



DRAFT STATEMENT OF INTENT

TOURISM BAY OF PLENTY

2018/2019-2020/2021



1. Our Regional Brand Story

Ours is a place of positive energy; a rich coastal paradise blessed with raw potential.

Where cultures embrace and the natural generosity of our people is as abundant as our fertile land and open seas.

A place of discovery – our ingenuity, determination and bold thinking connect us to the world.

A landing place.

A launch pad.

The Bay of Plenty – a place for you.

DRAFT



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2. Purpose of Statement of Intent

In accordance with section 64 (1) of the Local Government Act 2002, 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 Mayor Brownless and Mayor Webber. These clearly 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 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 Memorandum of Understanding (MOU) with Whakatāne District Council (WDC).

3.1 Purpose of Tourism Bay of Plenty

TBOP's role is to support the Councils' aspiration for Tauranga to be an internationally competitive city, for the benefit of the wider region and its communities.

Both Councils have encouraged TBOP to consider how we contribute to the community outcomes for Tauranga and the wider coastal region. These community outcomes are to ensure Tauranga and the WBOP:

- Are well planned, with a variety of successful and thriving compact centres.
- Are inclusive, safe, resilient and healthy.
- Have predictable travel times and transport choice.
- Protect and enhance the natural environment.
- Attract businesses, people and visitors.

3.2 Principal Objective

TBOP takes the leading role in sustainable growth of the WBOP visitor economy and management of the destination. TBOP's vision is to "share our love of the Bay of Plenty with the world" and our mission is "to grow the visitor economy for the benefit of our community." Working towards Tauranga becoming an internationally competitive city requires a focus on three areas to support community well-being:

- 1) Quality of life.
- 2) Quality of economy.
- 3) Sound city foundations.

These outcomes will be supported through:

- Increased collaboration.
- Strong partnerships with Tangata Whenua.
- Maintaining financial sustainability.
- Improving the quality of the information we use.
- Better understanding city dynamics.

3.3 Role of Tourism Bay of Plenty

TBOP has identified four strategic priorities that collectively will 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 principals. These strategic priorities will be executed under the Western Bay of Plenty Regional Brand Story which defines the unique and compelling attributes of our region. The four strategic priorities are:

- Target the right visitors at the right time.
- Connect with residents.
- Enhance the visitor experience.
- Grow capability and increase supply.

