



BAY  
OF PLENTY

Whataroa Waterfall, Ōtānewainuku Forest



Main Beach, Mount Maunganui

# ANNUAL REPORT

TO 30 JUNE 2022

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



Bobby's Fresh Fish Market, Tauranga



Mataatua, Whakatāne



## CHAIRPERSON'S REPORT

Kia ora koutou katoa,

I'm pleased to present the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) 2021/2022 Annual Report. Despite the ongoing COVID-19 challenges that have continued to impact domestic and international travel this year, it has been immensely satisfying to see our team consistently striving to implement our guiding strategy - Te Hā Tāpoi | The Love of Tourism.

As tourism around the globe resets and rebuilds, our role as a Destination Management Organisation (DMO) and our goal to lead and support a regenerative visitor industry have been increasingly validated. It's become obvious that the COVID-19 environment we're now operating in requires a new approach to tourism that better serves communities and visitors and their wellbeing, in addition to the economic benefits tourism has traditionally been hailed for. As such, TBOP acknowledges that we have an inherent responsibility to walk the talk as we continue to support and pursue sustainable environmental strategies across our coastal region.

As we've been navigating the COVID-19 pandemic and its ongoing effects, we've been focused on providing support and upskilling opportunities for local tourism operators whilst running marketing campaigns that have primarily been targeting domestic visitors. As soon as the phased New Zealand border reopening dates were confirmed, we reignited our international trade activity; this involved reconnecting with travel sellers in key markets and educating them on current product offerings. The recent maritime border opening has heralded the return of cruise for the 2022-23 summer season. We're thrilled to finally be able to welcome back international manuhiri.

As part of the Government's COVID-19 recovery fund, TBOP received a one-off three-year funding boost from the Ministry of Business, Innovation and Employment (MBIE). Our strategic planning has enabled us to use this funding to fast-track some projects, support product development, and create compelling domestic marketing campaigns, and this work will continue into the financial year ahead.

Horticultural Provenance is one of the four pillars of our region's Place DNA® and we've made significant gains in this area by partnering with passionate locals who are leading the activity associated with this focus area. An ever-increasing collective of restaurateurs, food and beverage producers, foodie fans and others are regularly meeting to discuss new ideas to elevate the region's food offering and story. Our inaugural four-day regional Flavours of Plenty Festival was successfully held in April 2022 and plans are afoot to extend this to a 10-day festival next April.

We also launched The Green Room | Te Rūma Kākāriki in May 2022. This exciting initiative aims to encourage the Coastal Bay of Plenty's visitor sector to work towards a zero carbon and regenerative future. Each 12-week programme is managed by Tourism Bay of Plenty, provided by Tourism Industry Aotearoa (TIA), and is funded by Toi Moana Bay of Plenty Regional Council. We're expecting 100 organisations from across our region to complete this programme during its first two years.

Four Regional Events Fund activities were successfully held in the past 12 months, including. Polo in the Bay and the Mount Festival of Multisport. Other events, such as the AIMS Games and Tauranga Arts Festival, had to be postponed due to COVID restrictions and new dates have been set for the next reporting period. These events are being funded by the Government's Regional Events Fund (REF), supported by an additional \$200,000 contribution from our collaboration with the Tauranga Energy Consumer Trust (TECT).



The popularity of our region amongst New Zealand travellers continued to hold in the face of strong domestic competition as COVID-related international border restrictions significantly reduced overseas travel options throughout most of the reporting period. Our domestic visitor market has actually grown during the pandemic, with domestic visitor spend up 15% in the 2021-22 reporting period compared to the 2018-19 year (pre-COVID). However, this does not reflect the ongoing detrimental impact that our international border closure has had on segments of our local tourism sector. The frequent reoccurrence of domestic COVID-related restrictions over the past year, including regional alert level differences and gathering capacity limits, also affected the consistency of this domestic visitor spend.

One of our key areas of focus for the next 12 months will be marketing to international manuhiri and welcoming them back. International visitor numbers to our region have been slowly increasing since New Zealand's border started reopening in April, but as a coastal destination, the full impact of this long-awaited change will only be realised in the upcoming summer months. However, we're expecting this border change will be publicly evident when we welcome the first cruise line of the 2022/2023 season to the Port of Tauranga on 16 October. Approximately 103 cruise ships are currently scheduled to dock in Tauranga next season, ending a two-and-a-half-year hiatus. In preparation, we're considering the sector's potential contribution across the four wellbeing areas (economic, social, cultural, and environmental) and the actions TBOP can take to pursue the best outcomes for our region. TBOP is also currently supporting operators to get their tourism offerings up and running to meet market demand and standards.

I would like to acknowledge Oscar Nathan for his strong leadership and direction as Tumuaki | General Manager of TBOP. His positivity, objective analysis and solutions-based approach to the current economic climate has helped keep TBOP on track, while the organisation's staff realignment has enabled a greater ability to deliver real outcomes.

Our industry operators are the real heroes though, to whom we owe a great deal of gratitude for their resilience and persistence in the face of so many ongoing challenges. While we hope that the upcoming summer season will prove fruitful, thanks to the return of international manuhiri, we're well aware that labour shortages and inflationary pressures are causing further significant difficulties and these are unlikely to be easily resolved, at least in the short-term.

I would like to thank my trustee colleagues for their strong governance and the TBOP team for their unwavering commitment as we navigate this period of unrest and uncertainty. Ngā mihi mahana kia koutou katoa.

We are only as good as the sum of all our parts, and central to our success is the collaboration we enjoy with our key stakeholders. So, it's imperative that I must also thank tangata whenua and our funding partners Tauranga City Council, Western Bay of Plenty District Council, Whakatāne District Council, Ministry of Business, Innovation and Employment (MBIE), and Bay of Plenty Regional Council Toi Moana.

*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 2022



## GENERAL MANAGER'S REPORT

Kia ora koutou,

The past 12 months have presented fresh opportunities and challenges for the tourism industry as we face the ongoing economic, social, and environmental impacts of COVID-19.

Thankfully, the Coastal Bay of Plenty's appeal as a favoured domestic holiday destination has continued to hold. Despite the ever-changing issues facing our visitor economy, we incurred only a 3 per cent drop in domestic visitor spend this year compared to the year ending June 2021, which equated to a 15 per cent increase compared to the YE June 2019 (i.e., pre-COVID). This comes at a time when visitation and visitor spend in some of our neighbouring regions have been in decline.

As an organisation, we've remained vigilant in delivering our key functions to meet our performance measures. We've learnt to be flexible and responsive to the realities of operating despite COVID, as we've worked to support our sector and local operators. This has included finding innovative ways to maintain 'top-of-mind' awareness as a domestic destination of choice whilst also encouraging New Zealanders to do more, stay longer, and spend more in our region.

This has highlighted the relevance of our Te Hā Tāpoi | The Love of Tourism strategy. Taking a regenerative view of the broader Coastal Bay of Plenty region and the destination management issues we face has not only positioned us well in the face of uncertainty but has also enabled us to better identify and partner on the kaupapa that genuinely resonate with our key funders and the host communities we serve.

While our Te Hā Tāpoi | The Love of Tourism Strategy 2020-2023 has continued to guide us strategically, the year ending June 2022 required a much more tactical and adaptive approach to prioritise and deliver programmes across our main work areas. We have subsequently celebrated a number of successes this year including:

- The successful launch and delivery of the Flavours of Plenty community and brand, and its inaugural festival (7-10 April 2022).
- Launching the Matariki Dish Challenge to share the region's innovative cuisine stories during the most culturally significant time in our nation's calendar and to celebrate Aotearoa New Zealand's first public holiday to mark this occasion.
- The commencement of a two-year integrated cycleways programme, adopting a trail-by-trail approach and using print and online resources to promote the region's ever-expanding cycle trails network to users of all ages and abilities.
- The launch of The Green Room | Te Rūma Kākāriki programme to reduce carbon and waste emissions across the local tourism sector.
- The establishment of the Tauranga Cruise Working Group, featuring key stakeholders (private and public) that are focused on the sustained return and improvement of the cruise visitor experience.
- Proactive support of a local hapū in confirming an MOU with an award-winning tourism operator.



None of the aforementioned initiatives would have resulted in drawing visitors to the region, however, without the essential support of our strategic destination marketing plan. This plan saw us prioritising digital, online campaigns (our Sure to Make You Smile banner) to stimulate domestic tourism during the second half of 2021 as COVID-related regional lockdowns eased. Then, as the international border phased reopening dates were announced in early 2022, we ramped up our overseas marketing activity to once again ensure our place as a front-of-mind destination for international visitors. Wherever possible, local events have also been leveraged as drawcards to our region and we've been building shoulder and peak season opportunities with our operators as we move towards the highly anticipated 2022/23 summer season.

