



STATEMENT OF INTENT

2021-2022 TO 2023-2024

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





1. OUR REGIONAL BRAND STORY

**KO MĀTOU WAAHI HE NGĀKAU PAI, HE
TAKUTAI HAUMAKO RAWA, HE WAAHI PITO
MATA.**

**HE WAAHI AWHINA O NGĀ AHUREA
TUAKIRI KĀTOA. KO TE WAIRUA
MĀHORAHORA O TE TANGATA HE ORITE KI
TE PARITANGA HUANGĀ PAI O TE WHENUA.**

**HE WAAHI HURANGA – KO TĀ MĀTOU
PŪMANAWATANGA, TE MOTUHAKETANGA
ME TE WHAKAARO MURAMURA E
HONOHONO ANA MĀTOU KI TE AO.**

HE TAURANGA MAI. HE TAURANGA ATU.

TE MOANANUI Ā TOI – HE WAAHI MŌU.

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

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

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

A LANDING PLACE. A LAUNCH PAD.

**THE COASTAL BAY OF PLENTY –
A PLACE FOR YOU.**



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2. PURPOSE OF STATEMENT OF INTENT

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

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

3. ABOUT TOURISM BAY OF PLENTY

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

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

3.1 Purpose of Tourism Bay of Plenty

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

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

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

- We value and protect our environment - Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.
- We have a well-planned city - Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure.



- We can move around our city easily-Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.
- We support business and education -Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce.
- We are inclusive, and value our culture and diversity-Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected, and healthy.

TBOP will work with councils on the development of a council-controlled organisations' draft Statement of Intent template and common key performance indicators for the Statement of Intent.



3.2 Principal Objectives

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

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



3.3 Operating Principles

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

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



3.4 Role of Tourism Bay of Plenty

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

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

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



3.5 Destination Management Plan





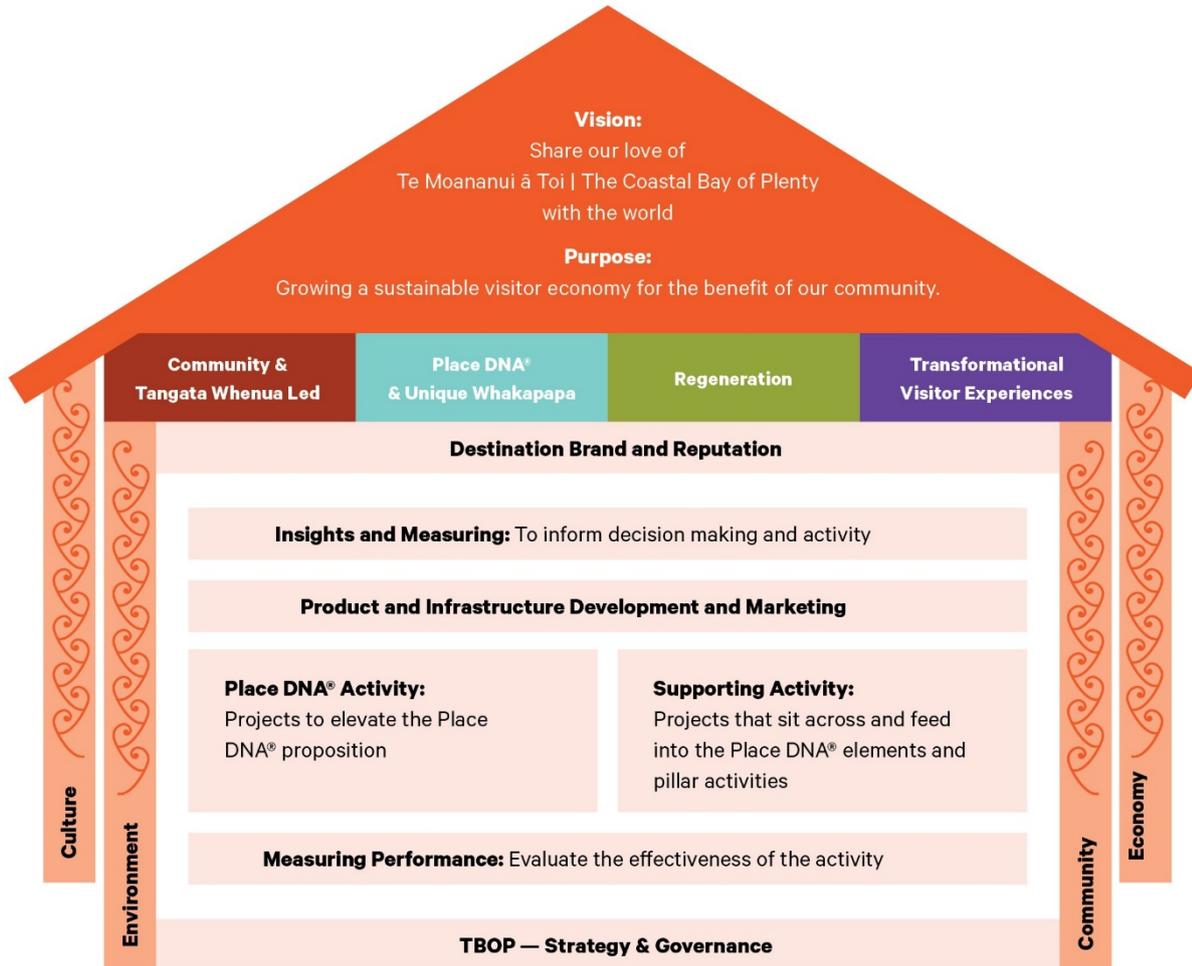
Destination management is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural, and environmental risks and opportunities. It brings together different stakeholders in a collaborative manner to achieve the common goal to which they are all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