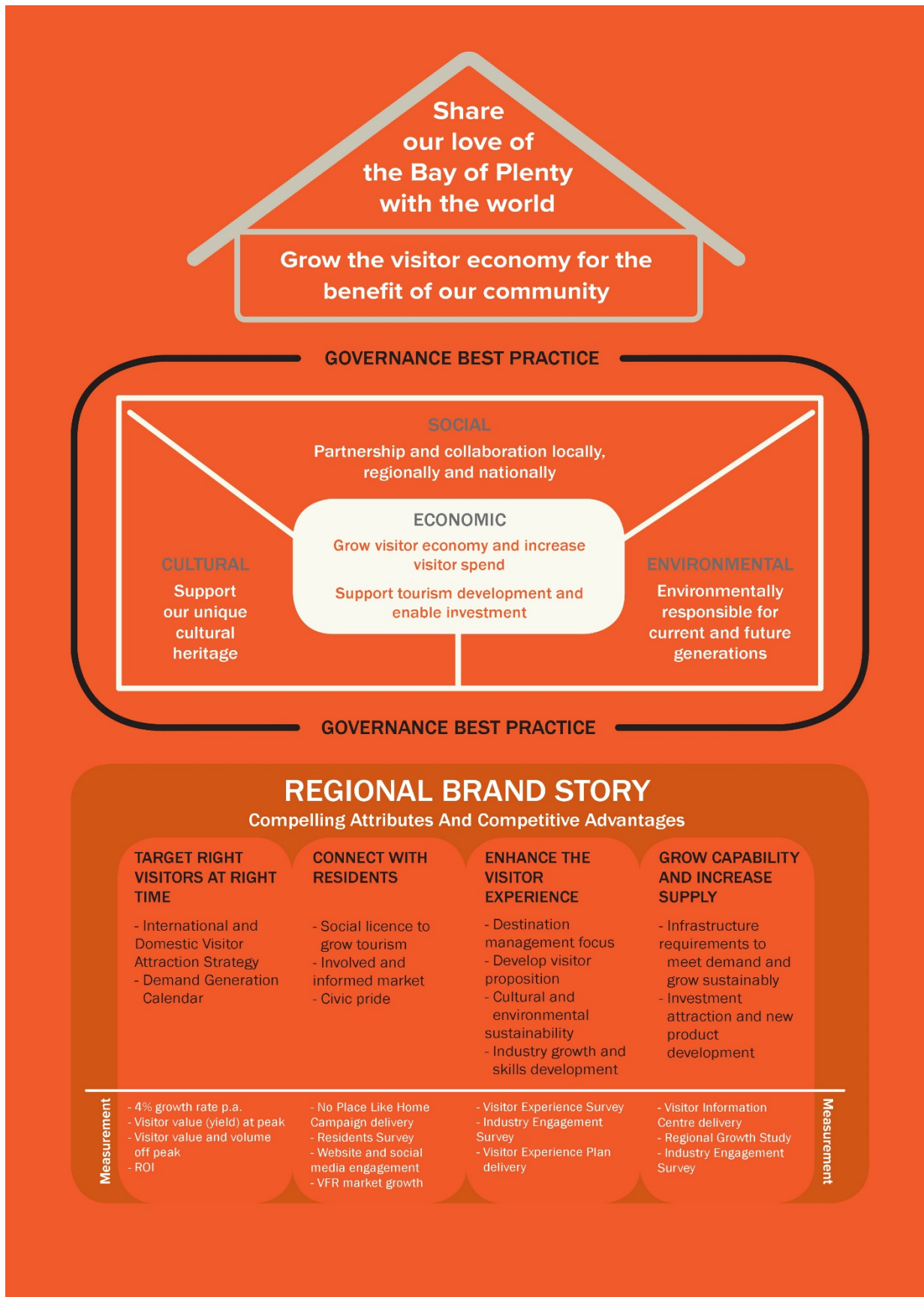
The diagram on Page 5 summarises the Strategic Framework we operate from. This diagram reflects our growing role as Destination Managers – to manage, develop and plan growth, while considering environmental, social and cultural interests. We also need to ensure we preserve the region's unique identity and that our visitor related development is coordinated with residents' interests.

3.4 Destination Management

Destination Management:

“Is the strategic and sustainable management of visitor-related development, coordinated with resident interests, to preserve a region’s unique identity. We will bring stakeholders together and work collaboratively to transform the region’s set of attractions, activities and services into a cohesive and compelling travel experience.”

3.5 Tourism Bay of Plenty's Strategic Framework





4. Governance

TBOP is a CCO of the Tauranga City and Western Bay of Plenty District Councils. TBOP Board and Management are committed to ensuring the organisation meets recommended best practice governance principles and maintains the highest ethical standards.

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 "no surprises" relationship.

4.1 The Role of the Board of Tourism Bay of Plenty

The Board of Trustees is responsible for the direction of TBOP. This responsibility includes:

- Develop and oversee the implementation of TBOP's Visitor Economy Strategy 2018-2028 (VES).
- Advocacy and stakeholder management.
- Approving annual plans, budgets and the SOI.
- Enterprise Risk and Health & Safety systems, policies and controls.
- Monitoring financial performance and achievement of the strategic initiatives and SOI objectives.
- Appointment and monitoring of the performance and remuneration of the CEO.
- Integrity of management information systems and policies.
- Assessment of business opportunities and business risks.
- Compliance with relevant law.
- Reporting to the Councils.

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 Officer (CEO) of TBOP who reports regularly to the Board.

4.2 Tourism Bay of Plenty Trustees

As of 31st December 2017, the TBOP Board comprises the following trustees:

- Des Hammond (Chairperson)
- Oliver Moorcroft (Vice Chair)
- Peter Moran
- Will Wilson
- Colleen Te Arihi
- Gwendoline Keel

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:

- 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 18 months.

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. The final SOI, incorporating any feedback from the Councils, 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 action 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.

4.3.4 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.

4.3.5 Annual Report

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

- Chairman's and CEO'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 goals and objectives.
- Independent Auditor's report on the financial statements and non-financial performance measures.