In the year ending June 2022, TBOP met the majority of our performance measures, including budget and business targets. The total income and expenses were down on budget due to some MBIE funding being deferred to the next financial year. We had a 4% surplus mostly due to six staff vacancies that were filled around five months later than expected.

Of the 33 measures used to track TBOP's progress over the past year, 23 were successfully achieved. Seven indicators were unable to be achieved due to the impacts of COVID-19, and one measure was not applicable due to extenuating circumstances. Two indicators were not achieved: the Safe 365 Index that measures TBOP's health and safety processes temporarily decreased as several staff vacated their roles and new staff required inductions and upskilling in this area, but this index is now a key focus and is expected to lift; and TBOP's waste footprint also increased slightly but measures are being put in place to help counter this.

These results reflect the work of a dedicated and talented team. I want to thank our staff for their mahi, whilst also acknowledging the vital support we receive from our council partners and other stakeholders who enable us to do what we do. Noho ora mai.

We now have the opportunity to demonstrate how a well-networked and managed destination can utilise tourism to provide positive environmental outcomes, resilient regional economies, and improved Māori and community wellbeing. With the reopening of our international border and new business norms continuing to evolve as we strive to move on from COVID, it's a great time and a privilege to work collectively to enrich our people and place through tourism.

Oscar Nathan  
Tumuaki | General Manager  
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty  
30 June 2022

# MAJOR ACHIEVEMENTS

Inaugural Western Bay of Plenty Cycle Trails booklet produced and digital version distributed

Reignited activity in the trade space: upskilled travel sellers, developed videos and itineraries, hosted famils

Launched Flavours of Plenty brand, and forged ahead with our first regional food festival

**MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

Tourism Support, Recovery and Re-Set funding  
Value of \$1m to be used by end of 2022

Secured TSRR funding from MBIE

**TECT**

Funding for events  
Value of \$200,000 to boost MBIE Regional Events Fund

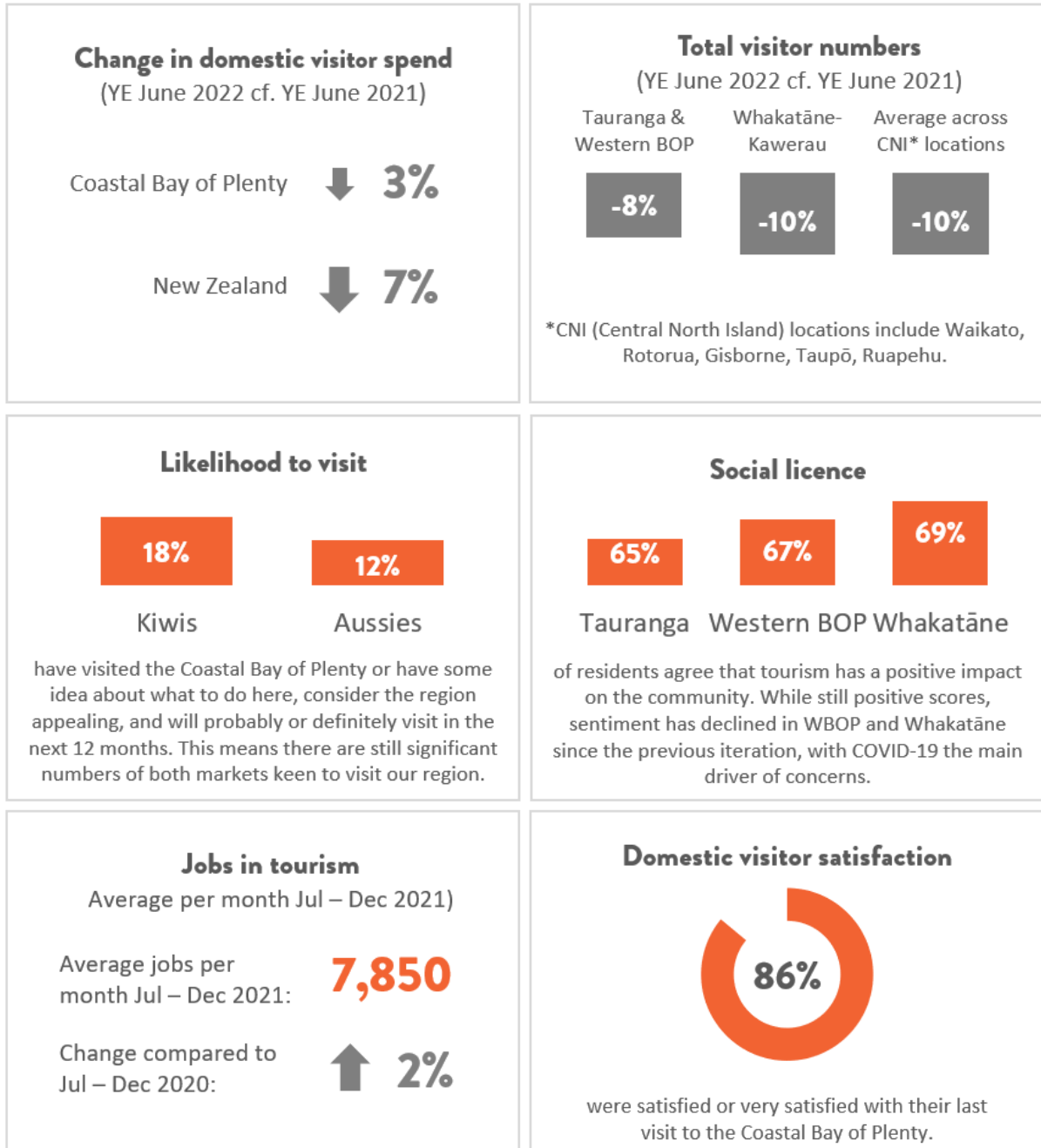
Partnered with TECT and MBIE to support 15 regional events

Won seven conferences: one international and six domestic

Launched sustainability programme for visitor sector organisations at Otawhiwhi Marae

Domestic campaigns achieved 2.3 million impressions and 421,000 complete video views

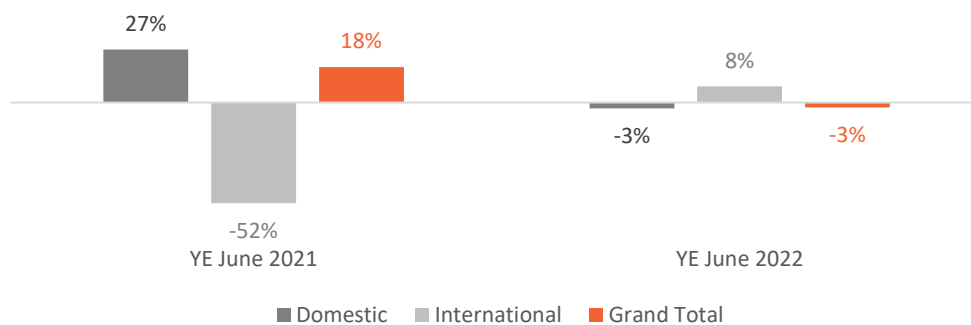
## TOURISM LANDSCAPE: YE JUNE 2022



## Visitor Economy

In the YE June 2022, Te Moananui ā Toi | the Coastal Bay of Plenty was the fourth largest visitor market based on spend via electronic card transactions throughout the year. This puts the region behind Auckland, Christchurch, and Wellington but, notably, ahead of Hamilton & Waikato, and Queenstown. While this only covers a portion of visitor spend (excluding pre-bookings, cash, and online purchases), it is a significant result for our region and highlights the area’s continued appeal to Kiwis.

