



MEETING
— AGENDA —

Ngā Take

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Western Bay of Plenty
District Council



Tauranga City

TAURANGA CITY COUNCIL /
WESTERN BAY OF PLENTY DISTRICT COUNCIL
**JOINT GOVERNANCE
COMMITTEE**

Komiti Whakahaere Ngātahi

JG8
Wednesday, 10 April 2019
Council Chambers
Barkes Corner, Tauranga
3.15pm

Notice of Meeting No JG8

Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee

Wednesday, 10 April 2019
Council Chambers
Barkes Corner
3.15pm

Western Bay of Plenty District Council

His Worship the Mayor
Councillor:

G Webber (Chairperson)
M Williams

Tauranga City Council

His Worship the Mayor
Councillor:

G Brownless (Deputy Chairperson)
K Clout

Media
Staff

Miriam Taris
Chief Executive Officer
Western Bay of Plenty District Council - Administering Authority



Tauranga City Council/Western Bay of Plenty District Council Joint Governance Committee

Role and Scope

Cooperation:

- Review and monitor agreements between the two Councils and recommend to the respective Councils any changes to agreements, as appropriate.
- Monitor issues affecting both the Tauranga City Council and the Western Bay of Plenty District Council and make recommendations to the respective Councils where required.

Joint Initiatives:

- Receive reports and make decisions on civil defence matters as recommended through the Civil Defence Emergency Management Group.
- Facilitate and monitor any other joint initiatives as agreed to by the Councils.
- Establish protocols and arrangements for joint funding applications to funding bodies for recommendation back to the respective Councils.
- Establish principles and appropriate processes for the consideration and determination of joint service delivery opportunities for recommendation to the respective Councils.
- Establish appropriate process for the consideration and determination of joint cost sharing arrangements for recommendation to the respective Councils.

Joint Projects, Plans, Policies and Strategies:

- Develop and amend joint policies, plans and strategies (as delegated by the respective Councils and subject to funding approval) for recommendation to the respective Councils.
- For joint projects (as delegated by the respective Councils and subject to funding approval) develop implementation plans for recommendation to the respective Councils.
- Oversee the development of strategies relating to sub-regional parks and sub-regional community facilities for the enhancement of the social and cultural well-being of the Western Bay of Plenty communities, for recommendation to the respective Councils.
- Monitor the on-going effectiveness of implemented joint projects, plans, strategies and policies.
- Make decisions and monitor sub-regional park development in regard to the Huharua Harbour Park and the TECT All Terrain Park, and any other sub-regional facility established by the Councils, subject to provision in the respective Councils' LTPs and budgets.

Joint Contracts:

Priority One

- To approve the contractual arrangements for a three year term within the approved budgets of the two Councils ensuring the contract is in accordance with s17A(5) of the Local Government Act 2002.
- Monitor the performance against the approved contract.

Tourism Bay of Plenty

- Consider the Statement of Intent in accordance with Schedule 8 of the Local Government Act 2002.
- Monitor the performance against the Statement of Intent.

Any other joint contracts

- Monitor performance against approved contracts.

General Delegations:

- The Committee may make recommendations to the respective Councils and/or any standing committees regarding matters outside its delegated authority, as it deems appropriate.
- The Committee has the power to co-opt relevant tangata whenua and other advisors when considering matters relating to the Huharua and TECT All Terrain Sub Regional Parks, and any other subregional projects, as required.
- The Committee has the power to work with other agencies, community groups and local authorities in development of joint policies, strategies initiatives and sub-regional projects.

Agenda for Meeting No. JG8

Pages

**Present
In Attendance
Apologies**

Public Excluded Items

The Council may by resolution require any item of business contained in the public excluded section of the agenda to be dealt with while the public are present.

Public Forum (If Required)

A period of up to 30 minutes is set aside for a public forum. Members of the public may attend to address the Committee for up to three minutes on items that fall within the delegations of the Committee provided the matters are not subject to legal proceedings, and are not already subject to a process providing for the hearing of submissions. Speakers may be questioned through the Chairperson by members, but questions must be confined to obtaining information or clarification on matters raised by the speaker.

Such presentations do not form part of the formal business of the meeting, a brief record will be kept of matters raised during any public forum section of the meeting with matters for action to be referred through the service request system, while those requiring further investigation will be referred to the Chief Executives with the Committee receiving reports on such matters in its information pack.

Recommendation

THAT the meeting adjourn for the purpose of holding a public forum.

JG8.1

Minutes of Meeting No. JG7 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee Held on 5 December 2018

8-12

A copy of the minutes is attached.

Recommendation

THAT the minutes from meeting no. JG7 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance

Committee held on 5 December 2018 as circulated in the agenda be confirmed as a true and correct record.

- JG8.2 **Decision Report from Tauranga City and Western Bay of Plenty District Councils Letter of Expectation to Tourism Bay of Plenty** 13-14
- Attached is a report from Western Bay of Plenty District Council's Governance Advisor dated 19 December 2018.
- Recommendation**
- THAT the report of the Governance Advisor dated 19 December 2018 titled Decision Report from Tauranga City and Western Bay of Plenty District Councils Letter of Expectation to Tourism Bay of Plenty be received.*
- JG8.3 **Tourism Bay of Plenty Six Monthly Report to 31 December 2018 and Draft Statement of Intent 2019-2020 to 2021-2022** 15-50
- Attached is a report from Tauranga City Council's General Manager (Acting): Community Services and the Western Bay of Plenty District Council's Group Manager People and Customer Services dated 10 April 2019.
- JG8.4 **Tauranga Western Bay Safer Communities Six-Monthly Update Report** 51-67
- Attached is a report from the Tauranga City Council's Safer Communities Coordinator dated 10 April 2019.
- JG8.5 **Waiari Mauri Monitoring Proposal** 68-76
- Attached is a report from Tauranga City Council's Cultural Coordinator and Manager, Infrastructure Services dated 10 April 2019.
- JG8.6 **Sub-Regional Parks Relationship Agreement** 77-92
- Attached is a report from the Reserves and Recreation Planner and Manager: Parks and Recreation from Tauranga City Council and the Recreation Planner and Manager: Reserves and Facilities from the Western Bay of Plenty District Council dated 10 April 2019.

Attached is a report from the TECT All Terrain Park Manager Operations dated 10 April 2019.

Local Government Official Information and Meetings Act

Exclusion of the Public

Schedule 2a

Resolved: /

THAT the public be excluded from the following part of this meeting namely:

- *In Confidence Minutes of Meeting No. JG7 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee held on 5 December 2018*
- *Decision Report - Appointment of Board Members to Tourism Bay of Plenty - December 2018*

The general subject to each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<i>General subject of each matter to be considered</i>	<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under Section 48(1) for the passing of this resolution</i>
<i>In Confidence Minutes of Meeting No. JG7 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee held on 5 December 2018</i>	<i>THAT the public conduct of the relevant part of the proceedings of the meeting would likely result in the disclosure of information for which good reason for withholding would exist.</i>	<i>For reasons previously stated in the minutes.</i>
<i>Decision Report - Appointment of Board Members to Tourism Bay of Plenty - December 2018</i>	<i>THAT the public conduct of the relevant part of the proceedings of the meeting would likely result in the disclosure of information for which good reason for withholding would exist.</i>	<i>Protect the privacy of natural persons, including that of deceased natural persons.</i>

Western Bay of Plenty District Council

**Minutes of Meeting No. JG7 of the Tauranga City Council/Western Bay of Plenty District Council Joint Governance Committee
held on 5 December 2018 in the Council Chambers, Barks Corner, Tauranga
commencing at 3.15pm**

Present

Tauranga City Council

His Worship the Mayor Greg Brownless and Councillor Kelvin Clout

Western Bay of Plenty District Council

His Worship the Mayor Garry Webber and Councillor Mike Williams

In Attendance

Tauranga City Council

Marty Grenfell (Chief Executive Officer) and Anne Blakeway (Manager: CCO Relationships and Governance)

Western Bay of Plenty District Council

Miriam Taris (Chief Executive Officer), Gary Allis (Deputy Chief Executive), M Dowd (Acting Group Manager Technology, Customer and Community Services), Gillian Payne (Strategic Advisor), Peter Watson (Reserves and Facilities Manager), Bill Wheeler (TECT All Terrain Park Manager Operations) and Michelle Parnell (Governance Advisor)

3.15pm	The meeting was adjourned to continue with the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Workshop.
3.21pm	The meeting was reconvened with one member of the public.

JG7.1 **Minutes of Meeting No. JG6 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee Held on 17 October 2018**

The Committee considered minutes from the meeting JG6 of the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee dated 17 October 2018 as circulated with the agenda.

Resolved: Mayors Webber / Brownless

THAT the minutes from Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee held on 17 October 2018 as circulated with the agenda be confirmed as a true and correct record.

JG7.2 **Decision Report - Council Decision on Recommendations from the Joint Governance Committee in Regard to Adoption of the Western Bay of Plenty Welcoming Plan 2018-2023**

The Committee considered a report from the Democracy Advisor dated 8 November 2018 as circulated with the agenda.

Resolved: Councillors Williams / Clout

THAT the report of the Democracy Advisor dated 8 November 2018 titled Council Decisions on Recommendation from the Joint Governance Committee in regard to the Adoption of the Western Bay of Plenty Welcoming Committee 2018-2023 be received.

JG7.3 **TECT - All Terrain Park Report**

The Committee considered a report from the TECT All Terrain Park Manager Operations dated 5 December 2018 as circulated with the agenda.

The TECT All Terrain Park Manager Operations spoke to a tabled powerpoint presentation and advised as follows:

- The park was moving toward its goal of being internationally recognised.
- The park has matured and was known for its green open spaces and accessibility, not as a forest in the middle of nowhere as it was previously viewed. This was reflected in the range and type of activities at TECT Park.
- The park had been the recipient of the Green Flag Award, which recognises and rewards well managed parks and green spaces.
- Marketing had been successful especially in targeting millennials, who were known for wanting to try new experiences.
- Social media platforms such as Facebook had been valuable in providing immediate responses - both positive and negative.

- GPS tracking and technology had allowed staff to identify the most heavily used areas in the park, aiding in the creation of a responsive maintenance programme for TECT Park.
- There were many family friendly activities including mountain biking. Trails were not as advanced as the ones in the Redwoods in Rotorua but that provided a more family friendly experience at TECT Park.
- The public trails for motorcross riders were very commonly in use and on sunny days during summer were at capacity.
- TECT Park was a non-profit park and the activities in the park were not for profit.
- There were not large numbers of freedom campers probably because it was difficult for them to source water at the park.
- There was a lease under negotiation for a cell phone tower to be installed. It was a 25 metre guide tower and could be put up in a day.
- It was challenging to provide power and water to those who used the park.
- The forestry operation continued and a good price had been obtained for the logs of trees that had been pruned from the forested area.
- Staff were working on an events space with toilet facilities for 2,000-3,000 people. There was a staging area and one end and would give the park the ability to host concerts and music festivals.
- Due to the challenges with power and water, KiwiCamps were not a priority for TECT Park.
- Future planning included a large scale inclusive play area.
- In July 2019, they were due to host a film crew for a feature film.

In response to questions, staff advised as follows:

- Some of the developing areas of TECT Park had been earmarked for specific activities.
- Staff had been previously unaware that user groups felt that they were not being communicated with. The subcommittee had been required while TECT Park was being established but this was no longer the case. A forum was available to users and the user groups had been encouraged through this to make applications to the Long Term Plan 2018/28 process but no applications had been received.

Resolved: Councillor Clout / Mayor Webber

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) Receive the report titled TECT All Terrain Park - Manager Progress Update.*
- (b) THAT the report relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.*

JG7.4 **Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20**

The Committee considered a report from the Manager: CCO Relationships and Governance at Tauranga City Council, and the Community Relationships Manager from Western Bay of Plenty District Council dated 5 December 2018 as circulated with the agenda.

Resolved: Councillor Clout / Mayor Brownless

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) Receive the report titled Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20.*
- (b) THAT the Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20 be approved subject to final approval by both councils.*
- (c) THAT the report relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.*

Local Government Official Information and Meetings Act

Exclusion of the Public

Schedule 2A

Resolved: Councillor Williams / Mayor Brownless

THAT the public be excluded from the following part of this meeting namely:

- THAT the TCC/WBOPDC Joint Governance Committee:*
- Receive the report titled Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20.*
- THAT the Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20 be approved subject to final approval by both councils.*
- THAT the report relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.*

The general subject to each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government

Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<i>General subject of each matter to be considered</i>	<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under Section 48(1) for the passing of this resolution</i>
<i>Minutes of meeting no. JG6 held on 17 October 2018</i>	<i>THAT the public conduct of the relevant part of the proceedings of the meeting would likely result in the disclosure of information for which good reason for withholding would exist.</i>	<i>For reasons previously stated in the minutes.</i>
<i>In Confidence - Decision Report - Council Decision on Recommendations from the Joint Governance Committee in regard to the Adoption of Appointment to the Tourism Board - December 2018</i>	<i>THAT the public conduct of the relevant part of the proceedings of the meeting would likely result in the disclosure of information for which good reason for withholding would exist.</i>	<i>Protect the privacy of natural persons, including that of deceased natural persons.</i>
<i>Appointment of Board Members to Tourism Bay of Plenty</i>	<i>THAT the public conduct of the relevant part of the proceedings of the meeting would likely result in the disclosure of information for which good reason for withholding would exist.</i>	<i>Protect the privacy of natural persons, including that of deceased natural persons.</i>

Western Bay of Plenty District Council

Tauranga City Council/Western Bay District Council Joint Governance Committee

Decision Report from Tauranga City and Western Bay of Plenty District Councils - Letter of Expectation to Tourism Bay of Plenty

Executive Summary

The following were decisions adopted by Tauranga City Council and the Western Bay of Plenty District Council based on the recommendation from the Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee dated 5 December 2018.

The report is provided for information purposes only.

Remit from the Western Bay of Plenty District Council - 13 December 2018

C22.11 **Recommendatory Report from Tauranga City Council / Western Bay of Plenty District Council Joint Governance Committee Meeting JG7 5 December 2018 - Letter of Expectation to Tourism Bay of Plenty**

Resolved: Williams / Mackay

1. *THAT Council approve the Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2019/20.*
2. *THAT the report relates to an issue that is considered to be of low significance in terms of Council's Significance and Engagement Policy.*

Date 19 December 2018
Subject Decision Report - Recommendatory Report to Council C22
13 December 2018 - Letter of Expectation to Tourism Bay of Plenty

Open Session

Remit from the Tauranga City Council - 18 December 2018

M18/111.18 DC385 – CCO Letters of Expectation for 2019/20

That it be resolved

That Council:

- (a) Receives the report DC385 CCO Letters of Expectation.*
- (d) Approves the Letter of Expectation from Tauranga City Council to Tourism Bay of Plenty (Appendix C).*

Recommendation

THAT the report of the Governance Advisor dated 19 December 2018 titled Decision Report - Recommendatory Report to Council C22 13 December 2018 - Letter of Expectation to Tourism Bay of Plenty be received.



Michelle Parnell
Governance Advisor



**TAURANGA CITY COUNCIL/WESTERN BAY OF PLENTY
DISTRICT COUNCIL
JOINT GOVERNANCE COMMITTEE**

10 April 2019

**Tourism Bay of Plenty's Six Month Report to 31 December 2018
and
Draft Statement of Intent 2019-2020 to 2021-2022**

Purpose

Tourism Bay of Plenty (TBOP) is required to report to its shareholders, Western Bay of Plenty District Council (WBOPDC) and Tauranga City Council (TCC), regarding its financial and non-financial performance on a six-monthly and annual basis, and both Councils are required to consider Tourism Bay of Plenty's draft Statement of Intent 2019-2020 to 2021-2022 and, if necessary, provide feedback.

Executive Summary

Tourism Bay of Plenty's six month report to 31 December 2018

In accordance with TBOP's Statement of Intent (SOI) sections 4.3.4, 4.3.5 and the Local Government Act 2002, TBOP is required to report to both Councils on financial and non-financial performance on a six month and annual basis. Both Councils have delegated the task of receiving this report to the Joint Governance Committee.

Specifically, the SOI requires that the six-month report includes:

- i. A statement of financial performance (income statement)
- ii. A statement of financial position (balance sheet)
- iii. Progress towards non-financial performance targets
- iv. Commentary on the results
- v. A report on the outlook for the second six months of the year.