5. Activity and Performance Framework

Activity	Performance Measure	Data Source	Baseline	2018/19 Goal to June 19	2019/20 Goal to June 19 Assumes adoption of VES 2018-2028	2020/21 Goal to June 20 Assumes adoption of VES 2018-2028
KRA 1: Quality of Life – The visitor economy enhances quality of life, by providing an enhanced visitor experience and increased amenity for visitors and residents alike.						
VISITOR ECONOMY STRATEGY 2018-2028 (VES) Implement a Destination Management strategy (subject to TCC LTP 2018-2028 funding) ensuring the balance of growth with social, cultural and environmental well-being.	Visitor spend growth of 4% per annum. Implementation of Year 1 of VES.	MBIE Regional Tourism Estimates.	\$994m (to Dec 2017). VES 2018/2028 completed.	\$1,034m (to Dec 2018). Implement Year 1 of VES.	\$1,075m (to Dec 2019). Implement Year 2 of VES.	\$1,118m (to Dec 2020). Implement Year 3 of VES.
CONNECT WITH RESIDENTS Measure and maintain community social license with measurement of resident satisfaction and their likelihood to recommend the area to others to visit (net promoter score).	Maintain scores of above 52. No Place Like Home implementation. Set-up of Resident Advisory Group (RAG).	TCC Residents' Survey: 1. Tauranga is a quality destination for visitors and businesses. 2. The tourism sector has a positive impact on the community. 3. Likelihood to recommend Tauranga as a holiday destination to friends and family.	1. Score of 77 (Jan 2018). 2. Score of 73 (Jan 2018). 3. Score of 52 (Jan 2018).	1. Maintain score above 80. 2. Maintain score above 76. 3. Maintain score above 55. NPLH Year 3 implementation. 3 x RAG meetings.	1. Maintain score above 83. 2. Maintain score above 79. 3. Maintain score above 58. NPLH Year 4 implementation. 3 x RAG meetings.	1. Maintain score above 86. 2. Maintain score above 82. 3. Maintain score above 61. NPLH review & assess. 3 x RAG meetings.
ENHANCE THE VISITOR EXPERIENCE Enhance the visitor experience and visitor satisfaction (as measured by a new Visitors Satisfaction monitor) and visitor's likelihood to recommend the area to others (net promoter score).	Implementation of a Visitor Satisfaction Monitor.	To be determined.	No current data.	Implementation of a Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.	Set targets for Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.	Set targets for Visitor Satisfaction Monitor. Provide fit-for-purpose Visitor Information Services.
ENHANCE THE VISITOR EXPERIENCE Provide advocacy to Councils and the sector and support the tourism industry to be environmentally responsible to protect the sub-region for current and future generations.	Destination Development Plan with sustainable tourism plan and initiatives. Support implementation of the TIA Sustainability Charter. Support Qualmark accreditation.	To be determined.	No current data. 64 Qualmark operators (Feb 2018).	Destination Development Plan with a sustainability focus. Launch TIA Sustainability Charter to industry. XX Qualmark operators.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Sustainability Charter. XX Qualmark operators.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Sustainability Charter. XX Qualmark operators.
GROW CAPABILITY AND INCREASE SUPPLY Identify and promote tourism experiences and products that support the Western Bay of Plenty's unique cultural heritage and history.	Hapu and Iwi relationships developed. MOU with Iwi established.	Feedback from Hapu and Iwi.	Building relationships with Iwi. 1 new product development.	1 new product development or enhancement of existing product. MOU with Iwi developed.	1 new product development or enhancement of existing product. MOU with Iwi upheld.	1 new product development or enhancement of existing product. MOU with Iwi upheld.
KRA 2: Quality of Economy – Grow the tourism industry and increase visitor spend in the WBOP sub region. Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all. Support the development of tourism in the WBOP sub-region and enable investment.						
TARGET THE RIGHT VISITORS AT THE RIGHT TIME Creation of a demand and supply model and calendar to target high value visitors at peak season, and both high volume and high value visitors at off-peak seasons. Define target markets and niche propositions for more efficient marketing.	Creation of demand/supply research model. Creation of target markets and niche propositions. Support of Major Events Strategy.	Completion of projects. Support of 5 major events.	No current data.	Creation of demand/supply research model by December 2018. Creation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.	Stage 2 of demand/supply research model implementation. Implementation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.	Stage 3 of demand/supply research model implementation. Continued implementation of target markets and niche propositions by December 2018. Support of Major Events Strategy and 5 major events.
