



Statement on Council-Controlled Organisations Tauākī mō Ngā Tōpūtanga a Kaunihera

Council-Controlled Organisations (CCOs) are companies, trusts or other types of organisations in which a local authority holds 50% or more of the voting rights or has the power to appoint 50% or more of the directors. CCOs that operate for the purpose of making a profit are known as Council-Controlled Trading Organisations (CCTOs).

Western Bay of Plenty District Council is a member of the following Council-Controlled Organisations (CCOs):

- New Zealand Local Government Funding Agency (LGFA) - a CCTO
- Bay of Plenty Local Authority Shared Services Limited (BOPLASS)
- Western Bay of Plenty Tourism and Visitors Trust (Tourism Bay of Plenty)

These organisations have signed a Statement of Intent that is agreed with us and the other member councils.

Statement on Council-Controlled Organisations - Policies, Summaries and Statements

The Statement of Intent specifies:

- The objectives or purpose of the organisation; and
- The nature and scope of the activities to be delivered; and
- The performance targets and other measures by which the performance of the organisation may be judged in relation to its objectives.

The Statement of Intent is a public document that can be supplied on request.

The tables overleaf provides the information stated above:



Omokoroa - looking out towards Matakana and Mauao

Council-controlled organisation	Purpose
<p>New Zealand Local Government Funding Agency Limited, known as the 'LGFA'</p> <p>The principal shareholder councils of the LGFA are made up of 31 local and regional authorities including:</p> <ul style="list-style-type: none"> • Auckland Council • Bay of Plenty Regional Council • Christchurch City Council • Gisborne District Council • Hamilton City Council • Hastings District Council • Taupo District Council • Tauranga City Council • Wellington City Council • Wellington Regional Council • Western Bay of Plenty District Council • Whangarei District Council <p>and</p> <ul style="list-style-type: none"> • Her Majesty The Queen acting by and through the Minister of Local Government and the Minister of Finance 	<p>The LGFA is a partnership between Participating Local Authorities and the Government which enables councils to secure funding at lower interest margins and to make longer-term borrowings. The LGFA raises debt on behalf of local authorities through domestic and offshore sources, at a rate that is more favourable than that which would be secured if the council was to raise debt directly.</p> <p>Primary objective</p> <p>The LGFA will operate with the primary objective of optimising the debt funding terms and conditions for participating Local Authorities.</p> <p>Among other things this includes:</p> <ul style="list-style-type: none"> • Providing savings in annual interest costs for all Participating Local Authorities on a relative basis to other sources of funding Making longer-term borrowings available to Participating Local Authorities Enhancing the certainty of access to debt markets for Participating Local Authorities, subject always to operating in accordance with sound business practice • Offering more flexible lending terms to Participating Local Authorities. <p>Additional objectives</p> <p>The LGFA has a number of additional objectives which complement the primary objective. These objectives are to:</p> <ul style="list-style-type: none"> • Operate with a view to making a profit sufficient to pay a dividend in accordance with its stated dividend policy set out in its Statement of Intent. • Provide at least 50% of aggregate long-term debt funding to the Local Government sector. • Ensure its products and services are delivered at a cost that does not exceed the forecast for issuance and operating expenses Take appropriate steps to ensure compliance with the Health and Safety at Work Act 2015. • Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency. • Achieve the financial forecasts (excluding the impact of AIL) set out in its Statement of Intent. • Meet or exceed the agreed Performance Targets set out in its Statement of Intent. • Comply with its Treasury Policy, as approved by the Board.

Council-controlled organisation

Performance targets and measures from statement of intent 2020/21 (will be updated for 2021/22)

**New Zealand Local Government
Funding Agency Limited, known as
the 'LGFA'**

The LGFA has the following performance targets:

LGFA's net interest income for the period to:

- 30 June 2021 will be greater than \$18.8 million.
- 30 June 2022 will be greater than \$20.2 million.
- 30 June 2023 will be greater than \$29.0 million.

LGFA's annual issuance and operating expenses (excluding AIL) for the period to:

- 30 June 2021 will be less than \$6.8 million
- 30 June 2022 will be less than \$6.8 million.
- 30 June 2023 will be less than \$7.0 million.

Total lending to participating Borrowers at:

- 30 June 2021 will be at least \$11,664 million
- 30 June 2022 will be at least \$12,260 million.
- 30 June 2023 will be at least \$12,681 million.