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

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

As a result of the COVID-19 pandemic, the tourism sector is currently in survival mode. TBOP will work to support the region's tourism industry to survive and revive during 2021 – 2022. Principal objectives one and two in section 3.2 outline the additional activities TBOP will undertake during this time. These activities are to help the industry survive the impacts of COVID-19, whilst still building towards the ultimate goal to create a thriving visitor economy in Te Moananui ā Toi | the Coastal Bay of Plenty.

3.6 Tourism Bay of Plenty’s Strategic Framework





4. GOVERNANCE

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

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

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

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

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

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

The Trustees delegate the day-to-day operation of TBOP to the Chief Executive (CE) of TBOP who reports regularly to the Board. Kristin Dunne, who occupied this position since 2015, has resigned. This position (being recruited in July 2021) will be changed to General Manager (GM).



4.2 Tourism Bay of Plenty Trustees

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

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

Oscar Nathan has stepped down from the Board to take up the position as acting Chief Executive as of 27 April 2021, while Kristin Dunne transitions out of the organisation on a part-time basis.

4.3 Reporting to Councils

4.3.1 Communication Protocol

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

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



4.3.2 Statement of Intent

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

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

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

4.3.3 Reporting

TBOP has adopted 30 June as its balance date.

4.3.3.1 Six Month Report

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

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

4.3.3.2 Annual Report

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

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

5. TBOP'S STRATEGIC PRIORITIES AND SUCCESS MEASURES

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

5.1 External Focus Areas

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	2023-2024 Goal (June 2024)	Source
Economic	Visitor spend	Measure trends in visitor spend in Te Moananui ā Toi the Coastal Bay of Plenty. Tourism data expert Shane Vuleitch from FreshInfo deems it imprudent to forecast or set targets for future years at the moment (February 2021), due to the current levels of market uncertainty.	Total visitor spend.	In the YE May 2021 total visitor spend in the region was up 18% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			Domestic visitor spend.	In the YE May 2021 domestic visitor spend in the region was up 27% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			International visitor spend.	In the YE May 2021 international visitor spend in the region was down 51% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Marketview Tourism Dashboard.
			Cruise visitor spend.	No baseline result as there was no 2020-21 cruise season due to travel restrictions associated with COVID-19.	If the cruise market returns in 2021-2022, monitor and report on changes in visitor spend and use the information to set new goals for future years.	Meet visitor spend goal set in June 2021, dependent on market conditions.	Meet visitor spend goal set in June 2021, dependent on market conditions.	MBIE Tourism Satellite Account.
	Visitor numbers	Monitor trends in the number of visitors to Te Moananui ā Toi the Coastal Bay of Plenty.	Te Moananui ā Toi the Coastal Bay of Plenty	Monitoring average number of visitors each day per month and reporting to stakeholders.	Monitor and report on visitor numbers across the year.	Monitor and report on visitor numbers across the year.	Monitor and report on visitor numbers across the year.	Data Ventures Tourism NZ Tool.
	Employment	Measure the number of jobs provided by the tourism industry. (Includes accommodation, food and beverage services; activity, travel and tour services; and transport services.)	Total number of filled jobs in select tourism industries.	Tourism provides 7,450 jobs in Coastal BOP (April 2021).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new goals for future years.	Meet goal set in June 2021 for number of jobs in the tourism sector job, dependent on market conditions.	Meet goal set in June 2021 for number of jobs in the tourism sector job, dependent on market conditions.	Infometrics.
Environmental	Environmental impact	Measuring the impact (both positive and negative) of tourism on the environment.	Te Moananui ā Toi the Coastal Bay of Plenty	Started to assess the impact of tourism across the region via ECO-destination certification (50% complete) and in conjunction with stakeholders.	Determine a framework for measuring the impact of tourism and regenerative tourism on the environment and begin monitoring.	Implement framework and revise as needed.	Continue to implement framework and revise as needed.	Report to be developed based on framework.
Cultural	Reach of engagement with iwi and hapū	Monitor the number of iwi and hapū with whom TBOP engages.	Te Moananui ā Toi the Coastal Bay of Plenty	Relationships with 10 iwi and 11 hapū.	Two new relationships developed with iwi and hapū per year.	Two new relationships developed with iwi and hapū per year.	Two new relationships developed with iwi and hapū per year.	Simpleview CRM system.



Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	2023-2024 Goal (June 2024)	Source
	Quality of engagement with iwi and hapū	Monitor the strength of TBOP's relationships with iwi and hapū.	TBOP	Internal assessment of quality of relationships: 48% are classified as 'strong'. 24% are classified as 'moderate'. 29% are classified as 'weak'.	Develop 360° review and implement to establish a new baseline.	Maintain or improve strength of relationships.	Maintain or improve strength of relationships.	360° review
Social	Social licence	Measure resident's sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Tauranga City residents.	The score for the year to date (2020-21) is 66% agree (scores of 7 to 10).	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Tauranga City Council residents' satisfaction survey results.
			Western Bay of Plenty District residents.	The score for the year ending June 2021 is 72% agree (scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Western Bay of Plenty residents' satisfaction survey results.
			Whakatāne District residents.	The score for the year ending June 2020 is 79% agree (scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Maintain or improve perceptions of tourism's impact on the community.	Whakatāne District Council residents' satisfaction survey results.
	Operator social licence	Measure industry operators' satisfaction with Tourism Bay of Plenty's activities.	Operators	No current baseline data, first survey to be undertaken in 2021-2022.	Maintain or improve operators' satisfaction with TBOP's activities.	Maintain or improve operators' satisfaction with TBOP's activities.	Maintain or improve operators' satisfaction with TBOP's activities.	TBOP operator satisfaction survey.
	Stakeholder engagement	Monitor stakeholder engagement volume.	Stakeholders	Averaged 120 engagements with key stakeholders per two-month period from July-December 2020.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Simpleview CRM system.
	Leadership Advisory Group	Hold Leadership Advisory Group meetings.		One meeting in the 2020-21 FY.	Hold three Leadership Advisory Group meetings.	Hold three Leadership Advisory Group meetings.	Hold three Leadership Advisory Group meetings.	Simpleview CRM system.
Visitor experience	Visitor satisfaction	Measure visitor satisfaction with their visit to Te Moananui ā Toi the Coastal Bay of Plenty.	Total visitor satisfaction.	86% of visitors are satisfied with their last visit to the region (May to April 2021). Sample: n=214 Error margin: +/-7%	Maintain or improve visitors' satisfaction with their visit.	Maintain or improve visitors' satisfaction with their visit.	Maintain or improve visitors' satisfaction with their visit.	Visitor satisfaction survey.
	Potential visitor perceptions	Measure perceptions of Te Moananui ā Toi the Coastal Bay of Plenty among the New Zealand and Australia markets.	New Zealand market.	23% of adult New Zealand travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Market Perceptions research report by Angus & Associates.
			Australia market.	16% of adult Australian travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Maintain or improve propensity to visit score.	Market Perceptions research report by Angus & Associates.



Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	2023-2024 Goal (June 2024)	Source
	<i>i</i> -SITE user experience	Measure <i>i</i> -SITE users' perceptions of their experience.	Tauranga <i>i</i> -SITE	Six responses to <i>i</i> -SITE users' perceptions survey.	Monitor Net Promoter Score™ and set benchmarks for future years.	Maintain or improve Net Promoter Score™.	Maintain or improve Net Promoter Score™.	Customer Radar feedback dashboard.