The SOI requires the six month report to be delivered to the Councils within two months of the end of the six month period. This requirement was met by TBOP. A copy of the six month report is included as **(Attachment A)** to this report.

Draft Statement of Intent 2019-2020 to 2021-2022

In accordance with the Local Government Act 2002 ("the Act"), TBOP is required to provide a draft statement of intent to both Councils by 1 March for the three years commencing 1 July following.

TBOP met this deadline. A copy of the draft statement of intent is included as **(Attachment B)** to this report.



JOINT GOVERNANCE COMMITTEE

10 April 2019

In accordance with the Act both Councils have two months from 1 March to provide comments to TBOP on the draft SOI. TBOP is then required to forward its final statement of intent to the Councils before 30 June. It is noted that all of the above steps in regard to the Council responses have been delegated to the Joint Governance Committee on behalf of the Councils.

Recommendation/s

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) Receives the report titled Tourism Bay of Plenty's Six Month Report to 31 December 2018.***
- (b) Receives and approves the Tourism Bay of Plenty's draft Statement of Intent 2019-2020 to 2021-2022.***

OR

- (c) Receives the Tourism Bay of Plenty's draft Statement of Intent 2019-2020 to 2021-2022 and advises the Board of Tourism Bay of Plenty of the following comment on behalf of the Councils:***

There is acknowledgement in KRA1 (section 5, page 11) of the Councils' expectations that Tourism Bay of Plenty's growing role in Destination Management is subject to working with the Councils to support an investigation of alternative funding mechanisms for 2020-2021 and beyond.

AND:

- (d) THAT Tourism Bay of Plenty's Six Month Report to 31 December 2018 and draft Statement of Intent 2019-2020 to 2021-2022 relate to issues that are considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.***

Margaret Batchelar
General Manager (Acting): Community Services
Tauranga City Council

Jan Pedersen
Group Manager: People and Customer Service,
Western Bay of Plenty District Council



Background

Councils as shareholders have an opportunity to comment on the draft Statement of Intent (SOI) before it is finalised by the council-controlled organisation (CCO). Shareholder comments must be provided to the CCO by 1 May 2019, in accordance with the Local Government Act 2002 (LGA).

The CCO working group met with the board members and executive staff of Tourism Bay of Plenty (TBOP) to review the draft SOI. The draft SOI was assessed against the Letter of Expectation (LOE) sent to TBOP in December 2018. The working group members were pleased with the content of the draft SOI, noting TBOP's specific reference to all matters included in this year's LOE.

There weren't any requested changes to TBOP's draft SOI. However, it is important to note the acknowledgement in KRA1 (section 5, page 11) that TBOP's growing role in Destination Management is subject to working with the Councils to support an investigation of alternative funding mechanisms in 2020-2021 through the Long Term Plan process.

Options

- Receive the draft SOI and provide feedback.
- Receive and approve the draft SOI and do not provide feedback.

Consideration

Strategic Context

The SOI is one of the CCO's key governance and planning documents. Engaging with the CCOs throughout the development of the annual SOIs is one of the main ways Council can influence the CCOs.

The SOI meets the statutory requirements as outlined in schedule 8, section 9 of the LGA.

Community

The reports have no implications for the community.

Significance and Engagement

Under the Significance & Engagement Policies for Western Bay of Plenty District Council and Tauranga City Council, this is of low significance as it is a statutory requirement for CCOs to deliver to the shareholders a report on the organisation's operations. Receiving the Statement of Intent from a Council Controlled Organisation for shareholders' comment is statutory therefore the effect on ratepayers is low.

There are no implications for the community from either the SOI or six-month report, therefore no community engagement is planned. The Board of TBOP will be advised of the outcome of this meeting.



Implementation

- A copy of this report and the resolutions will be provided to the CCO prior to 1 May 2019.
- Any feedback provided in this report or through the CCO working group meetings should be given consideration by the CCO's board when producing their final SOI.
- The final SOI is to be delivered to the Councils by 30 June 2019. Staff will review the final SOI and present a report to the Joint Governance Committee.

Attachments

No.	Title
A	Tourism Bay of Plenty's Six Month Report to 31 December 2018
B	Tourism Bay of Plenty's Draft Statement of Intent 2019-2020 to 2021-2022.



SIX MONTH REPORT

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

01/07/2018 TO 31/12/2018



CEO'S REPORT

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

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

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

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

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

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

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



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

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

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

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

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

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



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

Kristin Dunne
CEO
Tourism Bay of Plenty
28th of February 2019

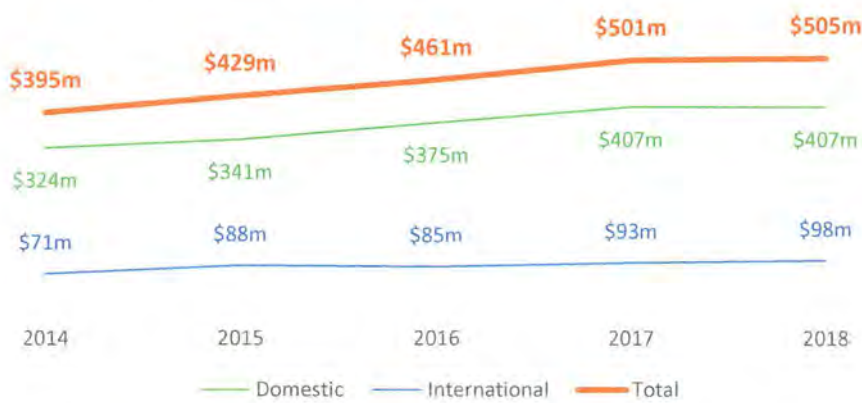


2018/19 SIX MONTH HIGHLIGHTS

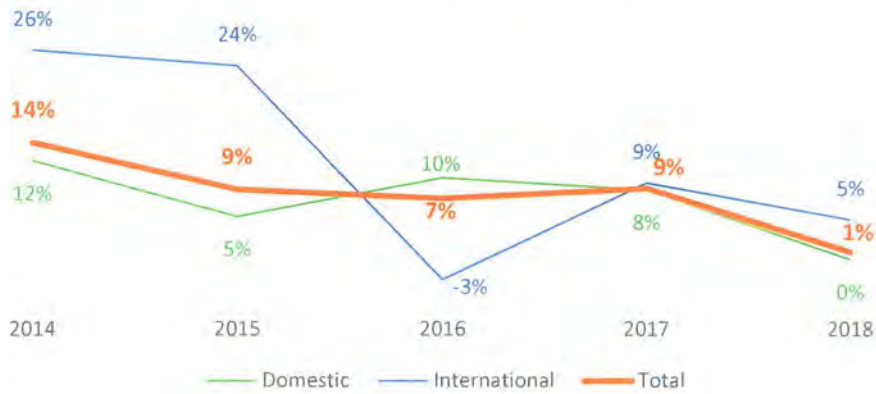
Visitor Spend

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

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



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



Approximate proportion of visitor spend per territorial authority area

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



Major Project Progress

Recruitment of key roles to enable the move to Destination Management	Destination Development Plan completed with Destination Think!	AirNZ partnership is delivering outstanding value add to our region
Visitor Sales and Services Review completed	Hotel valuation data commissioned, completed and shared	RTNZ Supreme Award winner and 2018 Safest Place to Work Awards finalist

Air New Zealand Partnership

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



Consumer Marketing

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

Destination Development

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



Stakeholder Engagement

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

Trade and Industry

Offshore activity

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

Operator Engagement:

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

Digital

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



Visitor Sales and Service

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



WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

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

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



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2018

ATTACHMENT

A

	DEC 2018	DEC 2017
ASSETS		
Current assets		
Cash and investments	958,309	891,204
Debtors and prepayments	56,343	53,774
Inventories	44,701	48,262
Total current assets	<u>1,059,353</u>	<u>993,240</u>
Non-current assets		
Property, plant and equipment	226,068	267,006
Total non-current assets	<u>226,068</u>	<u>267,006</u>
TOTAL ASSETS	<u>1,285,421</u>	<u>1,260,246</u>
LIABILITIES		
Current liabilities		
Creditors and accrued expenses	302,859	405,330
Employee benefit liabilities	107,055	104,457
Total current liabilities	<u>409,914</u>	<u>509,787</u>
Non-current liabilities		
Loans	10,831	15,752
Finance Leases	5,806	15,004
Total non-current liabilities	<u>16,637</u>	<u>30,756</u>
TOTAL LIABILITIES	<u>426,551</u>	<u>540,543</u>
TOTAL ASSETS LESS TOTAL LIABILITIES	<u>858,870</u>	<u>719,703</u>
STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE SIX MONTHS ENDED 31 DECEMBER 2018		
Net Assets/Equity at start of the year	413,019	439,174
Total comprehensive revenue and expenses	445,851	280,529
TOTAL EQUITY ATTRIBUTABLE TO THE TRUST	<u>858,870</u>	<u>719,703</u>

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

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

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

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

Income

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

Expenses

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

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

Balance Sheet

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

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

Forecast to June 2019

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

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



IT'S IN OUR NATURE

ATTACHMENT



Service Delivery Report July 2018-December 2018

Scope of Activity & Performance Framework

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

Activity	Performance Measure	Data Source	Baseline	2018-2019 (Actual to June 2019)	2019-2020 (Actual to June 2020)	2020-2022 (Baseline to June 2022)	Actual to December 2019	Progress
KIA 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 2018-2023 (VES)								
Implement a Destination Management strategy ensuring the balance of growth with social, cultural and environmental well-being.	Visitor spend growth of 4% per annum.	MRE Regional Tourism Estimates.	Visitor spend: \$994m (YE Dec 2017)	\$1,034m	\$1,075m	\$1,118m	Total annual visitor spend was \$505m (July to December 2019), representing an increase of 1% compared to the same period in 2017.	Results to be confirmed.
Support Taungata City Council to complete Stage Two of Alternative Funding Mechanisms Project.	Implementation of Year 1 of VES.	To be determined.	VES 2018-2020 completed.	Implement Year 1 of VES.	Implement Year 2 of VES.	Implement Year 3 of VES.		
CONNECT WITH RESIDENTS								
Measure and maintain community social licence with measurement of resident satisfaction and their likelihood to recommend the area to others to visit (Net Promoter Score).	Maintain scores of above 52.	ICC-Residents' Survey.	1. Score of 80%* (Jan 2018). 2. Score of 77%* (Jun 2018). 3. Score of +52 (Jan 2018).	1. Maintain score above 82%* 2. Maintain score above 79%* 3. Maintain score above +53**	1. Maintain score above 84%* 2. Maintain score above 81%* 3. Maintain score above +54**	1. Maintain score above 85% 2. Maintain score above 82% 3. Maintain score above +55**	1. Score of 79% agree (Nov/Dec 2018). 2. Score of 71% agree (Nov/Dec 2018). 3. Score of +37 (Nov/Dec 2018).	Not yet achieved.
	Net Promoter Score (NPS) implementation.		*Baseline scores have changed as of December 2018 for measures 1 and 2, to reflect the NPS who agree with the statement. This is a more accurate measure and will be used going forward. Scores to June 2020 have changed accordingly.	NPS Year 3 implementation. 3 x RAG meetings.	NPS Year 4 implementation. 3 x RAG meetings.	NPS review and assess. 3 x RAG meetings.	No RAG meetings in the past six months. Focus groups with locals have been conducted. Direction of NPS to be determined once we have the results.	
ENHANCE THE VISITOR EXPERIENCE								
Enhance the visitor experience and visitor satisfaction (as measured by a new Visitor Satisfaction Monitor) and visitors' likelihood to recommend the area to others (Net Promoter Score).	Implementation of a Visitor Satisfaction Monitor.	To be determined.	No current data.	Implementation of a Visitor Satisfaction Monitor.	Set targets for Visitor Satisfaction Monitor.	Set targets for Visitor Satisfaction Monitor.	Visitor satisfaction is now measured by the Tourism Sentiment Score (TS) for Central Otago, which is +55 (YE June 2018).	On track.
				Provide fit-for-purpose Visitor Information Services.	Provide fit-for-purpose Visitor Information Services.	Provide fit-for-purpose Visitor Information Services.	Commissioned Visitor Sales and Service Review to define the most efficient, effective and future proofed sales and service model for TSO.	
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 plans and initiatives.	To be determined.	No current data. 32 Qualmark operators (June 2018)	Destination Development Plan with a sustainability focus. Launch TIA Tourism Sustainability Commitment to industry.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Tourism Sustainability Commitment.	Implement Destination Development Plan with a sustainability focus. Industry support the TIA Tourism Sustainability Commitment.	Destination Thrift draft Destination Development Plan due to be communicated to stakeholders in February 2019. Signed TIA Tourism Sustainability Commitment and hosted a workshop on this in Taungata. One Qualmark training completed.	On track.
	Support implementation of the TIA Tourism Sustainability Commitment. Support Qualmark accreditation.			Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for 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.	Ngāi Tahu relationships developed. Memorandum of Understanding (MOU) with iwi established.	Feedback from Ngāi Tahu iwi.	Building relationships with iwi. 2 new product development.	2 new product development or enhancement of existing product. MOU with iwi developed.	2 new product development or enhancement of existing product. MOU with iwi upheld.	2 new product development or enhancement of existing product. MOU with iwi upheld.	Working with four fledgling Major Tourism Operators in the process of starting their businesses, with at least one expected to launch in the next six months. MOU with iwi in development.	On track.
KIA 2: Quality of Economy – Grow the tourism industry and increase visitor spend in the WBP 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 WBP sub-region and enable investment.								
TARGET THE RIGHT VISITORS AT THE RIGHT TIME								
Creation of a demand and supply research model.	Completion of projects.	No current data.	Creation of demand/supply research model by December 2018.	Stage 2 of demand/supply research model implementation.	Stage 3 of demand/supply research model implementation.	Stage 4 of demand/supply research model implementation.	Scoping demand/supply model.	On track.
Creation of a demand and supply model and campaign to target high value visitors in peak season, and both high volume and high value visitors at off-peak seasons. Define target markets and niche propositions for more efficient marketing.	Support of 5 major events.		Creation of target markets and niche propositions by December 2018.	Implementation of target markets and niche propositions by December 2018.	Continued implementation of target markets and niche propositions by December 2018.	Continued implementation of target markets and niche propositions by December 2018.	Regular meetings scheduled with TIC Major Events team to determine their priorities. Four target markets identified by Destination Thrift. Additional work required to better understand these and develop niche propositions.	
	Support of Major Events Strategy.		Support of Major Events Strategy and 5 major events.	Support of Major Events Strategy and 5 major events.	Support of Major Events Strategy and 5 major events.	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%.	MRE Regional Estimates by Domestic.	\$765m (to Dec 2017)	Increase by 3.7%.	Increase by 3.7%.	Increase by 3.7%.	Domestic visitor spend during July to December 2018 was \$407m. This level of spend is consistent with that for the same period in 2017.	Results to be confirmed.
INTERNATIONAL VISITOR ATTRACTION STRATEGY								
International trade and media activity in Australia and in partnership with offshore Central North Island, Tourism New Zealand and regional agencies involved in international marketing.	Increase international visitor spend by 5.3%.	MRE Regional Estimates by International.	\$206m (to Dec 2017)	Increase by 5.3%.	Increase by 5.3%.	Increase by 5.3%.	International visitor spend during July to December 2018 was \$98m, representing an increase of 5% compared to the same period in 2017.	Results to be confirmed.
CRUISE VISITOR ATTRACTION STRATEGY								
Increase spend from cruise visitors and improve passenger satisfaction with supply of visitor sales and service at Port of entry.	Increase cruise spend by 3.4%.	MRE Tourism Satellite Account.	\$59m (to June 2017)	Increase cruise spend by 3.4%.	Increase cruise spend by 3.4%.	Increase cruise spend by 3.4%.	Results for the 2018-19 season are due to be released in June 2019. Phase 1 of cruise model is progressing well.	On track.



STATEMENT OF INTENT

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

2019-2020 to 2021-2022



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.

Ko mātou waahi he ngākau pai, he takutai haumako rawa, he waahi pito mata.

He waahi awhina o ngā ahurea tuakiri kātoa. Ko te wairua māhorahora o te tangata he orite ki te paritanga huangā pai o te whenua.

