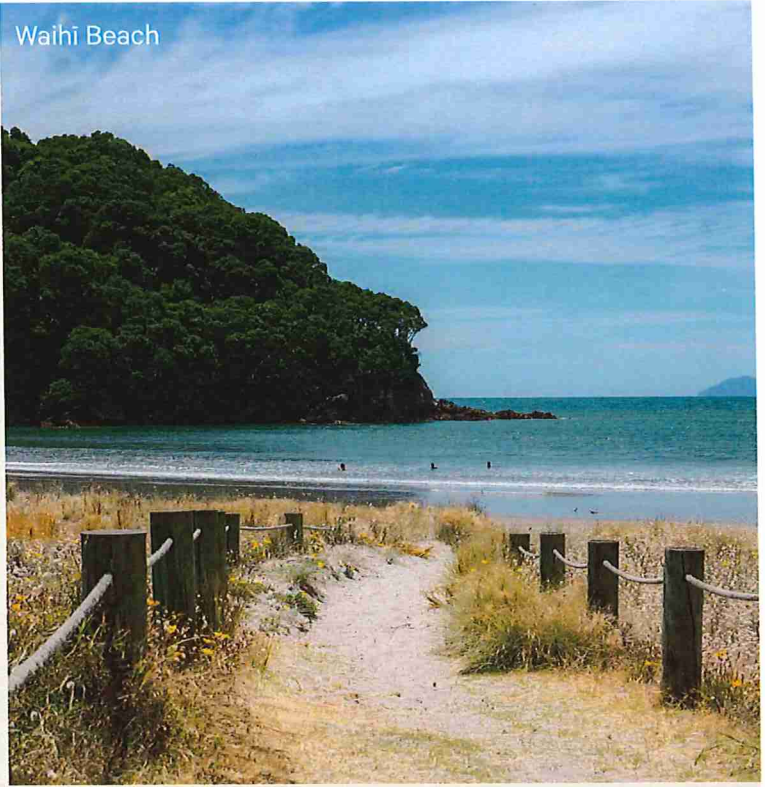


Tauranga Farmers Market

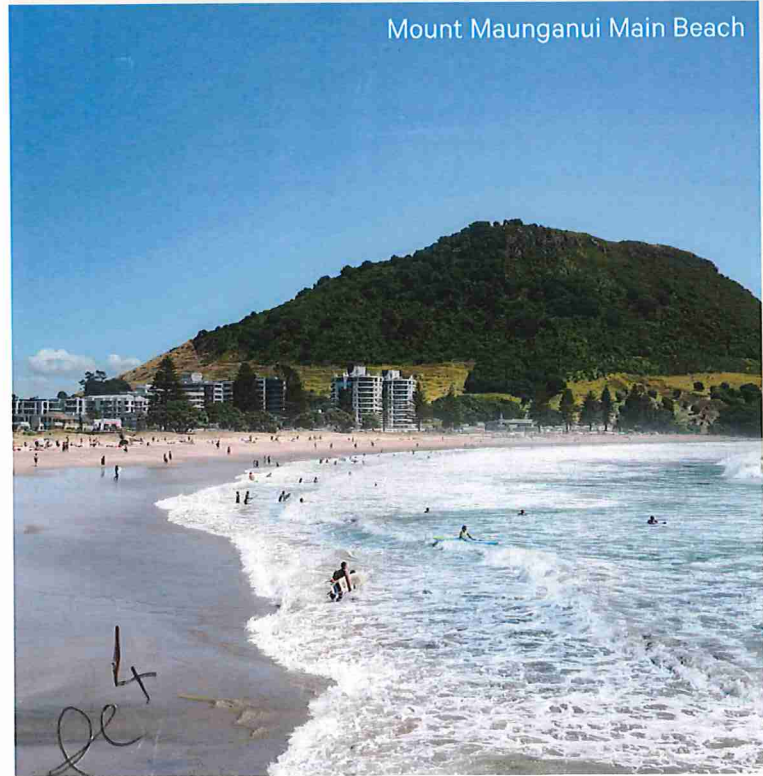


Waihi Beach

ANNUAL REPORT

TO 30 JUNE 2021

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



Mount Maunganui Main Beach



Mataatua: The House That Came Home, Whakatāne

CHAIRPERSON'S REPORT

Kia ora koutou katoa

It is my pleasure to present the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) Annual Report 2020-2021. In my first year as Chair to the Board, I have seen the team embrace our Destination Management Plan and roll out new initiatives that are in keeping with our strategy, Te Hā Tāpoi | The Love of Tourism. Despite the challenges of the current tourism environment, we are 'walking the talk' and demonstrating the relevance of regenerative tourism more than ever.

It has become very clear that the COVID-19 world requires a new approach to tourism that better serves communities and visitors in wellbeing terms, not just economic terms.

When we co-created the *Te Hā Tāpoi | The Love of Tourism* strategy through extensive consultation with iwi, stakeholders, industry, and the community, we didn't realise at the time that it would act as a recovery plan. And it is an ideal one at that. Because we can no longer think the way we thought before but need to take a long-term view that builds a robust and resilient tourism sector that leaves our TBOP rohe (region) better than it was before.

The impact of COVID-19 on parts of the sector should not be downplayed, however, and in the first six months of our reporting year, TBOP was focussed on delivering support services to our local operators as well as marketing campaigns targeting mostly domestic visitors in an environment where international travel remained off-limits.

It must also be remembered that border closures came just four months after the eruption of Whakaari/White Island in December 2019, so the level of disruption to normal business operations for many in our rohe (region) has been significant for an extended period. I want to acknowledge the strength and resilience of many operators who have managed to keep their doors open in the face of many challenges, which in recent months have also included severe labour shortages in the hospitality sector.

Throwing our industry and team another major curveball was the recent COVID-19 community outbreak, sparking our country's second Alert Level 4 nationwide lockdown in August. Our team immediately began working remotely to connect and reach out daily to support operators across the sector.

In July 2020 TBOP received a \$700,000 funding boost from the Government's Strategic Tourism Assets Protection Programme (STAPP) for the COVID-19 economic rebuild. Thanks to ahead-of-the-curve planning, and ambitious regenerative goals of our *Te Hā Tāpoi | The Love of Tourism* strategy, the team was well-placed to seize the opportunities this funding enabled.

Consequently, our organisation was able to immediately pour its energy into building capability, fast-tracking some projects, and trialling others, developing products, and creating compelling domestic marketing campaigns. We were also able to trial new initiatives, specifically around the contracting of passionate locals to lead the activity in the identified areas of regional DNA®. This has proved so successful in the horticultural provenance and Māori cultural tourism space that we will continue this work and expand it to include the ocean and beaches DNA® element in this coming financial year.



The key areas of focus for STAPP funding were to:

- **Build industry capability** by delivering a series of tailored workshops to tourism operators, who were able to upskill and meet current industry standards in health and safety and digital capability.
- **Elevate the region's DNA**, in particular this year the horticultural provenance prospects by developing a framework for the horticultural provenance 'passion group'; we also trialled a joint venture with restaurants and developed a regional food brand, Flavours of Plenty.
- **Accelerate regenerative tourism** by hiring a 'Regenerator' to lead activity related to environmental stewardship, to help us to better understand the impact of tourism across the four wellbeing areas, and to identify opportunities to upskill industry players; collaborating with neighbouring regions and other RTOs to complete the 'Back to Life' regenerative tourism programme by international experts Anna Pollock and Michelle Holliday; and progressing the Eco-Destinations' Green Destination Status for the region.

In September 2020, the Government also announced financial support for tourism in the form of a Regional Events Fund (REF). Part of the Government's Tourism Recovery Package, the REF is intended to support the visitor sector by stimulating domestic travel to events, to help replace some of the international visitor spend lost due to the COVID-19 pandemic and international border closures.

TBOP's successful application has resulted in a grant of \$865,000 to be used within three years. We have received several excellent expressions of interest for the contestable portion of this fund (over \$500,000) and look forward to working with event organisers to bring to life some attractive, exciting events that align with the region's DNA.

Of course, the board also appointed acting Tumuaki | Chief Executive Officer and former board trustee Oscar Nathan to the permanent role of General Manager. The robust recruitment process showed excellent talent vying for the role. Oscar stood out as a strong leader with a superb reputation within and outside the industry. It has been heartening to see Oscar's consistent positivity, dedication, and determination to bring to life the organisation's strategy. Something we look forward to seeing more of in the coming year. For the vacancy on the board that Oscar left, we are currently undergoing a process to recruit for this role.

We are only as good as the sum of all our parts, and central to our success at TBOP is the successful collaboration with our key stakeholders. These include Tangata Whenua and funding partners Tauranga City Council, Western Bay of Plenty District Council, Whakatāne District Council, and Ministry of Business, Innovation and Employment (MBIE). Also, Tauranga Airport, Air New Zealand, Tourism New Zealand, and neighbouring tourism partners. Our industry operators are the real heroes though, and to whom we owe a great debt of gratitude for their resilience and persistence during this time.

I would like to acknowledge Kristin Dunne for her commitment and leadership over the last five years as Tumuaki | Chief Executive of TBOP. Kristin was instrumental in transforming TBOP to a leading Destination Management Organisation. Her legacy will live on through TBOP's *Te Hā Tāpoi | The Love of Tourism* strategy. The TBOP Board wish to thank Kristin for her leadership and strong contribution to the organisation and region.