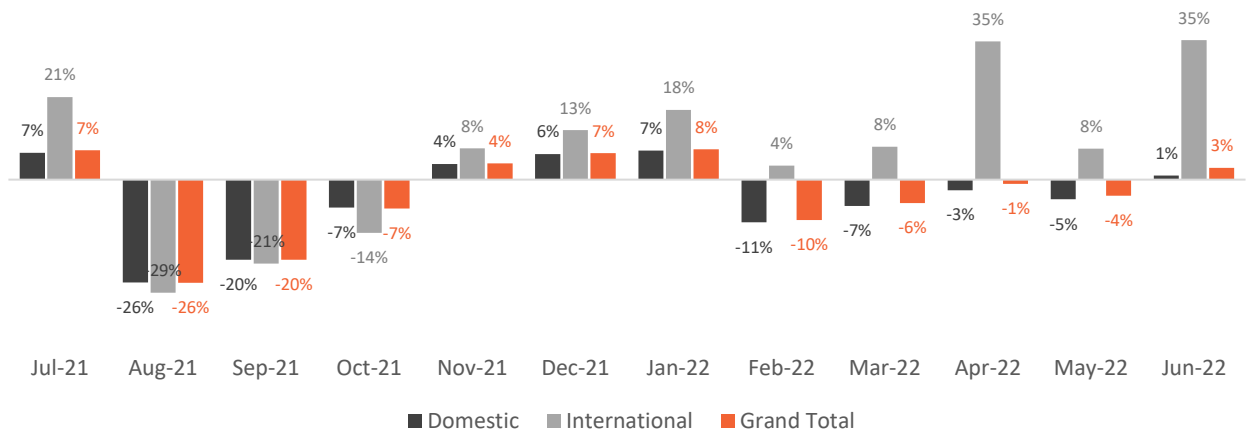
**Change in ANNUAL visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty**  
(compared to previous year)



Overall, in the YE June 2022 total visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty was down 3% compared the YE June 2021. While domestic spend in the region has grown compared to pre-COVID-19 levels, spending via this market in the YE June 2022 decreased by 3% compared to the previous year. This is likely due to COVID-19 outbreaks through the year impacting travel and potentially the lure of international destinations once borders opened.

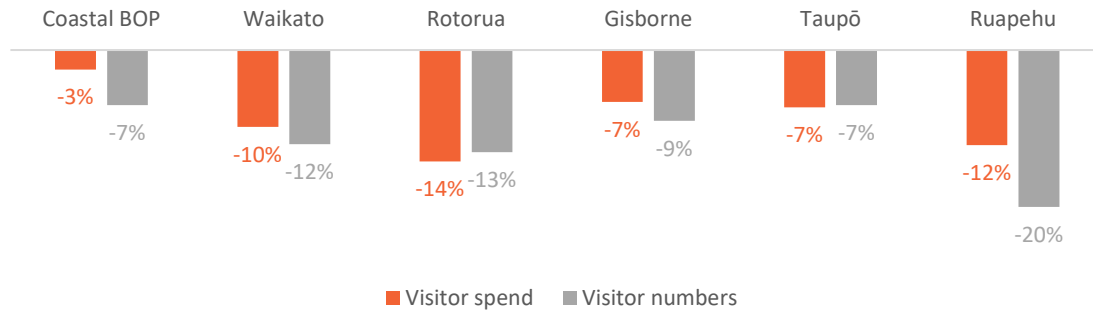
The good news, however, is that we are starting to see a rise in spend by international visitors following the international borders opening. The increase in April-June stands out, especially as this typically is the shoulder and low season for visitation. Visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty in May and June was up 13% and 28% respectively compared to in 2019 (i.e., pre-COVID-19). It’s likely that this was largely driven by reunions of family and friends after two years of separation. The key international markets during these months were Australia, USA, and UK.

**Change in MONTHLY visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty**  
(compared to same month of previous year)



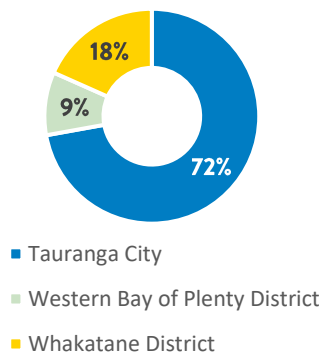


### Change in TOTAL visitor spend and visitor numbers (YE June 2022 cf. YE June 2021)



The good news is that while Te Moananui ā Toi | the Coastal Bay of Plenty experienced a decline in both domestic visitor numbers and spending during the YE June 2022 (compared to the previous year), this was a trend that was seen across many other destinations. During this period, the change in visitor spend and visitor numbers in Te Moananui ā Toi | the Coastal Bay of Plenty compared favourably with our Central North Island neighbours and with the national trend (total visitor spend decreased by 7% nationally).

### Proportion of visitor spend per territorial authority area (YE June 2022)



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

Source of visitor number data: Data Ventures

Note that the two sources use different definitions of 'visitors' and therefore cannot be directly compared.



## KEY HIGHLIGHTS

Te Hā Tāpoi | The Love of Tourism 2021–2022 is TBOP’s Destination Management Plan (DMP) and outlines our commitment to our role as a Destination Management Organisation. Considering the balance of economic growth with the social, cultural, and environmental wellbeing of the community underpins everything that TBOP does.

TBOP’s key achievements from the July 2021 to June 2022 financial year are highlighted in the sections below.

### Overall Highlights

#### Flavours of Plenty – a regional platform and festival celebrating our horticultural abundance

Horticultural provenance is a key element of Te Moananui ā Toi | The Coastal Bay of Plenty’s DNA™ and our proposition and story needs to be elevated to appeal to potential and current visitors. Work on this kaupapa continued at pace in the year ending June 2022, and included:

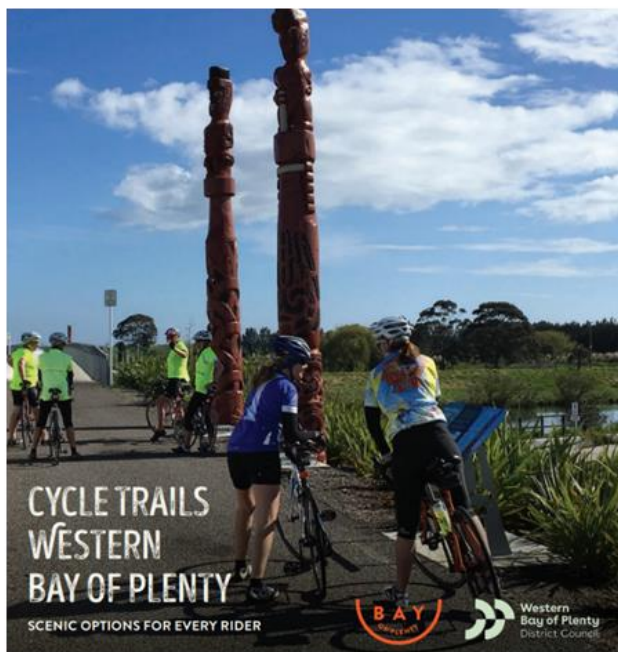
- Our first Flavours of Plenty Festival, which was held 7-10 April 2022. Sixteen different events were offered (which was slightly less than first planned, with larger events not being viable given the COVID-19-related capacity limits at the time). A total of 826 tickets were sold (75% of ticketed events) and the festival attracted approximately 1,800 people, with at least 13% coming from outside the region. The festival also generated \$972,000 of earned media.
- Continuing to build the profile and reputation of the region as a food and produce destination via foodie content and media partnerships. Stories appeared in *NZ Herald*, *Nourish*, *Kia Ora*, and *Cuisine*, along with a 20-minute TV item on *A NZ Food Story* that screened in New Zealand in June 2022.
- In-region activations included a Flavours of the Bay event, organising a reception dinner for the New Zealand Foreign Affairs and Trade Diplomatic Study Tour 2022, and our first *Matariki Dish Challenge* featuring seven participating eateries.
- Producing a new Tauranga CBD dining guide and five new stories to showcase local fine dining, coffee roasteries, and bakeries.
- Working collaboratively across Te Moananui ā Toi | The Coastal Bay of Plenty to create a united food story. We held six meetups with food businesses from throughout the rohe during the past year. A total of 444 stakeholders joined our industry database and 1,419 people joined the consumer database.

## Delivering cycle trails – exploring our region through trails, storytelling, and experiences

Te Moananui ā Toi | the Coastal Bay of Plenty offers some of the most diverse and unique landscapes for locals and visitors alike to get out and explore. A key challenge for us as a wider region has been in coordinating a diverse network of cycle trails that showcase the region’s scenic vistas, heritage sites of significance and waterways. The trails span different areas; are at varying stages of consultation, development and/or completion; and some traverse multiple-owned land parcels, council boundaries and/or iwi whenua.

As part of our focus in this area, TBOP has been working heavily to ascertain the current state of play across these varied stakeholder interests to develop a regional narrative and promotional workplan that pulls together this network as a rich tapestry of trail discovery across the region.

- A key highlight this year was the coordination, creation, and delivery of a dedicated cycle trails booklet for the Western Bay of Plenty District Council region. This is being expanded to include selected Tauranga City cycle trails, with the updated version due for publication in September 2022.



- TBOP will continue to work with interested parties to identify opportunities to develop further or propose products and experiences that could complement the various trails, including partnering with relevant iwi/hapū on potential storytelling and signage elements and interpretation.
- As part of TBOP’s regenerative tourism focus, there has also been engagement with other entities encouraging more locals and visitors to utilise cycle trails rather than relying on the roading network.