He waahi huranga – Ko tā mātou pūmanawatanga, te motuhaketanga me te whakaaro muramura e honohono ana mātou ki te Ao.

He tauranga mai, he tauranga atu.

Te moana a Toi – he waahi mōu.



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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 and manage the Western Bay of Plenty sub-region (WBOP) as a visitor and tourist destination. TBOP is a Council Controlled Organisation (CCO) and accountable to Tauranga City Council (TCC), Western Bay of Plenty District Council (WBOPDC) and by a separate Memorandum of Understanding (MOU) with Whakatāne District Council (WDC).

This collective region is known as Te Moana Nui ā Toi (Coastal Bay of Plenty).

3.1 Purpose of Tourism Bay of Plenty

TBOP's role is to support the Councils' vision to support community wellbeing in order to provide a higher standard of living for all. 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 wider region:

- Is well planned, with a variety of successful and thriving compact centres.
- Is inclusive, safe, resilient and healthy.
- Has predictable travel times and transport choice.
- Protects and enhances the natural environment.
- Attracts businesses, people and visitors.



3.2 Principal Objective

TBOP takes the leading role in sustainable growth of the Te Moana Nui ā Toi (Coastal Bay of Plenty) 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." The LOE reflects specific expectations across three of the community outcomes:

1. Protects and enhances the natural environment.
2. Attracts businesses, people and visitors.
3. Is well planned with a variety of successful and thriving compact centres.

These outcomes will be supported through a commitment to the community, to:

- Plan for and provide affordable, fit for purpose services.
- Enhance the quality of life for current and future residents.
- Work in partnership with the community and engage in meaningful consultation.
- Provide leadership to the communities that we represent.
- Manage the balance between social, economic, cultural and environmental wellbeing of the community.

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 Te Moana Nui ā Toi Regional Brand Story which defines the unique and compelling attributes of our region. The four strategic priorities are:

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

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

LEAD

Lead sustainable growth of the tourism sector, to the benefit of the local community.

ADVOCATE

Manage, develop and plan growth, taking into account environmental, social and cultural interests.

COORDINATE

Work alongside public and private organisations as advocates and coordinators to make the region a more compelling and attractive visitor destination.

3.4 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 and 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.
- Staff engagement and organisational culture.
- 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 28 February 2019, the TBOP Board comprises the following trustees:

- Desmond Hammond (Chairperson)
- Will Wilson (Deputy Chair)
- Colleen Te Arihi
- Gwendoline Keel
- Laurissa Cooney
- Peter Moran
- Jason Hill

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.

4.3.3.1 Six Month Report

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

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

4.3.3.2 Annual Report

By 31 August, the Trustees shall deliver to the Councils a draft Annual Report, and by 30 September a final version of the Annual Report, including audited financial statements, 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

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
KRA 1: PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT. The Visitor economy enhances the quality of life, by providing and enhancing visitor experience and increased amenity for visitors and residents alike.							
ALL	Implement a Destination Management strategy ensuring the balance of economic growth with social, cultural and environmental well-being.	Visitor spend growth	MBIE Regional Tourism Estimates	\$1,029m (to Dec 2018)	\$1,108m (to June 2020)	\$1,157m (to June 2021)	\$1,207m (to June 2022)
		Implementation of 10-year destination development plan	TBDP Annual Report	Year 1 of VES completed	Implement Year 2 of VES	Implement Year 3 of VES	Implement Year 4 of VES
Connect with residents	Measure resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score)	Support investigation of alternative funding mechanisms	Report from investigation	Completed destination development plan identifying next steps	Commence Phase 1 implementation	Continue with Phase 2 implementation	Continue with Phase 3 implementation
		Support investigation of alternative funding mechanisms	Report from investigation	Awaiting TOC	Support investigation/implementation of alternative funding mechanisms	Support investigation/implementation of alternative funding mechanisms	Support investigation/implementation of alternative funding mechanisms
Connect with residents	Measure resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score)	TCC Resident Survey scores	TCC Resident Survey	1. Score of 77% (2018)	1. Target score: 77%	1. Target score: 78%	1. Target score: 79%
		Western Bay and Whakatane residents' satisfaction (measures to be confirmed)	Council's resident satisfaction surveys	2. Score of 72% (2018)	2. Target score: 72%	2. Target score: 73%	2. Target score: 74%
Connect with residents	Measure resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score)	Identify best platform to communicate with residents and implement	Focus group outcomes	3. Likelihood to recommend Tauranga as a holiday destination to friends and family	3. Target score: +40	3. Target score: +41	3. Target score: +42
		Resident Advisory Group (RAG) is set up and meets 2 x per year	RAG meetings	No current data	Measures to be confirmed	Measures to be confirmed	Measures to be confirmed
Enhance the visitor experience	Measure visitor satisfaction and likelihood to recommend the region to others, and use feedback to inform activities to enhance the visitor experience	Maintained or improved visitor satisfaction levels over time	Destination Think! Tourism Sentiments Index	57% of conversations considered destination promoters	58% of conversations considered destination promoters (TBC)	59% of conversations considered destination promoters (TBC)	60% of conversations considered destination promoters (TBC)
		Identify or create other potential methods to measure visitor satisfaction	Identify or create other potential methods to measure visitor satisfaction	No current data	Identify or create other potential methods to measure visitor satisfaction and develop baseline	Continue to implement methods and/or track visitor satisfaction	Continue to implement methods and/or track visitor satisfaction
Enhance the visitor experience	Continue to improve the visitor experience by providing fit for purpose visitor information services	Implement Visitor Sales and Service Strategy	TBDP Annual Report	No current data	Commence Phase 1 implementation	Continue with Phase 2 implementation	Continue with Phase 3 implementation
		Implement Visitor Information Services	To be determined	No current data	Determine best approach and implement	Continue to implement methods and/or track performance	Continue to implement methods and/or track performance
Enhance the visitor experience	Provide leadership to Councils and the sector and support the tourism industry to be environmentally responsible to protect the sub-region for current and future generations	Provide fit for purpose Visitor Information Services informed by feedback	Visitor Information Services customer survey (when implemented)	No current data	Provide fit-for-purpose Visitor Information Services, informed by feedback	Provide fit-for-purpose Visitor Information Services, informed by feedback	Provide fit-for-purpose Visitor Information Services, informed by feedback
		Implementation of 10-year destination development plan (with sustainability/regeneration focus)	TBDP Annual Report	Completed destination development plan identifying next steps	Commence Phase 1 implementation	Continue with Phase 2 implementation	Continue with Phase 3 implementation
Enhance the visitor experience	Explore potential options for understanding/measuring environmental regeneration and implement any suitable options	List of operators who have signed TIA TSC	List of operators who have signed TIA TSC	A total of 25 operators have signed TIA TSC as of September 2018	Industry support the TIA Tourism Sustainability Commitment	Industry support the TIA Tourism Sustainability Commitment	Industry support the TIA Tourism Sustainability Commitment
		Increase awareness of TIA Promise among visitors	To be determined	No current data	Explore and implement opportunities to increase awareness of TIA Promise	Review and refine strategies	Review and refine strategies
Grow capability and increase supply	Identify and promote tourism experiences and products which support the Coastal Bay of Plenty's unique cultural heritage and history	Explore potential options for understanding/measuring environmental regeneration and implement any suitable options	To be determined	No current data	Explore potential options for understanding/measuring environmental regeneration	Implement suitable options or measures (if any)	Continue to implement suitable options or measures (if any)
		Implementation of 10-year destination development plan	TBDP Annual Report	Completed destination development plan identifying next steps	Commence Phase 1 implementation	Continue with Phase 2 implementation	Continue with Phase 3 implementation
Grow capability and increase supply	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 potential other touchpoints	Funding for Mount Maunganui VIC	Funding avenues	VIC Mount Maunganui PFI funding application submitted December 2018	Detailed design approved for build	Commence build of VIC Mount Maunganui	Operate from VIC Mount Maunganui
		Business Case for Tauranga VIC	To be determined	No current data	Tauranga site Business case approved	Commence design for VIC Tauranga	Commence build of VIC Tauranga
Grow capability and increase supply	Collaborate with Māori to identify and promote tourism experiences that feature Māori culture and assist in the product development of Indigenous cultural experiences	Assess need for other touchpoints	To be determined	No current data	Identification of need for other VIC touchpoints	Commence design and set up for other touchpoints	Review and refine as necessary
		Hapū and iwi relationships developed and a Memorandum of Understanding (MOU) with iwi established	Feedback from Hapū and iwi	Building relationships with iwi	MOU with iwi upheld	MOU with iwi upheld	MOU with iwi upheld
KRA 2: ATTRACTS BUSINESS, PEOPLE AND VISITORS. Grow the tourism industry and increase visitor spend in Te Mānau Kūi & Tei. Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all. Support the development of tourism in Te Mānau Kūi & Tei and enable investment.							
Target the right visitors at the right time	Attracting the right visitors at the right time, focusing on periods of low demand and off-peak visitor spend	Develop methods to understand visitor capacity, visitation patterns and concentration	Identifying or developing methods to understand visitor capacity, visitation patterns and concentration	No current data	Identify or develop methods to understand visitor capacity, visitation patterns and concentration	Review and refine methods and track	Review and refine methods and track
		Understand optimum visitor levels	Identifying or developing methods to understand optimum visitor levels	No current data	Create calendar of visitation patterns	Keep calendar of visitor patterns up-to-date	Keep calendar of visitor patterns up-to-date
Target the right visitors at the right time	Understand target markets	Support of Major Events Strategy and other initiatives during periods of low demand	Support of 5 major events	No current data	Explore target markets and create niche market propositions	Continue implementation of target markets and niche propositions strategies	Continue implementation of target markets and niche propositions strategies
		Increase domestic visitor spend by an average of 3.7% per annum	MBIE Monthly Regional Tourism Estimates for domestic visitors	\$815m (to Dec 2018)	Increase by 3.7% per annum	Support of Major Events Strategy and 5 major events	Support of Major Events Strategy and 5 major events
Target the right visitors at the right time	Domestic market: increasing domestic visitor spend per night at a higher rate than inflation	Increase international visitor spend by an average of 5.3% per annum	MBIE Monthly Regional Tourism Estimates for International Visitors	\$124m (to Dec 2018)	Increase by 5.3% per annum	Increase by 5.3% per annum	Increase by 5.3% per annum
		Increase cruise spend by 3.4%	MBIE Tourism Satellite Account	\$66m (to June 2018)	Increase cruise spend by 3.4%	Increase cruise spend by 3.4%	Increase cruise spend by 3.4%



Area	Success Characteristic	Performance Measure	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
Grow capability and increase supply	Complete a co-created 10-year development plan to grow the visitor economy and enable public and private investment decisions.	Implementation of 10-year destination development plan. Participation in BOC RGS Implementation Committee.	TBOP 6 Month and Annual Reports. Participation in BOC RGS Implementation Committee.	Completed destination development plan, identifying next steps. Previous participation.	Commence Phase 1 implementation. Participate in BOC RGS Implementation Committee.	Continue with Phase 2 implementation. Participate in BOC RGS Implementation Committee.	Continue with Phase 3 implementation. Participate in BOC RGS Implementation Committee.
	Work with councils' staff to advocate for enablement of tourism product opportunities. Advocate for and facilitate opportunities for investment in tourism that will increase the number of new tourism experiences.	Opportunities identified. Gaps and opportunities identified.	To be determined. Track progress of opportunities identified and actioned.	No current data. No current data.	Identify opportunities and connect with applicable council and staff members. Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Continue to work with councils' staff. Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Continue to work with councils' staff. Actions taken to advocate for and facilitate any identified opportunities (if applicable).
	Complete a co-created 10-year development plan to grow the visitor economy and enable public and private investment decisions.	Growth in number of export ready operators. Support Qualmark accreditation.	Track number of export ready operators. Qualmark.	At least 13 export ready operators in the region (January 2019). 58 Qualmark operators (January 2019).	2 new export ready operators. Host 1 Qualmark workshop for operators.	2 new export ready operators. Host 1 Qualmark workshop for operators.	2 new export ready operators. Host 1 Qualmark workshop for operators.
KRA 2 IS WELL PLANNED, WITH A VARIETY OF SUCCESSFUL AND THRIVING COMPACT PARTNERS: Collaborates with councils and other agencies.							
Insights and leadership	Provide leadership for tourism and support sustainable economic growth with effective leadership and implementation of the VES.	Implementation of VES.	TBOP Annual Report.	Year one of VES 2018-2028 completed.	Implementation of Year 2 of VES.	Implementation of Year 3 of VES.	Implementation of Year 4 of VES.
	TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services.	Tourism forecasts and other capacity measures. Councils' feedback. Stakeholder Engagement and Communication Plan delivery.	Tourism forecasts and other capacity measures. To be determined. Councils' feedback - 6 Month and Annual Reports. Industry Engagement Survey.	2018-2028 forecasts. No current data. Stakeholder Engagement and Communication Plan completed. No current data.	Updated forecasts and develop measures. Participation in annual planning with Councils. Year 1 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable).	Continued implementation of research and insights projects. Participation in annual planning with Councils. Year 2 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable).	Continued implementation of research and insights projects. Participation in annual planning with Councils. Year 3 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable).
Collaboration and partnership	Collaborate and maintain partnerships with other organisations and stakeholders (including but not limited to Iwi, EDAs and neighbouring RTOs) to identify and leverage opportunities.	Work with the Industry Advisory Group (IAG) to identify gaps and opportunities. Manage P&L to budget.	Industry Engagement Survey. Track progress of opportunities identified and actioned. Auditors' Report. Annual Report. Councils' feedback. Board confirmation. Councils' feedback.	No current data. No current data. Auditor's Report 2018-19: Achieved. Annual Report 2018-19: Achieved. Achieved. Achieved. Achieved.	Year 1 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable). Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Year 2 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable). Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Year 3 implementation of plan. 2 x meetings of IAG per year. Actions taken to progress any identified opportunities (if applicable). Manage P&L to budget. Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.
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. Annual Report. Councils' feedback. Board confirmation. Councils' feedback.	Auditor's Report 2018-19: Achieved. Annual Report 2018-19: Achieved. Achieved. Achieved. Achieved.	Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	Code of Conduct compliance. Compliance and regulatory obligations met. Enterprise Risk Management Policy adherence. No surprises policy maintained.	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 TBOP's growing role in Destination Management and so have granted additional funding through TCC's 2018 Long Term Plan (LTP).

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

Funder	2019-2020	2020-2021	2021-2022
TCC*	\$2,186,290	\$2,254,005	\$2,332,323
WBOPDC	\$212,988	\$216,396	\$219,858
Total	\$2,399,278	\$2,470,401	\$2,552,181

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



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

WESTERN BAY OF PLENTY TOURISM & VISITORS TRUST

BUDGET	2019/20	2020/21	2021/22
Revenue			
Funding - Tauranga City Council	2,186,290	2,254,005	2,332,323
Funding - Western BOP District Council	212,988	216,396	219,858
Funding - Whakatane District Council	84,000	84,000	84,000
Retail Sales	184,000	184,000	209,000
Other Revenue (includes industry contributions)	668,250	396,620	396,620
Total Revenue	3,335,528	3,135,021	3,241,801
Less Expenditure			
Cost of Sales	114,000	114,000	129,000
Operating & Marketing	2,493,873	2,234,939	2,325,717
Administration & Overheads	688,655	712,082	729,084
Depreciation & Amortisation	39,000	74,000	58,000
Total Expenditure	3,335,528	3,135,021	3,241,801
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



12. Glossary of Terms

BOC	Bay of Connections
CCO	Council Controlled Organisation
CEO	Chief Executive Officer
CPI	Consumer Price Index
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
NPLH	No Place Like Home campaign
NPS	Net Promoter Score
P&L	Profit and loss
Qualmark	New Zealand tourism's official mark of quality
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



**TAURANGA CITY COUNCIL/WESTERN BAY OF PLENTY DISTRICT COUNCIL
JOINT GOVERNANCE COMMITTEE**

10 April 2019

**Tauranga Western Bay Safer Communities
Six-monthly Update Report**

Purpose

Tauranga Western Bay Safer Communities (TWBSC) is required to provide Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC) with an update of the Safer Communities programme on a six-month basis.

Executive Summary

In accordance with TWBSC Strategic Plan 2016-2019, both Councils have delegated the task of receiving this report to the Joint Governance Committee.