I would also like to thank my trustee colleagues for their strong governance, and the TBOP team for their outstanding contribution and commitment in such unprecedented times. Ngā mihi mahana kia koutou katoa.

Manaaki Whenua, Manaaki Tāngata, Haere whakamua.

The most important things are place, people, and progress.

Laurissa Cooney
Chairperson
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty
30 June 2021



GENERAL MANAGER'S REPORT

Kia ora

As we grapple with the latest effects of COVID-19 during a country-wide lockdown, it throws into focus the critical nature of tourism to our New Zealand economy and why we must tackle our future head on by adding new ways of doing business to our repertoire. The realities of COVID-19 are here to stay.

As newly appointed General Manager at Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP), I have relished the responsibility and opportunity to front our stakeholder engagement, to reach out to key entities and community partners and where possible provide support and awahi to our operators. At times like this, activity on the surface simply stops for many tourism-related businesses, making our industry one of the hardest hit by lockdowns. Below the surface, many remain busy providing alternative options, processing refunds, revising bookings and/or rearranging travel itineraries and event or conference plans for affected clients.

Taking this into consideration, what we do know without a doubt is that we need to stamp out the virus. If it takes a short, sharp lockdown, to coincide with the ramping up of our national vaccination programme, then that is what we must do to recover the overall picture of health.

In the year ending June 2021, total visitor spend in the region increased by about 19% on the previous year (YE June 2020). This growth was driven by an approximate 28% increase in spend from the domestic market. The growth of this crucially accessible market has been our focus this year with the absence of the international visitor market, and we are proud of this result.

Yet while there has been some inspirational resilience from many of our operators to date, there are a number that have been precariously close to breaking point and this latest lockdown will not be good news for them. This is particularly the case with those operators affected by closed borders. Retail and hospitality sectors are seeing the benefits of a larger domestic market, but operators in tourism transport, cruise sector, and tours, as well as accommodation providers, are struggling.

As a Destination Management Organisation (DMO) we undertake activities to support the growth of the visitor economy in the region, including campaigns, public relations activity, and social media activity. Whilst we will adapt to the curveballs that the pandemic throws at us, we remain resolute about delivering our overall programme of activity to ensure our local industry is supported. Of course, our immediate focus remains on the local, domestic, and Australian markets, while maintaining a presence in other international markets.

Our major achievements this year include:

- Flavours of Plenty was launched as a brand, a collective, and a vehicle for funding, designed to bring the food community together and to help share the region's food story. Plans for a new food festival are lined up to ignite the region in autumn 2022.
- The launch of Te Whānau Tāpoi Māori ō Tauranga Moana, a Māori tourism operator collective in Tauranga, which continues our activity in the Māori cultural tourism space.
- Digital capability training for operators, which received excellent feedback and almost all the 30+ participants made changes to their digital platforms based on these sessions.
- TBOP's media famil programme, which achieved at least one travel story in a major New Zealand publication every month. The total investment in this media programme was \$38,000, with a total net return in Equivalent Advertising Value (EAV) of \$1.5 million, representing a 3,878% return on the investment.

- The Sure to Make You Smile marketing campaign targeting domestic visitors achieved 3,471,396 impressions and 320,428 full video plays. The campaign 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.
- The establishment of the Leadership Advisory Group, with Graeme Marshall as our appointed independent chair. The first hui took place with representatives from Ngāti Ranginui, Ngāi Te Rangi, Priority One, Tauranga Chamber of Commerce, Department of Conservation, MBIE, EnviroHub, Zespri, Bay Trust and many others.

The Te Moananui ā Toi | Coastal Bay of Plenty was on a strong growth curve before COVID-19 hit. Since the emergence of the pandemic, our industry has continually adopted new disciplines and ways of operating. As part of our regenerative approach to tourism, as outlined in our strategy Te Hā Tāpoi | The Love of Tourism, we have made moves to better align our focus and delivery on tackling the challenges alongside industry.

Staff resourcing and a reorganisation process has been challenging on the team in recent months. Whilst it has resulted in some of our desired outcomes not being achieved, the conclusion of the organisation-wide realignment now enables us to better deliver on a practical level as we move out of a strategising phase and into much needed delivery.

Essentially, we have now established a delivery team focussed on a two-pronged approach and responsibility to both Destination Management and Destination Marketing. This will future proof us as Tāpoi Te Moananui ā Toi | TBOP to remain a vehicle for tourism transformation. It will also allow us to demonstrate how a destination that is well networked and managed can see tourism benefit the environment, regional economies, Māori, and the community's social wellbeing, and, as it turns out, be a major player in a sound recovery plan.

Throughout the year ending 2021, several performance measures have been met, including budget and business targets, and planning and reporting requirements. Tāpoi Te Moananui ā Toi | TBOP has met all budget and business plan targets and the total income and expenses were both higher than budget due to extra income and costs from the Regional Events Fund (MBIE).

Tāpoi Te Moananui ā Toi | TBOP also met all planning and reporting requirements of Tauranga City Council, Western Bay of Plenty District Council, and Whakatane District Council. Of the 48 strategic and business plan objectives and performance measures, 32 were achieved. Of those remaining, 8 were not achieved, 7 are on hold or were delayed due to the cruise sector being unable to operate, or because of delays by providers or other external parties.

The final performance measure was for progressing the Te Tomokanga (the Visitor Information Centre) plan for Mount Maunganui, which has been indefinitely suspended due to funding limitations.

This annual report 2020-2021 reflects the mahi (work), determination, and motivation behind Tāpoi Te Moananui ā Toi | TBOP. I am proud of the courage and enthusiasm that the team has displayed during these times of transition, and I am equally buoyed by the opportunity that our region has before us.

Nō reira, I would like to thank Tāpoi Te Moananui ā Toi | TBOP, the board, and our funders, partners, and other stakeholders. We look forward to continued success in these surreal times in 2021-2022.

Oscar Nathan
 Tumuaki | General Manager
 Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty
 30 June 2021



MAJOR ACHIEVEMENTS AND MILESTONES



Launched Flavours of Plenty



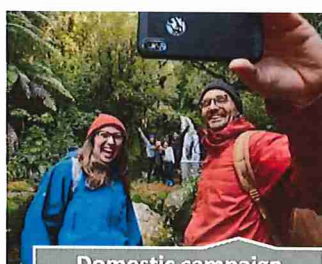
Helped establish Te Whānau Tāpoi o Tauranga Moana



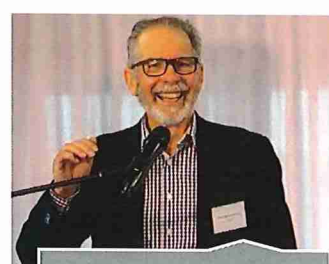
Offered operators digital capability training



Reached \$1.5m in AVE* through media programme



Domestic campaign achieved 1.6m impressions



Launched the Leadership Advisory Group



Achieved 28% growth in domestic visitor spend (compared to last year)



Oscar Nathan appointed as General Manager (July 2021)



Strategic Tourism Assets Protection Programme funding
Value of \$700,000 to be used by December 2021

Secured STAPP funding from MBIE



Regional Events Fund
Value of \$865,000 to be used over three years

Secured Regional Events Fund funding from MBIE



Low Carbon Circular Economy Programme
Value of \$60,000 per year for three years (to upskill operators)

Secured funding from Bay of Plenty Regional Council

*AVE is Advertising Value Equivalency

IMPACT OF THE COVID-19 PANDEMIC

The COVID-19 pandemic significantly impacted tourism during the 2020 to 2021 financial year. 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. While the border has opened to Australia for periods of time, these have been intermittent due to COVID-19 outbreaks in Australia. Te Moananui ā Toi | the Coastal Bay of Plenty did welcome a small number of Australian visitors while borders were open, most of whom were visiting family and friends.

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 four planned activities on hold or delayed until the next financial year 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 residents (particularly related to cruise) are currently delayed until more information regarding the return of the cruise sector is available. The pandemic has also interrupted momentum regarding private investment in product development.

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.

MBIE provided the Strategic Tourism Assets Protection Programme (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.