## **Regional Events Fund – funding provided to 15 key regional events for three years**

The Ministry of Business, Innovation and Employment released a Regional Events Fund to be used over three years. TBOP successfully secured \$865,000 via this funding and a further \$200,000 by collaborating with the Tauranga Energy Consumer Trust (TECT).

Working with a panel comprising representatives from TBOP, Tauranga City Council, Whakatāne District Council, Western Bay of Plenty District Council and TECT, expressions of interest for the funding were reviewed. Fifteen events across Te Moananui ā Toi | the Coastal Bay of Plenty successfully secured funding and were awarded multi-year/multi-event funding. Events were assessed on key factors such as the likelihood of generating a significant increase in visitation and spend within Te Moananui ā Toi | the Coastal Bay of Plenty region and their alignment with one or more of the region's Place DNA™ elements.

Despite COVID-19 restrictions throughout the year, four REF-funded events were held successfully. These were: Polo in the Bay, Mount Festival of Multisport, SUP Nationals, and the Flavours of Plenty Festival. Events that were unable to go ahead have been postponed and the funding deferred to support the event on the rescheduled dates.



## Key Destination Marketing Highlights

### Domestic marketing campaigns delivered - keeping our region top-of-mind with Kiwis

During the reporting period, we kept Bay of Plenty NZ brand activations in market through a series of seasonal campaigns. To increase cut-through in an increasingly competitive landscape, we licensed a L.A.B. music track and released new video content for our *Sure to Make You Smile* campaign.

The summer 2021/22 campaign was quickly launched in December once the Auckland lockdown ended to capitalise on Aucklanders' pent-up desire to get away for a holiday. An autumn campaign focusing on the caravan crowd and a winter activation highlighting hot pools, truffles, Matariki and events was rolled out in the first half of 2022. Overall, our campaigns netted more than 2.3 million impressions, 421k video views and 13k website visits.

We've also seen an 8% growth in our owned channels (social media and e-newsletter databases), meaning we now regularly talk to an audience of 60,000 people about Bay of Plenty activities, events, foodie spots and stories. Through campaign and organic (i.e., not related to paid marketing) website traffic, the bayofplentynz.com website has seen more than half a million visitors in the last financial year.

### Telling the region's stories and promoting the destination to Kiwis

The new iteration of our *Sure to Make You Smile* digital marketing campaign, targeting domestic visitors, was released during the reporting period. This campaign utilises a suite of fresh imagery, video and marketing collateral that align with our Place DNA®, including a deeper Te Ao Māori perspective, which is complemented by a 'vibing' soundtrack from chart-topping Kiwi favourites and local band L.A.B. We rolled this out after the Auckland lockdown of 2021, and in autumn and winter iterations.

We continued to grow the Bay's reputation as a foodie destination with targeted media releases, pitches, partnerships, and familiarisations. Highlights from this media programme include:

- A Bay of Plenty episode of *A New Zealand Food Story*, which aired on TV One on Saturday, 4 June. This series will also appear on National Geographic Asia and the Middle East, and further interest has been expressed in France and the USA. (This episode is also available on [TVNZ OnDemand](#).)
- The NZ Herald published an article titled "[How the Bay of Plenty could be one of New Zealand's best food destinations](#)". This story directly resulted from our festival media familiarisation programme and had an AVE (advertising value equivalent) of 70k.



## **Maximising media coverage – more than \$10m of Advertising Value Equivalent (AVE) achieved**

### **PR and media**

During the reporting period, TBOP corporate commentary appeared in 205 online articles (with NZ Herald, SunLive, Stuff, Scoop, and Voxy recording the highest number of articles, in that order). These opportunities allowed us to help shape the local, national, and international conversation on topics such as COVID-19, major events, tourism recovery, and cruise. The AVE for this publicity was \$9.61m.

Our LinkedIn audience has grown to 1,772 organic followers (as opposed to sponsored followers), which is a 24% increase compared to the year before. More than a third of our followers are based in the Bay of Plenty (36%), with Auckland (13%) and Waikato (5%) comprising the largest out-of-region audiences. These regions are our main domestic target markets. We use this channel to promote relevant news and events in our region and the mahi that Tourism Bay of Plenty is doing. Our posts in the past year made just over 96,000 organic impressions, which reflected a significant increase in engagement (728% increase in reactions and 1,167% increase in post shares) compared to the previous year.

### **Travel stories**

TBOP worked with travel journalists to promote the region in 18 national travel stories, gaining an Advertising Value Equivalent (AVE) value of \$1.33 million. This earned PR included accessible tourism offerings, a heritage story that shone a light on The Elms, Pukehinahina battle sites, Clarence Hotel, hidden gems in the Bay, a review of Paradise Beach Hotel and Trinity Wharf, and a story about the Bay of Plenty as the best food destination. To view the dashboard for travel stories, please click [here](#) and use the password 'TBOP'.

### **Keeping our community informed - highlighting tourism activities to locals**

The continuation of a successful monthly e-communications programme resulted in an average open rate of 37% and 18,788 unique views of the locals' pages on the bayofplentynz.com website. Partnerships with local media outlets including, Bay of Plenty Times, Stuff, UNO magazine, Our Place magazine and Sun Media, resulted in ten new tourism stories and advertising features highlighting local tourism operators, specifically targeted to the local market.



## Delivering updated information – rich imagery, content, and collateral for visitors

To assist visitors and to promote major events and natural landmarks, we produced four new collateral pieces during the reporting period. These have been distributed through the Tauranga i-SITE locations and other visitor hubs and channels. This included:

- a detailed [Bay of Plenty visitor map](#)
- a [major event guide](#) (this was distributed across New Zealand via the Visitor Point network)
- a [Tauranga CBD dining guide](#)
- a [Western Bay of Plenty cycle trails booklet](#).

We created 22 new stories that covered tourism experiences, foodie hot spots and regional gems. We also produced an entire hub on our website dedicated to the region's [accessible tourism offerings](#) and commissioned one story that has since appeared in [Stuff](#). We worked alongside Kieran Wall from Tauranga City Council, Cindy Clare from Waihi Beach Info and John Sligo from Parafed BOP to produce this content. We also created a '[Staying safe in the Bay](#)' page on our website with beach safety tips.

## Increasing online profile - improving our regional website performance and reach

During the reporting period, there were 580,013 page views on the bayofplentynz.com website. This is a 3% increase from the previous year. New visitors increased 20% compared to the previous year. The most popular pages (after the home page) were Tauranga, Mauao walking tracks, Mount Maunganui, Waihi Beach, and COVID-19.

Two-thirds (65%) of our total web traffic is organic (i.e., not directly due to paid marketing). This is an increase of 30% or 39,578 more people finding our content when looking for travel information and inspiration compared with the same period last year.

This means people are either searching for us by name or by topics that interest them, suggesting that the effort we are putting into our content strategy and storytelling is paying off. This also demonstrates our strong domain authority and Search Engine Optimisation (SEO) results for Bay of Plenty search terms.

We have also seen a 9% increase in e-newsletter sign-ups amongst these organic website visitors, allowing us to continue sharing messages about the Bay via our owned communication channels.

## Key Destination Management Highlights

### The Green Room | Te Rūma Kākāriki – sustainability programme for visitor industry organisations

TBOP is rolling out a three-year programme (supported by Bay of Plenty Regional Council Toi Moana) to educate operators about low carbon circular economies and to provide practical recommendations for implementing measures to meet recommended guidelines.

The programme is called The Green Room | Te Rūma Kākāriki. It is customised, holistic, and based on the New Zealand Tourism Sustainability Commitment (TSC), which covers economic, visitor, community, and environmental sustainability.

Tourism Industry Aotearoa (TIA) won the bid to be the programme delivery partner, based on their successful delivery of a similar programme in Wellington. That 12-week course has been refreshed with a Coastal Bay of Plenty lens. Our first intake is now finished, with 17 Waihi Beach and Katikati visitor industry organisations and TBOP successfully completing the course. The organisations have all made many changes within their businesses, large and small. Some of the key outcomes included:

- Nine businesses are measuring their carbon footprint and are working on how to reduce it.
- Eight businesses are incorporating [Tiaki](#) messaging around care for people, place, and culture into their communications with guests to encourage responsible behaviour.
- Seven businesses are focussing on taking significant steps to reduce their waste through reviewing supply chains and procurement processes.
- Sustainable Waihi Beach is leading the charge to make Waihi Beach single-use cup and container free (SUC-free). This will help reduce waste and provide a unique selling point for the destination.
- One of the participating organisations received a Qualmark Gold Sustainable Business Award on their first time being assessed and attributed their success to what they had learnt through The Green Room programme.