DOMESTIC VISITOR ATTRACTION STRATEGY Direct to consumer marketing activity in Auckland, Waikato, Wellington and Christchurch. No Place Like Home Campaign to residents. Support strategic events that increase off-peak visitation, GDP and visitor growth.	Increase domestic visitor spend by 3.7%.	MBIE Regional Estimates by Domestic.	\$785m (to Dec 2017).	Increase by 3.7%.	Increase by 3.7%.	Increase by 3.7%.
INTERNATIONAL VISITOR ATTRACTION STRATEGY International trade and media activity in Australia and in partnership with eXplore Central North Island (ECNI) and Tourism New Zealand (TNZ) and regional agencies involved in international marketing.	Increase international visitor spend by 5.3%.	MBIE Regional Estimates by International.	\$208m (to Dec 2017).	Increase by 5.3%.	Increase by 5.3%.	Increase by 5.3%.
CRUISE VISITOR ATTRACTION STRATEGY Increase spend from cruise visitation and improve passenger satisfaction with supply of visitor sales and service at Port of entry.	Need to revise this based on TSA results.	MBIE Tourism Satellite Account.	\$59m (to June 2017).	Increase by XX %. Continued implementation of Phase 1 of Cruise Model.	Increase by XX %. Continued implementation of Phase 1 of Cruise Model.	Increase by XX %. Implementation of Phase 2 of Cruise Model.
ENHANCE THE VISITOR EXPERIENCE Continue to improve visitor information services with development of a Mount Maunganui Visitor Information Centre (VIC) presence, and development of an alternative Tauranga VIC location and with digital and unmanned services.	Funding for Mount Maunganui VIC. Business Case for Tauranga VIC.	Annual Plan funding allocated. External sources of funding pursued.	VIC Mount Maunganui funding approved.	Funding achieved, and site approved. Commence detailed design.	Detailed design approved for build. Tauranga site business case approved.	Commence build of VIC Mount Maunganui. Commence design for VIC Tauranga.
GROW CAPABILITY AND INCREASE SUPPLY Complete a co-created 10-year development plan to grow the visitor economy. This plan will enable public and private investment decisions and facilitate opportunities for investment, which will increase the number of new tourism experiences. Lobby for funding to support at least one of the priorities set out in the Regional Growth Study.	Develop co-created destination development plan.	Feedback from industry, residents and stakeholders.	Completion of destination development plan by June 2019. Participate in BOC RGS Implementation Committee.	Completion of destination development plan by June 2019. Participate in BOC RGS Implementation Committee.	Commence Phase 1 implementation. Participate in BOC RGS Implementation Committee.	Continue Phase 2 implementation. Participate in BOC RGS Implementation Committee.
GROW CAPABILITY AND INCREASE SUPPLY Assist existing and new potential tourism operators with mentoring and support to develop capability, particularly to become export ready. Work with the Industry Advisory Group (IAG) to identify gaps and opportunities. Work with Council staff to advocate for enablement of tourism product opportunities.	Hire new product development resource. Establish Industry Advisory Group (IAG).	Industry Engagement Survey.	No current data.	2 new export ready operators. 2 x meetings of IAG per year.	4 new export ready operators. 2 x meetings of IAG per year.	6 new export ready operators. 2 x meetings of IAG per year.
KRA 3: Sound City Foundations – Collaborate with councils and other agencies.						
INSIGHTS AND LEADERSHIP Provide leadership for tourism and support sustainable economic growth with effective leadership and implementation of the Visitor Economy Strategy 2018 – 2028. TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services.	Implementation of Year 1 of VES.	2018/19 6 Month & Annual Reports.	VES 2018/2028 completed.	Implementation of Year 1 of VES. Research & insights requirements scoped and commissioned by June 2019. Participation in annual planning with Councils.	Implementation of Year 2 of VES. Continued implementation of research & insights projects. Participation in annual planning with Councils.	Implementation of Year 3 of VES. Continued implementation of research & insights projects. Participation in annual planning with Councils.
COLLABORATION AND PARTNERSHIP Collaborate and maintain partnerships with other organisations to identify and leverage opportunities. Adhere to the principles of the Stakeholder Engagement and Communications Plan to ensure collaborative relationships with key stakeholders.	WBOP Stakeholder Engagement and Communications Plan delivery.	Councils' feedback – 6 Month & Annual Reports. Industry Engagement Survey.	Stakeholder Engagement and Communications Plan completed.	Year 2 implementation. Review & assess.	Year 3 implementation. Review & assess.	Year 4 implementation. Review & assess.
GOVERNANCE BEST PRACTICE Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.	Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Auditors' Report. TCC's and WBOPDC's feedback. MBIE Regional Tourism Estimates.	Annual Report 2016/17. Auditor's Report 2016/17.	Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.