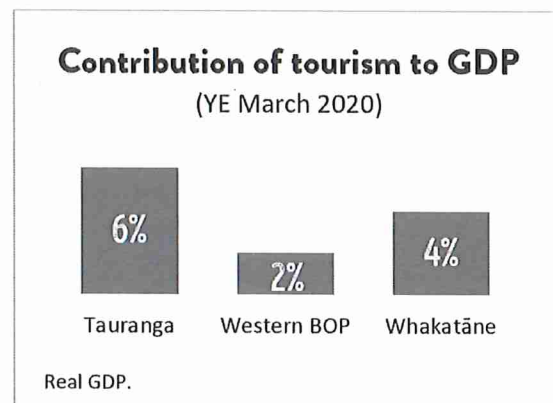
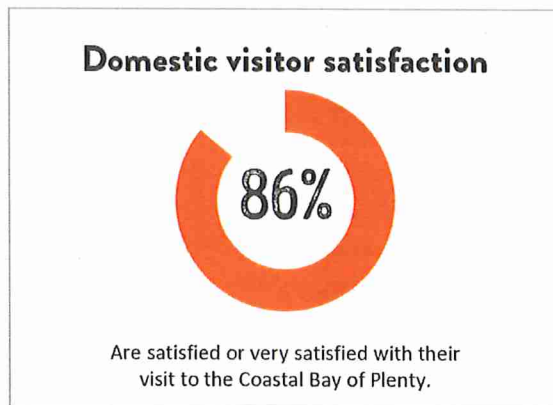
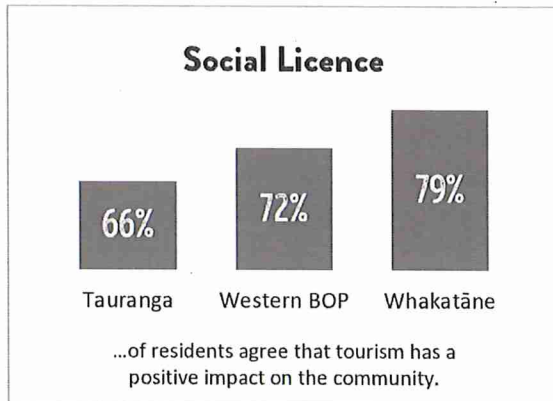
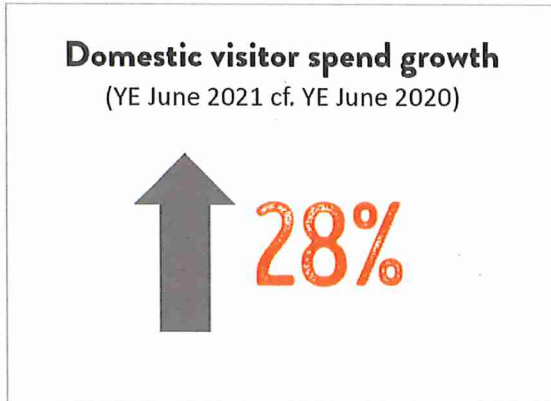
COVID-19 has presented the world and Aotearoa an opportunity to rebuild a regenerative tourism future that better serves our people and place beyond monetary value. The pause in travel has forced a rethink of the type of tourism that we welcome into our homes. Te Hā Tāpoi | The Love of Tourism 2020 – 2023 continues to be globally recognised as a prescient roadmap for this regenerative tourism future.

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.



2020-2021 TOURISM LANDSCAPE

Overview of Te Moananui ā Toi | The Coastal Bay of Plenty Tourism Landscape



Visitor Economy

The COVID-19 pandemic has had a significant impact on the tourism industry overall, and on Te Moananui ā Toi | the Coastal Bay of Plenty's visitor economy. The visitor economy was experiencing a period of significant growth prior to the pandemic.

Visitor spend year ending June 2021, compared to previous year

- In the year ending June 2021, **total** visitor spend in the region increased by around 19% on the previous year (YE June 2020). This level of growth is higher than the national average of 4% growth.
- This growth was driven by an approximate 28% increase in spend from the **domestic** market. TBOP undertakes activities to support the growth of the domestic visitor economy in the region. These include campaigns, public relations, and social media activity. While this level of growth is significant, it falls slightly below the national average growth in domestic visitor spend of 30%.
- Meanwhile, **international** visitor expenditure halved over the same period due to continued international border closures. Nationally, there has been a 70% decrease in international visitor spend.
- The COVID-19 pandemic and associated travel restrictions and control measures in the latter half of the YE June 2020 impacted visitor spend during that year. Therefore, it may be more prudent to consider spend relative to the YE June 2019.

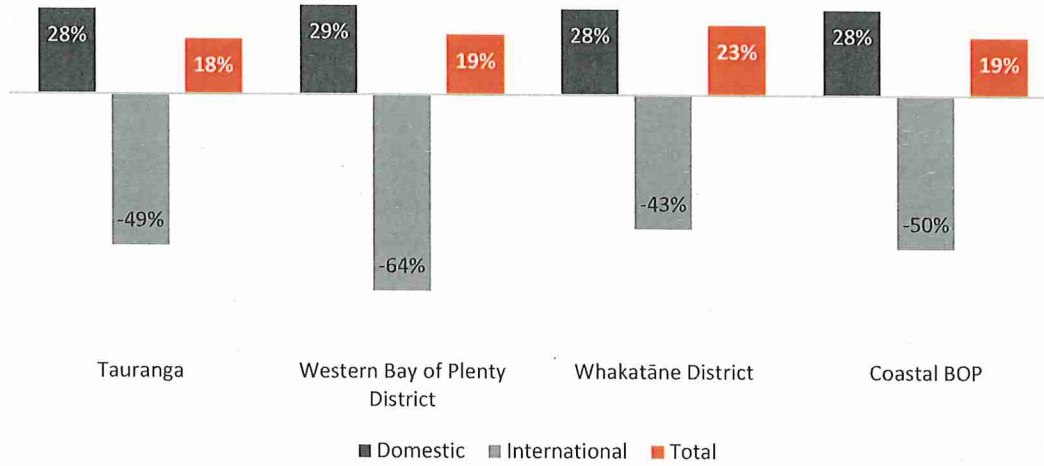
Visitor spend year ending June 2021, compared to year ending June 2019

- In the year ending June 2021, **total** visitor spend in the region increased by about 12% compared to YE June 2019. This was driven by a 19% increase in **domestic** visitor spend. The growth of this market has been more than enough to offset the loss of the international market during this time.

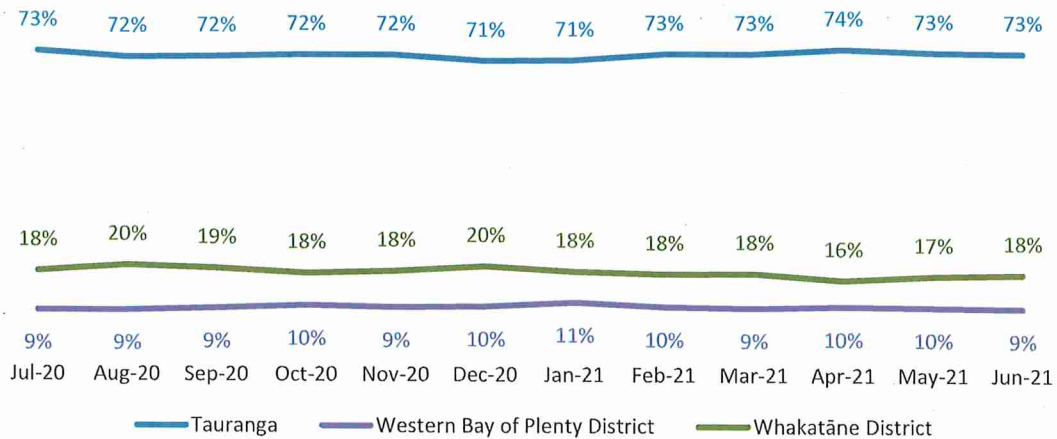
Source of all visitor spend figures: Marketview Tourism Dashboard. Note that these data reflect spend via electronic card transactions only and therefore exclude pre-bookings, online purchases, and cash purchases. As such trends should be read as indicative only. International visitor spend may be inflated by repatriating New Zealanders using international cards.

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Change in visitor spend YE June 2021 compared to YE June 2020



Proportion of DOMESTIC visitor spend per area

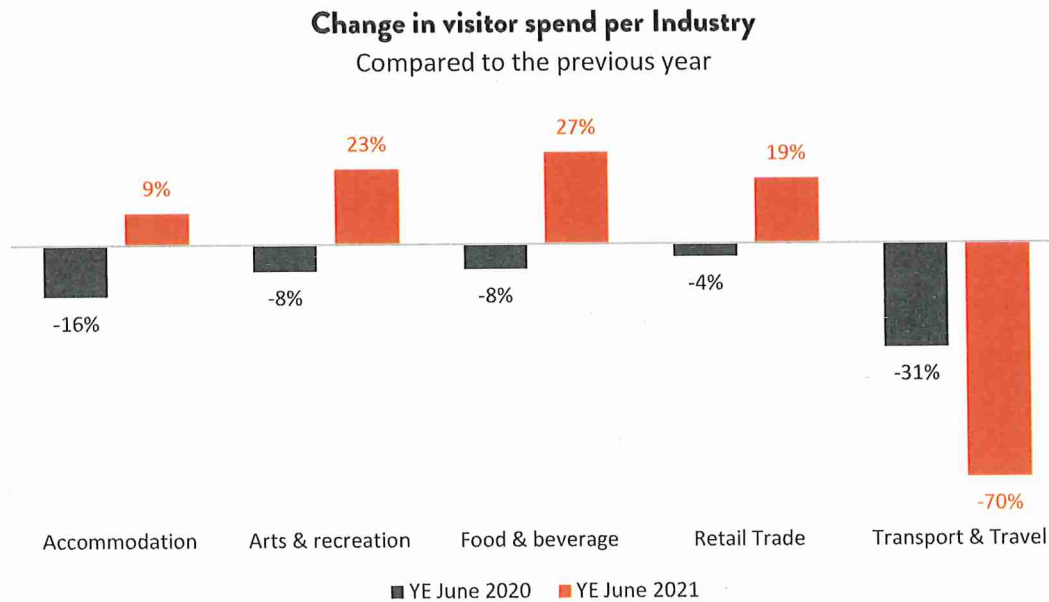


Source of all visitor spend figures: Marketview Tourism Dashboard. Note that these data reflect spend via electronic card transactions only and therefore exclude pre-bookings, online purchases, and cash purchases. As such trends should be read as indicative only. International visitor spend may be inflated by repatriating New Zealanders using international cards.