*“A big contributor to this result was from what we had added to the Qualmark assessment from what we had done from the Green Room project. Very stoked with our result 😊”* – Facebook post in The Green Room private group from a The Green Room participant.



The Green Room | Te Rūma Kākāriki launch event for Waihi Beach and Katikati participants at Otawhiwhi Marae.





## Reignited international trade activity

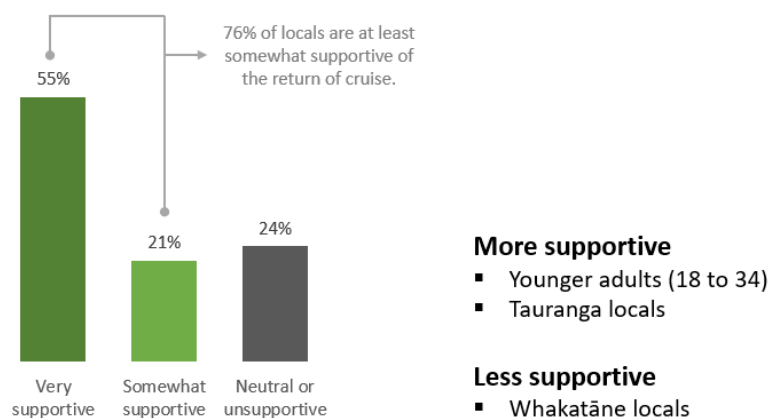
Given the reopening of the NZ borders, TBOP has been focused on preparing the region’s operators for the next peak visitor season (summer 2022/23) and reconnecting with our trade partners to increase visibility and drive visitation. The key markets currently being focused on include Australia, the United States of America, the United Kingdom, and Europe. Activity has included:

- Facilitating trade ready workshops and one-to-one sessions to educate, update and refresh our operators on what they need to be trade ready for the coming season.
- Updating, training, and refreshing travel sellers on what we have to offer and presenting new products to New Zealand inbound operators and Australia, UK, European and North American travel sellers.
- Working closely with Tourism New Zealand to create virtual training videos and road trip itineraries that will be loaded on newzealand.com and used to promote our region globally.
- Hosting a trade familiarisation (8-9 April 2022) aligned with our Flavours of Plenty Festival. This enabled us to reconnect with our trade partners and update them on our region’s latest foodie offerings. We received great feedback, resulting in two of our new operators being added to regional itineraries.

## Re-establishing cruise infrastructure

There are currently 102 ship visits scheduled for the 2022/23 cruise season (note, this is subject to change). TBOP is working closely with the Port of Tauranga, Tauranga City Council, Bay of Plenty Regional Council Toi Moana, the New Zealand Cruise Association, local tourism operators, and the community to ensure the manageable, staged return of cruise passengers, in accordance with our Te Hā Tāpoi destination management plan. Research conducted with the Coastal Bay of Plenty community during July-August 2022 indicates that 76% of residents are at least somewhat supportive of the return of cruise with 55% being very supportive.

### Local’s perceptions of the return of cruise



Notably, TBOP has facilitated a cruise workshop to provide a global, national, and regional update on the cruise sector and we are conducting regular engagement with cruise operators to understand their needs and discuss our plans, preparations, and progress to date leading up to this coming season. We are working hard to ensure a high-quality visitor experience for cruise passengers and considering how to achieve the best outcomes across the four wellbeing areas.



### **Building our regional profile in the business events sector**

We have been strengthening Tauranga's position in the business events sector by promoting the region and driving interest through updated collateral, partnering with a lead generation agency, attendance at MEETINGS expo, involvement in the Tourism New Zealand Business Events roadshow, and hosting key conference organisers and event managers. We've also worked on expanding our network of local partners and strengthening key relationships with venues and other key businesses. This mahi has resulted in seven new conferences won for the region, including one international conference won in conjunction with Tourism New Zealand.



## Visitor Information Centre promotions

We continue to maintain a presence in Mount Maunganui with 'The POD' to ensure the effective promotion of activities and things to do in the area. Operators received free advertising in 'The POD', which expires at the end of September 2022. We have launched new advertising packages starting from 1 October 2022 that include options for all operators, to which the response has been positive.

Over the year, the *i*-SITE gained 1,938 new page followers on Facebook and 204 new followers on Instagram. Over this period, our Facebook content reached more than 90k people and our Instagram content reached 15k people. Social media content was designed to raise awareness of the *i*-SITE in Tauranga and Mount Maunganui, and promote paid local activities and experiences, associated deals, and local events and services.

## Building capability

We continue to work closely with new and existing operators to grow capability and prepare for the summer season. Activity includes:

- Including operators in media stories and social media posts and providing training to enable operators to list and upload deals onto newzealand.com. This activity, alongside a more dynamic and inclusive *i*-SITE approach, has helped support operators' own marketing efforts.
- Trade and business events workshops were held to ensure our operators are prepared for the coming season.

## Joint venture enabled between local hapū and national award-winning tourism operator

TBOP was instrumental in enabling an experience development opportunity at Omanawa Falls. This has seen the creation of a successful joint venture between Ngāti Hangarau and Qualmark Platinum Award operators Kaitiaki Adventures.

This project will safely showcase the popular, but inherently dangerous, Omanawa Falls, and facilitate the authentic storytelling of the area's history, incorporating essential pioneering and cultural lenses. This project is currently going through a final resource consenting phase. The potential visitor experience is expected to align closely with our region's Place DNA™ and appeal to locals and visitors alike. This project will ultimately provide a safer and more secure visitor experience of the area whilst also affording local hapū, Ngāti Hangarau, the ability to be kaitiaki and to take up further training and job opportunities with Kaitiaki Adventures.

## Supporting the development of storytelling and wayfinding activity and infrastructure

We are working in partnership with Tauranga City Council's Māori development team on a cultural intelligence app that will serve as the foundation of our ambassador programme. This will help develop responsible and engaging hosts, will be a useful tool for our community, and will provide another layer to the visitor experience. This project will then lead onto other major projects, such as storytelling and wayfinding to share our regional history and stories.



## Key Stakeholder Engagement and Collaboration Highlights

### Building greater connections with operators

TBOP has continued its efforts to build stronger relationships with operators and provide meaningful support throughout these challenging times. Our monthly 'Office Open Hour' gatherings continued to be well attended. These provided an opportunity to engage in a more personal and informal chat with TBOP team members. The relaxation of COVID-19-related restrictions has allowed for more in-person meetings, additional tourism experience familiarisations (TBOP team and trade famils) and has meant more training workshops could be held.

### Seeking better understanding and reflections of the community

TBOP has an ongoing commitment to building genuine partnerships with iwi and hapū ensuring we honour Māori principles and values. TBOP has strengthened relationships with local iwi and hapū through new connections and partnerships with Te Rangapū and Tauranga City Council's Māori development team.

Additionally, TBOP partnered with Te Whānau a Tauwhao to launch The Green Room | Te Rūma Kākāriki at Otawhiwhi Marae. Te Whānau a Tauwhao representative, Reon Tuanau, spoke in support of the kaupapa of the programme and provided the reo Māori translation of the programme name, Te Rūma Kākāriki, which has now been adopted. This enabled connections to be formed between the local hapū and the organisations taking part in the programme and highlighted the importance of building relationships and partnering with mana whenua.

To ensure continued wider community engagement and leadership, TBOP is establishing steering and industry groups to lead activities related to elements of our Place DNA™. The steering groups for Horticultural Provenance and Ocean & Beaches are comprised of locals who are passionate about these areas. TBOP is committed to ensuring this activity has locals at its heart to achieve positive outcomes for the community and visitors through shared experiences.

The Flavours of Plenty group continues to grow and caters to local producers, restaurateurs, artisans, and more than 400 local foodies. This group regularly engages in horticultural provenance and the Flavours of Plenty Festival.



## Key stakeholder engagement and collaboration

TBOP connects with a range of stakeholders, actively builds relationships, works collaboratively on projects of mutual interest, and participates in working groups. The below identifies TBOP’s key relationships and outlines specific work projects of relevance.



TBOP is continuing to work collaboratively with the Tauranga City Council events team. We attended, on average, one meeting per fortnight with the events team during the reporting period and have been part of the City Events Strategic Plan and the City Brand working groups. TBOP and Tauranga City Council have been working together on major event destination messaging, b-roll videos, imagery, and promotion. TBOP also produced a major events guide, distributed via the Visitor Point network across Aotearoa.