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

The parties recognise the following funding principles as being critical to the arrangement:

- Sustained private sector funding (both in cash and in kind) is a tangible and critical demonstration, both to the tourism business sector and to the ratepayer, of the fact that the role, contribution and partnership of TBOP is valued.
- The private/public sector co-funding model demonstrates to the community and to local government the existence of a partnership which can achieve sound economic outcomes.
- The private/public sector co-funding model is essential to maximise the potential for leveraging local government funding in the Western Bay of Plenty sub-region.

9. Significant Decisions

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.

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 Councils acknowledge that the expectations regarding TBOP's growing role in Destination Management are dependent on the availability of additional funding through TCC's 2018 Long Term Plan (LTP). The next Long Term Plan will take effect from 1 July 2018, and as one of the main strategic documents for both TCC and WBOPDC, TBOP will participate fully in these processes with both TCC and WBOPDC. TBOP has presented a strategic plan which included additional funding requirements.

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

Funder	2018/19	2019/20	2020/21
TCC	\$2,096,142	\$2,168,747	\$2,244,076
WBOPDC	\$198,120	\$201,290	\$204,511
Total	\$2,294,262	\$2,370,037	\$2,448,587

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

**As per the Visitor Economy Strategy 2018-2028 (VES) future budgets have been estimated at the national benchmark of 0.21% of total annual visitor spend (calculated as a Territorial Authority proportion from year end visitor spend results as at April 2017) and applied to the VES Forecast. These figures are estimates only and will be confirmed during the Long Term Plan process.*

**Future budgets also include an estimated CPI/ inflation rate of 1.6%.*

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	2018/19	2019/20	2020/21
Revenue			
Funding - Tauranga City Council	2,096,142	2,168,747	2,244,076
Funding - Western BOP District Council	198,120	201,290	204,511
Funding - Whakatane District Council	84,000	84,000	84,000
Retail Sales	137,500	137,500	137,500
Other Revenue (includes industry contributions)	639,000	639,000	639,000
Total Revenue	3,154,762	3,230,537	3,309,087
Less Expenditure			
Cost of Sales	83,700	83,700	83,700
Operating & Marketing	2,317,062	2,392,837	2,471,387
Administration & Overheads	696,000	696,000	696,000
Depreciation & Amortisation	58,000	58,000	58,000
Total Expenditure	3,154,762	3,230,537	3,309,087
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).



Signed by:

.....
Chairperson
Tourism Bay of Plenty

.....
Chief Executive Officer
Tourism Bay of Plenty

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12. Glossary of Terms

BOC	Bay of Connections
CCO	Council Controlled Organisation
CEO	Chief Executive Officer
ECNI	eXplore Central North Island
ESE	Enduring Statement of Expectations
GDP	Gross Domestic Product
GST	Goods and Services Tax
IAG	Industry Advisory Group
KRA	Key Result Area
LOE	Letter of Expectation
LTP	Long Term Plan
MBIE	Ministry of Business, Innovation and Employment
MOU	Memorandum of Understanding
NPS	Net Promoter Score
P&L	Profit and loss
Qualmark	New Zealand's quality assurance of tourism operators
RAG	Resident Advisory Group
RGS	Regional Growth Study
SOI	Statement of Intent
TBOP	Tourism Bay of Plenty
TCC	Tauranga City Council
TIA	Tourism Industry Aotearoa
TNZ	Tourism New Zealand
TSA	Tourism Satellite Account
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