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Total visitor spend per industry

At the aggregate level, most industries have benefited from the growth of the domestic market. However, operators in the transport and travel sector, such as cruise tour operators, have been significantly affected by COVID-19 and the associated travel restrictions.



Source of all visitor spend figures: Marketview Tourism Dashboard. Note that these data reflect spend via electronic card transactions only and therefore exclude pre-bookings, online purchases, and cash purchases. As such trends should be read as indicative only. International visitor spend may be inflated by repatriating New Zealanders using international cards.

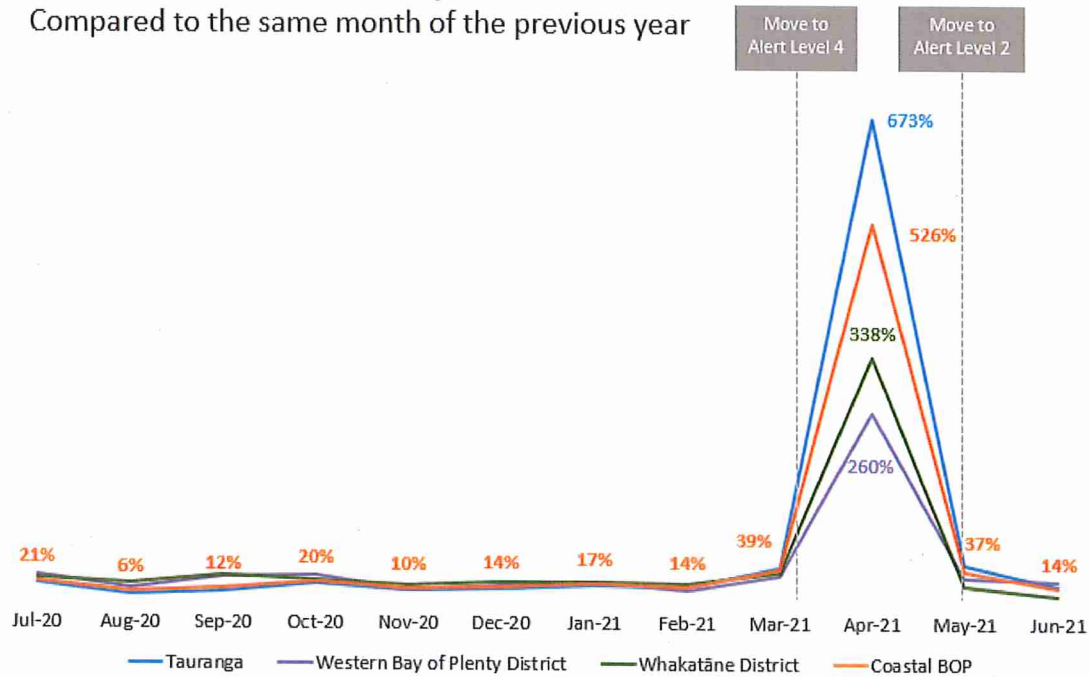
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Changes in Monthly Visitor Spend

The recovery of the domestic visitor market across the region and throughout the year is clear when looking at monthly visitor spend compared to the same month in the previous year. It's particularly positive that the growth continues throughout the year. Note that the change in spend in the March to May period is obviously inflated due to the Alert Level four lockdown in 2020.

Change in DOMESTIC visitor spend

Compared to the same month of the previous year



Source of all visitor spend figures: Marketview Tourism Dashboard. Note that these data reflect spend via electronic card transactions only and therefore exclude pre-bookings, online purchases, and cash purchases. As such trends should be read as indicative only. International visitor spend may be inflated by repatriating New Zealanders using international cards.

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DESTINATION MANAGEMENT

Te Hā Tāpoi | The Love of Tourism Annual Plan 2020 – 2021 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 for the year July 2020 to June 2021 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 3,471,396 impressions and 320,428 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.

Direct marketing support provided to operators following lockdown

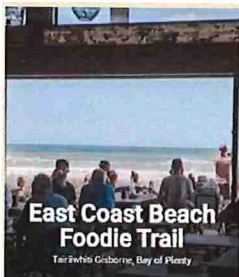


Travel restrictions resulting from COVID-19 had a significant impact on tourism businesses. To support local tourism operators, TBOP provided direct social media advertising for 20 businesses, resulting in over 5,500 total clicks directly to their websites. TBOP also developed approximately 17 stories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

Domestic packages were also created to align with Tourism New Zealand's campaigns for singles, couples, families, and cashed up retirees. These were shared via newzealand.com and other TNZ digital channels. They were also promoted by the i-SITE team at Fieldays.

TBOP spread awareness of the region and what experiences visitors can do here amongst international agencies. This was done via virtual training alongside eExplore Central North Island and Tourism New Zealand,

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. We also attended the Field Days with the Get Out More collective. As a result of this, we gained over 1,000 new subscribers to the Sure to Make You Smile database.

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 has attended two Business Event focussed trade shows in the 2020-2021 financial year- BE Reconnected and MEETINGS. These two tradeshow combined had attendance of over 1,000 people, generating leads for business events in 2021 and 2022. TBOP has worked alongside Tourism New Zealand to bring the Royal College of Pathologists Australasia to Tauranga and Trinity Wharf Hotel for its September 2021 Conference.

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\$1.5 million of Advertising Value Equivalency (AVE) achieved

Harley tours to Hangi: Tauranga's best cultural experiences



As a result of hosted media familiarisations and pitched stories, more than 40 stories about Te Moananui ā Toi | the Coastal Bay of Plenty were published, during the 2020-2021 financial year.

The total investment into the media programme was \$38,000. The total net return in Advertising Value Equivalency (AVE) of this media activity was \$1.5 million, representing a 3,878% return on the investment.

Contribution of STAPP funding

STAPP funding has enabled 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.

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Pillar 2: Connect with residents

Thanks to the No Place Like Home campaign, 41% of locals feel more informed about tourism activities in the region



The No Place Like Home locals' campaign was in-market for the majority of the 2020-2021 financial year with monthly e-newsletters, print stories, social media, and radio. E-newsletter subscribers have grown from 2,215 to 2,777.

Campaign effectiveness research conducted in February 2021 showed that 50% of residents have seen the campaign. Of those, 41% were inspired to look for further information on tourism activities; and 41% feel more informed about tourism activities in the region.

Corporate public relations activity achieved \$9.3 million in Advertising Value Equivalency (AVE)



TBOP accelerated its position as a thought leader in regenerative tourism, elevating the Bay of Plenty food story, and as an advocate for the local tourism industry during the financial year. AVE for corporate public relations reached an estimated \$9.3 million. This was achieved largely through 20 press releases, and the management and response of 59 media enquiries.

Frequent industry and stakeholder email newsletters were sent out to assist tourism businesses affected by COVID-19 impacts, and to inform them of industry news and upcoming events. A total of 47 industry specific e-newsletters were sent during the year.

Greater connection with industry

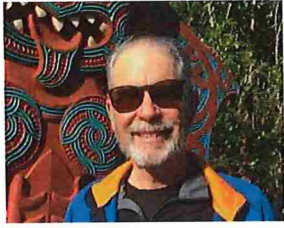


TBOP has made a concerted effort to increase and improve engagement with all stakeholders, and especially with the industry. Breakfast Business Connect networking functions continue to be well attended and enjoyed as one of the best ways to connect the industry and other stakeholders.

A regular weekly office open hour was trialled to give the industry the opportunity to engage in 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 and again in March/April; at these events, operators and stakeholders workshopped priorities and the actions for the year ahead. The feedback provided at these events helped to inform TBOP's plan for the 2021-2022 financial year.

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Leadership Advisory Group launched



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 took place on 11 May 2021, with Grant Webster as the guest speaker. The hui was well-attended, with representatives from Ngāti Ranginui, Ngāi Te Rangi, Priority One, Tauranga Chamber of Commerce, Department of Conservation, MBIE, EnviroHub, Zespri, and many other organisations and agencies.

Strong community and stakeholder engagement



TBOP continues to have strong community and stakeholder engagement. Across the year, TBOP achieved an average of 68 engagements per two-month period with key stakeholders and the community.

Contribution of STAPP funding

STAPP funding has and will enable the following activity in relation to this pillar (noting the period for using the STAPP funding extends to December 2021):

- 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.

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Pillar 3: Enhance the visitor experience

Visitor Information Centre in Mount Maunganui for the peak summer season



Alongside Tauranga City Council and Mount Business Association, TBOP opened a temporary Mount Maunganui *i*-SITE Visitor Information Centre in December 2020 (the Pod). This was open in Te Papa o Ngā Manu Porotakataka for seven weeks over the peak summer period and utilised existing infrastructure.