## AREAS OF DELIVERY NOT MET OVER THE PERIOD

Of the 33 performance indicators, 23 have been achieved. Seven indicators have been marked as unable to be achieved due to COVID-19 impacts. One measure is not applicable due to extenuating circumstances, and two were not achieved. Further details are provided below.

### Measures impacted by COVID-19

- Given that the cruise market has not yet returned, we are unable to monitor or report on visitor spending from this market.
- Similarly, the Auckland lockdown last year has delayed the Qualmark assessment of the i-SITE. This is now expected to take place in late August 2022.
- COVID-19 restrictions and a change of TBOP leadership have resulted in fewer stakeholder engagement hui than in previous years. That said, we are making significant progress in building relationships and will continue to do so over the next six months.
- Residents in Whakatāne and the Western Bay of Plenty are less satisfied with the impact of tourism on their communities than in previous years. Research undertaken in July to August 2022 identified COVID-19 as the primary concern associated with the return of international and cruise visitors.
- The proportion of Kiwi and Australian travellers who are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months has dropped compared to the scores for the previous year (YE March 2021). We expect concerns around exposure to COVID-19 at least partly impact this, but also worries around government-imposed travel restrictions if there is another outbreak (especially for potential Australian visitors).

### Not achieved

- The Safe365 Index measures TBOP's health and safety capability. Significant staff changes and upskilling of new team members resulted in a reduced score. This is expected to be corrected over the coming months with new processes already underway.
- TBOP's waste footprint has increased by 8% over the same period. Further recycling initiatives, a goal of a single-use container free office, and a review of the product supply chain will be conducted to help reduce waste produced by the organisation.

### Not applicable

- A different questionnaire was employed in the employee engagement survey undertaken in May 2022 compared to previous years. Therefore, the results are not directly comparable.



## WESTERN BAY OF PLENTY TOURISM & VISITORS TRUST

### Purpose of business

The principal 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 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 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 funding sources for 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

### Registered Office

8 Wharf Street, Tauranga

### Solicitors

HOBEC, Tauranga

### Bankers

ASB, Tauranga & Westpac Tauranga

### Auditors

Silks Audit Chartered Accountants



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 Actual	2022 Budget	2021 Actual
<b>REVENUE</b>				
Funding - Tauranga City Council		2,354,721	2,342,721	2,319,529
Funding - Western Bay of Plenty District Council		232,000	232,000	216,395
Funding - Whakatāne District Council		84,000	84,000	84,000
Retail sales		10,386	8,000	7,411
Finance Revenue		4,424	2,160	3,268
Other revenue	1	899,900	1,757,977	1,097,185
<b>Total revenue</b>		<b>3,585,431</b>	<b>4,426,858</b>	<b>3,727,788</b>
<b>EXPENDITURE</b>				
Cost of sales	2	6,709	5,000	6,082
Operating & Marketing	3	1,489,910	2,064,087	1,708,133
Administration & Overhead	4	462,266	495,806	511,746
Finance Costs		0	0	129
Employee benefit expenses	5	1,328,354	1,698,000	1,319,654
Trustee Fees		75,000	87,000	69,375
Depreciation and loss on sale of assets	11&12	70,276	76,965	76,316
<b>Total expenditure</b>		<b>3,432,516</b>	<b>4,426,858</b>	<b>3,691,435</b>
<b>SURPLUS/(DEFICIT) before Tax</b>		<b>152,915</b>	<b>0</b>	<b>36,352</b>
<b>Taxation</b>	7	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS/(DEFICIT) after tax</b>		<b>152,915</b>	<b>0</b>	<b>36,352</b>
<b>Other Comprehensive Revenue &amp; Expense</b>				
Other Comprehensive Revenue		0	0	0
<b>Total Other Comprehensive Revenue &amp; Expense</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Comprehensive Revenue &amp; Expense</b>		<b>152,915</b>	<b>0</b>	<b>36,352</b>

### STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2022

	2022 Actual	2021 Actual
Net Assets/Equity at start of the year	461,288	424,935
Total comprehensive revenue and expenses	152,915	36,352
<b>BALANCE AT 30 JUNE</b>	<b>614,203</b>	<b>461,288</b>

*The accompanying notes form part of these financial statements*





## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	Notes	2022	2021
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	8	1,700,714	1,012,031
Investments	9	200,000	200,000
Debtors & prepayments from exchange transactions	10	77,831	27,207
Debtors & prepayments from non-exchange transactions		63,500	49,303
Inventories		9,410	12,620
<b>Total current assets</b>		<u>2,051,455</u>	<u>1,301,162</u>
<b>Non-current assets</b>			
Property, plant and equipment	11	181,992	192,380
Intangible assets	12	35,260	70,520
<b>Total non-current assets</b>		<u>217,252</u>	<u>262,900</u>
<b>TOTAL ASSETS</b>		<u>2,268,707</u>	<u>1,564,062</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Creditors and accrued expenses	13	335,727	237,810
Revenue Received in Advance	14	1,141,229	687,627
Employee benefit liabilities	15	177,548	177,336
Finance Leases	16	0	0
<b>Total current liabilities</b>		<u>1,654,504</u>	<u>1,102,773</u>
<b>Non-current liabilities</b>			
Loans		0	0
Finance Leases		0	0
<b>Total non-current liabilities</b>		<u>0</u>	<u>0</u>
<b>TOTAL LIABILITIES</b>		<u>1,654,504</u>	<u>1,102,773</u>
<b>TOTAL ASSETS LESS TOTAL LIABILITIES</b>		<u>614,203</u>	<u>461,288</u>
<b>EQUITY</b>			
Accumulated Funds		<u>614,203</u>	<u>461,288</u>
<b>TOTAL EQUITY</b>		<u>614,203</u>	<u>461,288</u>

*The accompanying notes form part of these financial statements*

**Chairman:**

**Trustee**

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\_\_\_\_\_

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## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	2022 Actual	2021 Actual
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Cash flow from exchange transactions:</b>		
Receipts from retail sales	10,386	7,411
Receipts from other revenue	1,313,521	1,781,852
Interest receipts	3,424	2,219
Dividend receipts	1,000	1,164
Interest payments	0	-129
Payments to suppliers and employees	-3,278,952	-3,234,518
<b>Total cash flows from exchange transactions</b>	<b>-1,950,621</b>	<b>-1,442,001</b>
<b>Net cash flow from non-exchange transactions</b>		
Receipts of Funding - Tauranga District Council	2,354,721	2,319,529
Receipts of Funding - Western Bay of Plenty District Council	232,000	258,994
Receipts of Funding - Whakatāne District Council	84,000	84,000
GST (net)	-6,789	-356,071
<b>Total cash flows from non-exchange transactions</b>	<b>2,663,932</b>	<b>2,306,452</b>
<b>Net cash flow from operating activities</b>	<b>713,311</b>	<b>864,451</b>
<b>CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES</b>		
Repayment of loans	0	-3,324
Receipts from sale of fixed assets	141	0
Payments to acquire fixed assets	-24,769	-39,778
<b>Net cash flow from investing &amp; financing activities</b>	<b>-24,628</b>	<b>-43,103</b>
<b>ADD OPENING BANK ACCOUNTS AND CASH</b>	<b>1,212,031</b>	<b>390,683</b>
<b>CLOSING BANK ACCOUNTS AND CASH</b>	<b>1,900,714</b>	<b>1,212,031</b>

*The accompanying notes form part of these financial statements*



# WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

## STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2022

### 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 2022. The audited financial statements were authorised for issue on 16th December 2022 by the Trustees.

### 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.

### 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.



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### **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.

### **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%)



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### **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.

#### **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 councils 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.