This report highlights the benefits TWBSC provides within Tauranga City and the Western Bay of Plenty sub-region. Key achievements and projects for the period of July 2018 to April 2019 are summarised below.

WBOPDC's Community Committee adopted TWBSC Strategic Plan 2016-2019 on 8 June 2017, and TCC's Community and Culture Committee adopted the plan on 13 June 2017. At this time, the Joint Governance Committee was in hiatus.

TWBSC Action Plan is a working document and is reviewed and revised as required to reflect changing safety goals and priority areas within the Western Bay of Plenty region. A copy of the 2019 Action Plan is attached to this report (Attachment A). Opportunities to work in partnership and collaboration with other agencies are reflected in the action plan.

Tauranga City and the Western Bay of Plenty sub-region is due for re-designation as an international Safe Community within the 2019/2020 year. Reaccreditation occurs every 5-7 years and is administered by Safe Communities Foundation New Zealand (SCFNZ). Tauranga City became the 7th designated safe community in New Zealand and number 142 internationally on 9 July 2008. Joint re-designation occurred on 11 June 2014 with Western Bay of Plenty District Council joining the programme. The TWBSC Tactical Group members passed a resolution on 12 October 2018 to remain a designated Safe Community and start the reaccreditation process. Attachment B outlines the accreditation process.

Key Achievements and projects for July 2018 – April 2019.

- Out of the 18 actions from the 2018 action plan, 13 actions are complete, two are in progress and three require further investigation.
- Safer Communities Tactical Group members participate in other key community forums/groups/coalitions working collaboratively in the safety, injury and violence prevention space across the Western Bay of Plenty sub-region. This is an achievement as TWBSC is seen to be taking the lead in facilitating a collaborative approach to address local safety issues.



JOINT GOVERNANCE COMMITTEE

10 April 2019

- Positive feedback and recognition has been received from SCFNZ on the completion of our annual report.
- Safer Communities continue to support research and projects aimed at educating and reducing social harms caused by methamphetamine and other illicit drug use in our communities.
- A targeted campaign aimed at youth as part of wider collaborative efforts to reduce alcohol related health and social harm over the summer period was delivered again this year.
- TWBSC hosted a Sustainable Development Goals workshop for community stakeholders which was facilitated by SCFNZ.
- City Safety Plan. This is a multi stakeholder action plan addressing safety issues in the city and across the sub-region. Key actions achieved thus far are: a behaviour change education campaign, "Your Help May Harm", extra surveillance across the city, through Maori Wardens, Police volunteers and bar staff education.
- Working in collaboration with local communities to find solutions to complex social needs and family requirements. A key flagship initiative is the Gate Pa Community Advisory Group.
- Family harm prevention. The region hosted its first professional development conference in the Bay of Plenty focusing on family harm. The conference was five months in the making, and a collaborative project between TWBSC, NZ Police and TMAPS (Family Violence Response Coordinator). Over 400 people attended to talk about the difficult subjects that are increasingly impacting on our community, shown by increased family violence incidents.
- Positive results received to our annual Safer Communities governance survey. A key message from SCFNZ in regards to the report is: *Tauranga & Western Bay of Plenty Safer Community should be proud of their efforts, the survey results indicate that the governance group has a high level of functioning. It is impressive to see improvements across all dimensions; this is to be commended, in particular the move into the target zone for two dimensions: 'non-financial resources' and 'satisfaction with participation'. Congratulations to all involved.*

Recommendation/s

THAT the Tauranga City Council/Western Bay of Plenty District Council Joint Governance Committee:

- (a) Receives the report titled Tauranga Western Bay Safer Communities Six-Monthly Update Report**
- (b) Recommends to Tauranga City Council and Western Bay of Plenty District Council:**
 - (i) That the Tauranga Western Bay Safer Communities Tactical Group decision to remain as an International Safe Community be endorsed.**
 - (ii) That the report relates to an issue that is considered to be of medium significance in terms of Councils' Significance and Engagement Policies.**



JOINT GOVERNANCE COMMITTEE

10 April 2019

Alana Rapson

Alana Rapson

**Community Development Advisor: Safer Communities
Tauranga City Council and Western Bay of Plenty District Council**

Background

1. Tauranga City and Western Bay of Plenty have formal designation as an International Safe Community, an initiative recognised under the World Health Organisation (WHO) Safe Community programme. Tauranga was designated as an international Safe City in 2008, with Western Bay of Plenty joining the programme in 2014.
2. The role and purpose of TWBSC is one of coordination, support and communication. Until 2017, the programme was referred to as Tauranga Moana Safe City. In 2017, a new strategic direction was adopted by both TCC and WBOPDC.
3. The programme was re-branded alongside the new strategy to align and reflect the national body that administers safer communities, *Safe Communities Foundation NZ*. The new strategic direction for TWBSC also aligns with the six criteria of a safe community as identified by the World Health Organisation.
4. The TWBSC Tactical Group meets on a bi-monthly basis. Membership consists of top tier managers from key stakeholders in the Safer Communities programme. Current membership consists of representatives from, Tauranga City Council and Western Bay of Plenty District Councils, NZ Police, Bay of Plenty Regional Council, Bay of Plenty District Health Board, Emergency Management, Fire and Emergency New Zealand, Tauranga Moana Abuse Prevention, Department of Corrections, Ngai Te Rangī Iwi and ACC. As well as, an Elected Member from each Council – for the current triennium this is, Cr. Leanne Brown (Tauranga City Council) and Cr. Margaret Murray-Benge (Western Bay of Plenty District Council).
5. The TWBSC Tactical Group focuses on the effective implementation of the strategic and action plans, evaluation of outcomes and ongoing monitoring of the needs and safety priorities of western Bay of Plenty communities.
6. TWBSC also provides the leadership and the infrastructure for groups to work collaboratively to improve safety outcomes and injury prevention across the Western Bay of Plenty. This creates a platform between agencies and community groups working in the safety space enabling them to become better connected and to work in collaboration to create better safety outcomes for our city and sub-region.

Options

Receive this report as read, and provide feedback on accreditation.



Consideration

Strategic Context

TWBSC strategic direction links directly to key focus areas of Tauranga City Council and Western Bay of Plenty District Councils' visions of developing relationships in community sectors to enable the Councils to achieve local solutions to local problems and promote positive change and sustainability for strong, healthy, safe and welcoming communities.

The World Health Organisation view the Safe Communities approach as an important means of delivering violence, injury prevention and safety strategies at the local level.

The Safer Communities programme provides the following benefits to the sub-region:

- Wellbeing and safety
- Strong leadership and governance
- Higher standard of living for all
- Community-led approach to addressing safety issues across the Western Bay of Plenty sub region
- Ability to respond to changing/emerging local safety needs of our community
- New central government programmes and priorities are actioned locally
- Existing collaborative networks and initiatives addressing safety-promotion and injury-prevention issues are maintained and strengthened
- Opportunities to work in partnership/collaboration with other agencies are always actioned to benefit the wider community
- Trust and public confidence retained
- Strategic objectives met
- Community pride and safety increased

Strengthening community safety activities to create safer environments and behaviours is necessary for Tauranga City and the Western Bay of Plenty sub region. Safer Communities is a positive, proactive programme that contributes significantly to community wellbeing and safety.

Community

This report has no implications for the community.

Significance and Engagement

Under the Significance & Engagement Policies for Western Bay of Plenty District Council and Tauranga City Council, this is of medium significance as it affects a targeted group of people and may have moderate levels of public interest. It is not intended to undertake community engagement in relation to this programme.



JOINT GOVERNANCE COMMITTEE

10 April 2019

Implementation

On receipt of this report, TWBSC will continue to facilitate a collaborative multi-agency/stakeholder approach to address the local safety initiatives across the Western Bay of Plenty and sub regions.

On the receipt of this report, TWBSC will proceed with the process of retaining Tauranga City and Western Bay of Plenty's International Safe Community status, through reaccreditation.

Attachments

No.	Title
A	Tauranga Western Bay Safer Communities Action Plan 2019
B	Reaccreditation Process Overview



**safer
communities**
TAURANGA | WESTERN BAY

Tauranga Western Bay Safer Communities Action Plan

2019

Vision: Making our community safe is everyone's business

Approved by TWBSC Tactical Group on March 1 2019



Purpose:

To identify and record opportunities for a collaboration approach to address the local safety initiatives across the Western Bay of Plenty and sub regions.

Aim:

Tauranga Western Bay Safer Communities will facilitate an inclusive, empowering and progressive process of safety promotion and injury prevention within and through Tauranga and Western Bay of Plenty communities.

Priority Areas:

PRIORITY ENVIRONMENTS	PRIORITY GROUPS
Homes	Youth
Online Environments	Whānau
Public Spaces	Vulnerable Communities
	Iwi
CONTRIBUTING FACTORS	
Alcohol and other drugs	

Safety Goals:

- **GOAL ONE:** Communities and agencies in Tauranga and Western Bay are supportive and connected.
- **GOAL TWO:** Public spaces are used freely and without fear (crime prevention).
- **GOAL THREE:** People are free from drug-related harm.
- **GOAL FOUR:** Vulnerable Whanau/Families are free of violence and fear.

Priority areas and goals are determined and reviewed annually that reflect:

- Changing/emerging local needs;
- New central government programmes and priorities;
- Existing collaborative networks and initiatives addressing safety-promotion and injury-prevention issues; and
- Opportunities to work in partnership/collaboration with other agencies.

SAFETY GOAL ONE: Communities and agencies in Tauranga and Western Bay are supportive and connected.

Opportunity	Details	Strategic Context	Timeframe
<p>#1 Participate in Community Network Coalition member forums, workshops and other meetings where appropriate.</p>	<ul style="list-style-type: none"> ● Obtain in-depth and real-time feedback on community safety issues to assist in the effective implementation of the strategic and action plans. ● Provide updates to the Tactical Group on the Community Network Coalition related to each safety goal and priority area. ● Support collaborative action between key stakeholders and communities. ● Provide feedback and suggestions to members of the Community Network Coalition from TWBSC's perspective. <p>Funding level: low Coordinator involvement/responsibility: high Coordinator workload: medium Priority environments: all Priority groups: all</p>	<p>Information sharing and enhanced communication to support collaboration.</p> <p>Engagement and partnerships.</p> <p>Leadership and collaboration.</p>	<p>Ongoing</p>
<p>#2 Develop and implement a TWBSC communication plan.</p>	<ul style="list-style-type: none"> ● Develop alongside TCC and WBOPDC Communications Teams. <p>Project partners: TCC and WBOPDC.</p> <p>Funding level: low Coordinator involvement/responsibility: high Coordinator workload: medium Priority environments: Priority groups:</p>	<p>Communication and promotion of safety and injury prevention activities, TWBSC led or otherwise.</p>	<p>Ongoing</p>
<p>#3 Support development of Western BOP Neighbourhood Support and Tauranga Combined Community Patrols.</p>	<ul style="list-style-type: none"> ● Manage funding agreement – set KPI's, ensure there is a plan in place and reporting requirements are met. ● Support collaborate action. <p>Funding level: low Coordinator involvement/responsibility: medium Coordinator workload: medium Priority environments: homes and public spaces Priority groups: all</p>	<p>Community engagement and connectedness.</p> <p>Safe and resilient communities.</p>	<p>Ongoing</p>

<p>#4 Maintain Safe Community designation for Tauranga City and Western Bay of Plenty.</p>	<p>Safe communities are required to submit applications for re-accreditation every 5-7 years after they enter the network.</p> <p>A new four-part application process is administrated by SCFNZ. Communities seeking reaccreditation must demonstrate they are following the criteria based on the safe community model.</p> <p>Four part criteria for reaccreditation is:</p> <ul style="list-style-type: none"> ● Collaborative governance ● Priority setting ● Effective strategies ● Shared learnings <p>Funding level: medium Coordinator involvement/responsibility: high Coordinator workload: high Priority environments: all Priority groups: all</p>	<p>Priority setting and programme reach.</p> <p>Safe Community Accreditation Criteria.</p>	<p>2019/2020</p> <p>On track to maintain accreditation.</p>
<p>#5 Host a regional SCFNZ networking meeting.</p>	<ul style="list-style-type: none"> ● TWBSC to coordinate. ● SCFNZ to facilitate. <p>Funding level: low Coordinator involvement/responsibility: medium Coordinator workload: medium Priority environments: all Priority groups: all</p>	<p>Safe Community Accreditation Criteria.</p>	<p>March 2019</p>
<p>#6 Support key partner agencies safety messages.</p>	<p>Funding level: low Coordinator involvement/responsibility: low Coordinator workload: medium Priority environments: all Priority groups: all</p>	<p>Information sharing and enhanced communication to support collaboration.</p> <p>Safe and resilient communities.</p>	<p>2019</p>
<p>#7 Review the TWBSC Strategic direction.</p>	<p>The current strategic plan is due to be reviewed in 2019.</p>	<p>Priority setting and programme reach.</p>	<p>2019/2020</p>

	<p>TWBSO to look at aligning the new strategic plan again with Tauranga City Council and Western Bay of Plenty District Council's strategic priorities, SCFNZ priorities, and consult with key community stakeholders and partners on their priorities.</p> <p>Align this new strategic direction with the SCFNZ five-year reaccreditation process.</p> <p>Funding level: low Coordinator involvement/responsibility: high Coordinator workload: high Priority environments: all Priority groups: all</p>	<p>Safe Community Accreditation Criteria.</p> <p>Engagement and partnerships.</p> <p>Leadership and collaboration.</p>	
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SAFETY GOAL TWO: Public spaces are used freely and without fear.

Opportunity	Details	Strategic Context	Timeframe
<p>#1 Co-ordinate the City Centre Safety Forum.</p> <p>Continue to contribute in the monitoring and implementation of a City Safety Action Plan.</p>	<ul style="list-style-type: none"> Coordinate forum with TCC Community Development team. Monitor the City Safety Action Plan in conjunction with the City Centre Safety Forum. Primary purpose of forum: information sharing between key external stakeholders and relevant Council departments. Six weekly meetings, minute taking and dissemination of printed material. <p>Project partners: TCC, Police, FENZ, BOPRC.</p> <p>Funding level: low Coordinator involvement/responsibility: high Coordinator workload: high Priority environments: public spaces Priority groups: all</p>	<p>Safe and resilient communities.</p> <p>Perceptions of public safety are lifted.</p> <p>Community pride and belonging.</p>	Ongoing

<p>#2 Maintain a relationship/MOU agreement between TCC and Tauranga Moana Maori Wardens.</p>	<ul style="list-style-type: none"> • Ensure reporting as per funding agreement requirements are met. • Core role of the wardens is to provide a proactive ambassadorial presence at the Willow Street bus stop and wider city centre area. <p>Funding level: medium Coordinator involvement/responsibility: medium Coordinator workload: low Priority environments: public spaces Priority groups: all</p>	<p>Public spaces are used freely, frequently and without fear.</p>	<p>Ongoing</p>
<p>#3 Water safety/drowning prevention/boating safety.</p>	<ul style="list-style-type: none"> • Establish opportunities to work in partnership with lead agencies via a Water Safety NZ pilot programme – BOP Regional Water Safety Strategy. <p>Likely partnerships: Water Safety NZ, Coastguard, Regional Council, Surf Lifesaving NZ, Maritime NZ.</p> <p>Funding level: low Coordinator involvement/responsibility: medium Coordinator workload: medium Priority environments: public spaces Priority groups: all</p>	<p>Public spaces are used freely, frequently and without fear.</p>	<p>Ongoing for approx 3 years from 2018</p>

SAFETY GOAL THREE: People are free from drug-related harm.