Since the change of location from Salisbury Avenue, spend by domestic visitors at the pod increased by 253% compared to the same time in 2019/2020. It's assumed that this is largely due to the location of the Pod being more visible and easier to access by domestic visitors.

Mount Business Association will continue to activate the Pod and surrounding space during the winter months, before the *i*-SITE reopens in December 2021.

Engagement with potential visitors at NZMCA Motorhome Caravan & Leisure Show and Fieldays



In a bid to reach more of the domestic market, TBOP attended two consumer shows in collaboration with eXplore Central North Island. Both held in Hamilton, the New Zealand Motor Caravan Association's Motorhome Caravan & Leisure Show in October 2020, and the Fieldays over 4 days in June 2021, gave TBOP the opportunity to engage with well over 1,000 potential visitors from throughout New Zealand and Australia. Common enquiries about the region related to cycleways, DOC trails, and general walking tracks.

Support for local businesses selling their products



TBOP has continued to support local and New Zealand businesses by selling retail products via our *i*-SITE location. The *i*-SITE has been focusing on changing the offering of products that align with our Place DNA®, including bringing in more environmentally friendly products. Of the current retail stock at the Tauranga *i*-SITE, over half (58%) of the products are locally made and 18% are New Zealand made.

Popular new revenue streams for Tauranga *i*-SITE



Tauranga *i*-SITE has established several new revenue streams in the past year. This includes becoming event ticket agents for local theatres and major events through eventfinda. Overall, 700 event, concert, and show tickets were sold to the value of around \$17,000. Tauranga *i*-SITE also partnered with Leisure Tours and local company, Hinterland Tours, to sell packaged domestic tours. These are popular among the senior travel market. Kiwi Cash Tag is another steady revenue stream where travellers purchase the tag for use of the facilities at Kiwi Camps situated around New Zealand.

***i*-SITE saw increase in domestic users**



Across the year, the Tauranga *i*-SITE serviced a total of 1,808 domestic visitors, most from the North Island. This is an increase of 132% or 1,208 visitors compared to the (COVID affected) 2019-2020 financial year.

No STAPP funding was applied to this workstream.

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Pillar 4: Grow capability and increase supply

Flavours of Plenty launch



In the past year, TBOP has trialled the idea of concentrating efforts on the Place DNA® elements to showcase the tourism possibilities in these areas. The trial in 2020-2021 focussed on Horticultural Provenance. TBOP audited the region's horticultural provenance landscape, developed product ideas, and created a marketing plan. From this work, Flavours of Plenty was launched, including the announcement of the region's inaugural food festival with the theme "Plentiful Produce" – scheduled for Autumn 2022.

Flavours of Plenty is a brand, a collective, and a vehicle for funding, designed to bring the food community together and to help share the region's food story. This activity was led by a steering group of locals passionate about the foodscape.

Te Whānau Tāpoi Māori o Tauranga Moana Incorporated Society established



TBOP collaborated with local Māori tourism operators, iwi, and hapū to establish the incorporated society Te Whānau Tāpoi Māori o Tauranga Moana | The Māori Tourism Family of Tauranga Moana. This is a collaborative initiative of ten active and four potential 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 now is 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 Ōtanewainuku Forest. The egg hatched on 6 October 2020 at the National Kiwi Hatchery and was named Manuhiri (Visitor). Manuhiri will be released back into Ōtanewainuku Forest later in 2021. The National Kiwi Hatchery and Ōtanewainuku Kiwi Trust rely heavily on donations to help support the work they do to ensure wild kiwi chicks have a better chance of survival.

Operators supported to build capability in key areas



TBOP identified and contracted a digital specialist to work one-on-one with interested tourism industry operators to upskill and develop their digital abilities. Each of these operators received a personalised three phase training session to suit their individual business requirements.

Feedback was 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: Health and Safety, and COVID-19 recovery opportunities with the Tauranga Chamber of Commerce.

TBOP also supported the Qualmark COVID Clean Approved assessment tool available for Industry.



Recognised as a sustainable destination



Te Moananui ā Toi | The Coastal Bay of Plenty has been named as:

- One of the top 100 most sustainable destinations globally. This award from Green Destinations (October 2020) recognises destinations that are making progress towards a more sustainable tourism industry.
- One of the top 5 global destinations in the Best of Green Awards 2021: Sustainable Travel. Treehugger identified destinations leading the way in eco-friendly travel. The region was selected based on its destination management plan, Te Hā Tāpoi | The Love of Tourism, and its focus on creating a thriving, regenerative tourism industry.

Contributions of STAPP Funding

STAPP funding has and will enable the following activity in relation to this pillar (noting the period for using the STAPP funding extends to December 2021):

- Conduct an infrastructure and experience gap analysis across Te Moananui ā Toi | the Coastal Bay of Plenty.
- Research the potential for business events and conferences 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 in these areas of expertise.

cc 4

WESTERN BAY OF PLENTY TOURISM & VISITORS TRUST

Purpose of business

The principle objective of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty is to promote the economic welfare and development of the region and its community through marketing and management that impacts on the region as a visitor and tourist destination.

Legal basis

Charitable Trust

Structure

The Trust comprises a Board of up to eight Trustees who oversee the governance of the Trust, a General Manager who is responsible for the day-to-day operations of the Trust and reporting to the Trustees, and 18 other staff who support the General Manager in delivering the Trust's objectives. The Trustees are appointed by the Tauranga City Council and the Western Bay of Plenty District Council.

Main sources of cash and resources

Operating grants received from the Tauranga City Council, Western Bay of Plenty District Council and Whakatāne District Council are the primary sources of funding to the Trust. The Trust also earns revenue from commissions on sales of local and domestic products.

Trustees

L. Cooney - Chairperson

R. Browne – Deputy Chair

G. Keel

J. Hill

C. Swallow

O. Nathan (resigned July 2021)

Registered Office

8 Wharf Street

Tauranga

Solicitors

Holland Beckett

Tauranga

Bankers

ASB

Tauranga

Auditors

Audit New Zealand

Statement of Comprehensive Revenue & Expenditure

For the year ended 30 June 2021

	Notes	2021 Actual	2021 Budget	2020 Actual
REVENUE				
Funding - Tauranga City Council		2,319,529	2,319,529	2,213,962
Funding - Western Bay of Plenty District Council		216,395	216,396	212,988
Funding - Whakatāne District Council		84,000	84,000	84,000
Retail sales		7,411	37,600	45,860
Finance revenue		3,268	4,560	4,856
Other revenue	1	1,097,185	814,986	515,153
Total revenue		3,727,788	3,477,071	3,076,819
EXPENDITURE				
Cost of sales	2	6,082	19,400	30,328
Operating & marketing	3	1,708,133	1,396,867	873,002
Administration & overhead	4	511,746	457,601	427,395
Finance costs		129	1,362	749
Employee benefit expenses	5	1,319,654	1,417,600	1,630,569
Trustee fees		69,375	78,750	42,656
Depreciation and loss on sale of assets	11&12	76,316	105,491	70,010
Total expenditure		3,691,435	3,477,071	3,074,710
SURPLUS/(DEFICIT) before Tax	6	36,352	0	2,108
Taxation	7	0	0	0
SURPLUS/(DEFICIT) after tax		36,352	0	2,108
Other Comprehensive Revenue & Expense				
Other Comprehensive Revenue		0	0	0
Total Other Comprehensive Revenue & Expense		0	0	0
Total Comprehensive Revenue & Expense		36,352	0	2,108

STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	2021 Actual	2020 Actual
Net Assets/Equity at start of the year	424,935	422,827
Total comprehensive revenue and expenses	36,352	2,108
BALANCE AT 30 JUNE	461,288	424,935

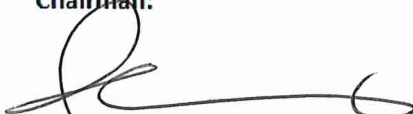
The accompanying notes form part of these financial statements

Statement of Financial Position as at 30 June 2021

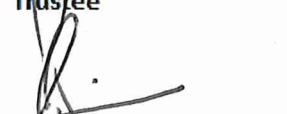
	Notes	2021	2020
ASSETS			
Current assets			
Cash and cash equivalents	8	1,012,031	190,683
Investments	9	200,000	200,000
Debtors and prepayments	10	76,510	126,664
Inventories		12,620	17,435
Total current assets		<u>1,301,162</u>	<u>534,782</u>
Non-current assets			
Property, plant and equipment	11	192,380	230,978
Intangible assets	12	70,520	62,988
Total non-current assets		<u>262,900</u>	<u>293,966</u>
TOTAL ASSETS		<u>1,564,062</u>	<u>828,748</u>
LIABILITIES			
Current liabilities			
Creditors and accrued expenses	13	237,810	211,401
Revenue Received in Advance	13	687,627	3,160
Employee benefit liabilities	14	177,336	185,928
Finance Leases	15	0	3,324
Total current liabilities		<u>1,102,773</u>	<u>403,813</u>
Non-current liabilities			
Loans		0	0
Finance Leases		0	0
Total non-current liabilities		<u>0</u>	<u>0</u>
TOTAL LIABILITIES		<u>1,102,773</u>	<u>403,813</u>
TOTAL ASSETS LESS TOTAL LIABILITIES		<u>461,288</u>	<u>424,935</u>
EQUITY			
Accumulated Funds		461,288	424,935
TOTAL EQUITY		<u>461,288</u>	<u>424,935</u>

The accompanying notes form part of these financial statements

Chairman:


31st May 2022

Trustee


31st May 2022



Statement of Accounting Policies for the year ended 30 June 2021

ENTITY STATEMENT

Western Bay of Plenty Tourism and Visitors Trust is a Council Controlled Organisation (CCO), by virtue of the Council's right to appoint the Board of Trustees. Governance is provided by the Trust Board as per the Trust Deed. The relevant legislation governing the Trust's operations includes the Local Government Act 2002. The financial statements of the Trust have been prepared in accordance with the provisions of section 68 and 69 of the Local Government Act 2002. The Trust is a public benefit entity for financial reporting purposes.