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

	2022	2021	
<b>1 Other Revenue</b>			
Industry Contributions	24,006	31,200	
Regional Events Funding	347,694	526,500	
STAPP Funding	398,704	524,568	
BOPRC Funding	60,000	-	
Other Income	69,496	14,917	
	899,900	1,097,185	
<b>2 Cost of Sales</b>			
The write-down of inventory during the year was Nil (2021: Nil). The reversal of write-downs for the year was Nil (2021: Nil).			
Opening Inventory	12,620	17,435	
Purchases	3,499	1,267	
Closing Inventory	(9,410)	(12,620)	
Total Cost of Sales	6,709	6,082	
<b>3 Operating and Marketing</b>			
Credit card charges	329	605	
Events Marketing	540,385	561,689	
Cruise Marketing and Operating	10,730	18,071	
Consumer Marketing	301,995	505,490	
Development & Research	376,186	451,628	
General and Other Marketing	297,380	170,650	
	1,527,005	1,708,133	
<b>4 Administration and Overhead</b>			
Audit Fees	24,783	23,322	
Cleaning & Security	15,385	14,508	
Rent	133,775	133,543	
Recruitment training & HR	60,844	102,253	
Repairs & Maintenance	808	1,688	
Vehicle	39,287	31,979	
Subscriptions	9,255	11,253	
IT expenses	42,481	41,426	
Telephone	7,674	10,119	
Electricity	8,496	10,257	
Other Administration & Overhead	119,478	131,397	
	462,266	511,746	
<b>5 Employee Benefit Expenses</b>			
Salaries and wages	1,292,879	1,283,307	
Employer superannuation contributions	32,240	33,805	
Other employee related costs	3,235	2,542	
	1,328,354	1,319,654	
<b>6 Variance Budget to Actual</b>			
<b>INCOME</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Other Revenue (MBIE funding not yet spent carried forward to next financial year)	899,900	1,757,977	- 858,077
<b>EXPENDITURE</b>			
Operating & Marketing (MBIE funding due to be spent this year will now be spent in 2023)	1,527,005	2,064,087	- 537,082
Employee Benefit Expenses (Staff vacancies for part of year)	1,328,354	1,698,000	- 369,646
<b>7 Taxation</b>			
The Trust holds confirmation of a tax exemption under section CW 40 of the Income Tax Act 2007			
<b>8 Cash and Cash Equivalents</b>			
Cheque Accounts	65,901	34,743	
Savings Accounts	1,633,913	976,388	
Cash on Hand	900	900	
	1,700,714	1,012,031	
<b>9 Investments</b>			
Term Deposit ASB Bank 2.2% for 5 months	200,000	200,000	
<b>10 Debtors and Prepayments</b>			
Debtors	36,395	3,318	
Accrued Income	-	-	
GST	63,500	49,303	
Prepayments	41,436	23,889	
	141,331	76,510	
Debtors and prepayments from exchange transactions	77,831	27,207	
Debtors and prepayments from non-exchange transactions	63,500	49,303	
	141,331	76,510	



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### 11 Property, Plant and Equipment

Name	Cost	Accum Dep	1-Jul-21	Purchases	Depreciation	Disposals	30-Jun-22
Total Computers & Software	87,674	70,261	7,937	9,476	6,614	0	10,799
Total Furniture & Fittings	95,182	49,184	44,957	1,041	6,195	0	39,803
Total Leasehold Improvements	280,890	149,903	130,987	0	16,460	0	114,527
Total Office Equipment	112,574	89,823	8,499	14,252	5,746	141	16,864
<b>Total</b>	<b>576,320</b>	<b>359,171</b>	<b>192,380</b>	<b>24,769</b>	<b>35,016</b>	<b>141</b>	<b>161,992</b>

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
<b>Total</b>	<b>567,781</b>	<b>319,239</b>	<b>230,979</b>	<b>3,841</b>	<b>39,932</b>	<b>2,508</b>	<b>192,380</b>

### 12 Intangible Assets

Name	Cost	Accum Dep	1-Jul-21	Purchases	Amortisation	Disposals	30-Jun-22
Website & CRM	117,482	46,962	70,520	0	35,260	0	35,260
<b>Total</b>	<b>117,482</b>	<b>46,962</b>	<b>70,520</b>	<b>0</b>	<b>35,260</b>	<b>0</b>	<b>35,260</b>

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

	2022	2021
<b>13 Creditors and Accruals</b>		
Creditors	257,360	167,491
Accrued Expenses	39,184	22,173
Funds received on behalf of tourism operators	39,183	48,147
	<u>335,727</u>	<u>237,811</u>
Creditors and Accruals from exchange transactions	335,727	237,811
Creditors and Accruals from non-exchange transactions	-	-
	<u>335,727</u>	<u>237,811</u>
The Trust holds credit cards with ASB Bank, with a credit limit of \$50,000.		
<b>14 Revenue Received in Advance</b>		
Revenue Received in Advance	1,141,229	687,627
Revenue Received in Advance from exchange transactions	1,141,229	687,627
Revenue Received in Advance from non-exchange transactions	-	-
	<u>1,141,229</u>	<u>687,627</u>
<b>15 Employee Benefit Liabilities</b>		
Accrued salaries and wages	84,440	95,151
Annual leave	93,108	82,185
	<u>177,548</u>	<u>177,336</u>

**16 Finance Lease:**  
There are currently no finance leases.

### 17 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, total expenditure for the year was \$160,174. The Lease of 8 Wharf Street has two rights of renewal of four years and the lease of 103 The Strand has one right of renewal of four years. The following amounts relate to rental 8 Wharf Street, rental 103 The Strand, VW vehicle lease, Nissan vehicle lease and lease of Eftpos machines and photocopier.

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

Payable no later than one year	164,871	131,065
Later than one year, not later than five years	18,830	141,626
Later than five years	-	-
	<u>183,701</u>	<u>272,691</u>

**18 Contingent Liabilities**  
The Trust has no contingent liabilities

### 19 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  
Remuneration

	5	6
	<u>75,000</u>	<u>69,375</u>



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

	2022	2021
Senior Management Team including CEO		
Full-time equivalent members	6	5
Remuneration	560,310	480,334
Total Full-time equivalent members	11	11
Total Remuneration	635,310	549,709
<p>Due to the difficulty in determining the full-time equivalent for Trustees, the full-time equivalent figure is taken as the number of Trustees.</p>		
<b>20 Donations</b>		
There were no donations paid.		
<b>21 Financial Instruments</b>		
Financial Instrument Categories		
FINANCIAL ASSETS		
Cash & Cash Equivalents	1,900,714	1,212,031
Debtors & Other Receivables	99,895	52,621
Total Financial Assets	2,000,609	1,264,652
FINANCIAL LIABILITIES		
Creditors & Other Payables	335,727	237,809
Revenue Received in Advance	1,141,229	687,627
Finance Leases	0	0
Total Financial Liabilities at Cost	1,476,956	925,436
<b>22 Events After Balance Date</b>		
There are no significant events post balance date.		
<b>23 Covid-19 impact disclosures</b>		
<p>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 2022 has been positive with extra funding received from TSRR and the Regional Events Fund.</p> <p>Although the borders have now opened to most tourists including cruise, future potential effects are speculative and unknown however the Bay of Plenty is in the privileged 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.</p> <p><b>CRUISE</b></p> <p>Cruise ships were banned in New Zealand on 14 March 2020 resulting in the loss of cruise income for this financial year. Cruise ships will return to our region in the 2023 financial year.</p> <p><b>TAURANGA ISITE</b></p> <p>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.</p> <p><b>MARKETING</b></p> <p>TSRR Funding of \$1,000,000 was received in September 2021, \$225,204 has been spent as per the criteria and the remaining \$774,796 will be spent in the 2023 financial year. Regional Events Funding of \$1,038,695 was received in January 2021, \$672,262 has been spent as per the criteria and the remaining \$366,433 will be spent over the next two financial years.</p>		
<b>24 Breach of statutory reporting deadline</b>		
<p>The Western Bay of Plenty Tourism &amp; Visitors Trust was required under Section 67 of the Local Government Act 2002 to complete its audited financial statements and service performance information by 30 November 2022. This timeframe was not met due to the late completion of the audit.</p>		





## SERVICE DELIVERY REPORT JULY 2021 TO JUNE 2022

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

Status scale:

Achieved	Unable to achieve (COVID-19 Impacted)	Not Achieved	N/A*
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\*Note: N/A is used where that activity is no longer applicable due to elements outside of TBOP's control.