Opportunity	Details	Strategic Context	Timeframe
<p>#1 Develop effective alcohol related harm and reduction campaigns. Focusing on youth drinking behaviours and stopping social supply.</p>	<ul style="list-style-type: none"> • Review previous delivery and plan future delivery. • Look at creating a year round campaign. <p>Project partners: NZ Police, TYDT, CAYAD.</p> <p>Funding level: medium Coordinator involvement/responsibility: high</p>	<p>Reduction of social and health harms in our communities.</p> <p>Alcohol increases the likelihood and severity of violence.</p>	<p>Ongoing</p>

	<p>Coordinator workload: high Priority environments: homes and public spaces Priority groups: youth, whānau, vulnerable communities</p>		
<p>#2 Support initiatives and research to address harms caused by methamphetamine and other illicit drug use in our communities.</p>	<ul style="list-style-type: none"> Continue to support the Breakthrough Forum to raise awareness of the impact of substance use on whānau and communities in the Western Bay of Plenty. The Forum has a specific focus on methamphetamine, however acknowledges the impact of wider alcohol and illicit drug use. Coordinate a Western Bay of Plenty specific action plan. Monitor the national wastewater testing regime results. <p>Project partners: Breakthrough Forum member organisations, Social Link, NZ Police, Ngai Te Rangī, BOPDHB.</p> <p>Funding level: low Coordinator involvement/responsibility: high Coordinator workload: high Priority environments: all Priority groups: all</p>	<p>Social and health harms are addressed.</p> <p>Increased community awareness.</p> <p>Healthy and active communities.</p>	Ongoing
<p>#3 Support Te Aranui Youth Trust/Blue Light Tauranga with the planning and delivery of their youth expo.</p>	<ul style="list-style-type: none"> Safer Communities to deliver on alcohol related social and health harms specific to youth. <p>Funding level: low Coordinator involvement/responsibility: medium Coordinator workload: medium Priority environments: public spaces Priority groups: youth</p>	<p>Increase awareness amongst youth on harms associated with alcohol.</p>	June 2019
<p>#4 Support expansion of Ngai Te Rangī Alcohol Policy Revisions and the formal endorsement of Whanau Safe Environments and Alcohol and Drug Free Zones.</p>	<p>Project lead: Ngai Te Rangī, CAYAD</p> <p>Funding level: low Coordinator involvement/responsibility: low Coordinator workload: low Priority environments: public spaces Priority groups: whānau</p>	<p>Promote safe public spaces via safer and healthier sports clubs, grounds and community environments.</p>	Ongoing

SAFETY GOAL FOUR: Vulnerable Whanau/Families are free of violence and fear.

Opportunity	Details	Strategic Context	Timeframe
<p>#1 Support TMAPS in developing the Violent Free Future programme.</p> <p>TMAPS along with project partners to develop an initiative that will deliver positive impact for local communities and earn income for the collective.</p>	<p>A key goal will be to build the capability of TMAPS members in income generation and develop a shared goal and pathway for the collective to become financially sustainable.</p> <p>The vision is to create a new entity that signifies a generational shift in the views of Tauranga and Western Bay of Plenty people towards bullying, family harm, sexual violence, pornography and the medias portrayal of these. TMAPS will engage with social service agencies, large and small privately owned local businesses, statutory organisations, local government and schools to create a local movement of behavioural change around family harm.</p> <p>Safer Communities will support the Family Violence Response Coordinator.</p> <p>Funding level: low Coordinator involvement/responsibility: medium Coordinator workload: medium Priority environments: all Priority groups: all</p>	<p>NZ has one of the highest rates of all forms of violence among OECD countries.</p> <p>Statistics: Western Bay of Plenty has the third highest reported family harm incidents in NZ.</p>	<p>Ongoing</p>
<p>#2 Family Harm one-day conference.</p>	<p>Western Bay of Plenty will host a family harm mini conference, Family Harm – The Ripple Effect. This conference is about cross sector professional development, starting conversations, giving practical information for those working within the industry or on the front-line.</p> <p>The conference is based on a successful Oamaru conference.</p> <p>Project partners: NZ Police and TMAPS.</p> <p>Funding level: medium Coordinator involvement/responsibility: high Coordinator workload: high Priority environments: all Priority groups: all</p>	<p>High-needs community with high levels of family harm reported.</p>	<p>March 7 2019</p>
<p>#3 Suicide prevention/education.</p>	<ul style="list-style-type: none"> ● This links with other key priority areas within the TWBSC strategy. <p>Funding level: low</p>	<p>Reduction of social and health harms in our communities.</p>	<p>Ongoing</p>

	Coordinator involvement/responsibility: medium Coordinator workload: low Priority environments: all Priority groups: all	Community pride and belonging.	
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Emerging/current initiatives that need further investigation.

Opportunity	Details	Strategic Context	Timeframe
#1 Connecting with Welcoming Communities once pilot programme is up and running.	Funding level: low Coordinator involvement/responsibility: low Coordinator workload: low Priority environments: homes and public spaces Priority groups: all	Social equity. Community pride and belonging.	Ongoing
#2 Falls prevention.	In a collaborative approach, to be led by ACC and TCC's Positive Ageing Advisory Forum. Is likely to increase hospital admissions and risk of harm/injury with our ageing population. Funding level: low Coordinator involvement/responsibility: low Coordinator workload: low Priority environments: homes and public spaces Priority groups: homes and public spaces	Falls is showing as a priority based on ACC data for Tauranga and Western Bay of Plenty.	Ongoing
#3 Emergency Management and Civil Defence.	Look for opportunities to connect better with and support Emergency Management and Civil Defence Funding level: low Coordinator involvement/responsibility: low Coordinator workload: low Priority environments: homes and public spaces Priority groups: all	Community pride and belonging. Safe and resilient communities.	Ongoing

Safe Community Reaccreditation Process

Overview

Safe Communities are required to submit applications for re-accreditation 5 to 7 years after their entry to the network (accreditation). While the information contained within the application changes, the requirements and steps are the same for both accreditation and reaccreditation. A SCFNZ representative is available to provide additional information.

- ✓ Contact SCFNZ for guidance and support.
- ✓ Become familiar with the Safe Community criteria.
- ✓ Submit a Letter of Intent to SCFNZ.
- ✓ SCFNZ will invoice the community for entire process and appoint a key contact person.
- ✓ Submit your draft documentation to SCFNZ.
- ✓ Feedback will be provided on draft within 14 working days.
- ✓ Submit final application document.
- ✓ Receive feedback on your application from the SCFNZ team of reviewers within 4 weeks.
- ✓ Host a site visit to demonstrate community safety efforts for the Certifier/Review Team.
- ✓ Conduct a ceremony celebrating your official accreditation.

Reaccreditation Requirements

Communities seeking reaccreditation must demonstrate they are following the criteria based on the Safe Community model:

1. *Leadership and Collaboration:* Demonstration of leadership by a coalition or group focused on improving community safety.
2. *Programme Reach:* The range and reach of community safety programmes operating throughout your community/region, including an indication of the extent to which they are based on proven or promising intervention strategies.
3. *Targeted Interventions:* Demonstration of programmes that target and promote safety for high risk/vulnerable groups and environments.
4. *Data Analysis and Strategic Alignment:* Analysis of available safety (injury, crime, violence and safety perception) data for your community/region and how they align with established national/regional priorities and action plans.
5. *Evaluation:* Outline of expected impacts and how they are being measured or evaluated.
6. *Communication and Networking:* Demonstration of community engagement with relevant sectors of your community/region and ongoing participation in local, national and Pan Pacific Safe Communities Networks is required.

Step 1: Letter of Intent

Send your Letter of Intent to the SCFNZ. The letter must be signed by either the Chair of your governance group and/or Mayor and contain the following information:

- Name of community,
- Key contact person (name, title, address, email, phone number)
- Name and address of lead organisation

Applicants should: email or post the letter of intent to:

Tania Peters, Director, Safe Communities Foundation NZ,
PO Box 331399, Takapuna, Auckland 0740 or peters@scfnz.org



Safe Communities Foundation New Zealand (SCFNZ)

Web: www.safecommunities.org.nz

Support and Accrediting Centre for the Pan Pacific Safe Communities Network
Safe Communities is a World Health Organization recommended approach



Step 2: Application

A written application describing your community's safety efforts is written in four parts, this is designed to demonstrate the inter-related nature of the criteria. Written this way it eliminates the need to repeat information under different headings. Work with your appointed key contact person and see examples and more resources online at www.safecommunities.org.nz



Step 3: Community Visit/reaccreditation

After reviewing your application, SCFNZ will appoint reviewers and schedule a community visit. This is not mandatory for reaccreditation if your community has a history of successful annual reporting, community visits and attendance a national hui.

There is no prescribed format for the site visit, the only set requirement is a meeting with the governance group. It is an opportunity to highlight your Safe Community and its safety promotion and injury/violence prevention initiatives. As the SCFNZ review team often include representatives from government agencies, community visits provide a good opportunity to highlight how local initiatives align with government priorities as well as highlighting any particular challenges faced at local operational levels.

Celebrate Your Success!

The ceremony is to celebrate the commitment, an agreement will be signed and a plaque and flag will be presented. A SCFNZ certifier will lead the official requirements, a reaccreditation ceremony can take place in many different community events and settings. With Safe Community reaccreditation your Safe Community remains a member of the Pan Pacific Safe Communities Network (PPSCN), which includes all Safe Communities in the United States, Canada, Australia and New Zealand.

Fees

Application fee of \$2,000 – paid to the SCFNZ – includes:

- SCFNZ's oversight of the reaccreditation process.
- The professional services of a team of reviewers.
- Attendance by a minimum of 3 peer reviewers at the community site visit/reaccreditation ceremony.
- An agreement certificate, plaque and flag which will be provided at the reaccreditation ceremony.

Any questions about the application process or accreditation, please email contact@scfnz.org or phone (09) 488 7601

Requirements

Accredited Safe Communities are required to do the following:

Submit Annual Reports: The Annual Report (online prescribed format) gives each Safe Community the opportunity to update their governance and organisational structure; and highlight some of their achievements, including innovative and effective programmes and activities as well as the opportunity to advise SCFNZ of any particular challenges or issues.

Submit Governance Survey annually or 2-yearly: This is an anonymous tool that is completed by members of the Safe Community governance group. The Governance Group Self-Assessment Survey examines the success of Safe Community governance in terms of collaboration by measuring each component of governance group synergy. The scores are key indicators of how well the collaborative process is working.

SCFNZ responds to each Safe Community's annual report/governance survey results and may make recommendations or initiate further contact/support if required.

Attend Annual Safe Communities New Zealand National Forum: The National Hui is an opportunity to:

- Get the latest news and updates from SCFNZ and PPSCN
- Get the latest information from key central government agencies and partners
- Get training on selected topics
- Network with Safe Communities from around the country, and share programmes and activities

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Safe Community Reaccreditation

Draft Outline plan for Safe Community re-accreditation application

Main tasks	Responsibility	Timeframe
Confirm outline tasks and dates with SCFNZ <i>Check with SCFNZ whether site visit is likely to be required.</i>	SC Coordinator	12 months before reaccreditation due
Confirm project manager and key working group for re-accreditation process	SC Governance Group	9 months before reaccreditation due
Arrange for partners to cover SC application cost of \$2,000 <i>SCFNZ we will submit invoice once we get letter of intent</i>	SC Coordinator SC Governance Group	8 months before reaccreditation due
Draft & send Letter of Intent to SCFNZ <i>To be signed by Chair of Governance Group, and/or Mayor. Letter needs to include details of key contact person, and lead organisation</i>	SC Coordinator	7 months before reaccreditation due
Prepare & draft documentation <i>Use the Accreditation extended criteria document to guide development</i>	SC Coordinator with SC Working Group (WG) reps	6 months before reaccreditation due
Send draft SC draft documentation to SCFNZ		No less than 3 months before reaccreditation (2 week turnaround)
Review SCFNZ feedback on draft application	SC Coordinator with WG reps	
Send final application to SCFNZ <i>Think about your signatories for agreement</i>	SC Coordinator with WG reps	Eight weeks before reaccreditation date
Prepare and plan your community site visit (half day) <i>As well as outlining how your community meets the criteria, can you please ensure that programmes highlighted in the site visit demonstrate how they fit within the wider context of the Safe Community, priority area they address, evidence for programme operating and the sustainability.</i>	SC Coordinator with WG reps	Ongoing
Host site visit and official reaccreditation ceremony	SC Coordinator with WG reps	Reaccreditation Date
Review SCFNZ feedback	SC Coordinator with WG reps	Within one month of visit

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Safe Communities Foundation New Zealand (SCFNZ)

Web: www.safecommunities.org.nz

Support and Accrediting Centre for the Pan Pacific Safe Communities Network
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TAURANGA CITY COUNCIL/WESTERN BAY OF PLENTY DISTRICT COUNCIL JOINT GOVERNANCE COMMITTEE

10 April 2019

Waiari Mauri Monitoring Model Proposal

Purpose

The purpose of this report is to establish Joint Governance support for a Project Team specifically for the development of a Mauri Model used for monitoring of the Waiari stream.

The report seeks Joint Governance support and outlines the composition and schedule of activities of The Project Team who will support iwi in the development of a Mauri Model for the Waiari Stream.

Executive Summary

A Mauri Model is a representation of reality, that integrates global knowledge and scientific understandings with indigenous knowledge. There are four dimensions of mauri that be recognised through the RMA in relation to; ecosystem - us included, indigenous place-based identity, community, and the family or household. These reflect the four well-beings in New Zealand law. Environmental wellbeing, Cultural wellbeing, Social wellbeing, and Economic wellbeing. A Mauri Model will allow recognition of our various ways of knowing. It acknowledges and accepts an indigenous bias.

Mauri is a very versatile concept, and can be understood as the life supporting capacity of water, a community, of a lake ecosystem. It can also be understood as the binding force between a physical entity and everything else that makes its life viable.

It is imperative that the model will give a comprehensive cultural perspective of the Waiari stream in its entirety. The term kaitiakitanga is a concept of collective obligations and responsibilities on the haapu (tribes) to maintain and preserve the Mauri of the environment and resource to sustain life. The development of a Mauri model is important to sustain life in all living things in nature which must co-exist together.

The inclusion of Tangata whenua representation is a reflection partnership with Iwi and ensures that Tauranga City Council and Western Bay of Plenty District Council are actively facilitating a Maori voice at the decision making table thereby upholding the principles of the Treaty of Waitangi.

Background

1. In 2010, Environment Judge JA Smith sitting alone under section 279 of the Act **IN CHAMBERS at Auckland** issued a consent order for the Resource Consent 65637 (Water Take) a Joint Consent Tauranga City Council and Western Bay of Plenty



District Council. The Court read and considered the notices of appeal and the memorandum of the parties dated 6 July 2010. The appeals related to a decision by Bay of Plenty Regional Council (**Council**) granting Tauranga City Council and Western Bay of Plenty District Council resource consents required for a proposed municipal water supply taking water from the Waiari Stream. The parties agreed that, subject to the Court's approval, the appeals can be disposed of by way of consent.

The **Consent 65637 (Water Take)** – required an amendment to the conditions for this consent in order to:

(iv) "Informing the councils of effects of the water take on the Mauri and Mauriora of the Waiari stream";

At their meeting on 7 December 2018 the Waiari Kaitiaki Advisory Group passed the recommendation in **Attachment A** to establish a Project Team. This was based on the investigations held with tangata whenua (Ngati Tuheke) October 2018 and presented findings back to the Waiari Kaitiaki Advisory Group through reports and workshops as presented to the Group.

Options

2. That the report be **read, approved** and the decision provided to the writer and the Waiari Kaitiaki Advisory Group.

Consideration

Strategic Context

3. In accordance with the Resource Management Act 1991 Part 2 and in particular s.6(e), s.7 and s.8.

s.6e the relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu and other taonga.

s.7 In achieving the purpose of the Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources shall have particular regard to: Kaitiakitanga, intrinsic values of ecosystems and the efficient use and development of natural and physical resources.

Parts 2 and 6 of the Local Government Act 2002 provide principles and requirements for local authorities that are intended to facilitate participation by Maori in local authority decision making processes. In summary, the Act requires local authorities to:

- 'take into account' Maori interests where any significant decisions are to be made affecting 'land or a body of water',
- establish and maintain processes to provide opportunities for Maori to contribute to decision-making processes,



- consider ways to foster the development of Maori capacity to contribute to decision making processes,
 - put in place processes to consult with Maori, and
 - assist Maori to better participate generally in decision making.
4. The extent to which the impacts will have on Maori/Iwi communities including the wider communities and future growth.
 5. The Waiari Mauri Monitoring model will engage with Iwi affected by the Water Supply scheme requesting input into the Model as relevant and required.