5.2 Internal Focus Area

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	2023-2024 Goal (June 2024)	Source
TBOP team	Employee engagement	Measure organisational culture and staff well-being.	Employee Engagement score: 76% (April 2021).	Maintain or improve Employee Engagement Score.	Maintain or improve Employee Engagement Score.	Maintain or improve Employee Engagement Score.	TBOP Employee Engagement Survey.
	Living wage	Payment of the living wage (as a minimum) to all permanent employees.	All employees are being paid a minimum of the living wage.	Payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.	Financial records.
Regulations	Health and Safety	Measure health and safety capability of Tourism Bay of Plenty.	Safe365 Index of 79% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 assessment.
	<i>i</i> -SITE Qualmark status	Monitor the Qualmark status of Tauranga <i>i</i> -SITE.	Achieved Qualmark Sustainable Tourism Business Award with score of 85.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Qualmark.
Sustainability	Carbon footprint	Measure TBOP's carbon output.	Measured carbon footprint and identified opportunities for reduction.	Reduce carbon footprint across the organisation by 10%, and offset or inset the rest.	Reduce carbon footprint across the organisation by 10% (since June 2021), and offset or inset the rest.	Reduce carbon footprint across the organisation by 10% (since June 2021), and offset or inset the rest.	Carbon footprint calculator.
	Waste management	Monitor TBOP's waste management.	TBOP has a worm farm and recycling bins.	Reduce waste to landfill by 10%.	Reduce waste to landfill by a further 5%.	Reduce waste to landfill by a further 5%.	Resource Wise Business through Tauranga City Council.

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)	2023-2024 Goal (June 2024)	Source
Governance and finance	Governance	Statutory reporting requirements.	Met statutory reporting requirements for the 2020-2021 financial year.	Meet statutory reporting requirements.	Meet statutory reporting requirements.	Meet statutory reporting requirements.	Audit.
	Finance	Manage P&L budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.	TBOP Six Month and Annual Reports.
		Code of Conduct compliance.	Achieved.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.	TBOP Six Month and Annual Reports.
		Compliance and regulatory obligations met.	Achieved.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Council's feedback.
		Enterprise Risk Management Policy adherence.	Achieved.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Board confirmation.
		Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Achieved.	No surprises principle maintained.	No surprises principle maintained.	No surprises principle maintained.	Council's feedback.
		Support Councils to explore alternative funding mechanisms.*	Achieved (within TBOP's control).	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	TBOP Six Month and Annual Reports.
		Manage Strategic Tourism Assets Protection Programme (STAPP) and Tourism Support Recovery and Re-Set (TSRR) funding.	Achieved.	Manage STAPP and TSRR funding to MBIE and TBOP Board expectations.	Manage STAPP and TSRR funding to MBIE and TBOP Board expectations, if applicable.	Manage STAPP and TSRR funding to MBIE and TBOP Board expectations, if applicable.	TBOP Six Month and Annual Reports.
		Manage Regional Events Fund funding.	Achieved.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	TBOP Six Month and Annual Reports.

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



6. FINANCIAL PERFORMANCE TARGETS AND MEASURES

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

7. ACCOUNTING POLICIES

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

7.1 Asset Management

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

7.2 Ratio of Consolidated Funds

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

7.3 Estimate of Commercial Value

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

7.4 Transactions Between Related Parties

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

7.5 Distribution to Shareholders

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



8. FUNDING PRINCIPLES

There are six high-level funding principles:

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

8.1 Approach to Funding

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

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



9. SIGNIFICANT DECISIONS

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

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



10. COMPENSATION FROM LOCAL AUTHORITY

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

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

Funder	2021-2022	2022-2023	2023-2024
TCC*	\$2,342,721	\$2,410,660	\$2,482,498
WBOPDC	\$232,000	\$235,480	\$239,012
Total	\$2,574,721	\$2,646,140	\$2,721,510

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

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

Western Bay of Plenty Tourism & Visitors Trust

BUDGET	2021/22	2022/23	2023/24
	\$	\$	\$
Revenue			
Funding - Tauranga City Council	2,342,721	2,410,660	2,482,498
Funding - Western BOP District Council	232,000	235,480	239,012
Funding - Whakatane District Council	84,000	84,000	84,000
Retail Sales	8,000	8,000	8,000
Other Revenue (includes industry contributions)	1,760,137	66,000	66,000
Total Revenue	4,426,858	2,804,140	2,879,510
Less Expenditure			
Cost of Sales	5,000	5,000	5,000
Operating & Marketing	3,547,973	1,925,505	2,000,875
Administration & Overheads	796,885	796,635	796,635
Depreciation & Amortisation	77,000	77,000	77,000
Total Expenditure	4,426,858	2,804,140	2,879,510
Surplus/(Deficit)	0	0	0



11. TERMINATION

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

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



12. SIGNED BY

A handwritten signature in blue ink, consisting of a large, stylized 'L' followed by a long horizontal stroke and a small 'C' at the end.

Chairperson
Laurissa Cooney
Tourism Bay of Plenty

A handwritten signature in blue ink, consisting of a stylized 'O' followed by a long horizontal stroke and a small 'N' at the end.

Acting Chief Executive
Oscar Nathan
Tourism Bay of Plenty



13. GLOSSARY OF TERMS

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



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