## External Focus Areas

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	June 2022 update	Status	Source
Economic	Visitor spend	Measure trends in visitor spend in Te Moananui ā Toi   the Coastal Bay of Plenty.  Tourism data expert Shane Vuletich 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.	In the YE May 2022, total visitor spend in the region was down 1.9% compared to YE May 2021.  In the YE June 2022, total visitor spend in the region was down 2.5% compared to YE May 2021.	Achieved	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.	In the YE May 2022, domestic visitor spend in the region was down 2.3% compared to YE May 2021.  In the YE June 2022, domestic visitor spend in the region was down 3.1% compared to YE May 2021.	Achieved	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.	In the YE May 2022, international visitor spend in the region was up 6.9% compared to YE May 2021.  In the YE June 2022, international visitor spend in the region was up 8.4% compared to YE May 2021.	Achieved	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 as expected, monitor and report on changes in visitor spend and use the information to set new goals for future years.	No update available. The cruise sector is scheduled to return in October 2022 (but this is subject to change).	Unable to achieve (COVID-19 Impacted)	MBIE Tourism Satellite Account
Economic	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.	TBOP is tracking visitor numbers and uses daily averages to construct monthly averages. This information is then shared with key stakeholders.  The average number of visitors in the region per day in the YE June 2022 was 28,000, this peaked at an average of 46,000 visitors per day in December 2021.	Achieved	Data Ventures Tourism NZ Tool
	Employment	Measure the number of jobs provided by the tourism industry. This includes accommodation, food and beverage services, tourism activities, travel and tour services, and transport services.	Total number of filled jobs in select tourism industries	As at April 2021, tourism provides 7,440 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty.	Monitor and report on the number of jobs the tourism industry provides and use the information to set new goals for future years.	Tourism provided an average of 7,680 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty each month in the YE May 2022.  This is the latest information available at the time of writing the report.	Achieved	Inland Revenue's Employer Monthly Schedule (EMS) and payday filing
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.	TBOP measured the carbon footprint of tourism in the region as part of a joint project with Bay of Plenty Regional Council Toi Moana and Rotorua Economic Development. This is the baseline measure of the environmental impact of tourism and the factors considered to comprise the framework.	Achieved	Report to be developed based on framework

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	June 2022 update	Status	Source
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.	TBOP has strengthened relationships with local iwi and hapū through new connections and partnerships with Te Rangapū and Tauranga City Council's Māori development team. This has resulted in connections with three new iwi and hapū.	Achieved	Simpleview CRM system
	Quality of engagement with iwi and hapū	Monitor the strength of TBOP's relationships with iwi and hapū.	TBOP	Internal assessment of quality of relationships: <ul style="list-style-type: none"> <li>48% are classified as 'strong'</li> <li>24% are classified as 'moderate'</li> <li>29% are classified as 'weak'</li> </ul>	Develop a 360° review to establish a new baseline.	Established a 360° review framework with components including an internal review of relationships and feedback direct from iwi and hapū. Through that process, we identified a need to connect more strongly with Tauranga Moana iwi and engaged with Te Rangapū via Tauranga City Council's Māori development team.	Achieved	360° review
Social	Social licence	Measure resident's 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 residents	The score for the year to date (2020-21) is 66% agree (representing scores of 7 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The YE June 2022 survey score shows that 65% of residents agree that tourism positively impacts the community (representing scores of 7 to 10). While this is a decrease of 1% compared to the YE June 2021 result, as the change is within the margin of error of the results, the scores are consistent, and therefore the goal of maintaining perceptions has been met.	Achieved	Tauranga City Council residents' satisfaction survey results
			Western Bay of Plenty District residents	The score for the year ending June 2021 is 72% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The score for the year ending June 2022 survey shows that 67% of residents agree that tourism has a positive impact on the community (representing scores of 6 to 10). This is a decline of 5% compared to the June 2021 result. Further research (August 2022) has identified COVID-19 as a key concern associated with the return of visitors.	Unable to achieve (COVID-19 Impacted)	Western Bay of Plenty residents' satisfaction survey results
			Whakatāne District residents	The score for the year ending June 2020 is 79% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The score of the year ending June 2022 survey shows that 69%* of residents agree that tourism has a positive impact on the community (representing scores of 6 to 10). This is a decline of 10% compared to the June 2020 result but down just 4% from the June 2021 result of 73%. Further research (August 2022) has identified COVID-19 as a key concern associated with the return of visitors. *This is the draft score, with results to be confirmed but unlikely to change much, if at all.	Unable to achieve (COVID-19 Impacted)	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 is available. First survey to be undertaken in 2021-2022.	Maintain or improve operators' satisfaction with TBOP's activities.	Given the Omicron outbreak and staff shortages in the first half of 2022, TBOP chose to connect with operators through a more qualitative approach than a survey would allow. Feedback on TBOP's activities was mixed, with key areas for improvement identified.	Achieved	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.	The General Manager and Senior Leadership Team achieved an average of 60 engagements with key stakeholders per two-month period in the YE June 2022. Ability to engage was significantly impacted by	Unable to achieve (COVID-19 Impacted)	Simpleview CRM system	

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	June 2022 update	Status	Source
						COVID-19 and TBOP staff changes (especially in the Jul to Dec 2021 period).		
	Leadership Advisory Group	Hold Leadership Advisory Group meetings.		One meeting in the 2020-21 FY.	Hold three Leadership Advisory Group meetings.	Three Leadership Advisory Group meetings were held during the year.	Achieved	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.	Most (85%) of visitors were satisfied with their last visit to the region (July 2022). This is a change of -1% compared with the previous reporting period, which is within the margin of error and therefore the results can be considered consistent. Sample size: n=328 Error margin: +/-5%	Achieved	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.	18% 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 June 2022). This result represents a decline of 5% compared to the last reported result (YE March 2021) but is in line with the regional benchmark of 16%. COVID-19 conditions and travel restrictions have impacted the likelihood to travel, and the return of international travel options is likely to cause a short-medium term dip in domestic travel.	Unable to achieve (COVID-19 Impacted)	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.	12% 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 June 2022). This result represents a decline of 4% compared to the last reported result (YE March 2021) but is in line with the regional benchmark of 10%. COVID-19 conditions and travel restrictions have impacted travel likelihood to travel.	Unable to achieve (COVID-19 Impacted)	Market Perceptions research report by Angus & Associates
	<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.	The <i>i</i> -SITE achieved a Net Promoter Score of +79 for the YE June 2022. This is a very good score. Sample size: n=19	Achieved	Customer Radar feedback dashboard

## Internal Focus Area

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	June 2022 update	Status	Source
TBOP team	Employee engagement	Measure organisational culture and staff well-being.	Employee Engagement score: 76% (April 2021)	Maintain or improve Employee Engagement Score.	Employee Engagement score: 63% of employees are 'happy' or 'very happy' working at TBOP. May 2022 (Note change of method compared to previous years so results are not directly comparable.)	N/A due to change of method meaning results are not directly comparable.	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.	Payment of the living wage is paid to all permanent employees.	Achieved	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 70% across the ten modules and working on areas that need attention. Staffing changes and upskilling of new team members resulted in a temporary decrease, with expectations that this will be corrected over the coming months.	Not achieved	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.	Yet to be re-assessed since baseline score. This is due to delays caused by COVID-19 and lockdowns. Next assessment is due in late August 2022.	Unable to achieve (COVID-19 Impacted)	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.	Total TBOP carbon emissions in the YE June 2019 was 24.2 tonnes. This is the baseline year as it is pre-COVID and makes more sense than COVID-impacted years given travel has been restricted through this time. Total TBOP carbon emissions for the YE June 2022 was 19.9 tonnes. This is down 18% on the baseline year exceeding the goal of a 10% reduction. Emissions were offset through a donation to the Sydenham Botanic Trust to help restore the park.	Achieved	Carbon footprint calculator
	Waste management	Monitor TBOP's waste management.	TBOP has a worm farm and recycling bins.	Reduce waste to landfill by 10%.	A Resource Wise programme audit took place in August 2021, and the results showed approximately 104kg of waste going to landfill for the year to that date. The results for the latest year (measured in August 2022) indicate approximately 119kg of waste to landfill, an increase of 8%. Further recycling efforts have been put in place to counter this. A review of TBOP's product supply chain will be conducted in the next quarter to identify opportunities to reduce waste output.	Not achieved	Resource Wise Business through Tauranga City Council

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	June 2022 update	Status	Source
Governance and finance	Governance	Statutory reporting requirements.	Met statutory reporting requirements for the 2020-2021 financial year.	Meet statutory reporting requirements.	Achieved all requirements except requirement date for AGM which was not achievable due to Audit NZ not completing the audit until May 2022.	Achieved	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.	Net result is ahead of budget at year end.	Achieved	TBOP Six Month and Annual Reports
		Code of Conduct compliance.	Achieved	Code of Conduct compliance.	All compliance adhered to.	Achieved	TBOP Six Month and Annual Reports
		Compliance and regulatory obligations met.	Achieved	Compliance and regulatory obligations met.	The Annual Report 2020-2021 received an excellent audit result with no areas of concern.	Achieved	Audit
		Enterprise Risk Management Policy adherence.	Achieved	Enterprise Risk Management Policy adherence.	All policy adhered to.	Achieved	Board confirmation
		Maintain good working relationships with Tauranga City Council staff and elected members, observing the 'no surprises' principle.	Achieved	No surprises principle maintained.	Relationships maintained and no surprises during the year.	Achieved	Council's feedback
		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.	Achieved as per report to MBIE.	Achieved	TBOP Six Month and Annual Reports
		Manage Regional Events Fund funding.	Achieved	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	Achieved as per report to MBIE.	Achieved	TBOP Six Month and Annual Reports