The principle objective of the Trust is to promote the economic welfare and development of the region and its community through marketing and management that impacts on the region as a visitor and tourist destination.

The financial statements of the Trust are for the year ended 30 June 2021. The financial statements were approved by the Board of Trustees on 30th August 2021.

BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZGAAP).

These financial statements have been prepared in accordance with Tier 2 PBE accounting standards on the basis that the Trust is not publicly accountable and expenses are between \$2 and \$30 million. These financial statements comply with Public Benefit Entity Standards Reduced Disclosure Regime.

Measurement base

The financial statements have been prepared on a historical cost basis.

Changes in accounting policies

There have been no changes in accounting policies.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars.

Goods & Services Tax

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST. GST is shown as a net amount in the cashflow.



Statement of Cash Flows for the year ended 30 June 2021

	2021 Actual	2020 Actual
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of Funding - Tauranga District Council	2,319,529	2,213,962
Receipts of Funding - Western Bay of Plenty District Council	258,994	170,390
Receipts of Funding - Whakatāne District Council	84,000	84,000
Receipts from retail sales	7,411	45,860
Receipts from other revenue	1,781,852	522,215
Interest receipts	2,219	2,463
Dividend receipts	1,164	2,252
Interest payments	-129	-749
Payments to suppliers and employees	-3,234,518	-2,813,134
GST (net)	-356,071	-263,764
Net cash flow from operating activities	864,451	-36,504
CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES		
Repayment of loans	-3,324	-6,000
Receipts from sale of fixed assets	0	787
Payments to acquire fixed assets	-39,778	-163,673
Net cash flow from investing & financing activities	-43,103	-168,886
ADD OPENING BANK ACCOUNTS AND CASH	390,683	596,073
CLOSING BANK ACCOUNTS AND CASH	1,212,031	390,683

The accompanying notes form part of these financial statements

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cheque or savings accounts, and deposits held at call with banks.

Investments

Investments are shares, term deposits, bonds, units in unit trusts, or similar instruments held by the entity.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Inventory

Inventory held for sale on a commercial basis is valued at the lower of cost or net realisable value. The cost of the inventory is determined using the weighted average method.

Property, plant, equipment

Property, plant, equipment is recorded at cost, less accumulated depreciation, and impairment losses.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is provided on a diminishing value basis on all property, plant, and equipment, at rates that will write-off the cost of the assets to their estimated residual values over their estimated useful lives.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Furniture and fittings (10% - 40%)

Computers and software (50% - 60%)

Buildings and leasehold improvements (10% - 25%)

Office equipment (8% - 67%)

Intangible Assets**Website Development:**

Website development costs are capitalised when it is probable that the expected economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. Furthermore, the website must be shown to be capable of generating revenues, including direct revenues from enabling orders to be placed.

SIGNIFICANT ACCOUNTING POLICIES

Revenue

Grants

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ('use or return condition'). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Sale of goods

Revenue from the sale of goods is recognised when the goods are sold to the customer.

Sale of services

Revenue from the sale of services is recognised when the service is provided.

Interest and dividend revenue

Interest revenue is recorded as it is earned during the year. Dividend revenue is recognised when the dividend is declared.

Employee related costs

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, and leave entitlements.

Performance payments are recorded when the employee is notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

Advertising, marketing, administration, and overhead costs

These are expensed when the related service has been received.

Lease expense

Operating leases

Lease payments are recognised as an expense on a straight-line basis over the lease term.

Finance leases

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum payments. The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. The lease is fully depreciated over the lease term.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020	
1 Other Revenue			
Industry Contributions	31,200	101,962	
Covid Wage Subsidy	-	123,106	
Regional Events Funding	526,500	-	
STAPP Funding	524,568	-	
Other Income	<u>14,917</u>	<u>290,085</u>	
	1,097,185	515,153	
2 Cost of Sales			
The write-down of inventory during the year was Nil (2020: Nil). The reversal of write-downs for the year was Nil (2020: \$8,647).			
Opening Inventory	17,435	23,353	
Purchases	1,267	24,410	
Closing Inventory	<u>(12,620)</u>	<u>(17,435)</u>	
Total Cost of Sales	6,082	30,328	
3 Operating and Marketing			
Credit card charges	605	23,846	
Events Marketing	561,689	1,529	
Cruise Marketing and Operating	18,071	81,238	
Consumer Marketing	505,490	350,954	
Development & Research	451,628	273,013	
General and Other Marketing	<u>170,650</u>	<u>142,422</u>	
	1,708,133	873,002	
4 Administration and Overhead			
Audit Fees	23,322	22,392	
Cleaning & Security	14,508	34,023	
Rent	133,543	133,509	
Recruitment training & HR	102,253	47,328	
Repairs & Maintenance	1,688	5,554	
Vehicle	31,979	30,285	
Subscriptions	11,253	8,148	
IT expenses	41,426	40,443	
Telephone	10,119	13,063	
Electricity	10,257	13,487	
Other Administration & Overhead	<u>131,397</u>	<u>79,163</u>	
	511,746	427,395	
5 Employee Benefit Expenses			
Salaries and wages	1,283,307	1,459,931	
Covid Wage Subsidy	-	123,106	
Employer superannuation contributions	33,805	44,805	
Other employee related costs	<u>2,542</u>	<u>2,727</u>	
	1,319,654	1,630,569	
6 Variance Budget to Actual			
INCOME	Actual	Budget	Variance
Retail Sales (Reduced sales due to no cruise/international visitors)	7,411	37,600	- 30,189
Other Revenue (Reduced cruise/commission income offset by Regional events funding received not in budget)	1,097,185	814,986	282,199
EXPENDITURE			
Cost of Sales (Purchases reduced as sales were down on budget)	6,082	19,400	- 13,318
Operating & Marketing (Regional Events costs not in budget)	1,708,133	1,396,867	311,266
Administration & Overheads (Increased costs for HR and CEO cover)	511,746	457,601	54,145
Employee Benefit Expenses (Staff vacancies for part of year)	1,319,654	1,417,600	- 97,946
Depreciation (Website stage 2 and CRM operational later in the year than anticipated)	76,316	105,491	- 29,175
7 Taxation			
The Trust holds confirmation of a tax exemption under section CW 40 of the Income Tax Act 2007			
8 Cash and Cash Equivalents			
Cheque Accounts	34,743	24,351	
Savings Accounts	976,388	165,232	
Cash on Hand	<u>900</u>	<u>1,100</u>	
	1,012,031	190,683	
9 Investments			
Term Deposit ASB Bank 1% for 6 months	200,000	200,000	
10 Debtors and Prepayments			
Debtors	3,318	51,854	
Accrued Income	-	140	
GST	49,303	45,976	
Prepayments	<u>23,889</u>	<u>28,694</u>	
	76,510	126,664	
Debtors and prepayments from exchange transactions	27,207	80,688	
Debtors and prepayments from non-exchange transactions	<u>49,303</u>	<u>45,976</u>	
	76,510	126,664	

Amortisation:

Website costs are amortised on a diminishing value basis over the asset's useful life. Amortisation begins when the asset is available for use and ceases at the date when the asset is disposed of. The amortisation charge for each year is included with depreciation and recognised in the Statement of Comprehensive Income.

The useful life and associated amortisation rate has been estimated as follows:

Website (50%)

Creditors and accrued expenses

Creditors and accrued expenses are recorded at their face value.

Employee Entitlements

A liability for employee costs payable is recognised when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date, using current rates of pay.

Loans

Loans are recognised at the amount borrowed from the lender. Loan balances include any interest accrued at year end that has not yet been paid.

Income Taxation

The Trust holds a tax exemption from the Inland Revenue Department in terms of section CW40 of the Income Tax Act 2007, as a local or regional promotional body.

Budget figures

The budget figures are derived from the Statement of Intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with Tier 2 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements. Note that the classification of the expenses is different from the Statement of Intent as the employee costs are shown separately in the accounts.

Cashflow

Operating activities have been presented in accordance with the direct method.

Equity

Equity is the council's interest in the Trust and is measured as the difference between total assets and total liabilities.

Standards issued but not yet effective

PBE FRS 48 Service Performance Reporting, this will impact the entity from 1 July 2022 onwards, but the entity has not yet assessed the impact of this standard on the way the entity reports.