Community and Tangata Whenua engagement

6. The Maori (hapu) communities and other stakeholders are affected by the Waiari Water Supply Scheme. The communication strategy and engagement is currently undertaken by the Community Engagement Advisor for Tauranga City Council. This exercise and delegation is reported to Tauranga City Council, Western Bay of Plenty District Council, Waiari Kaitiaki Advisory Group, Te Puke Community Board and Iwi and Marae affected by the Water Supply Scheme. The iwi affected by the Water Supply Scheme are Ngati Tuheke, Makahae marae, Tawakepito marae, Ngati Moko-Tuhourangi, Ngati Marukukere, Ngati Kuri, Hei Waitaha and Haraki marae. Engagement to date has been meaningful, respectful, inclusive, flexible coordinated and pragmatic.
7. The project affects multiple hapu and iwi therefore requiring a high level of engagement and consultation. The Iwi consultation with the activities associated with the Water Supply scheme include all the above mentioned marae, hapu and Ngati Pukenga, Ngati He, Nga Potiki o Tamapahore and Ngai Te Rangi. There is consideration on the likely impact on future and present interests of the community recognising Maori cultural values and their relationship to land and water.

Implementation and programme of work

8. It is intended that the development and implementation of the Waiari Monitoring model will start from April 2019 through to July 2021.
9. It is intended that the Project Team will identify the process and methodology for monitoring the impacts of the Waiari Water Supply Scheme on the Mauri and Mauri Ora over time for the duration of the consent activity. The monitoring tool is envisaged to be a foundation assessment for Iwi including the consent holders.
10. The Mauri Model will form part of the decision making framework that subjectively defines reality as the four dimensions of mauri identified by iwi. Those four dimensions of mauri can be prioritised in the Mauri Model to represent most, if not all worldviews. The quantification of worldview informs who holds relevant knowledge and expertise, and informs an inclusive indicator selection process. Indicators can have qualitative as well as quantitative characteristics.



JOINT GOVERNANCE COMMITTEE

10 April 2019

11. Thus the framework should form an evaluation approach that can define reality in a way that seamlessly includes indigenous knowledge, and provides defensible results.
12. The Project Team will consist of; Tauranga City Council Takawaenga team member Sam Hema, a Western Bay of Plenty District Council Takawaenga team member and Darlene Dinsdale, Cultural Coordinator to Facilitate the Team. To approve the Working Party of Maria Horne Ngati Whakaue ki Maketu (Te Hononga), Maru Tapsell Te Kapu o Waitaha, Jo'el Komene Tapuika Iwi Authority, Dean Flavell Ngati Tuheke, Elva Conroy Environmental Planning Consultant, Dr Kepa Morgan Author Mauriometer Auckland University, Te Waata Cribb expert of Maturanga Maori, Jennifer Pearson, Community Engagement Advisor and others as agreed to by the Consent holders.
13. The Program of work will consist of

Year	Activity	Group	Outcome
April 2019	Form Project Team		
June 2019	Wananga (1) Development workshop	Project Team Reps	Agreement of protocols
August 2019	Wananga (2)	Project Team Reps	Agreement of investigations
October 2019	Wananga (3)	Project Team Reps	Identification of Focus model
November 2019	Wananga (4)	Project Team Reps	Agreement on works completed
February 2020	Wananga (1)	Project Team Reps	Agreement of model and writings
April 2020	Wananga (2)	Project Team Reps	Agreement and review of findings
August 2020	Wananga (3)	Project Team Reps	Review findings of model and report
November 2020	Wananga (4)	Project Team Reps	Complete model for implementation and review
February 2021	Wananga (1)	Project Team Reps	Implement and review model



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March 2021	Wananga (2)	Project Team Reps	Test model on Waiari stream
May 2021	Wananga (3)	Project Team Reps	Test model, review and amend
July 2021	Wananga (4)	Project Team Reps	Final model for implementation

Budget

At the request of the Waiari Kaitiaki Advisory Group elected members, enclosed is a budget of expected expenditure for approval.

Wananga – Workshops 2019, 2020 and 2021

Year	Detail	Cost (per wananga)	Total
2019	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	200.00	800.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			11320.00
2020	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	100.00	400.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			10920.00
2021	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	100.00	400.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			10920.00

Options: A – Budget to come from Joint Governance decision to fund the proposal.

Option B – Tauranga City Council: Infrastructure - Waiari Water Supply Scheme to fund proposal.



JOINT GOVERNANCE COMMITTEE

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Recommendation/s

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) **Receive the report by the Cultural Coordinator Tauranga City Council titled Waiari Mauri Monitoring Model Proposal.**
- (b) **THAT the TCC/WBOPDC Joint Governance Committee recommend to Tauranga City Council and Western Bay of Plenty District Council:**
- (i) **THAT the recommendation from the Waiari Kaitiaki Advisory Group dated 7 December 2018 (Attachment A) be received.**
- (ii) **THAT a project team be established to investigate the Mauri Monitoring Toolkit.**
- (iii) **THAT the representatives of the Project Team include members from Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council, Waiari Kaitiaki Advisory Group, Ngati Tuheke and expert consultants as required.**
- (iv) **THAT the role of the Project Team is to formulate a Mauri and Mauri Ora Monitoring toolkit for the Waiari stream as required by the Joint Water Take 65637 Resource consent held by Tauranga City Council and Western Bay of Plenty District Council to be implemented by July 2021.**
- (v) **THAT the 2019 – 2021 budget proposed by the Waiari Kaitiaki Advisory Group for the Project Team and set out in the report be approved as follows:**

Year	Detail	Cost (per wananga)	Total
2019	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	200.00	800.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			11320.00
2020	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	100.00	400.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			10920.00



JOINT GOVERNANCE COMMITTEE

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Year	Detail	Cost (per wananga)	Total
2021	Venue Hire	200.00	800.00
	Catering	250.00	1000.00
	Resources	100.00	400.00
	Members Fees	680.00	2720.00
	Expert Fees	1500.00	6000.00
			10920.00

- (vi) THAT the 2019 – 2021 budget for the Project Team be funded by:**
- (a) Tauranga City Council's Infrastructure budget for the Waiari Water Supply Scheme**
- OR**
- (b)**
- (vii) THAT the decision relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.**
- (viii) THAT the above resolutions are subject to final approval by both the Tauranga City Council and the Western Bay of Plenty District Council.**

Darlene Dinsdale
 Cultural Coordinator
 Tauranga City Council

Howard Severinsen
 Manager, Infrastructure Delivery
 Tauranga City Council

29/3/19



JOINT GOVERNANCE COMMITTEE

10 April 2019

Attachments

There is an attachment for this report.

No.	Title
A	Recommendation from the Waiari Kaitiaki Advisory Group, 7 December 2018.



JOINT GOVERNANCE COMMITTEE

10 April 2019

Attachment A

Recommendation from the Waiari Kaitiaki Advisory Group, 7 December 2018.

Moved: Ms Dinsdale / **Seconded:** Cr Morris

That it be Resolved

That the Waiari Kaitiaki Advisory Group recommends

That the Joint Governance Committee:

Approves a Project Team to investigate the Mauri Monitoring Toolkit. The representatives should include Tauranga City Council, Western bay of Plenty District Council, Bay of Plenty Regional Council, Waiari Kaitiaki Advisory Group members, Ngati Tuheke and expert consultants as required. Their role is to formulate a Mauri and Mauri Ora Monitoring toolkit for the Waiari stream as required by the Joint Water Take 65637 Resource consent held by Tauranga City Council and Western Bay of Plenty District Council to be implemented by July 2021.

CARRIED unanimously.



**TAURANGA CITY COUNCIL/WESTERN BAY OF PLENTY
DISTRICT COUNCIL
JOINT GOVERNANCE COMMITTEE**

10 April 2019

Sub-Regional Parks Relationship Agreement

Purpose

1. To authorise the execution of the updated agreement between Tauranga City Council and Western Bay of Plenty District Council that relates to the way the Councils work together to establish and develop sub-regional parks.

Executive Summary

2. The Subregional Parks Relationship Agreement was executed in 2006 and expired in 2011. It gives effect to the working relationship that surrounds the Joint Council Policy on Sub-Regional Parks, "**Attachment B**" which was reviewed, and adopted by the Joint Governance Committee on 4 April 2012 (JG6.7).
3. At the time of the 2012 Policy review, the expired Agreement was overlooked. Staff recently reviewed the old agreement and prepared an amended version that reflects the current operational relationship between the Western Bay of Plenty District Council and the Tauranga City Council.
4. It is recommended that the Joint Governance Committee recommends to Tauranga City Council and Western Bay of Plenty District Council the adoption and signing of the Sub-Regional Parks Relationship Agreement.

Recommendation/s

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) ***Receive the report titled Sub-Regional Parks Relationship Agreement.***
- (b) ***Recommends to Tauranga City Council and Western Bay of Plenty District Council to adopt and sign the Sub-Regional Parks Relationship Agreement included in Attachment A.***
- (c) ***THAT the report relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.***



JOINT GOVERNANCE COMMITTEE

10 April 2019

A handwritten signature in black ink, appearing to read "S McCall".

Sonya McCall
Reserves and Recreation Planner
Tauranga City Council

A handwritten signature in black ink, appearing to read "John Rauputu".

John Rauputu
Recreation Planner
Western Bay of Plenty District
Council

A handwritten signature in black ink, appearing to read "M Smith".

Mark Smith
Manager: Parks and Recreation
Tauranga City Council

A handwritten signature in blue ink, appearing to read "Peter Watson".

Peter Watson
Manager: Reserves and Facilities
Western Bay of Plenty District
Council



Background

Background to the 2006 Agreement

5. On 5 October 2005 the Joint Governance Committee recommended to Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC) the adoption and signing of the Subregional Parks Relationship Agreement. There was an understanding that once decisions were made on cost sharing approaches the Agreement would be reviewed to incorporate these decisions (M05/114.6).
6. The Agreement was subsequently signed by WBOPDC and TCC on 13 April 2006 (the '2006 Agreement').
7. The purpose of the 2006 Agreement is to recognise the way that the Councils will continue to work together to establish and develop a network of sub regional parks that provide recreational opportunities and protect significant landscapes for the enjoyment of both current and future generations.
8. The 2006 Agreement sits behind the Sub-Regional Parks Joint Council Policy and was to expire on 30 November 2011 with a review to occur no later than 30 June 2011.

Reasons for the Review

9. The 2011 review of the 2006 Agreement did not occur on its due date.
10. The Sub-Regional Parks Joint Policy was reviewed in 2012.
11. Since the 2006 Agreement the cost-sharing arrangement for sub regional parks has been established and therefore needs to be included in the 2019 Agreement.
12. A new agreement has subsequently been prepared which reflects the current operational relationship between WBOPDC and the TCC (the 2019 Agreement).

Comparison of the 2006 and 2019 Agreements

13. The 2019 Agreement reflects an update to the 2006 Agreement to include specific and current detail.
14. The key differences between the 2006 Agreement and the 2019 Agreement are:
 - (a) References to SmartGrowth, Tauranga Tomorrow and Smart Future have been removed. Tauranga Tomorrow is now out of date. Reference is instead made to strategic linkages and linkages to community outcomes.
 - (b) It has been clarified that cost sharing associated with any future land purchase is to be determined on a park-by-park basis.
 - (c) The term of the Agreement has been extended until 2025.
 - (d) Details of the lead/support agency and cost sharing details for Huharua Park and TECT All Terrain Park have been added to the Schedule.
 - (e) Minor typographical amendments and other minor amendments to reflect the Sub-Regional Parks Joint Policy.

Options

15. The Joint Governance Committee may:



JOINT GOVERNANCE COMMITTEE

10 April 2019

- (a) **Recommend to WBOPDC and TCC to adopt and sign the 2019 Agreement. This is the recommended option as it reflects the current operational relationship between WBOPDC and TCC; or**
- (b) Not recommend to WBOPDC and TCC that they adopt and sign the 2019 Agreement. This is not recommended as there is no formal agreement in place to outline how the working relationship occurs.

Consideration

Strategic Context

16. This Agreement contributes to TCC's outcome of a city of great spaces, places and environments as it relates to the establishment and development of sub-regional parks that provide recreational opportunities and protect significant landscapes for the enjoyment of both current and future generations. With regards to WBOPDC the agreement supports the outcomes and objectives of Western Bay of Plenty Recreation and Leisure Strategy.
17. The 2016 Agreement also directly relates to the Joint Council Policy on Sub-Regional Parks.

Community

18. The 2016 Agreement does not affect any specific sector of the community as it reflects an operational relationship only.

Significance and Engagement

19. Under the Significance & Engagement Policies for Western Bay of Plenty District Council and Tauranga City Council, this is of low significance as it reflects the re-negotiation of an expired agreement to reflect an existing operational arrangement and does not directly result in any new operational or capital expenditure.
20. No community engagement is planned or has been undertaken.

Implementation

21. The next step is for TCC and WBOPDC to resolve to adopt and sign the 2019 Agreement.

Attachments

No.	Title
A	Sub-Regional Parks Relationship Agreement – For Execution
B	Subregional Parks Policy

Attachment A**TAURANGA CITY COUNCIL AND
WESTERN BAY OF PLENTY DISTRICT COUNCIL
SUB-REGIONAL PARKS RELATIONSHIP AGREEMENT****1. Parties to the Agreement**

Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC) hereafter referred to as “the Councils”.

2. Purpose of the Agreement

To recognise the way that the Councils will continue to work together to establish and develop a network of sub-regional parks that provide recreational opportunities and protect significant landscapes for the enjoyment of both current and future generations.

3. Background

TCC and WBOPDC adopted the Joint Council Policy on Sub-Regional Parks in 2000. This Policy was reviewed and updated in 2012. This Policy recognises the need to secure land for sub-regional parks to meet recreational needs and to protect areas of natural and cultural significance.

The Policy signals the intent of the Councils to co-operate to secure, develop and maintain land for sub-regional parks.

The Councils agreed to priorities and criteria to be used as a basis for securing sub-regional parks.

The Councils agreed to develop partnerships with other agencies and organisations that have common interests in sub-regional parks.

The Councils have jointly purchased three parks: Papamoa Hills Cultural Heritage Regional Park (now in Bay of Plenty Regional Council ownership), Huharua Park and the TECT All Terrain Park, in accordance with the Joint Council Policy on Sub-Regional Parks.

A sub-regional parks relationship agreement was in place from 2006 until 2011.

This agreement was prepared in 2019 to reflect the current structure and operations.

Attachment A

4. Scope of the Agreement

This agreement applies only to the parks included in the Joint Council Policy that have been secured, being Huharua Park and TECT All Terrain Park. If further parks are secured in the future (e.g. passive coastal park) these will also be included in this agreement. The agreement does not apply to the Papamoa Hills Cultural Heritage Park as this is now in Regional Council ownership.

A sub-regional park is the name used to link back to the Joint Council Policy developed by the Councils and to recognise the different status of these parks to other parks and reserves. It does not have to be applied to the name of the Park. It is recognised that the Joint Council Policy may be reviewed in the future and that this may result in additional park categories and priorities being established.