- LGFA will conduct an annual survey of Participating Borrowers who borrow from LGFA and achieve at least an 85% satisfaction score as to the value added by LGFA to the borrowing activities.
- Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.
- Achieve 85% market share of all council borrowing in New Zealand.
- Review each Participating Borrower's financial position, its headroom under LGFA policies and arrange to meet each Participating Borrower at least annually.
- No breaches of Treasury Policy, any regulatory or legislative requirements including the Health and Safety at Work Act 2015.
- Successfully refinance of existing loans to councils and LGFA bond maturities as they fall due.
- Maintain a credit rating equal to the New Zealand Government rating where both entities are rated by the same credit rating agency.

Council-controlled organisation	Purpose
<p>Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'</p> <p>The nine shareholding councils of BOPLASS are:</p> <ul style="list-style-type: none"> • Bay of Plenty Regional Council • Gisborne District Council • Kawerau District Council • Opotiki District Council • Rotorua District Council • Taupo District Council • Tauranga City Council • Western Bay of Plenty District Council • Whakatane District Council 	<p>BOPLASS is a company owned by nine councils in the Bay of Plenty/Gisborne regions, which investigates, develops and delivers shared services, and undertakes joint procurement where this is appropriate.</p> <p>Primary objectives</p> <p>Working together to provide benefits to councils and their stakeholders through improved levels of service, reduced costs, improved efficiency and / or increased value through innovation.</p>
Council-controlled organisation	Performance targets and measures from statement of intent 2020/21 (will be updated for 2021/22)
<p>Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'</p>	<p>Over the next three years, the targets are to:</p> <p>Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.</p> <ul style="list-style-type: none"> • Measure: contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable. <p>Investigate new Joint procurement initiatives for goods and services for BOPLASS councils.</p> <ul style="list-style-type: none"> • Measure: a minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils. <p>Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.</p> <ul style="list-style-type: none"> • Measure: Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually. <p>Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.</p> <ul style="list-style-type: none"> • Measure: number of listed projects to increase by 10% per year. Number of active users to increase by 20% per year. <p>Communicate with each shareholding council at appropriate levels.</p> <p>Measure: At least one meeting per year.</p> <p>Ensure current funding model is appropriate.</p> <p>Measure: Performance against budgets reviewed quarterly. Company remains financially viable.</p>

Council-controlled organisation	Purpose
<p>Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty</p> <p>(This is a joint council-controlled Organisation of Western Bay of Plenty District Council and Tauranga City Council).</p>	<p>Tourism Bay of Plenty is the appointed destination manager and promoter, enabling visitor economy growth and sustainability.</p> <p>Additional objectives</p> <p>Tourism Bay of Plenty takes the leading role in growing visitor demand for the Western Bay of Plenty through targeted interventions that increase destination awareness and intent to visit, length of stay and spend.</p> <p>Performance targets and measures from statement of intent 2020 - 2023 (will be updated for 2021/22)</p> <p>Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.</p> <ul style="list-style-type: none"> • Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy. • Support Councils to explore alternative funding mechanisms. • Measure visitor spend. • Measure the contribution of tourism to GDP. • Measure the number of jobs provided by the tourism industry. <p>Target the Right Visitors at the Right Time with the Right Messages</p> <ul style="list-style-type: none"> • Understand current visitation levels and patterns • Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives. • Build reputation as per Place DNA™ by implementing story theme strategies identified in Brand Storybook research and embed across the Coastal Bay of Plenty. • Work with Tauranga City Council City Events team to support events aligning with our Place DNA™. <p>Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.</p> <ul style="list-style-type: none"> • Measure and understand residents' sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. • Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™. • Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects). • Implement the Connect with Residents strategy and implement a local's communications plan. • Develop and maintain an Ambassador programme. • Implement stakeholder engagement & communications plan including Iwi/ and Hapū relationships, Leadership Advisory Group, and Industry events

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	<p>Enhance the visitor experience by providing fit for purpose visitor information services, including the development of Te Tomokanga and the use of digital services.</p> <ul style="list-style-type: none"> • Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities. • Continue the project plan for Te Tomokanga. • Review the cruise sector model post-Covid 19. • Review and action the Future Network Strategy. <p>Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.</p> <ul style="list-style-type: none"> • Map regional natural and build assets to identify experience gaps and opportunities. • Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options. • Enable, empower and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences which feature our unique culture, heritage, and history.* • Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.* • Develop and implement an industry capability programme and collaborate with operators to help enhance tourism experiences that align with target audiences and Place DNA™.* • Establish and maintain passion groups for niche development to align experiences with target audiences.* • Identify and support opportunities for new ‘tourism with purpose’ and environmental stewardship initiatives*. • Business Events development. <p>Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.</p> <ul style="list-style-type: none"> • Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies. • Code of Conduct compliance. • Compliance and regulatory obligations met. • Enterprise Risk Management Policy adherence. • Maintain good working relationships with Council staff and elected members, observing the ‘no surprises’ principle.



Barry and Jack - Katikati