	2021	2020
Senior Management Team including CEO		
Full-time equivalent members	4.67	4
Remuneration	480,334	472,983
Total Full-time equivalent members	10.67	10
Total Remuneration	549,709	515,639

Due to the difficulty in determining the full-time equivalent for Trustees, the full-time equivalent figure is taken as the number of Trustees.

19 Donations

A donation was made to The Tauranga Womens Refuge for \$500.00
This was paid in lieu of the fee for hosting a famil at the request of the host.

20 Financial Instruments

Financial Instrument Categories

FINANCIAL ASSETS

Cash & Cash Equivalents	1,212,031	390,683
Debtors & Other Receivables	52,621	97,830
Total Financial Assets	1,264,652	488,513

FINANCIAL LIABILITIES

Creditors & Other Payables	237,809	211,401
Revenue Received in Advance	687,627	3,160
Finance Leases	0	3,324
Total Financial Liabilities at Cost	925,436	217,885

21 Events After Balance Date

There are no significant events post balance date.

22 Covid-19 impact disclosures

Management and the Trustees have considered the current and future potential effects on the business caused either directly or indirectly by Covid-19.

The effect on the overall results for the year ended 30 June 2021 has been positive with extra funding received from STAPP and the Regional Events Fund.

Future potential effects are speculative and unknown however the Bay of Plenty is in the privledged position to already attract mostly domestic tourists. Around 80% is domestic tourism visitor spend and 20% international visitor spend (cruise less than 5% visitor spend) so we may see a lessor impact in the Bay of Plenty than in other regions.

CRUISE

Cruise ships were banned in New Zealand on 14 March 2020 resulting in the loss of cruise income for this financial year.

There is no certainty of when the cruise ships will return to our region and we have budget options for every eventuality.

TAURANGA ISITE

The Tauranga iSite has had reduced income due to the lack of cruise and other international visitors, the opening of the Australian bubble has had no impact. The iSite is now closed on Sundays.

MARKETING

STAPP Funding of \$700,000 was received in August 2020, \$526,500 has been spent as per the criteria and the remaining \$173,500 will be spent in the next financial year. Regional Events Funding of \$1,038,695 was received in January 2021, \$524,568.40 has been allocated as per the criteria and the remaining \$514,126.60 will be spent in the current financial year.

WAGE SUBSIDY

The MSD Wage subsidy was received for cruise and iSite staff. A total of \$126,266.40 was received in the last financial year and \$123,106.49 paid to staff up to June 2020 the remainder \$3159.91 paid in July 2020.

23 Annual General Meeting disclosure

The board of Tourism Bay of Plenty was required under section 11.1 of the Trust Deed, to hold an AGM within four months of the financial year end. With further reference to section 11.1(a), the Board will be called to "receive and consider the annual report" and with reference to 11.1(b), "receive, consider and adopt the audited income and expenditure account and balance sheet". Tourism Bay of Plenty is in breach of clause 11.1(b), this was not met because Audit New Zealand was unable to complete the audit within this timeframe due to an auditor shortage and the consequential effects of Covid-19, including lockdowns.

11 Property, Plant and Equipment

Name	Cost	Accum Dep	1-Jul-20	Purchases	Depreciation	Disposals	30-Jun-21
Total Computers & Software	78,197	62,715	13,136	2,347	7,546	0	7,937
Total Furniture & Fittings	94,141	42,037	51,591	513	7,147	0	44,957
Total Leasehold Improvement	280,890	130,671	150,219	0	19,232	0	130,987
Total Office Equipment	114,552	83,816	16,033	982	6,007	2,508	8,499
Total	567,781	319,239	230,979	3,841	39,932	2,508	192,380

Name	Cost	Accum Dep	1-Jul-19	Purchases	Depreciation	Disposals	30-Jun-20
Total Computers & Software	78,111	56,939	11,547	9,625	7,820	216	13,136
Total Furniture & Fittings	140,047	77,925	36,708	25,414	7,631	2,900	51,591
Total Leasehold Improvement	288,589	113,172	132,388	43,030	21,133	4,066	150,219
Total Office Equipment	115,882	90,107	15,756	10,019	9,167	575	16,033
Total	622,629	338,143	196,398	88,088	45,750	7,757	230,979

12 Intangible Assets

Name	Cost	Accum Dep	1-Jul-20	Purchases	Depreciation	Disposals	30-Jun-21
Website & CRM	117,482	12,598	62,988	41,897	34,364	0	70,520
Total	117,482	12,598	62,988	41,897	34,364	0	70,520

Name	Cost	Accum Dep	1-Jul-19	Purchases	Depreciation	Disposals	30-Jun-20
Website	128,585	48,307	4,693	75,585	14,162	3,128	62,988
Total	128,585	48,307	4,693	75,585	14,162	3,128	62,988

13 Creditors and Accruals

	2021	2020
Creditors	167,491	133,964
Revenue Received in Advance	687,627	3,160
Accrued Expenses	22,173	23,888
Funds received on behalf of tourism operators	48,147	53,549
	<u>925,438</u>	<u>214,561</u>
Creditors and Accruals from exchange transactions	925,438	211,401
Creditors and Accruals from non-exchange transactions	-	3,160
	<u>925,438</u>	<u>214,561</u>

14 Employee Benefit Liabilities

Accrued salaries and wages	95,151	100,058
Annual leave	82,185	85,870
	<u>177,336</u>	<u>185,928</u>

15 Finance Lease: Ricoh Photocopier

Finance Lease - Not later than 1 year	-	3,324
Finance Lease - Later than 1 year and not later than 5 years	-	-
	<u>-</u>	<u>3,324</u>

Finance leases are for photocopiers and printers. The net carrying amount of the plant and equipment held under finance leases is nil (2020 \$2,634).

Finance leases can be renewed at the Trust's option, the Trust does not have the option to purchase the assets at the end of the lease terms.

There are no restrictions placed on the Trust by any of the finance leasing arrangements.

16 Capital and Operational Commitments and Operating Leases

Non-cancellable operating leases as lessee:

The Trust leases property, equipment and two vehicles in the normal course of its business. The following amounts relate to rental 8 Wharf Street, rental 103 The Strand, VW vehicle lease, Nissan vehicle lease and lease of Eftpos machines.

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

Payable no later than one year	131,065	131,374
Later than one year, not later than five years	141,626	251,578
Later than five years	-	-
	<u>272,691</u>	<u>382,952</u>

17 Contingent Liabilities

The Trust has no contingent liabilities

18 Related Party Transactions

The Trust received a significant amount of operating grants from the Councils to deliver its objectives as specified in the Trust Deed.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship and/or on terms and condition no more or less favourable than those that it is reasonable to expect the Council and group would have adopted in dealing with the party at arm's length in the same circumstances.

Key Management Personnel compensation

Trustees		
Full-time equivalent members	6	6
Remuneration	69,375	42,656

SERVICE DELIVERY REPORT JULY 2020 – JUNE 2021

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)	Result to June 2021	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 2019 – 2022.	Achieve the success measures set out in Te Hā Tāpoi The Love of Tourism Annual Plan 2020 – 2021, which align to the Visitor Economy Strategy 2018 – 2028.	Of TBOP's 28 strategic priorities for this financial year, laid out in Te Hā Tāpoi The Love of Tourism 2020-2021, 22 have been completed and six were not completed. Of those not completed, two were delayed and one indefinitely suspended due to circumstances beyond TBOP's control. The remaining three are underway with slower timeframes than expected.	Not achieved
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.	Not achieved
Measure visitor spend.	MBIE Monthly Regional Tourism Estimates (MRTE). As of November 2020, MBIE suspended the MRTE 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 YE June 2021, total visitor spend grew by 19% compared to the YE June 2020. No forecast or targets will be set for future years yet, due to the current levels of market uncertainty.	Achieved
		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 YE June 2021, domestic visitor spend grew by 28% compared to the YE June 2020. No forecast or targets will be set for future years yet, due to the current levels of market uncertainty.	Achieved
		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 YE June 2021, international visitor spend decreased by 50% compared to the YE June 2020 due to the COVID-19 related international border closures. No forecast or targets will be set for future years yet due to the current levels of market uncertainty. Note that spend on electronic cards by repatriating New Zealanders may be impacting international visitor spend figures.	Achieved
	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. No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Not achieved

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	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). No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved
	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). No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved
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 7,480 jobs in Te Moananui ā Toi the Coastal Bay of Plenty in the month of May 2021. No forecast or targets will be set for future years yet due to the current levels of market uncertainty.	Achieved

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

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	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 2020 to June 2021 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 +21 for New Zealand overall.</p> <p>Scores for categories related to Place DNA® elements for July 2020 to June 2021:</p> <ul style="list-style-type: none"> ▪ Horticultural Provenance: +20 ▪ Natural Environment: <ul style="list-style-type: none"> ○ Wildlife viewing: +6 ○ Biking & cycling: +11 ○ Hiking & rock climbing: +27 ▪ Ocean & Beaches: <ul style="list-style-type: none"> ○ Surfing: +20 ○ Beaches: +26 ○ Fishing: +20 ○ Diving and snorkelling: +21 ▪ Māori Culture: +21 	Not Achieved
	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.	50% of adult New Zealanders and 34% of adult Australians agree that the region offers a blend of natural landmarks, wildlife, authentic Māori culture, a range of local produce and stunning beaches (YE March 2021). These are consistent with results for YE December 2020.	Achieved
Work with Tauranga City Council City Events team to support events aligning with our Place DNA®.	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.	A website UX report has been completed that identifies several metrics for measuring digital content performance. The report contains a series of recommendations to improve the user experience, and these are being gradually implemented.	Achieved
	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 Market teams identifying the key events for collaborative marketing and executing associated marketing activity.	Bi-monthly meetings have been held with the TCC Major Events team to determine what promotional support TBOP can provide around key events that align with our Place DNA®. Major support was provided by way of sponsorship of the Aramex Kiwi Walk/Run event in May where we were able to highlight the Horticultural Provenance with themed tables and branding. 33% of event participants came from outside the Bay of Plenty region.	Achieved