5. Purpose of the Relationship

The Councils are committed to working together to achieve the objectives of the Joint Council Policy on Sub-Regional Parks. This relationship recognises the value of working together to achieve common goals and successful outcomes. To do this the Councils will:

- Work together in good faith and share information in an open manner
- Clearly identify their roles and responsibilities in the acquisition, development, management and monitoring of the sub-regional parks network
- Provide a flexible structure that can adapt to unanticipated situations and opportunities
- Respond to sub-regional park opportunities in a timely and coordinated manner
- Make best use of available resources to achieve these goals
- Work together to identify community needs and community priorities
- Jointly celebrate success and achievements

6. Key Considerations and Assumptions

The Councils recognise that the following matters need to be considered in the acquisition, development, management and monitoring of the sub-regional parks network:

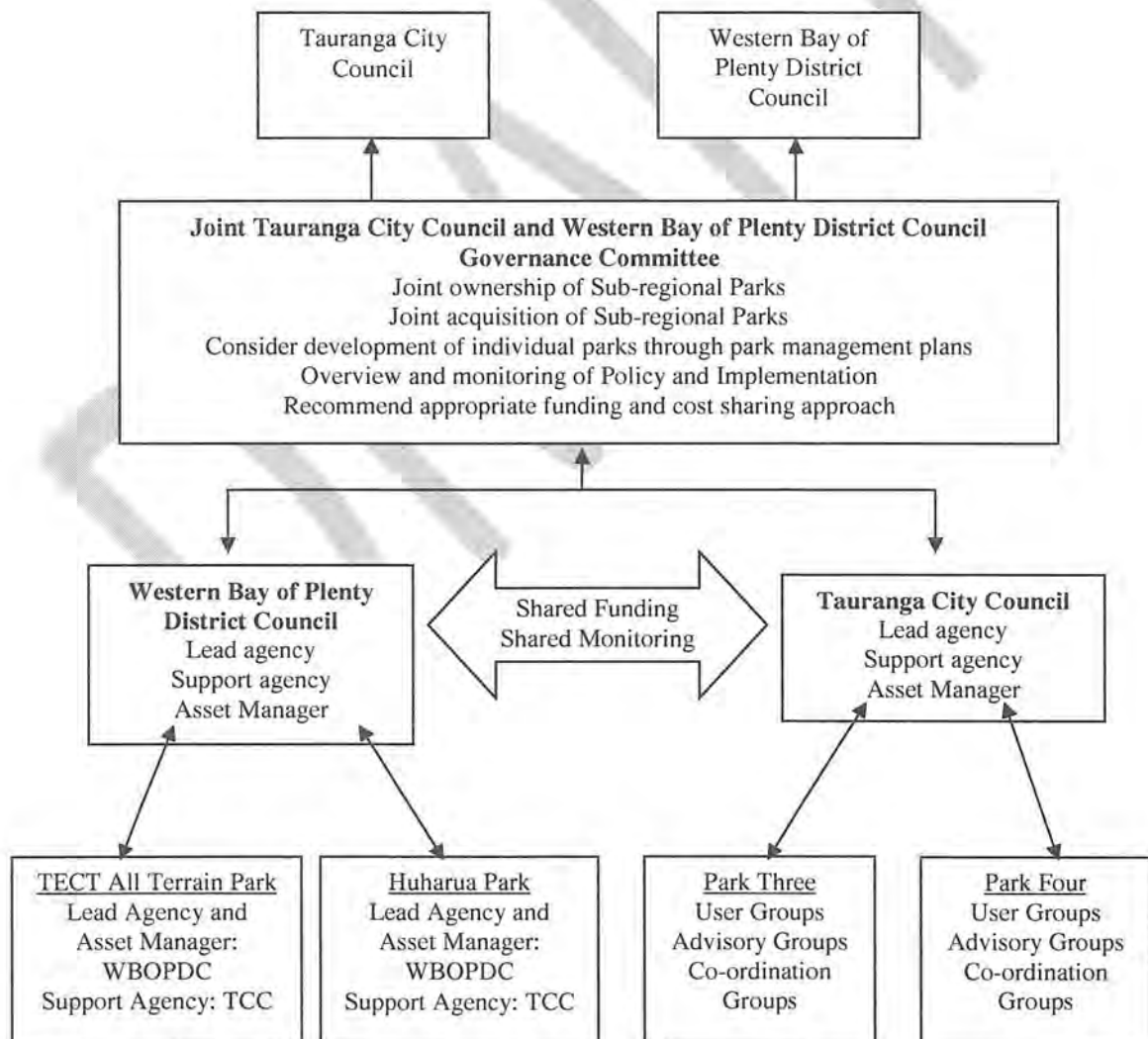
- Identify clear strategic linkages and linkages to community outcomes
- Avoid duplication of governance structure and delivery
- Encourage opportunities for the establishment of user/advisory groups to provide input into park acquisition, development, management and monitoring
- Use the Councils Maori Forum and Tangata Whenua Collective to guide tangata whenua involvement in the acquisition, development, management and monitoring of the sub-regional parks network

Attachment A

- Apply the most appropriate legislation on a park by park basis depending on the purpose and intended use of the park
- Undertake the management of parks as part of the Councils existing delivery operations
- Consider a range of funding sources to assist in the acquisition, development, management and monitoring of the sub-regional parks network, and work together and support each other in securing these funding opportunities.

The Councils recognise that on a park by park basis there may be additional agreements with third parties to recognise sponsorship or naming right agreements. These will be recognised in the relevant schedules.

7. Sub-Regional Parks Network Structure



Attachment A

8. Roles and responsibilities of lead agency and support agency

The role of lead agency and support agency is determined on a case by case basis.

Lead Agency

- Coordination role for acquisition, development, management and monitoring to ensure successful delivery of the park
- Ensure integration of park into the relevant asset management plan
- Procurement of service delivery
- Provides ongoing communication to support agency on acquisition, development, management and monitoring of the park
- Shared funding with support agency and other identified funding sources
- Asset manager for the park
- Alerts support agency of significant issues and opportunities
- Applies own administration policies to park unless otherwise agreed to through park management plans and asset management plans
- Ensures third party agreements are adhered to
- Responsible for coordination of external interest groups

Support Agency

- Inputs into acquisition, development, management and monitoring at both a governance and staff level
- Shared funding with lead agency and other identified funding sources.
- Staff representatives input into Joint Project Team
- Ensures integration of park into relevant asset management plan

9. Cost sharing approach

The Councils agree that they shall each contribute to the cost of acquisition, development, management and monitoring of sub-regional parks using the following methodology:

- For existing parks, the capital and operational expenditure cost sharing agreement is outlined in Schedule 1.
- For new parks, capital and operational expenditure cost sharing to be determined on a case-by-case basis.

TCC and WBOPDC will work together to develop an annual list of projects and initiatives.

Attachment A

Significance and Engagement Policy

The Councils will apply their own Significance and Engagement Policy to their Council reports. Joint Governance Reports are required to refer to the Significance and Engagement Policy of the Council that has initiated the report.

10. Term of the agreement

The term of this agreement shall be from the date of signing until 30 September 2025.

The terms and conditions of the agreement will be reviewed as agreed between the parties and no later than 30 April 2025.

11. Schedule to this Agreement

The attached schedules to this agreement outline:

- Specific circumstances relating to the development, management and monitoring of the Huharua Park
- Specific circumstances relating to the development, management and monitoring of the TECT All Terrain Park

SCHEDULE

Huharua Park

Lead Agency: WBOPDC

Support Agency: TCC

Any revenue collected is offset against any expenditure.
The net cost is shared between WBOPDC and TCC with a 50% / 50% split.
This applies to both capital and operational expenditure.

TECT All Terrain Park

Lead Agency: WBOPDC

Support Agency: TCC

At the time that future forestry revenue is projected to exceed future forestry expenditure, the available forestry revenue may be used on park development. Until that time, forestry revenue must be ring-fenced for use for forestry expenditure only.

Any other revenue collected is offset against any other expenditure. The net cost is shared between WBOPDC and TCC with a 50% / 50% split.
This applies to both capital and operational expenditure.

Attachment A

Signed by Affixing the Common Seal of the Western Bay of Plenty District Council, in the presence of the:

_____ Mayor

_____ Chief Executive

Signed by Affixing the Common Seal of the Tauranga City Council, in the presence of the:

_____ Mayor

_____ Chief Executive



JOINT COUNCIL POLICY

ATTACHMENT

B

POLICY TITLE:	SUB-REGIONAL PARKS
Minute Ref:	<p>Joint Governance – 4 April 2012</p> <p>Tauranga City Council – 15 May 2012</p> <p>Western Bay of Plenty District Council – 24 May 2012</p>
Date of Adoption:	2000
Date of Review:	April 2012

1. POLICY OBJECTIVES

- To outline how Tauranga City Council and the Western Bay of Plenty District Council work together on the provision, development, management and use of sub-regional parks within the sub-region.
- To recognise that significant progress has been made on implementation of the Joint Council Policy since it was first adopted in 2000.

2. PRINCIPLES

Tauranga City Council and Western Bay of Plenty District Council share a strategic vision for the establishment of sub-regional parks in the Western Bay of Plenty Sub-region. The two Councils see the benefits of working together to achieve this vision.

Due to the significant progress made on implementation of the Joint Council Policy adopted in 2000, Tauranga City Council and Western Bay of Plenty District Council focus is on maximising the use and enjoyment of the existing sub-regional parks (TECT All Terrain Park and Huharua Park).

3. DEFINITIONS

Joint Committee is the Tauranga City Council/Western Bay of Plenty District Council Joint Governance Committee.

Sub-region is the area over which the Tauranga City Council and the Western Bay of Plenty District Council are responsible.

Sub-regional Parks are areas or categories of land that provide a diverse range of recreational opportunities, as well as protect significant landscapes, heritage, ecological and cultural features in the sub-region. For the purpose of this Policy these areas are TECT All Terrain Park and Huharua Park. A passive coastal park also falls under this definition but as at 2012 has not been secured.

4. BACKGROUND

Existing resource

Tauranga and Western Bay of Plenty are endowed with significant natural resources which provide their communities with a diverse range of recreational opportunities. Both areas are fortunate to have much of their significant open coastal land at Mount Maunganui and Waihi Beach protected as reserves as well as some other inland sites such as McLaren Falls Park. These reserves fulfil a regional role, not only catering for residents, but many of the visitors to the area.

The Crown also provides protected land within the sub-region. The Department of Conservation administers a vast amount of forest park land in the Western Bay of Plenty District and this is an important resource for residents in both areas.

Working in partnership

Co-operation between the Tauranga City Council and Western Bay of Plenty District Council is beneficial for a number of reasons. Firstly, sub-regional parks will benefit the people of both the Tauranga and Western Bay of Plenty. Secondly, co-operation ensures that there is integration in the actions of both Councils and therefore avoid duplication or omissions. Furthermore, combining the resources of the two Councils with other agencies and organisations has and should provide a greater ability to secure suitable land, along with securing funding from other sources.

Future growth pressures

The increase in visitors and residents to the area places significant pressure on the existing open space network. In order to cater for growth Tauranga City Council and Western Bay of Plenty District Council are building on the existing open space network and creating a diverse range of recreational opportunities, as well as protecting significant landscapes, heritage, ecological and cultural features and green areas in the area.

In 2000 when the Policy was first developed, the Councils identified several gaps in the network at that time. The Policy in 2000 outlined how the Councils will work together to fill those gaps, and the priorities, criteria and processes that the Councils have agreed on to reach that goal. Five categories of Park are identified in the Policy.

Progress as at 2012

Type of Park	Description	Progress
Cultural Heritage	To protect areas of cultural significance, and for education and passive recreation.	<ul style="list-style-type: none"> ▪ Papamoa Hills Cultural Heritage Regional Park purchased in 2002. ▪ Purchase funded by TCC, WBOPDC and BOPRC. TCC and WBOPDC jointly owned land. ▪ Park opened to public in 2004. ▪ BOPRC take over full ownership in 2006. ▪ BOPRC continue to own and manage park.

Type of Park	Description	Progress
Passive Harbourside	Land adjoining the Tauranga harbour for passive recreation such as walking and picnicking.	<ul style="list-style-type: none"> ▪ Huharua Park purchased in 2004. ▪ TCC and WBOPDC jointly purchased Park. ▪ WBOPDC lead agency ▪ Park management plan adopted in 2006. ▪ Park opened to public in 2010.
Active Rural	A large rural park for active recreation, such as motorcross, shooting etc.	<ul style="list-style-type: none"> ▪ TECT All Terrain Park purchased in 2004. Additional land purchased in 2008. ▪ TCC and WBOPDC jointly purchased Park (with TECT contributing as well) ▪ WBOPDC lead agency ▪ Park opened to public in 2010.
Rural Wilderness	A large area of rural and bush country for both active and passive recreation.	Not progressed. Former Regional Parks Working Group identified that the need for this park is likely to be met by Department of Conservation land.
Passive Coastal	A coastal landscape area primarily for passive recreation and ecological protection.	<p>Land identified as potential for passive coastal park in Te Tumu area.</p> <p>No funding is provided for this land purchase.</p>

5. POLICY STATEMENT

5.1 Partnerships

The Councils recognise the need for sub-regional parks and have and will continue to co-operate to secure, develop and maintain land to meet this need.

The Councils agree to develop partnerships with other agencies and organisations that have common interests in establishing and managing sub-regional parks.

5.2 Priorities

The Councils will focus on ongoing development and management of the TECT All Terrain Park and Huharua Park to ensure the parks are developed to their full potential over a period of time.

5.3 Sub-regional Park land purchase

The Councils will respond to opportunities for land purchase for subregional parks either identified in the Policy or not covered by the Policy on a case by case basis. Note that the passive coastal park is the only remaining park to be secured as per the Joint Policy adopted in 2000. The criteria in Schedule One will be used to provide an initial basis of assessment.

5.4 Governance and management of Sub-regional Parks

The Councils will continue to utilise the Joint Committee for strategic considerations with regard to sub-regional parks, and the TECT All Terrain Park Sub Committee as per the relevant form and delegations.

6. RELEVANT DELEGATIONS

Except as otherwise stated the implementation of this policy is delegated to the Chief Executives of Tauranga City Council and Western Bay of Plenty District Council.

7. REFERENCES AND RELEVANT LEGISLATION

Local Government Act 2002

Reserves Act 1977

SCHEDULE ONE - CRITERIA

The following criteria will provide guidance in the selection of sites for sub-regional parks:

- (a) Resource Value - Significance of natural, landscape, ecological or cultural values on the land.
- (b) Recreation Value - Suitability of the land for outdoor recreation (passive and/or active).
- (c) Availability - Potential threat from subdivision or development.
- (d) Site Suitability - Suitability for development as a sub-regional park.
- (e) Access - Quality of roading access (ie: would not require significant expenditure for road sealing or safety improvements).
- (f) Linkages with other reserve land or other significant natural, landscape or cultural features.

**TAURANGA CITY COUNCIL/WESTERN BAY OF PLENTY
DISTRICT COUNCIL
JOINT GOVERNANCE COMMITTEE**

10 April 2019

TECT All Terrain Park Capital Works Programme

Purpose

1. To set out the capital works programme and funding model to enable the next stage of the Park's development.
2. To recommend to both Councils that the capital works programme and funding model be included in the 2019/20 and subsequent Annual Plans

Executive Summary

3. TECT All Terrain Park has reached a stage in its development where future growth of both public and user group facilities is severely restricted by lack of certain common infrastructure. No further power connections may be made to the current power network, prolonged dry periods place unsustainable demands upon the water supply and increased visitor numbers have brought with them increased risk to the Park's facilities from fire and illegal activities.
4. Initial development has been supported by the creation of a common road & power network with early projects relying upon standalone solutions such as solar power and rainwater harvesting. Recent representations from the user groups and feedback from potential investors have identified a need for greater accessibility to the power network, common security and a reliable water supply.
5. Revenue from forestry operations has accrued to a level where it is now possible to use available income to fund capital projects within the Park. It is recommended that this available income be invested in further infrastructure to develop the next stage of the Park.
6. It is recommended that the proposed capital works programme and the associated spending be adopted as part of the annual plan process.

Recommendation

THAT the TCC/WBOPDC Joint Governance Committee:

- (a) ***Receive the report titled TECT All Terrain Park Capital Works Programme.***
- (b) ***THAT it be recommended to Tauranga City Council and Western Bay of Plenty District Council that:***
 - i. ***The TECT All Terrain Park Capital Works Programme for 2019/20, 2020/21 & 2021/22 of \$1,810,000 (as listed) be approved and included in the 2019/20 Annual Plan and subsequent Annual Plans.***
 - ii. ***The TECT All Terrain Park Capital Works Programme be funded from the TECT All Terrain Park forestry income reserve and external grants if available.***



JOINT GOVERNANCE COMMITTEE

10 April 2019

Project	FY 2019/2020	FY 2020/2021	FY 2021/2022
Electricity Feeder Upgrade	\$530,000		
Water Bore	\$90,000		
Water Bore Power Supply	\$30,000		
Fire Protection & Response	\$250,000		
Hood Road extension		\$190,000	
Security Cameras		\$30,000	
Events Space Electricity Network Extension		\$125,000	
Motorsport Entrance Relocation		\$170,000	
Kiwicamp			\$350,000
Events Space Boundary Fence			\$45,000
Total for year	\$900,000	\$515,000	\$395,000

- (c) ***THAT the report relates to an issue that is considered to be of low significance in terms of both Tauranga City and Western Bay of Plenty District Councils' Significance and Engagement Policies.***

Bill Wheeler
**Operations Manager – TECT All Terrain Park
 Western Bay of Plenty District Council**



Background

The factors that drove the demand for the Park in the first place are just as evident today. Urban growth has displaced commercial activities as well as recreational ones and event organisers and tourism operators are seeking locations where reverse sensitivity is not an issue for them.

The next stage of the Park's development has the greatest influence on its long term sustainability and development opportunities for further commercial ventures.

The commercial venture opportunities take three forms but rely upon a common infrastructure for their establishment and success.

- Standalone commercial ventures such as the existing Adrenalin Forest high ropes course
- The exploitation of user group facilities for commercial gain e.g. corporate shoots
- Use of the wider park environment for one-off projects such as film & TV locations or use of common facilities like the Events Space for revenue generating events e.g. open air concerts

The TECT All Terrain Park Management Plan and the original Central Hub Plan identify key projects which enable continued development of both public and user group facilities. These include, but are not limited to:

- Visitor & Education Centre
- Café
- Information Area
- Camping Area
- Outdoor event space and outdoor amphitheatre

All of these projects are reliant upon a common infrastructure network and are limited by the same factors. Following are the components of the common infrastructure network that require further investment.

Power network feed upgrade - \$530k plus GST

The internal power grid is sufficient to service the expected maximum load of 300kVA, albeit with further expansion required to reach all potential users. However, PowerCo, the network provider has indicated any further load on their feeder would require a substantial upgrade. This has been costed by Northpower at \$530k plus GST

Internal power network extension - \$125k plus GST

Further expansion of the internal grid to service the Events space & future commercial development would necessitate an additional 2200m of underground cabling, which based upon previous costs would add \$65,000 to the cost.



Additional connections would require extra switchgear and transformers, costing on average approximately \$60,000 per connection.

Water - \$120k plus GST

Previous use of rainwater harvesting to supply potable water has worked well but increased visitation has meant that the supply has not been able to keep pace with demand during the summer months.

Subject to allocation restrictions, a water bore would provide a year round supply which could be reticulated to supply other users although the priority would be supply to the central hub.

Recent estimates put the cost of the drilling at approximately \$60,000 but the installation would require above ground storage and distribution pipework, bringing the whole project cost closer to \$90,000. The additional power reticulation would cost another \$30,000.

Telecommunications

Funding has already been approved to support Rural Connectivity Group's establishment of a cell phone tower at TECT All Terrain Park. Negotiations are ongoing based upon a standalone power solution with a \$225,000 contribution from the Councils (funded from the existing 2018/19 budget). NB: This funding may need to be carried forward to the 2019/20 financial year to align with the delivery of the cell tower by a third party.

Fire Protection & Response - \$250k plus GST

Forest fires pose a risk not only to public safety but also the investment made by user groups and commercial operators in their infrastructure. Managing the risk of fire through the investment into a new fire engine/tanker is deemed a prudent investment and form of insurance against losing Council's existing forestry as a revenue stream.

Fire suppression equipment has always been available at the Park but the ageing, donated fire tanker is reaching the end of its useful life and should be replaced with a more appropriate unit. A compliant light tanker would cost approximately \$250,000.

Security Cameras - \$30k plus GST

Once telecommunications coverage is established, greater use can be made of technology to discourage illegal activity. A network of wireless surveillance cameras in key areas could be established for around \$30,000.

Kiwicamp - \$350k plus GST

Freedom camping has increased within the Park in common with the rest of the country. The initial use of the Park for this activity had a limited effect upon the Parks infrastructure but increased numbers have placed an unsustainable pressure upon toilet facilities, space and above all the water supply.

It is likely that with increased use it may prove necessary to install additional facilities such as the Kiwicamp™ units being trialled elsewhere. Indicative costs for the establishment of a unit are \$350,000.



Events Space - \$405k plus GST

A simple grassed arena, the Events Space has the potential to provide a venue for a huge range of events. In order to fully exploit the area, the original concept of a grassed area accessed via the Motorsport hub would need further development.

Shared access, whilst workable is not ideal and to enable concurrent use it would be necessary to improve the road network servicing the Events Space. Upgrades to Hood Road would allow for improved traffic flow and securing use of the Motorsport Hub would facilitate the hosting of larger events requiring increased car parking. The necessary realignment of Hood Road and upgrade to 2WD standard has been estimated at \$190,000.

The construction of an alternative entrance to the TMMI lease area would further enhance the flexibility of the Events Space. A better access point is further along Whataroa Road from the existing Lette Road entrance and the area to the north of the BOPRCCC area would lend itself to surfacing as a new gravel arena. The cost estimate for both creating the new entrance and the car park is \$170,000.

The concerns of the motorsport community regarding other park users straying into their operational area could be addressed by further fencing along the boundary. An additional 1500m of fencing would cost in the order of \$45,000.

Options

7. The Joint Governance Committee may:

- (a) **Recommend to WBOPDC and TCC to adopt the outlined capital works programme and approve the utilisation of surplus forestry income to fund the work.**
- (b) Not recommend to WBOPDC and TCC to adopt the outlined capital works programme. This is not recommended as future expansion of the Park is reliant upon the establishment of wider infrastructure.

Consideration

Strategic Context

- 8. The proposal accords with the TECT All Terrain Park Management Plan and the overall Park development plan.
- 9. The next stage of development is intrinsic in the realisation of the Park's full potential as a sub-regional hub for outdoor recreation.
- 10. Without the further development it is unlikely that commercial recreation opportunities will be developed and the growth of user group activities will be greatly restricted.



Community

11. The continued development of TECT All Terrain Park provides for the wider community as well as for the specific user groups who are already established there. Greater flexibility will allow increased use as well as opportunities for commercial growth.

Significance and Engagement

12. Under the Significance & Engagement Policies for Western Bay of Plenty District Council and Tauranga City Council, this is of low significance as it does not rely upon rate-funding or external financial support.
13. Park users have already been canvassed on their views regarding future development but further consultation will take place via the User Group Forum once the funding principle has been approved.

Implementation

14. The proposed additional capital expenditure has been phased to allow for the maintenance of sufficient reserve but also to allow for the given capacity to deliver upon it. Some projects are wholly reliant upon third parties but it is expected that projects can be delivered as stated.

Attachments

There are no attachments for this report. **OR**

No.	Title
A	Financial Implications of Utilising Forestry Revenue to Fund Capital Works
B	Impact of Proposed Capital Programme on Park Operations

Financial Implications of Utilising Forestry Revenue to Fund Capital Works

Background

The Sub Regional Parks Relationship Agreement was executed in 2006. In this document TECT All Terrain Park (TATP) forestry revenue is ring-fenced to be used for forestry expenditure only. At the time that future forestry revenue was projected to exceed future forestry expenditure, WBOPDC and TCC would agree how the profit shall be invested, distributed or spent.

Prudent forest management and a buoyant international trade have combined to enable a forestry reserve of close to \$2million to be established. Future management will incur costs but this will in part, be offset by income from harvesting.

The current management regime for TATP is typified by a high level of intervention with crops being thinned and pruned to provide a premium product at the end of the rotation. The additional costs will be recouped upon sale.

Current Situation

The recent review of the 20-year forestry budget has identified that a sufficient reserve fund can be maintained to service the current forestry management regimen.

The following spreadsheet (fig 1.) shows the expected net cost/revenue from forestry operations based upon a conservative estimate of the future log market. It also allows for the return of cutting rights areas into Park control and the continued pruning & thinning regime.

These figures assume:

- A slight cooling but not catastrophic failure of the log market
- Continued high-intervention management regime
- Cutting rights are handed back as per current projections from Hancock Forest Management
- Predominantly *Pinus radiata* crop with some minor species in accordance with the current forestry management strategy.
- Longer term returns are dependent upon deforestation requests from user groups

Draw-down to Fund Capital Works

To expedite those projects, which currently present the best opportunities for future Park growth, it is possible to draw-down on the forestry reserve to provide funding.

Fig 2. Indicates the expected growth of the forestry reserve with and without draw-down. The phasing of projects has been planned to retain at least a \$500k buffer in the reserve to absorb market changes or cost fluctuations.

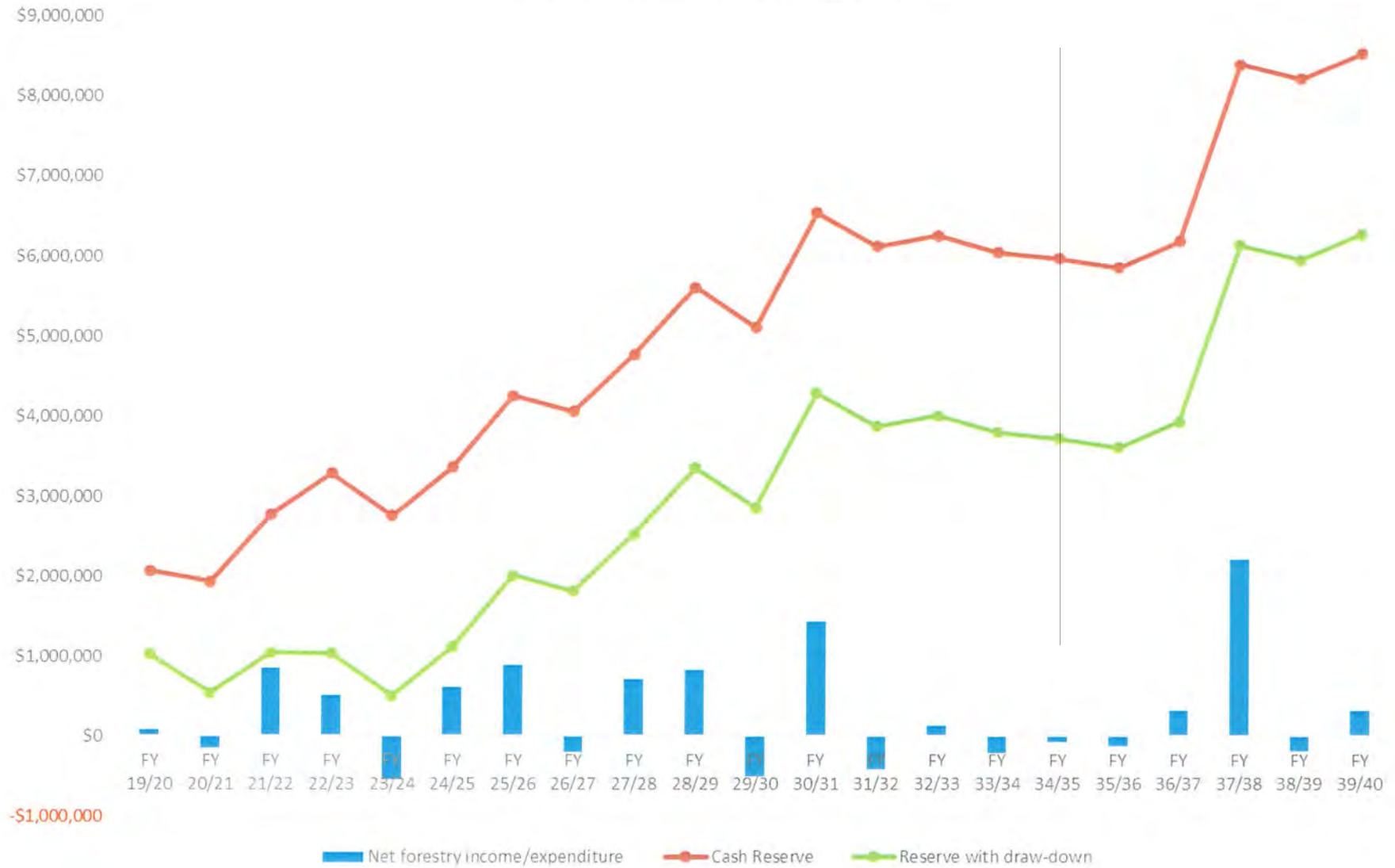
Fig. 1

Financial Year	Net forestry income/expenditure
FY 19/20	\$79,303
FY 20/21	-\$141,073
FY 21/22	\$850,017
FY 22/23	\$514,287
FY 23/24	-\$537,165
FY 24/25	\$610,060
FY 25/26	\$894,681
FY 26/27	-\$197,733
FY 27/28	\$717,117
FY 28/29	\$831,554
FY 29/30	-\$502,161
FY 30/31	\$1,434,585
FY 31/32	-\$418,013
FY 32/33	\$134,100
FY 33/34	-\$211,132
FY 34/35	-\$73,298
FY 35/36	-\$115,391
FY 36/37	\$325,888
FY 37/38	\$2,207,927
FY 38/39	-\$182,888
FY 39/40	\$315,441

Fig. 2

Financial Year	Cash Reserve	Reserve with draw-down
FY 19/20	\$2,071,468	\$1,026,468
FY 20/21	\$1,930,394	\$540,394
FY 21/22	\$2,780,411	\$1,045,411
FY 22/23	\$3,294,698	\$1,039,698
FY 23/24	\$2,757,532	\$502,532
FY 24/25	\$3,367,593	\$1,112,593
FY 25/26	\$4,262,273	\$2,007,273
FY 26/27	\$4,064,540	\$1,809,540
FY 27/28	\$4,781,656	\$2,526,656
FY 28/29	\$5,613,210	\$3,358,210
FY 29/30	\$5,111,049	\$2,856,049
FY 30/31	\$6,545,634	\$4,290,634
FY 31/32	\$6,127,621	\$3,872,621
FY 32/33	\$6,261,721	\$4,006,721
FY 33/34	\$6,050,588	\$3,795,588
FY 34/35	\$5,977,290	\$3,722,290
FY 35/36	\$5,861,899	\$3,606,899
FY 36/37	\$6,187,787	\$3,932,787
FY 37/38	\$8,395,714	\$6,140,714
FY 38/39	\$8,212,826	\$5,957,826
FY 39/40	\$8,528,267	\$6,273,267

TATP Forestry Income Projection
allowing for funding of capital programme



Impact of Proposed Capital Programme on Park Operations

Background

Below are the details of the Operational cost implications of the proposed Capex programme. The overall impact is approximately \$12,000 p.a. or 2% of the annual budget. It is proposed that these costs are absorbed by savings elsewhere in the existing budget and reviewed during the next Long Term Plan process

Proposed Capital Expenditure

Project	Prerequisite	Target Year	Cost Estimate
Electricity feed upgrade		2019	\$530,000
Water bore	<i>Electricity</i>	2019	\$90,000
Water bore power supply	<i>Water Bore approval</i>	2019	\$30,000
Fire Protection & Response		2019	\$250,000
Hood Road Extension		2020	\$190,000
Security Cameras		2020	\$30,000
Event Space Electricity network extension		2020	\$125,000
Motorsport entrance relocation	<i>Hood Road extension</i>	2021	\$170,000
KiwiCamp unit		2021	\$350,000
Events Space boundary fence		2021	\$45,000
			\$1,810,000

Electricity Feed Upgrade – Te Matai Road

This project can only be implemented by the network owner and as such there are no opex implications.

Post-implementation, the Park's electricity network becomes "embedded" and electricity charges are made at the boundary. There will be additional administrative costs in recovering electricity charges from user groups but this will be offset by the ability to purchase electricity at wholesale prices.

The main operational implication is the maintenance of the extended internal network which will be predominantly underground.

Water Bore

The completion of this project is reliant upon approval to make a further power connection to the network.

The additional power consumption associated with operating a bore will be balanced against the saving in bringing in potable water from off-site which currently costs approximately \$900 pa.

Bore and pump maintenance is estimated at \$2,000 p.a.

Fire Protection & Response

The commissioning of a new fire-fighting tanker may be prolonged depending upon the availability of a suitable base vehicle and the workload of the outfitters.

Operating costs of a new vehicle will be significantly less than the existing tanker and there will be savings made as the current 27 year old machine requires significant remedial work every time it is presented for a Certificate of Fitness (COF). It is essentially a like-for-like replacement with a 20 year life.

Hood Road Extension

This work will not be undertaken until after the adjacent forestry block is harvested. An up graded road will not attract additional maintenance costs until the level of use increases significantly with additional events.

Security Cameras

This system will not be monitored full time and it is unlikely that any additional costs will be incurred. However there will be a requirement for regular maintenance and replacement (expected 5 year lifespan) with this being absorbed into the current work programme, at approximately \$5,000 p.a.

Motorsport Entrance relocation

Upon completion this will be handed to the tenant to maintain. It would only incur cost if the area was handed back to the Councils. No additional opex.

KiwiCamp Unit

It is expected that a KiwiCamp type facility would be fiscally neutral with income offsetting the costs of maintenance. Actual costs will depend upon levels of use.

Events Space Boundary Fence

Apart from additional depreciation costs this project is not expected to incur further ongoing costs.

Without this further stage of development it is unlikely that significant commercial development will take place. Commercial ventures, once established will be a positive source of revenue.