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)	Result to June 2021	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 visitor satisfaction research is underway and providing insight into perceptions and motivators.	Achieved
Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives.	Campaigns in market. Campaign Post Analysis Performance Reports.	There is no current baseline data. The 2020/21 campaign calendar was scoped based on current market conditions. There is no current baseline data; a new measure is to be implemented in 2020/21.	Implement campaign calendar as set out in Te Hā Tāpoi The Love of Tourism 2020 – 2021. Monitor and report on campaign measures and use the information to set new benchmarks for future years.	The Sure to Make You Smile campaign was in-market from October-December 2020, and again from April-June 2021, as per the calendar in Te Hā Tāpoi The Love of Tourism 2020 – 2023. These dates were selected to promote the region during the shoulder seasons. The monitoring of campaign measures is underway. Key current measures being used are: <ul style="list-style-type: none"> Video views (to the end): 320,428 Impressions: 3,471,396 New users to bayofplenty.nz.com: 17,987 (9% of total new users to site) Website users' average session duration: 1m 23secs (site average 1m 36secs) Website users' pages/session: 2.35 (site average 2.1) Bounce rate: 57% (site average 66%) The best performing traffic was generated from display remarketing (targeting users who have already visited the site), which had an average time on site of 2m 11secs, and on average users looked at 4.6 pages per session. This traffic comprised 0.5% (199 users) of the total campaign traffic to the website. In comparison, the next best performing traffic was from Google Search ads, comprising 15% (6,781 users) of total campaign traffic. These users spent an average of 2m 12secs per session and viewed an average of 3 pages per session. This provides a benchmark for future campaigns and direction on where to focus our spend.	Achieved

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
Develop and maintain an Ambassador Programme.	Completion of workshops.	Have begun discussions with Queenstown Resort College regarding implementation.	Complete one course.	Queenstown Resort College (QRC) appointed as provider. Due to QRC's other commitments, the course development has been delayed until the first quarter of the 2021-2022 financial year.	Not achieved
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 68 engagements with key stakeholders per two-month period, falling just short of the goal of 70 engagements.	Not achieved

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)	Result to June 2021	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.	Tauranga City Council residents' satisfaction survey results. Western Bay of Plenty District Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is 76% agree (scores of 7 to 10). 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.	The score for the year ending June 2021 is 66% agree (scores of 7 to 10). This will be the benchmark for next year.	Achieved
Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	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.	The score for the year ending June 2020 is 79% agree (scores of 6 to 10). This will be the benchmark for next year.	Achieved
Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™.	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.	The score for the year ending June 2021 is +17.	Achieved
Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	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.	The score for the year ending June 2021 is +11.	Achieved
Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects).	Whakatāne District Council residents' satisfaction survey results. Research results.	Whakatāne: The score for the YE June 2019 is +50. No current baseline data – a new measure is to be implemented in 2020/21.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years. Measure satisfaction with the tourism industry in Te Moananui ā Toi the Coastal Bay of Plenty.	The score for the year ending June 2021 is +37. This research was put on hold until there is more information available regarding the cruise sector restart.	Achieved Not achieved
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.	No Place Like Home campaign in-market with monthly e-newsletters, print stories, social media, and radio. E-newsletter subscribers have grown from 2,215 to 2,777. Campaign effectiveness research conducted in February 2021 showed that 50% of residents have seen the campaign. Of those: <ul style="list-style-type: none"> 41% were inspired to look for further information on tourism activities; and 41% feel more informed about tourism activities in the region. 	Achieved

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)	Result to June 2021	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 underway.	Not achieved
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.	Not achieved
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 is the hīkoi to Waitangi and Hokianga for a group from local Hapu Ngāti Hangarau. Digital Marketing/Developing an Effective Social Media Presence workshop for Tauranga Moana roopū. 	Not achieved
Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.*	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.	Survey was not conducted due to resource constraints.	Not achieved
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.*	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.	Not achieved
	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.	Five events/workshops were delivered as follows: <ul style="list-style-type: none"> Digital marketing upskilling. One-on-one digital training. Regional Business Partner Network funding webinar held with the Tauranga Chamber of Commerce for tourism operators. Two Tourism Connect workshops. Health and Safety training. 	Achieved
	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.	Achieved

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)	Result to June 2021	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.	The visitor satisfaction research began in March 2021, with monthly surveying. At end of June 2021, 86% of visitors to the region were satisfied with their visit. Research conducted by Forward HQ. Sample size n=277, resulting in an associated margin of error of +/-5%.	Achieved
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 was implemented in the Tauranga i-SITE from January 2020. However, there was little customer engagement with a total of six responses (all from satisfied customers).	Achieved
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.	Not achieved
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).	The government's cruise ship ban remains in place meaning there will be no cruise ship visits for this coming 2021 to 2022 season. However, bookings for the 2022 to 2023 season are ramping up. The review of the cruise model is underway with TBOP taking a leadership role in exploring all the factors (social, economic, cultural, and environmental) that will come to play in preparing for what the return of the sector. As part of this, TBOP's General Manager has joined the Cruise NZ board to champion these issues at a national level in addition to working closely with Port of Tauranga, industry, and other cruise ship port locations. TBOP will continue to review the model in preparation for the 2022 to 2023 season commencement.	Not achieved
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.	The proposed Future Network Strategy is yet to be finalised by the i-SITE NZ board. The forum has consequently been delayed to 30 August 2021 (due to Covid lockdown) and TBOP will attend.	Not achieved

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)	Result to June 2021	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 currently paying the living wage to all permanent employees.	Achieved
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.	Employee Engagement Score: 76% (April 2021 TBOP Employee Engagement Survey).	Achieved

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)	Result to June 2021	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.	Achieved, net result is 1% ahead of budget at year end.	Achieved
Code of Conduct compliance.	TBOP Six Month and Annual Reports.	Achieved.	Code of Conduct compliance.	Achieved.	Achieved
Compliance and regulatory obligations met.	Councils' feedback.	Achieved.	Compliance and regulatory obligations met.	Achieved.	Achieved
Enterprise Risk Management Policy adherence.	Board confirmation.	Achieved.	Enterprise Risk Management Policy adherence.	Achieved.	Achieved
Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Councils' feedback.	Achieved.	No surprises principle maintained.	Achieved.	Achieved

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Result to June 2021	Status
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.	<p>Horticultural Provenance passion group:</p> <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. Flavours of Plenty collective and new brand launched. Announced the inaugural Flavours of Plenty food festival (Autumn 2022). <p>Ocean & Beaches passion group:</p> <ul style="list-style-type: none"> Experience Manager has been appointed. First passion group meeting took place in June 2021. 	Achieved
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.	<p>TBOP is currently collaborating with Rotary and environmental groups to identify opportunities for visitor volunteers to work alongside the local community. Challenges such as ad hoc volunteering days and times, health and safety, and others are slowing progress.</p>	Not achieved
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.	Achieved

*These performance measures relate to influencing 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.

Independent Auditor's Report

To the readers of Western Bay of Plenty Tourism and Visitors Trust's financial statements and performance information for the year ended 30 June 2021

The Auditor-General is the auditor of Western Bay of Plenty Tourism and Visitors Trust (the Trust). The Auditor-General has appointed me, Clarence Susan, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information of the Trust, on his behalf.

Opinion

We have audited:

- the financial statements of the Trust on pages 23 to 25, that comprise the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Trust on pages 33 to 42.

In our opinion:

- the financial statements of the Trust on pages 23 to 25:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2021; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards Reduced Disclosure Regime and
- the performance information of the Trust on pages 33 to 42 presents fairly, in all material respects, the Trust's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Trust's objectives for the year ended 30 June 2021.

Our audit was completed late

Our audit was completed on 31 May 2022. This is the date at which our opinion is expressed. We acknowledge that our audit was completed later than required by section 67(5)(a) of the Local Government Act 2002. This was due to an auditor shortage in New Zealand and the consequential effects of Covid-19, including lockdowns.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board for the financial statements and the performance information

The Board is responsible on behalf of the Trust for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board is also responsible for preparing the performance information for the Trust.

The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of the Trust for assessing the Trust's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board intends to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.

The Board's responsibilities arise from the Local Government Act 2002 and the trust deed.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Trust's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within the Trust's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the

date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify in our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 22, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report the fact. We have nothing to report in this regard.

Independence

We are independent of the Trust in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners, issued by New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Trust.



Clarence Susan
Audit New Zealand
On behalf of the Auditor-General
Tauranga, New Zealand